



Strategic Plan 2011-2016

Content	Page
Section	
Introduction	3
Recent history; setting the context	4
Part 1 Major Goals	6
Mission	7
Integrated Planning	8
Situation Analysis	10
Strategic Priorities	11
Main Pillars	12
Part 2 From Goals to Action	17
Detailed Action Plans - Appendix A	23-173
Part 3 Budget	16
Samples of Enabling Goals	145-149
Membership of Action Plan Committees	
Appendix C	150-165
Detailed Budget	
Appendix D	

Introduction

"On the 20th we planted our feet upon these sacred shores, and soon forgot all the troubles of the way, which had mingled with the mercies of eighteen weeks, the interval that had elapsed since we left our native land."

So wrote the founder of the first school for girls in Ottoman times, Sarah Huntington Smith to her parents of her arrival in "Beyroot" on January 20, 1834. This early foundational root of LAU also finds a reminder in an engraved column in Beirut's city center dating back to 1835: "Site of the first edifice built as a school for girls in the Turkish Empire."

The American school for girls established in 1924, which is considered the birth date of LAU, grew out of this early Presbyterian mission. In 1927 the American Junior College for Women (AJCW) became a separate institution and was transferred to Ras-Beirut. By 1950, AJCW transformed into a four-year institution of higher learning and became Beirut College for Women (BCW). In 1955, the Board of Regents of the State University of New York chartered the college, and in 1970 the Bachelor's degree was recognized by the Lebanese government. In 1974, and in order to increase enrollment enabling the offering of more programs and majors, the college became co-educational and was renamed Beirut University College (BUC).

The institution faced major challenges during the 1975-1990 Lebanese war, its enrollment plunging by over 80% in Fall 1976. However the institution came together and stubbornly faced the challenges with the help of benefactors and alumni. While the country was being dismembered and destroyed, BUC continued to provide young men and women with quality education, and off-campus programs were opened in the north and south of the country to offer this opportunity to students who could not join the main campus.

In 1995, Lebanese American University (LAU) emerged as a two-campus university with its historic home in Beirut, and a new campus in Byblos. Up to the late eighties, program offerings were limited to majors in the Schools of Arts and Sciences and Business; the Schools of Engineering and Architecture, and Pharmacy were added in the early nineties; two additional schools, Medicine and Architecture & Design were launched in 2010 and Nursing in 2011.

Recent history, setting the context

Shortly after his installation as President of LAU in 2004, Dr Joseph G. Jabbara committed to creating a university-wide strategic planning process that was intentional, thought provoking and focused on the sustainability of the institution at even greater levels of excellence. LAU Strategic Plan 2005- 2010 was completed in the following eleven months, and approved by the Board of Trustees in September 2005. Much of the development of the University over the following four years, and the planning experience gained by the different constituencies, came as a result of this first Strategic Plan as well as the work on accreditation with the New England Association of Schools and Colleges (NEASC) that was launched at about the same time.

In the period 2005-10, all university constituencies worked diligently on the implementation of SP 2005-10, and on the two self-studies for candidacy and membership with the Commission on Institutions of Higher Education (CIHE) of NEASC. Various plans were developed: facilities, IT, finance, school and University academic plans. The implementation of SP2005-10 was also progressing under the supervision of the Strategic Planning Oversight Committee SPOC.

The NEASC accreditation process served as an important impetus for greater attention to planning and assessment (both program review and student learning outcomes) as well as the creation of an institutional research capacity, but each of these initiatives now has its own life and legitimacy, beyond NEASC-focused standards.

The staggered nature of institutional vs. school-level planning (five-year plans on overlapping schedules) helps create continuity for the University, even as changes in leadership or restructuring take place.

Quoting a colleague currently serving as commissioner in the CIHE “Planning has become an integral part of doing business at LAU” .

The groundwork laid by the 2005-2010 Strategic Plan has created a strong context for going to the next stage of planning, focusing on academic goals and the integration of unit-level plans within the overall institutional plan.

A fundamental aspiration behind the present Strategic Plan is *to take LAU to a higher level of academic excellence.*

The President's Cabinet and the Council of Deans reviewed and adopted the following basic premises for the development of the present Strategic Plan SP 2011-16. Accordingly, this plan is guided by three basic principles:

- Focus on academia
- Build on lessons learned from the previous SP and accreditation process
- Develop a framework for integrated planning
- Develop the plan in-house using internal resources

The plan was developed in three phases, and special attention was exercised to make it inclusive and participative much as was the case with the University self-studies submitted to the Commission on Institutions of Higher Education of NEASC.

In phase one, the steering committee focused on the development of the vision and the major strategic **Goals**. The resulting goals were grouped into six **Pillars**. In a second phase, these major **Goals** were expanded into a set of **Action Plans** detailing all execution steps and developed by units that would be involved, and have a stake, in the implementation. These **Action Plans** could be viewed as strategic plans at the level of these units. In a third phase, **Action Plans** were analyzed meticulously to determine the necessary **Enablers** consisting of resources needed in terms of time, facilities, personnel, consultancy, equipment, and the resulting budgetary requirements.

The University did not involve external strategy consultants for the development of the plan. However, much help was obtained indirectly through visits and conversations with colleagues from New England institutions that were involved in the accreditation process. On the other hand, the implementation will involve consultants to help in specific highly specialized tasks where internal know-how is not sufficient.

In the preparing for launching the work on the SP, consensus was reached on a number of points:

- Whereas the academic plan is the main focus, implementation shall involve and be linked to all other University plans, such as enrollment, financial aid, facilities, and finance.
- The new plan will consider unfinished work of the present SP and assess its strategic value. Eventually, relevant unfinished work will be integrated within the next plan.

- The plan should include goals that could result from the NEASC visiting teams and commission's reports.
- The plan should include specific strategic goals in health-related education and research that are not currently included in the Academic Plan.
- Development of the **Action Plans** and **Enablers** should result into creating medium- and low-level communication channels, engagement, and ownership across units in order to foster integrated planning.
- Monitoring and assessment must focus on the level of achievements of high-level goals and not only be limited to micro KPI. By their very nature, such goals and indicators need medium- and long-term assessment and monitoring (semester or year instead of month).

Phase 1 - Major Goals

Steering Committee

On June 28, 2010, President Jabbra appointed a steering committee with the following faculty and staff from the respective university units:

Faculty

Elie Badr (Asst. Provost; Co-Chair)

Rima Bahous(A&S)

Elie Haddad (Arch. & Design)

Nancy Hoffart (Nursing)

Camille Issa (Senate)

Diane Nauffal (Institutional Research & Assessment)

Yolande Saab (Pharmacy)

Abdallah Sfeir (Provost, Chair)

Rima Turk Ariss (Business)

Pierre Zalloua (Medicine)

Pierrette Zouein (Engineering)

Student Development and Enrollment Management

Abdo Ghie

Elise Salem

Finance

Sonia Hajjar

Emile Lamah

University Services

Camille Abu Nasr

Dania Dibsi (Rapporteur)

George Hamouche

Advancement

Noureldeen Alokaily

In the period from end of June to mid-October, the committee met weekly every Thursday afternoon. Meetings centered around three major headings:

The University Mission: why do we exist?

Situation Analysis: Where are we now? What do our assessments tell us? What are we doing well? External opportunities. External Threats, etc.

Strategic Priorities: In what major directions will we focus our efforts to advance our mission? Do our strategic priorities support those of our schools? What enabling resources are needed to make this happen? How will we know that we are improving?

Detailed minutes and documents that were reviewed were regularly posted on the SP webpage accessible to the University's internal constituencies:

http://acad-admin.lau.edu.lb/hocm/minutes_list.php?council=sp

Mission

Strategic Plans set the directions that institutions will be taking over the years, and hence, they provide the proper context to look into institutional missions and assess their relevance. Major reviews of the Mission are very important undertakings that change the “raison d’être” of institutions. In most cases, Strategic Plans are used to revise missions to add focus, clarity and significance, rather than change the basic principles for which the institution came to exist.

Based on comments included in the NEASC visiting team report, it was thought that our mission does not sufficiently highlight the citizenship-building role of LAU. This was the starting point of discussion within the Steering Committee, and while there was general agreement on the substance, various grammatical/semantic constructions were experimented with and debated. Most meetings started with some discussions on the subject, before moving to other items on the agenda. The discussion on the mission then served to set the tone for much of the early meetings of the steering committee.

In the final count, and after meeting with the PC and the CD, the following amended mission statement was adopted:

The Lebanese American University is committed to academic excellence, student centeredness, civic engagement, the advancement of scholarship, the education of the whole person, and the formation of leaders in a diverse world.

Integrated Planning

Universities are defined by many elements with the academic function as the *raison d'être* and hence the main focus and foundation for any planning. The complex interaction between the various other service functions is critical in the success and effectiveness of the teaching-learning-research enterprise. Integrated planning should be a way of life of any successful institution.

From the onset of the development of the present work, it was agreed that *Integrated Planning* should not be considered as a separate goal of the present SP, but it should be looked upon as a goal that will be achieved through the methodologies adopted and put in place to build the Strategic Plan 2011-16, and the way we do planning going forward.

Over the past few years, and as a result of the first Strategic Plan, a substantial effort for careful planning has taken place across all the units and divisions of the institution. The development and strengthening of governance sharing structures for faculty, students and staff, and the establishment of the University Planning Council, the Council of Deans, and the President's Cabinet has permitted a more inclusive approach to planning; thus for instance the Academic Plan was built upon a wide base of School Plans involving a large number of faculty across all disciplines.

Prior to SP 2005-10 planning was episodic at best. This first strategic plan stimulated planning and was often seen as a "plan to plan". However, and despite the fact that important planning initiatives have been undertaken, these initially seemed to be isolated, fragmented and often focused on specific initiatives and projects unrelated and unlinked from each other. If one is to examine plans developed in the early phases of implementation of SP 1, it would be difficult to see how these plans serve the mission of the institution, and how they would impact the whole institution, rather than its components. The whole is larger than the sum of the components.

Shortly after completing SP 1, the University embarked on developing its first self-study, after being accepted as a Candidate for Accreditation by the CIHE of NEASC in 2007. The work that ensued, the input from the various visiting teams and the Commission, and the implementation of some key components of SP 1, all helped LAU move one step further in planning. Plans started to be linked and involved participation external to the units they were designed to serve.

To date, the University has adopted the following plans:

- Academic Plan, AP
- Enrollment Management Plan, EMP
- Financial Aid Plan, FAP
- IT Plan, ITP
- Capital Plan, CP
- Campus Master Plans, CMP
- Financial Plan, FP

There is a strong link between FAP and EMP, as the FAP is intrinsically designed to support enrollment goals of the EMP. Both plans were developed by the VP and staff of EM with an important involvement by the Council of Deans particularly as regards school enrollment goals. Much of the IT plan was meant to support academic and administrative requirements such as in the case of “Intelligent Classrooms”, and the implementation of various new systems (OLIB, HRMS, CAPP).

One of the basic objectives of the present SP is to advance one step further and create a framework for *Integrated planning*. This implies that all planning work should not only be strategic, inclusive and comprehensive, but that it should also interrelate with all other plans -when applicable- and interact symbiotically with them. The interaction can be of different kinds, plans can work in parallel and strengthen each other as in the case of enrollment management and financial aid, and they can also enable each other as in the case of building facilities needed for a specific program. More importantly, and through these interactions, plans always keep a strong focus on their ultimate objectives which is to serve the *raison d’être* of the institution: *the academic mission*.

In order to ensure the centrality of the academic mission, and the integration of all plans, the approach adopted in this SP is as follows:

- build the SP around goals and initiatives that are based on the academic plan
- determine the necessary facilities (manpower, space, material) necessary to achieve the goals
- cost the necessary resources (financial and others) needed for the above

Viewed in this way, and after assembling all the elements of the support needed to achieve the academic goals, we will get the basic constitutive core of the facilities, IT, HR, and ultimately the financial plans. These are referred to as *enabling resources* or *enablers*, since their basic function is not an end in itself, but is

instead a means to achieve the academic goals they serve.

This approach raises two essential questions:

1. Will this mean that all current plans listed above will become obsolete and need to be rebuilt from the ground up?
2. What if the resulting financial plan is not feasible within the resources available?

These questions were debated early on during the meetings of the SC, and the following was concluded:

- 1- Whereas present non-academic plans adopted by the University have not been strictly developed through the approach described above, their intent is to serve the academic mission, and much of specific academic needs have been taken into consideration through the participative approach used in the development of these plans. Hence, it is expected that the current SP will lead to amendments of the current plans, and serve as the back bone of the development of future plans.
- 2- It is true that the approach described may result in its first phase in a wish list of academic goals that prove to be impossible to achieve within the time frame of five years and the present and expected financial resources available. To answer this concern, it was agreed that once all academic goals and Enabling resources are defined with the respective action plans, timetables and financial resources, and should the expected costs or timelines be in excess of what is achievable, a prioritization will have to take place, and initiatives that are dropped from the current plan will be deferred to the next SP and reconsidered in due course.

Situation Analysis

A situation analysis was undertaken through a series of meetings of the SC in which presentations were made by the leadership of the various units (Provost, VP SDEM, VPF, AVP HRUS, AP, AVP A, DIRA, APAP). Following the same methodology that is used in the accreditation process, i.e. *description, appraisal, and projections*, these presentations served to bring to focus the areas that need to be highlighted in the plan. They also served to identify the links that are already present between the various university plans, and thus helped in further strengthening the integration between plans as we developed the SP.

More specifically, reports of the different units focused on:

- Description of what the University has accomplished through the implementation of SP 2005-10, regional accreditation, launching of new schools, acquisition of Rizk Hospital, as well as implementation of specific plans of the respective units.
- Appraisal of and comments from participants that brought to light the perception of different constituencies on the results so far accomplished and shortcomings that still need to be addressed.

These discussions propelled the group to eventually agree on goals of the current SP which are presented in the next section.

Major discussion points:

- The implementation of SP 2005-10, the successful completion of NEASC accreditation in record time, renewal of professional accreditation of Pharmacy, and forthcoming ABET for all engineering majors as well as computer sciences, the launching of the School of Medicine and School of Nursing, the acquisition of the University Medical Center - Rizk Hospital, have had a major transformative impact on LAU. However, this transformation may not have seeped deep enough at all levels of the institution, and more should be done to bring everybody on board and strengthen the cohesion of the institution.
- While the Strategic Plan Oversight Committee has reported regularly on the progress made in the implementation of the SP 2005-10, the reports mostly focused on the timely completion of action steps rather than on reaching the objectives set for each initiative.
- Noting that LAU's income is essentially based on student tuition, and that recruitment has mostly been centered on local schools, it was essential to assess external economic and social factors that directly impact enrollment. In this context, and based on data available, three main indicators came to light: (i) the demographics of the secondary education age group is stabilizing, and possibly declining, (ii) an increase in the per capita GDP and a resulting shift from public to private higher education, and (iii) regrettably, families tend to invest more in the education of male siblings than in females, a disappointing situation to be addressed with regard to LAU's legacy.
- Thanks to the establishment of the CPLA, IRAO, the work undertaken by professional schools for accreditation, the program reviews, etc., the culture of assessment is progressively being adopted and practiced by the various units of the University. Progress is uneven, and in some cases the assessment loop has not been fully completed as few corrective actions based on assessment have been implemented.
- Major advances have been made in implementing governance sharing policies and procedures through the establishment of the Faculty Senate, Staff Advisory Council, and Student Council. However, and while the system put in place seems to be adequate for an institution of LAU's size, governance sharing principles and philosophies are not equally understood and practiced by all.
- Despite the rapid growth of the University, as well as the challenging low numbers of FT faculty and staff, the institution has been successful in upholding the aim of student centeredness. Students' satisfaction with the university is generally good, and they are happy and proud to be at LAU.
- In the day-to-day operations, the development and growth of LAU has not

always been accompanied by the appropriate changes in academic management and empowerment of Deans and Chairs. Although the structure is there, the delays in implementation is hampered by the lack of appropriate school-specific facilities, as well as some administrative procedures and practices.

- Although some progress is being made, the low number of FT faculty, particularly in the School of Business on the Beirut campus, remains an important challenge.
- University facilities, particularly as regards classroom and office space in the Beirut campus are way below standards; this is becoming a major handicap for faculty recruitment, as well as growing enrollment on that campus.
- Student facilities on both campuses, and Library facilities in Byblos campus, are inadequate and insufficient.
- LAU has made major strides in becoming One University with Two Campuses, and in aligning its policies, procedure and academic rules and regulations, as well as the way they are practiced and used. Likewise, progress has taken place in mitigating the socio-political and communitarian divides, at the level of students, faculty and staff.

Strategic Priorities

Based on the presentations and extensive discussions that have taken place, and using the input from the University Academic Plan, the Steering Committee came to the conclusion that the Strategic Plan 2010-2015 should be built on the Six Pillars:

1. Education
2. Students
3. Faculty
4. Outreach
5. Areas of Focus
6. Graduate Studies and Research

Each Pillar will consist of a number of high level **Goals**, and the latter will be met through the completion of a number of **Sub-goals** and **Actions**.

The following section covers the **Pillars** and **Goals** that have been reviewed and approved by the appropriate councils and the University administration.

Main Pillars

Pillar 1-EDUCATION

Engage students in an intellectually challenging and diverse learning environment that integrates rich Liberal Arts education with strong goal driven Sciences and Humanities majors and career oriented programs.

GOALS

1. Foster the development of program and learning assessment culture across all programs;
2. Establish a uniform approach to academic honesty and issues of integrity in the institution;
3. Set up a new academic organizational structure that will provide all preparatory English language teaching;
4. Establish an English Writing Unit and develop peer learning centers (currently called co-op) to provide assistance to students in more majors;
5. Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of programs;
6. Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation;
7. Strengthen action learning and experiential learning in all programs, and grant students credit for such learning when applicable;
8. Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes;
9. Establish Honors programs in select majors offered by the University;
10. Provide support for teaching development of faculty to enhance use of pedagogy that engages students in learning;
11. Strengthen/Establish Assessment Culture throughout University.

Pillar 2- STUDENTS

Recruit, retain, and graduate diverse students, who will be effective members of their disciplines, professions and communities.

GOALS

1. Strengthen and foster excellence in learning, scholarship, and personal development of students; *(covered under Pillar 1: Education; Pillar 2: Outreach)*
2. Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers;
3. Provide more effective Orientation, Advising and Registration services for incoming and continuing students;
4. Empower students through clubs and athletics;
5. Provide more targeted career and placement services.

Pillar 3- FACULTY

Recruit, retain, and foster the development of distinguished educators and scholars

GOALS

1. Recruit faculty to achieve 70% full time faculty ratio or school specific appropriate targets;
2. Develop University and school structures to expand research capacity and scholarly activities;
3. Establish school based faculty workload;
4. Implement school specific faculty governance and management structures that will foster a collegiate atmosphere and effective operations;
5. Subscribe to a high impact performance reward system;
6. Establish school based faculty salary structure.

Pillar 4- OUTREACH

Extend LAU's academic, professional and social services beyond the confines of its campuses and provide opportunities for students and faculty to expand their university experience to the community and abroad.

GOALS

1. Establish and strengthen full services for student study abroad and international exchange agreements;
2. Make LAU a destination for foreign students;
3. Encourage academic programming and support faculty who include social responsibility and civic engagement in courses;
4. Provide LAU students with civic engagement opportunities to enhance their sense of social responsibility;
5. Expand Continuing Education courses off-campus and across Lebanon;
6. Ensure that LAU Institutes fulfill their Outreach mandates.

Pillar 5- AREAS OF FOCUS

Identify and target substantive areas of University strength that correspond to national and regional needs and nurture initiatives that are responsive to those needs.

GOALS

1. Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture, and natural and social sciences;
2. Commit to introduce Green curricula in relevant majors and adopt a University culture that contributes to environmental sustainability;
3. Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon;
4. Strengthen the gender perspective in all disciplines and programs in line with LAU's distinctive heritage;
5. Capitalize on our leadership role in Lebanon on conflict resolution, mediation and

peace studies.

Pillar 6- GRADUATE STUDIES & RESEARCH

Develop, sustain and enhance University graduate programs and research capacity.

GOALS

1. Establish and staff the Office of Dean of Graduate Studies and Research;
2. Establish a Research Grants/Contracts Office;
3. Establish School Research Councils to complement the URC and define their; respective terms of reference and mandates;
4. Steer faculty recruitment in a direction that supports the strengthening of current niche programs where the university has a competitive advantage;
5. Develop a specific Strategic Plan for Graduate Studies and Research by March 2012.

Part 2 - From Goals to Actions

Based on experience learned from the SP 2005-10, the University decided to have the action plans developed with the largest possible involvement and participation of faculty and staff who will at the end be involved in implementing these actions, and who are directly involved and knowledgeable about the operational details.

Such a participative process is not without its disadvantages requiring more effort to schedule meetings, build consensus, and move forward in a timely manner. However, and as was the case with the development of the Self-Studies for accreditation, the inclusive approach is ultimately far more effective because, in addition to bringing a more enriching and diverse perspectives on matters under discussion, it also helps building teams, giving ownerships of initiatives to more participants, and ultimately strengthening institutional citizenship, and integrated planning culture and capacity.

To this end Committees and Subcommittees involving over 160 faculty, staff and students were put in place to deal with the development of the action plans for each Pillar and Goal. A comprehensive and structured framework, was put in place to ensure that all groups were on the same page and used similar methodologies.

This framework was in the form of templates that require the definition of every single action step needed to reach the goal or sub-goal, along with the person/office in charge, start and end dates, resources, KPI and overall evaluation of the accomplishment of each goal or sub-goal. The following lead the work of each of the six pillars, and reported regularly to the SC at large:

Chair	Pillar
Elie Badr	Education
Abdo Ghie	Students
Camille Issa	Faculty
Elise Salem	Outreach
Nancy Hoffart	Focus Areas
Pierre Zalloua	Graduate Studies and Research

As work progressed and Actions Plans were completed, they were regularly reviewed and approved by the Council of Deans and shared with the President's Cabinet. The implementation of the SP requires completion of 355 action steps over the five years.

Action Plans are included in Appendix A.

Part 3 - Budget

Based on the Action Plans covered in the previous section, Part 3 compiles all necessary resources and facilities resulting in the needed budget for the implementation.

One of the goals of the present SP being to implement *integrated planning*, Action Steps developed in the previous phase were shared with the different units of the institution to determine space, staff, time, IT and all other resources necessary for the accomplishment of these steps.

Again a framework for recording all the resources needed was developed and shared by all work groups to ensure that all are on the same page, and that resource allocations are consistently defined across all actions. This framework included templates to assess:

- **Time:** faculty and staff time that can be compensated either in terms of recognition (such as in the service component of promotion guidelines), or course release, or overtime pay.
- **Staff:** additional new staff positions; (additional faculty positions are not added here, but in the annual budget cycle of schools.)
- **Consulting:** consultation time (person-day) and compensation when needed.
- **Space:** additional space (classrooms, offices, labs); in sequencing and scheduling actions care was given to the fact that the cycle for providing additional space is very long, and takes from one to several years, depending on whether such space is available and needs reconditioning, or whether it is to be implemented in new buildings.
- **Equipment:** includes all equipment, office furniture, computers, labs, etc. In completing this step, it was noted that equipment may need additional space, and cannot be acquired unless space is available.
- **Other:** resources that do not belong to any of the categories above such as training, development, etc.

Appendix B presents a filled sample of the templates used. Such resources have been labeled as **Enablers** or **Enabling Resources** since they are not academic in nature, but they contribute to the execution of the plan of actions needed for the achievement of the academic goals.

Upon completion of all listings of enablers, the budget office prepared detailed costing and the distribution of projected costs over the next five years of implementation. The process of preparation of resources and budget proceeded through a number of iterations before reaching the final output submitted herein to the Board of Trustees' approval.

It is to be noted that:

- 1- Only initiatives and actions steps that are well defined at this stage are included in the present budget.

- 2- Some actions require further planning and further study by the respective schools, such as the implementation of Honors Programs. These will be developed in the years to come and needed resources and budget will be included in the Operating Budget of the University.

Resources and Costs that are directly related to SP goals are included in the present budget. More specifically, faculty lines and additional facilities are either already included in other budgets/plans (Operating, Master Plans), or will be added as implementation proceeds.

Appendix A Action Steps

Pillar 1-EDUCATION

Engage students in an intellectually challenging and diverse learning environment that integrates rich Liberal Arts education with strong goal driven Sciences and Humanities majors and career-oriented programs.

Goal 1.1 – Foster the development of program and learning assessment culture across all programs					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1. Education	1.1 Foster the development of program and learning assessment culture across all programs	1.1.1 Request from all programs an on-going process designed to monitor and improve student learning	Rima Bahous	March 2012	December 2016

Action 1.1.1 – Request from all programs an on-going process designed to monitor and improve student learning					
	Description	Resources	Champion	Start	End
1.1.1.1	Develop/review program learning outcomes that are consistent with the program educational objectives (when applicable)	Staff member (data entry); Faculty time (100 credit hour/arts and sciences, business, architecture and design schools) Computer / printer	Chairs Program coordinators	March 2012	January 2013
1.1.1.2	Develop assessment tools and align curriculum with program learning Outcomes	Covered above	Program coordinators Chairs	March 2012	Feb 2014
1.1.1.3	Develop a multi-year program assessment plan accommodating the program review cycle	Covered above	Program coordinators/ Chairs	June 2013	Feb 2014
1.1.1.4	Implement the plan and collect evidence	Covered above	Program coordinators/ Chairs	Feb 2014	Ongoing
1.1.1.5	Analyze evidence and make appropriate amendments to curriculum / pedagogy.	Covered above	Program coordinators/ Chairs	Feb 2014	Ongoing
1.1.1.6	Document assessment results	IT: server space Faculty time	Program coordinators/	Feb 2014	Ongoing

	and actions taken in an annual report	(covered above)	Chairs/ IRA		
1.1.1.7	Repeat 4 to 6 annually		Deans	Feb 2014	Ongoing
1.1.1.8	Repeat 1 to 6 at least once every 5 yrs or as mandated by accrediting Body		Deans	Feb 2014	Ongoing

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.1 Foster the development of program and learning assessment culture across all programs	1.1.2 Institutionalize & structure program and learning assessment across the University	Rima Bahous	May 2014	December 2016

Item	Description	Resources	Champion	Start	End
1.1.2.1	Integrate assessment cycles within Program Review (self-study)	Budget for self-study	Schools/ Chairs	May 2014	Ongoing
1.1.2.2	Integrate the assessment plan into new course and new program approval process	Same as above	Chairs	May 2014	Ongoing
1.1.2.3	Plan and include program assessment expenses in the yearly Departmental budgets.	Same as above	Chairs/ Budget Director/CD	May 2014	Ongoing
1.1.2.4	Develop an infrastructure to support assessment training and consultation within schools	Same as above	CPLA advisory committee/ Deans	May 2014	Ongoing
1.1.2.5	Appoint assessment officers in the schools when appropriate	Personnel: Assessment officers Space: offices IT: computers, printers, photocopy machines, etc. office supplies	Deans	May 2014	Ongoing

Pillar	Goal	Action	Coordinator	Start date	End Date
1.Education	1.1 Foster the development of program and learning assessment culture across all programs	1.1.3.Support schools on assessment issues through expertise in CPLA/ DIRA	Rima Bahous	March 2012	June 2013

Action 1.1.3 - Support schools on assessment issues through expertise in CPLA/ DIRA					
Item	Description	Resources	Champion	Start	End
1.1.3.1	Develop guidelines and templates for assessment plans and annual Report	3 credits / year for CPLA advisory committee members, Staff member, Computer, Printer, Photocopy machine, office supplies	CPLA advisory committee/ DIRA	March 2012	June 2013
1.1.3.2	Provide training sessions and workshops on assessment	Covered by CPLA budget	CPLA Advisory Committee	March 2012	June 2013
1.1.3.3	Support the dissemination of assessment findings at LAU	Covered by CPLA budget	CPLA Advisory Committee	1 Feb 2014	30 June 2015
1.1.3.4	Develop and maintain an assessment related website for internally sharing assessment resources	Covered by CPLA budget	CPLA Advisory Committee	1 Feb 2014	30 June 2015

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.1 Foster the development of program and learning assessment culture across all programs	1.1.4 Value faculty contributions in the areas of teaching innovation and assessment practices	Rima Bahous	October 2011	March 2013

Action 1.1.4 - Value faculty contributions in the areas of teaching innovation and assessment practices					
Item	Description	Resources	Champion	Start	End
1.1.4.1	Include specific criteria to evaluate faculty contribution to teaching innovation and assessment practices, and recognize such contributions in yearly faculty evaluations and promotion guidelines.		CD	October 2011	March 2013

Goal 1.2 - Establish a uniform approach to academic honesty and issues of integrity in the institution					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.2 Establish a uniform approach to academic honesty and issues of integrity in the institution	1.2.1 Same as goal	Sami Baroudi	October 2011	December 2013

Action 1.2.1 - Establish a uniform approach to academic honesty and issues of integrity in the institution					
Item	Description	Resources	Champion	Start	End
1.2.1.1	Establish a University Standing Committee/Council on Academic Integrity (USCAI)		CD and SDEM, Senate, BOT	October 2011	October 2012
1.2.1.2	Review and amend present University Code of Ethics, Policies, Procedures, and school specific rules and regulations dealing with academic dishonesty with a view to align them with current best practices in higher education.	Faculty and staff time (contracted work?)	USCAI, SDEM, CD	October 2012	October 2013
1.2.1.3	Review and amend current University and school specific procedures that deal with reported cases of suspected violations	Faculty and staff time	USCAI, SDEM, CD	February 2013	December 2013
1.2.1.4	Create the function of University office on academic integrity with a mandate to provide admin follow-up/training/support /collection and documentation on unethical instances/assessment and other functions related to academic integrity	Faculty and Staff time to develop Job profile, budget and recruit	USCAI, SDEM, CD, PC	September 2013	December 2013
1.2.1.5	Require all schools to include clear and uniform rules and regulations on cheating and plagiarism in student handbook and Catalog.	Faculty and staff time	Deans, CD	September 2013	December 2013
1.2.1.6	Schedule regular awareness campaigns to students and faculty that may include orientation, workshops, etc.	Faculty and staff time + Consultancy work	USCAI, SDEM, CD	September 2013	December 2016

Goal 1.3 - Set up a new academic organizational structure that will provide all preparatory English language teaching					
Pillar	Goal	Action	Coordinator	Start	End
1. Education	1.3 Set up a new academic organizational structure that will provide all preparatory English language teaching	1.3.1 Establish a preparatory English language teaching Unit PELT	Nashat Mansour	October 2011	January 2014

Action 1.3.1 - Establish a preparatory English language teaching Unit PELT					
Item	Description	Resources	Champion	Start	End
1.3.1.1	Examine the practice for pre-freshman units according to the American model such as EFL/ESL Programs	Faculty time 1 credit	SAS Dean	October 2011	October 2012
1.3.1.2	Conduct a study to validate model for implementation at LAU	Faculty time (3 credits)	SAS Dean	February 2012	October 2012
1.3.1.3	Restructure current remedial English courses offered by the SAS and the CEP into the new program offered by PELT	Faculty time (3 credits)	SAS Dean	July 2012	October 2012
1.3.1.4	Plan and budget for the new PELT academic administration unit		SAS Dean	July 2012	October 2012
1.3.1.5	Recruit Staff in charge	Space: Office for Director of unit & administrative assistant Personnel: to hire a Director for the Unit & an administrative assistant Equipment: Computers, printers/ Office, supplies...	Director of PELT	January 2013	October 2013
1.3.1.6	Implement new structure across the University (change Contract sheets, CAPP, rules for transitioning to new system, etc.)		Director of PELT	January 2014	October 2014

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.3 Set up a new academic organizational structure that will provide all preparatory English language teaching	1.3.2. Upgrade the English language labs up to current standards across the University.	Nashat Mansour	September 2012	July 2014

Action 1.3.2 – Upgrade the English language labs up to current standards across the University.					
Item	Description	Resources	Champion	Start	End
1.3.2.1	Re-examine the role of the language lab as part of the PELT unit	Faculty time (1 credit)	SAS Dean	September 2012	October 2013
1.3.2.2	Propose amendments and equipment upgrade to the English Language lab	Faculty time (1 credits), Equipment, Space (To be defined)	SAS Dean	October 2013	January 2014
1.3.2.3	Ensure uniformity of operations across campuses	Faculty time (1 credit)	SAS Dean	February 2013	July 2014

Goal 1.4 - Establish an English Writing Unit and develop peer learning centers (Currently called co-op) to provide assistance to students in more major					
Pillar	Goal	Action	Coordinator	Start	End
1.Education	1.4 Establish an English Writing Unit and develop peer learning centers (currently called co-op) to provide assistance to students in more majors	1.4.1 Establish an English Writing Unit (EWU)	Nashat Mansour	February 2012	December 2013

Action 1.4.1 – Establish an English Writing Unit (EWU)					
Item	Description	Resources	Champion	Start	End
1.4.1.1	Survey the grounds using visitation data, surveys, questionnaires, etc. to define the challenges and scope of English Writing Unit	Faculty time (3 credits)	Director of EWU	February 2012	October 2012
1.4.1.2	Develop a plan and budget for establishing a new EWU in Byblos to meet the diverse needs of a growing student body and the institution.	3 credits	Humanities Department (Byblos)	June 2012	January 2013
1.4.1.3	Develop a plan and budget for the current EWU in Beirut to meet the diverse needs of a growing student body and the institution.	Faculty time (3 credits)	Director of EWU	June 2012	January 2013
1.4.1.4	Investigate methods of assessing effectiveness of the writing center beyond student perception or self-reporting	-	Director of EWU	February 2013	June 2013
1.4.1.5	Revise mission and goals of EWUs accordingly	-	Director of EWU	July 2013	December 2013

Pillar	Goal	Action	Coordinator	Start	End
1.Education	1.4 Establish an English Writing Unit and develop peer learning centers (currently called co-op) to provide assistance to students in more majors	1.4.2 - Develop peer learning centers to provide assistance to students having academic difficulties	Nashat Mansour	November 2011	December 2014

Action 1.4.2 – Develop peer learning centers to provide assistance to students having academic difficulties					
Item	Description	Resources	Champion	Start	End
1.4.2.1	Survey and assess current learning centers	3 credits/ School	CD	November 2011	February 2013
1.4.2.2	Define/amend learning centers mission, objectives, operational structure, budget, etc.	None	CD	March 2013	August 2013
1.4.2.3	Plan and Budget for the establishment of new centers and strengthening of the present ones.	Facilities (how many rooms are needed? computers? Operating expenses, etc...)	Departments/ Chairs/ Deans	September 2012	May 2013
1.4.2.4	Establish new learning centers as needed	Facilities (how many rooms are needed? Computers? Operating expenses?)	Departments/ Chairs/ Deans	June 2013	December 2014

Goal 1.5 - Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of the programs					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1. Education	1.5 Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of programs	1.5.1 Same as Goal	Rima Bahous	November 2011	October 2015

Action 1.5.1 Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of programs					
Item	Description	Resources	Champion	Start	End
1.5.1.1	Develop academic organizational structure and assign mandates for the management of LAC	Covered in previous goal (CPLA advisory committee / 3 credits)	CD	November 2011	December 2013
1.5.1.2	Incorporate relevant LAC outcomes into all Program Learning Objectives and Assessment PI	-	School Deans/ Chairs/ Coordinators of Programs	January 2013	November 2013
1.5.1.3	Assess relevant LAC outcomes as part of assessment of programs	-	School Deans/ Chairs/ Coordinators of Programs	December 2013	August 2014
1.5.1.4	Share result with LAC unit			September 2014	October 2015
1.5.1.5	Take action to improve LAC delivery based on assessment provided in the programs	-	School Deans/ Chairs/ Coordinators of Programs	October 2013	June 2015

Goal 1.6 - Set up a new academic organizational unit that will manage the Freshman Program					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1. Education	1.6 Set up a new academic organizational unit that will manage the Freshman Program	1.6.1 Establish a Freshman Program Unit	Nashat Mansour	October 2012	January 2015

Action 1.6.1 – Establish a Freshman Program Unit					
Item	Description	Needed Resources	Champion	Start	End
1.6.1.1	Examine the practice for pre-freshman units according to the American.	Faculty time 1 credit	SAS Dean	October 2012	January 2015
1.6.1.2	Conduct a study to validate model for implementation at LAU	Faculty time (3 credits)	SAS Dean	February 2013	June 2013
1.6.1.3	Restructure current remedial English courses offered by the SAS and the CEP into the new program offered by PELT	Faculty time (3 credits)	SAS Dean,	July 2012	31 Oct. 2012
1.6.1.4	Plan and budget for the new Freshman academic administration unit		SAS Dean	July 2013	December 2013
1.6.1.5	Recruit Staff in charge	Space: Office for Director of unit & administrative assistant Personnel: to hire a Director for the Unit & an administrative assistant Equipment: Computers/printers/ Office supplies, etc	Director of Freshman Unit	January 2014	June 2014
1.6.1.6	Implement new structure in SAS		Director of Freshman Unit	July 2014	January 2015

Goal 1.7 – Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.1 Seek professional accreditation in selected programs across schools a. SARd b.SOM	Elie Badr	July 2011	May 2012

Action 1.7.1 - Seek professional accreditation in selected programs across schools					
Item	Description	Resources	Champion	Start	End
1.7.1.1a	Set criteria for selecting programs that should seek Professional Accreditation	Faculty time	Dean	July 2011	July 2011
1.7.1.2a	For every program selected to proceed with professional accreditation: Contact the appropriate accrediting agency to review standards and insure that they accredit outside the US.	Faculty time	Dean	September 2011	September 2011
1.7.1.3a	Plan accreditation process according to the agency's standards and procedures	Faculty time	Dean	October 2011	October 2011
1.7.1.4a	Prepare budget and timeline	Faculty time	Dean, Budget Office	October 2011	May 2012
1.7.1.5a	Appoint appropriate committee(s) and leadership(s) and launch process	N/A	Task Force Chair	October 2011	October 2011

Action 1.7.1 - Seek professional accreditation in selected programs across schools					
Item	Description	Resources	Champion	Start	End
1.7.1.1b	Set criteria for selecting programs that should seek Professional Accreditation	Faculty time	Dean	July 2011	July 2011
1.7.1.2b	For every program selected to proceed with professional accreditation: Contact the appropriate accrediting agency to review standards and insure that they accredit outside the US.	Faculty time	Dean	September 2011	September 2011
1.7.1.3b	Plan accreditation process according to the agency's standards and procedures	Faculty time	Dean	October 2011	October 2011
1.7.1.4b	Prepare budget and timeline	Faculty time	Dean, Budget Office	October 2011	May 2012
1.7.1.5b	Appoint appropriate committee(s) and leadership(s) and launch process	N/A	Task Force Chair	October 2011	October 2011

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1..7.2 Seek professional accreditation in selected programs across schools	Elie Badr	October 2011	February 2012

Action 1.7.2 Seek professional accreditation in selected programs across schools					
Item	Description	Resources	Champion	Start date	End Date
1.7.2.1	Form a committee to draft mid-Term NEASC report	Faculty time	Provost	October 2011	October 2011
1.7.2.2	Draft mid-term report	Faculty time	Provost	November 2011	30 January 2012
1.7.2.3	Edit and Submit mid-term report	Faculty time	Provost	February 2012	February 2012

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.3 Prepare self-study for NEASC re- accreditation	Provost + Philippe Frossard	October 2013	August 2014

Action 1.7.3 - Prepare self-study for NEASC re- accreditation					
Item	Description	Resources	Champion	Start date	End Date
1.7.3.1	Form steering committee for preparing NEASC self-study	Faculty time	Provost	October 2013	October 2013
1.7.3.2	Form sub-committee to work on the 11 standards	Faculty time	Provost	November 2013	November 2013
1.7.3.3	Launch the work for preparing the NEASC self-study	Faculty time	Provost	November 2013	May 2014
1.7.3.4	Establish focus groups around the 11 standards of self-study	Faculty time	Provost	May 2014	July 2014
1.7.3.5	Edit self-study	N/A	Provost	July 2014	July 2014
1.7.3.6	Print and submit self-study	N/A	Provost	July 2014	August 2014

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.4. Pursue ABET accreditation for the Computer Science program.	Haidar Harmanani	October 2011	December 2016

Action 1.7.4 - Pursue ABET accreditation for the Computer Science program					
	Description	Resources	Champion	Start	End
1.7.4.1	Implement the proposed Departmental assessment plan and develop yearly assessment reports: *Assess all courses over a three-years cycle *Deploy employer, alumni and CSC experience surveys. *Yearly meeting with the CSC Advisory Council	Assessment Officer Assessment Software 3 credits release time for the ABET, Coordinator for 4 years	ABET Coordinator and Assessment Officer/ Haidar Harmanani	October 2011	October 2015
1.7.4.2	Review the assessment results and close the loop by possibly implementing curricular, assessment, or facilities changes.	No resources or needs are anticipated if current departmental budget levels are maintained.	ABET Coordinator Department Chairs	November 2015	June 2016
1.7.4.3	Prepare the CSC self-study	3 credits release for the ABET coordinator	ABET Coordinator	October 2015	July 2016
1.7.4.4	Submit an application for ABET program evaluation	Application Fee	ABET Coordinator	November 2016	January 2017
1.7.4.5	Plan for ABET Evaluation visit	Visit Fees & Expenses Commission Meeting Fees	Dean, ABET Coordinator	July 2017	December 2017

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.5.Pursue ABET accreditation of the school of Engineering	George Nasr	October 2010	November 2016

Action 1.7.5 - Pursue ABET accreditation of the school of Engineering					
	Description	Resources	Champion	Start	End
1.7.5.1	Develop a three year assessment plan for each program that ensures that all program educational objectives and all program outcomes are assessed and evaluated	IT support	Dean's Office & Dept Chairs	October 2010	October 2010
1.7.5.2	Implement assessment plans for each program by collecting assessment evidence that is documented in an annual report.	IT support 1 staff line and 0.375 Faculty FTE (9 cr,3 credit per department for coordination efforts) every year for 3 years	Dean's Office & Department Chairs	November 2010	June 2013
1.7.5.3	Close the three year evaluation cycle, review assessment plans and implement program improvement actions if needed.	May have implication on facilities, FTE lines, and staff lines	Dean's Office & Dept. Chairs	July 2013	October 2013
1.7.5.4	Repeat item 2.	IT support 0.375 Faculty FTE (9 credits, 3 credit per department for coordination efforts) every year for 3 years	Dean's Office & Dept. Chairs	November 2013	June 2016
1.7.5.5	Close the three year evaluation cycle in the year prior to the ABET evaluation team visit, review assessment plans and implement final tune-up and changes if needed.	New Engineering lab building May have additional implication on facilities, FTE lines, staff lines	Dean's Office & Department Chairs	February 2016	April 2016
1.7.5.6	Submit the official request for ABET program evaluation and prepare self-study reports of all undergraduate engineering programs	1.25 Faculty FTE (2015-2016) ABET evaluation fees	Dean's Office & Dept. Chairs	January 2016	June 2016
1.7.5.7	Plan for ABET Evaluation visit and execute related tasks.	Visiting Team and visit expenses	Dean's Office & Dept. Chairs	July 2016	November 2016

Pillar	Goal	Action	Coordinator	Start	End
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.6. Pursue CCNE accreditation for the school of Nursing	Nancy Hoffart	June 2011	May 2013

Action 1.7.6 - Pursue CCNE accreditation for the school of Nursing					
	Description	Resources	Champion	Start	End
1.7.6.1	Apply for Candidacy status with the Commission on Collegiate Nursing Education (CCNE)	NA	Dean	June 2011	June 2011
1.7.6.2	Identify faculty chair of CCNE Task Force	NA	Dean	September 2011	September 2011
1.7.6.3	Identify external consultants	NA	Dean	October 2011	November 2011
1.7.6.4	Invite consultancy team for first visit (2-3 days, to provide faculty development re: CCNE criteria and process, assist Chair in planning self-study activities and developing the best format/structure for our report)	Airfare, accommodations and other expenses	CCNE Task Force Chair	January 2012	January 2012
1.7.6.5	Formulate CCNE Task Force	NA	Dean and CCNE Task Force Chair	January 2012	January 2012
1.7.6.6	Draft self-study report	One course release needed for CCNE Task Force chair in fall semester 2012; Administrative assistant support; general office supplies.	CCNE Task Force Chair	February 2012	November 2012
1.7.6.7	Identify prospective site visit dates	NA	Dean	July 2012	July 2012

1.7.6.8	Invite consultancy team for second visit (3 days, to provide additional faculty development re: the site visit process and preparation of exhibit room; review and provide feedback on draft of self-study; and conduct mock site visit, especially in clinical settings)	Airfare, accommodations and other expenses	CCNE Task Force Chair	November 2012	December 2012
1.7.6.9	Make final revisions in self-study report	NA	CCNE Task Force Chair	December 2012	February 2013
1.7.6.10	Solicit third party comments (as required by CCNE)	Printing and distribution of Third party comment solicitation materials -postcards, posters and/or letters.	CCNE Task Force Chair	December 2012	February 2013
1.7.6.11	Submit self-study	Printing and binding of a 2-part self-study report, @ section 90-120 pages. Mail 10 hard copies to CCNE and site visit team; distribute an additional 40-50 copies internally and to clinical site representatives involved in the visit.	CCNE Task Force Chair	February 2013	February 2013
1.7.6.12	Invite CCNE evaluators for site visit	Fee charged by CCNE for 2012 site visits (within US) is \$1750/site visitor. So, we should probably estimate the charge/visitor at \$2500/visitor, considering we are not a domestic school and the normal fees are likely to increase. The fee includes "airfare, accommodations, and other expenses." Beverages and food for meetings with various groups that evaluators will meet with, n=12 meetings.	Dean	March 2013	April 2013
1.7.6.13	Prepare thank you letters and response to site-visit team report	NA	Dean	April 2013	May 2013

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.7.Pursue ACPE re-accreditation of school of Pharmacy	Pierre Zalloua	January 2011	July 2016

Action 1.7.7.Pursue ACPE re-accreditation of school of Pharmacy					
Item	Description	Resources	Champion	Start	End
1.7.7.1	Maintain annual membership in the Accreditation Council for Pharmacy Education (ACPE)	NA	Dean	January 2011	January 2011
1.7.7.2	Appoint Standing Committee for accreditation	NA	Dean	October 2011	January 2011
1.7.7.3	Prepare annual interim report based on ACPE board of directors' recommendations	Administrative assistant support – general office supplies	Committee Chair	November 2011	November 2012
1.7.7.4	Participate in ACPE annual meeting	Congress registration, airfare, accommodation and other expenses	Dean	October 2011	October 2011
1.7.7.5	Prepare for site visits as requested (~ 1 visit per year)	Airfare, accommodation and other expenses	Committee Chair	As requested by ACPE	
1.7.7.6	Prepare a Comprehensive Review (self-study) for re-accreditation	Administrative assistant support – general office supplies	Dean	November 2014	July 2016

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.8 Conduct AACSB Accreditation Feasibility Study	John McGill	December 2009	February 2011

Action 1.7.8 - Conduct AACSB Accreditation Feasibility Study					
Item	Description	Resources	Champion	Start	End
1.7.8.1	Conduct AACSB Accreditation Feasibility Study	AACSB Presidential Task Force Committee	Said El Fakhani/ John McGill	December 2009 (Out of SP range)	February 2011 (Out of SP range)

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.9 - Mobilize for AACSB accreditation	Said El Fakhani/ John McGill	January 2011	August 2012

Action 1.7.9 - Mobilize for AACSB accreditation					
Item	Description	Resources	Champion	Start	End
1.7.9.1	Form Steering Committee, Committees for AACSB Standards, & assign membership	All full-time School of Business faculty from Beirut & Byblos, and selected part-time faculty	School of Business Deans	January 2011	January 2011
1.7.9.2	Develop Work Plan	MS Project; Steering Committee	AACSB Accreditation Coordinator	January 2011	February 2011
1.7.9.3	Develop Communications Plan & Risk Management Plan	Templates; Steering Committee	AACSB Accreditation Coordinator	August 2012	August 2012

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7- Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.10 - Prepare AACSB Pre-Accreditation Eligibility Application	Said El Fakhani/ John McGill	April 2011	September 2012

Action 1.7.10 - Prepare AACSB Pre-Accreditation Eligibility Application					
Item	Description	Resources	Champion	Start	End
1.7.10.1	Complete draft Eligibility Application		AACSB Accreditation Coordinator	April 2011	November 2011
1.7.10.2	AACSB Pre-Accreditation Committee (PAC) reviews draft Eligibility Application		AACSB Pre-Accreditation Coordinator (PAC)	November 2011	November 2011
1.7.10.3	Revise and submit final Eligibility Application		AACSB Accreditation Coordinator	June 2012	June 2012
1.7.10.4	AACSB Pre-Accreditation Committee (PAC) reviews final Eligibility Application		AACSB Pre-Accreditation Coordinator (PAC)	July 2012	August 2012
1.7.10.5	Receive decision on Eligibility Application from AACSB Pre- Accreditation Committee (if eligibility accepted continue; else stop)	Milestone	AACSB Pre-Accreditation Coordinator (PAC)	August 2012	September 2012

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.11 - Conduct AACSB Pre-Candidacy Accreditation Self-Study	Said El Fakhani/ John McGill	August 2012	August 2013

Action 1.7.11 - Conduct AACSB Pre-Candidacy Accreditation Self-Study					
	Description	Resources	Champion	Start	End
1.7.11.1	Appoint Mentor		AACSB Pre-Accreditation Committee (PAC)	August 2012	September 2012
1.7.11.2	Mentor conducts first on-site visit to identify and resolve eligibility issues		AACSB Mentor	September 2012	November 2012
1.7.11.3	Mentor submits report to AACSB Pre-Accreditation Committee (PAC)		AACSB Mentor	November 2012	November 2012
1.7.11.4	Develop Accreditation Plan (AP) and SWOT analysis		AACSB Accreditation Coordinator	November 2012	May 2013
1.7.11.5	Submit Accreditation Plan (AP) to AACSB Pre-Accreditation Committee (PAC)		AACSB Accreditation Coordinator	May 2013	May 2013
1.7.11.6	Mentor reviews Accreditation Plan (AP) and recommends to AACSB Pre-Accreditation Committee (PAC)		AACSB Mentor	May 2013	June 2013
1.7.11.7	AACSB Pre-Accreditation Committee (PAC) reviews Accreditation Plan (AP) & recommends to Initial Accreditation Committee (IAC)		AACSB Pre-Accreditation Committee	June 2013	August 2013
1.7.11.8	Receive AACSB Initial Accreditation Committee (IAC) decision about Accreditation Plan (if accepted continue, else revise AP)	Milestone. Note: Initial accreditation must be achieved within five years of the Initial Accreditation Committee acceptance of the Accreditation Plan	AACSB Pre-Accreditation Committee	August 2013	August 2013

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.12 Implement AACSB Accreditation Plan	Said El Fakhani/ John McGill	August 2013	October 2015

Action 1.7.12 Implement AACSB Accreditation Plan					
Item	Description	Resources	Champion	Start	End
1.7.12.1	Implement Accreditation Plan (subtasks to be added later)		School of Business Dean	August 2013	August 2015
1.7.12.2	Submit 1st annual progress report to AACSB		AACSB Mentor	August 2014	August 2014
1.7.12.3	Mentor conducts 1st annual visit to LAU		AACSB Accreditation Coordinator	September 2014	September 2014
1.7.12.4	Submit 2nd annual progress report to AACSB		AACSB Mentor	August 2015	August 2015
1.7.12.5	Mentor conducts 2nd annual visit to LAU		AACSB Accreditation Coordinator	September 2015	October 2015

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.13 Submit AACSB Self-Evaluation Report	Said El Fakhani/ John McGill	October 2015	August 2016

Action 1.7.13- Submit AACSB Self-Evaluation Report					
Item	Description	Resources	Champion	Start	End
1.7.13.1	AACSB appoints Peer Review Team (PRT) Chair to replace Mentor		AACSB	October 2015	October 2015
1.7.13.2	AACSB Peer Review Team (PRT) Chair conducts on-site visit		AACSB Peer Review Team (PRT) Chair	October 2015	October 2015
1.7.13.3	AACSB Peer Review Team (PRT) Chair reports progress to AACSB Initial Assessment Committee (IAC)		AACSB Peer Review Team (PRT) Chair	October 2015	November 2015
1.7.13.4	Develop Self-Evaluation Report (SER) and revise Strategic Plan		AACSB Accreditation Coordinator	November 2015	May 2016
1.7.13.5	Submit Self-Evaluation Report (SER) to AACSB Peer Review Team (PRT)		AACSB Accreditation Coordinator	May 2016	May 2016
1.7.13.6	AACSB Peer Review Team (PRT) reviews Self-Evaluation Report (SER)		AACSB Peer Review Team (PRT)	May 2016	August 2016
1.7.13.7	Receive AACSB Peer Review Team (PRT) decision about Self- Evaluation Report (SER) (if accepted continue, else revise (SER)	Milestone	AACSB Peer Review Team (PRT)	August 2016	August 2016

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.14 Perform Initial AACSB Accreditation Visits	Said El Fakhani/ John McGill	August 2016	December 2016

Action 1.7.14 - Perform Initial AACSB Accreditation Visits					
	Description	Resources	Champion	Start	End
1.7.14.1	AACSB Peer Review Team (PRT) drafts pre-visit letter confirming the PRT on-site review		AACSB Peer Review Team (PRT)	August 2016	August 2016
1.7.14.2	AACSB Peer Review Team (PRT) conducts on-site LAU visit		AACSB Peer Review Team (PRT)	October 2016	October 2016
1.7.14.3	AACSB Peer Review Team (PRT) writes Team Visit Report		AACSB Peer Review Team (PRT)	October 2016	October 2016
1.7.14.4	Write response to AACSB Peer Review Team (PRT) Team Visit Report to Peer Review Team (PRT) and Initial Assessment Committee (IAC)		School of Business Dean	October 2016	November 2016
1.7.14.5	AACSB Initial Accreditation Committee (IAC) ratifies or returns the recommendation.		AACSB Initial Accreditation Committee (IAC)	November 2016	November 2016
1.7.14.6	AACSB Board ratifies or returns the recommendation for accreditation or denial if ratified by the Initial Accreditation Committee (IAC)		AACSB Board	November 2016	November 2016
1.7.14.7	Receive AACSB Accreditation	Milestone	AACSB Board	December 2016	December 2016

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.15 - Conduct EQUIS Accreditation Gap Analysis	Salpie Djoundourian	April 2009 (Out of SP range)	November 2014

Action 1.7.15 - Conduct EQUIS Accreditation Gap Analysis						
Item	Description	Resources	Champion	Start	End	Attachments
1.7.15.1	Conduct EQUIS Accreditation Gap Analysis	Assistant Dean Duty	Salpie Djoundourian	April 2009	February 2011	
1.7.15.2	Present the Gap analysis to the School faculty	Assistant Dean Duty	Salpie Djoundourian	February 2011	February 2011	

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.16 Mobilize for EQUIS Accreditation	Salpie Djoundourian	October 2009	November 2014

Action 1.7.16 - Mobilize for EQUIS Accreditation					
Item	Description	Resources	Champion	Start	End
1.7.16.1	Pursue EFMD Membership		Dean and Assistant Dean- Byblos	October 2009	December 2010
1.7.16.2	Initiate Stage 0 Enquiry		Dean and Assistant Dean- Byblos	March 2011	June 2011
1.7.16.3	Prepare EQUIS DATASHEET and Complete Application		Assistant Dean- Byblos	July 2011	January 2013
1.7.16.4	Review and Submit the application (3 months in advance of EQUIS Committee Meeting which is done 3 times per year, every four months) (Stage 1)	Joint School Administration	Dean and Assistant Dean- Byblos	January 2014	February 2014

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 - Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.17 Conduct Eligibility visit	Salpie Djoundourian	June 2014	November 2014

Action 1.7.17 - Conduct Eligibility visit						
Item	Description	Resources	Champion	Start	End	Attachments
1.7.17.1	EQUIS appoints an expert to deal with LAU file		Dean SOB	June 2014	November 2014	
1.7.17.2	Schedule preliminary eligibility screening		Dean SOB	June 2014	August 2014	
1.7.17.3	EQUIS Eligibility briefing visit (half a day visit of)		Dean SOB	October 2014	October 2014	
1.7.17.4	Eligibility Decision (if accepted continue; else stop) (Stage 3)		Dean SOB	November 2014	November 2014	

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.18 Conduct EQUIS Self-Study (Stage 4)	Salpie Djoundourian	November 2014	November 2015

Action 1.7.18 - Conduct EQUIS Self-Study (Stage 4)					
Item	Description	Resources	Champion	Start	End
1.7.18.1	Appoint a steering committee (5 members)	Faculty from both campuses	Dean SOB	November 2014	November 2014
1.7.18.2	Develop Work Plan		Dean SOB	November 2014	November 2014
1.7.18.3	Self-assessment		Dean SOB	November 2014	October 2015
1.7.18.4	Schedule Peer Review Visit		Dean SOB	April 2015	April 2015
1.7.18.5	Draft Self-Assessment Report (SAR)		Dean SOB	July 2015	September 2015
1.7.18.6	Review SAR		Dean SOB	September 2015	October 2015
1.7.18.7	Submit SAR (6 weeks prior to visit)		Dean SOB		November 2015

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.7 Pursue US/International accreditation of academic programs when applicable and renew NEASC accreditation	1.7.19 Prepare for visit and PEER Review (Stage 5).	Salpie Djoundourian	December 2015	May 2016

Action 1.7.19 - Prepare for visit and PEER Review (Stage 5).					
Item	Description	Resources	Champion	Start	End
1.7.19.1	Prepare the ground for Peer Review Team Visit		Dean SOB	December 2015	January 2016
1.7.19.2	Visiting team (2.5 day Peer Review Visit)		Dean SOB	February 2016	March 2016
1.7.19.3	Evaluation Report of the review team		Dean SOB	February 2016	May 2016

Goal 1.8 - Strengthen action learning and experiential learning in all programs, and grant students credit for such learning when applicable					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.8 Strengthen action learning and experiential learning in all programs, and grant students credit for such learning when applicable	1.8.1	Mazen Tabbara	July 2011	September 2014

Item	Description	Resources	Champion	Start	End
1.8.1.1	Survey current practices and define Active Learning in a context that is appropriate to LAU		Council of Deans	July 2011	August 2012
1.8.1.2	Draft Active Learning objectives that are consistent with program learning outcomes		Council of Deans	September 2012	December 2012
1.8.1.3	Develop guidelines that outline general Active Learning requirements (Guidelines should include all the activities that qualify as Active Learning opportunities and the process that constitutes an appropriate Active Learning experience).		Council of Deans	December 2012	July 2013
1.8.1.4	Identify existing courses/activities that offer Active Learning opportunities and provide current credit allocation.		School Deans/Chairs	December 2012	July 2013
1.8.1.5	Align learning outcomes of existing courses/activities with Active Learning objectives and the Active Learning guidelines		School Deans/Chairs	March 2013	September 2013
1.8.1.6	Develop new Active Learning opportunities in programs that do not offer such opportunities		School Deans/Chairs	August 2012	
1.8.1.7	Ensure that Active Learning opportunities are properly implemented in all programs		Council of Deans	October 2013	September 2014
1.8.1.8	Assess and improve Active Learning opportunities based on achievement of course/activity learning outcomes		School Deans/Chairs	October 2013	September 2014
1.8.1.9	Encourage faculty engagement in Active Learning activities by providing incentives and rewards		Provost	October 2013	September 2014
1.8.1.10	Valuing Active Learning activities by allocating appropriate course credit and student rewards		School Deans/Chairs	October 2013	September 2014

	to such activities.				
1.8.1.11	Valuing Active Learning activities by implementing procedures to keep records of student involvement/performance in such activities.		School Deans/Chairs	October 2013	September 2014

Goal 1.9 - Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1. Education	1.9 Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes	1.9.1 Use web tools to provide the LAU community with convenient access to information for developing self-sufficiency skills in discovering and utilizing them.	Cendrella Haber	October 2011	November 2014

Action 1.9.1 - Use web tools to provide the LAU community with convenient access to information for developing self-sufficiency skills in discovering and utilizing them					
Item	Description	Resources	Champion	Start	End
1.9.1.1	Revamp the library website to respond efficiently to users' needs and expectations	40 hrs/week for a year and a half	Library Director	December 2012	June 2013
1.9.1.2	Create video casts and/or webinars to train faculty and students on the use of Library and IT resources.	2 staff members for a year and a half Equipment (servers, etc.)	Library Director	October 2011	October 2012
1.9.1.3	Assess the revamped library website.		Library Director	October 2014	November 2014

Pillar	Goal	Action	Coordinator	Start Date	End Date
1. Education	1.9 Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes	1.9.2.Introduce new technologies to engage students in the teaching/learning process	Cendrella Haber	December 2012	April 2014

Action 1.9.2 - Introduce new technologies to engage students in the teaching/learning process					
	Description	Resources	Champion	Start	End
1.9.2.1	Set up few pilot projects for online learning through podcasting, online tutorials, webinars, etc. (refer to 2 on previous page)	1FTE	Council of Deans/Library Director/AVPIT	December 2012	April 2013
1.9.2.2	Survey current use of Smart Classrooms and their impact		DIRA	December 2012	June 2012
1.9.2.3	Survey curriculum of blackboard and its impact.		DIRA and MR. Imad Musleh	December 2012	June2012
1.9.2.4	Conduct a study to diversify the smart classroom to accommodate the needs of various schools	1FTE	Council of Deans/AVPIT	December 2012	April 2014
1.9.2.5	Promote the use of interactive tools such as voting systems and e-Readers etc.	1 FTE Equipment (voting system, servers, e-readers, etc.)	Council of Deans/AVPIT	December 2012	January 2014

Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.9 Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes	1.9.3. Encourage faculty members to integrate library resources in the curriculum delivery in support of undergraduate, graduate and professional education	Cendrella Haber	October 2012	December 2013

Action 1.9.3 - Encourage faculty members to integrate library resources in the curriculum delivery in support of undergraduate, graduate and professional education					
	Description	Resources	Champion	Start	End
1.9.3.1	Assess the Library Liaison Program with faculty.		Library Director	October 2012	June 2013
1.9.3.2	Develop specialized tools and materials to support faculty in developing course material to accommodate the needs of interested schools and/or faculty members.	1 FTE	Council of Deans/Library Director	October 2012	December 2013
1.9.3.3	Incorporate the aforementioned tools in various curricula.		School Deans	October 2012	December 2013

Goal 1.10 - Establish Honors programs in select majors offered by the University					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.10 Establish Honors programs in select majors offered by the University	1.10.1.Establish a minimum of 3 Honors Programs by 2015	Samer Haber / Abdo Ghie	February 2013	December 2015

Action 1.10.1 - Establish a minimum of 3 Honors Programs by 2015					
	Description	Resources	Champion	Start	End
1.10.1.1	Survey current practices in American peer institutions		Council of Deans	February 2013	December 2013
1.10.1.2	Define overarching objectives, organization, academic rules and regulations, admissions, budget etc. for the Honors Program at LAU		Council of Deans	December 2013	June 2014
1.10.1.3	Set up University wide criteria for the establishment of Honors Program in a given major		Council of Deans	June 2014	December 2015
1.10.1.4	Set up School specific criteria for establishing an Honors Program within the School		Deans (in consultation with appropriate School Councils)	June 2014	December 2015
1.10.1.5	Identify a list of appropriate courses that will be given at the honor level in a given major		Department Chairpersons	June 2014	December 2015
1.10.1.6	Prepare course objectives and students learning outcomes for the newly designed honor courses.		Department Chairpersons (in consultation with faculty members)	June 2014	December 2015
1.10.1.7	Recognize students who enroll/complete an Honors Program		Council of Deans and Registrars	June 2014	December 2015
1.10.1.8	Establish a mechanism to review and assess the Honors Program		Council of Deans (in consultation with CPLA)	June 2014	December 2015

Goal 1.11 - Provide support for teaching development of faculty to enhance use of pedagogy that engages students in learning					
Pillar	Goal	Action	Coordinator	Start Date	End Date
1.Education	1.11.Provide support for teaching development of faculty to enhance use of pedagogy that engages students in learning		Mona Majdalani	October 2012	December 2015

Item	Description	Resources	Champion	Start	End
1.11.1.1	Survey best practices adopted by peer institutions			October 2012	December 2015
1.11.1.2	Define objectives, policies, procedures and budgetary requirements for an ongoing Faculty Development plan that is appropriate to LAU			January 2013	September 2013
1.11.1.3	Establish a mechanism to allocate the resources needed to respond to departmental needs. (There is a need for synchronization /coordination between schools to avoid duplication).		Council of Deans	January 2013	September 2013
1.11.1.4	Identify discipline-specific needs for teaching development.		Department Chairpersons	January 2013	September 2013
1.11.1.5	Encourage faculty development opportunities in the areas of teaching innovation and assessment practices	Training fees 15% of FT faculties/year	CD	January 2013	September 2013
1.11.1.6	Assess the initiatives to support teaching effectiveness.		Council of Deans (in consultation with CPLA)	October 2014	December 2015
1.11.1.7	Explore the possibility of establishing a Faculty Center for Teaching Development		Council of Deans	October 2014	December 2015

Goal 1.12 - Strengthen/Establish Assessment Culture throughout University					
Pillar	Goal	Action	Coordinator	Start Date	End Date
Education	Strengthen/Establish Assessment Culture throughout University		Diane Nauffal	October 2011	December 2013

	Description	Resources	Champion	Start	End
1.12.1.1	Establish a University standing council on assessment		President	October 2011	October 2012
1.12.1.2	Identify functions with high operational impact for assessment		Standing council /DIRA	January 2013	March 2013
1.12.1.3	Build an assessment system for each identified function taking into consideration all stakeholder feedback		Standing council /DIRA	January 2013	March 2013
1.12.1.4	Implement assessment system and collect data/evidence		Standing council /DIRA	June 2013	June 2014
1.12.1.5	Analyze Evidence and make appropriate amendments to assessed functions		Standing council /DIRA	June 2013	June 2014
1.12.1.6	Document assessment results and actions taken in an annual report		Standing council /DIRA	June 2013	June 2014

Pillar 2 – Students

Recruit, retain, and graduate diverse students, who will be effective members of their disciplines, professions and communities

Goal 2.1 - Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers					
Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.1.Offer more attractive, generous and diverse F.A. & scholarship packages	Abdo G. Ghié	October 2011	September 2016

Action 2.1.1 - Offer more attractive, generous and diverse F.A. & scholarship packages					
Item	Description	Resources	Champion	Start	End
2.1.1.1	Offer full scholarship to top students of every emphasis in every governorate	\$150,000 (2011-2012) \$300,000 (2012-2013) \$450,000 (2013-2014) \$600,000 (2014-2015) \$600,000 (2015-2016) Total \$2,100,000 effective October 2015	FASO/ AVPEM	October 2011	September 2016
2.1.1.2	Review the different components of the FA to optimize and attract top students	\$30,000 (2011-2012) \$60,000 (2012-2013) \$90,000 (2013-2014) \$120,000 (2014-2015) \$120,000 (2015-2016) Total \$420,000 effective October 2015	FASO/ AVPEM	October 2011	September 2013
2.1.1.3	Partner with the private sector to seek scholarship funding.		Development/OCE/ FASO/ AVPEM	October 2011	September 2015
2.1.1.4	Determine “top students” (SAT score, high school admission average)		AVPEM	October 2012	February 2013

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.2.Enhance & expand recruitment process in all 26 districts of Lebanon to include parents, alumni, industry, & school counselors	Abdo G. Ghié	October 2011	September 2016

Action 2.1.2 - Enhance & expand recruitment process in all 26 districts of Lebanon to include parents, alumni, industry, & school counselors					
Item	Description	Resources	Champion	Start Date	End Date
2.1.2.1	Organize different functions targeting parents of top students and alumni	\$15,000 (2011-2012) \$30,000 (2012-2013) \$40,000 (2013-2014) \$50,000 (2014-2015) \$50,000 (2015-2016) Total \$185,000 effective October 2015	Admissions/ AVPEM	October 2012	September 2016
2.1.2.2	Evaluate our recruitment process via a yearly survey	IRA/IT	AVPEM	October 2011	September 2016
2.1.2.3	Strengthen Admission/recruitment staff to increase the number of visits and develop relationships with new feeder schools.	Salary of an Admissions Officer (NOT BUDGETED FOR) \$10,000 in capital as of October 2011	Admissions	October 2011	September 2014

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.3.Put in place a fully integrated marketing communication campaign using all available channels & tools	Abdo G. Ghié	October 2011	September 2014

Item	Description	Resources	Champion	Start	End
2.1.3.1	Revamp and redesign the LAU, specifically the Admission & Financial Aid, website to meet prospective students needs	Salary of a contract (NOT BUDGETED FOR)	SDEM	October 2011	September 2014
2.1.3.2	Recommend a plan to effectively and appropriately use social media and telecommunication to market LAU, such as sms, on line chat, Facebook		MarCom/SDEM	October 2012	September 2014
2.1.3.3	Aggressively promote LAU locally and internationally with a focus on: <ul style="list-style-type: none"> - The new & existing majors where we are pioneers - Points of uniqueness - Faculty achievements - Scholarships and financial aid packages - Being an American University & chartered by the US - Accredited - Graduate programs 	Hire an on-line recruitment/communication officer who will take care of all web related matters & all communication with prospective students (per campus) + Cost of promotion. (NOT BUDGETED FOR)	MarCom/SDEM	October 2013	September 2014

Pillar	Goals	Action	Coordinator	Start Date	End Date	Received
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.4.Enhance our facilities to attract & retain top students	Abdo G. Ghié	October 2011	September 2016	

Action 2.1.4 - Enhance our facilities to attract & retain top students					
	Description	Resources	Champion	Start	End
2.1.4.1	Review the Master Plan to: <ul style="list-style-type: none"> - Build new dorms in Byblos - Build a state of the Art Sports facilities on both campuses serving the surrounding communities - Develop the cafeteria concept into a food court with longer opening hours especially in Byblos 	Facilities/Budget	Facilities	October 2011	September 2016
2.1.4.2	Review current transportation services (inter-campus; Byblos – campus; Tripoly – campus..) in view of: <ul style="list-style-type: none"> - Offering more flexible bus shifts between campuses including the UMC-Rizk Hospital <ol style="list-style-type: none"> 1. Offering bus transportation between the Byblos city and its campus 	Facilities/Budget	Facilities	October 2012	September 2013
2.1.4.3	Upgrade existing athletic facilities on both campuses to accommodate larger clientele	Facilities	DOS / Facilities/Athletics	October 2011	September 2016

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.5.Establish an internal list of academically reputable high schools that would become our Preferred Feeder Schools (PFS), & enhance our relationship with them	Abdo G. Ghié	October 2012	September 2015

Action 2.1.5 - Establish an internal list of academically reputable high schools that would become our Preferred Feeder Schools (PFS), & enhance our relationship with them					
Item	Description	Resources	Champion	Start Date	End Date
2.1.5.1	Conduct a study to identify these reputable schools (compare their academic performance at schools with the one at LAU) i.e. taking a number of students from a school and verify how they perform in their first year at LAU	IT	Admissions/ FASO/AVPEM	October 2012	September 2015
2.1.5.2	Offer special & targeted SAT training courses through CEP to these PFS		CEP/ Admissions	October 2012	September 2013

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.6.Obtain reliable statistics indicating the potential number of University applicants for the next 5 years	Abdo G. Ghié	October 2012	September 2014

Action 2.1.6 - Obtain reliable statistics indicating the potential number of University applicants for the next 5 years					
Item	description	Resources	Champion	Start Date	End Date
2.1.6.1	Compile from our feeder schools data regarding the number of students they have in grades 8, 9, 10, 11, & 12		Admissions/ AVPEM	October 2012	September 2013
2.1.6.2	Use obtained results to recommend enrollment targets		AVPEM	October 2013	September 2014

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.1.Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers	2.1.7.Enhance LAU's international exposure	Abdo G. Ghié	October 2012	September 2016

Action 2.1.7 - Enhance LAU's international exposure					
Item	description	resources	Champion	Start	End
2.1.7.1	Establish, develop and sustain international exchange agreements especially with Arab governments that offer scholarships to their top students		SDEM/Provost/ OCE	October 2012	September 2016
2.1.7.2	Develop and enhance LAU's relationship with international schools abroad.	Cost of inviting counselors and attending the CIS Add to Travel Budget: \$10,000 (2012-2013) \$10,000 (2013-2014) \$10,000 (2014-2015) \$10,000 (2015-2016) Total \$40,000 effective October 2015	Admissions/AVPEM	October 2012	September 2016
2.1.7.3	Maintain a healthy percentage of international students by means of international recruitment		Admissions	October 2012	September 2016

Goal 2.2 - Provide more effective orientation, advising and registration services for incoming and continuing students					
Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.2Provide more effective orientation, advising and registration services for incoming and continuing students	2.2.1. Recommend a new and more effective orientation program answering the needs of students, schools, faculty and personnel.	Abdo G. Ghié	July 2012	September 2013

Action 2.2.1 - Recommend a new and more effective orientation program answering the needs of students, schools, faculty and personnel					
Item	Description	Resources	Champion	Start	End
2.2.1.1	Review and assess the current Orientation program taking into consideration students, faculty, schools and staff in view of revamping it and making it more practical and efficient.		AVPEM/DOS	July 2012	December 2012
2.2.1.2	Based on the above, strike a committee to recommend a new and common Orientation program to both campuses by engaging Students, Faculty, Clubs, Staff and School Administrators.	To be determined	AVPEM/DOS	July 2013	April 2013
2.2.1.3	Assess the new proposed orientation program and implement necessary changes if needed.	To be determined	AVPEM/DOS	April 2013	September 2013

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.2Provide more effective orientation, advising and registration services for incoming and continuing students	2.2.2. Recommend a new and more effective advising system answering the needs of students, schools, faculty and personnel.	Abdo G. Ghié	October 2013	September 2016

Action 2.2.2 - Recommend a new and more effective advising system answering the needs of students, schools, faculty and personnel.					
Item	Description	Resources	Champion	Start	End
2.2.2.1	Assess the current advising system taking into consideration students and Faculty		AVPEM/DOS	July 2012	January 2013
2.2.2.2	Based on the above, strike a representative committee (Faculty, Students, Personnel) to recommend a new advising system while considering complete disassociation between advising and registration. Committee should consider: Schedule of Registration period, appropriate process to keep students informed, regular update in on all material related to registration, enhanced use of CAPP and the implementation of portal system that would include a compulsory advising feature		AVPEM/DOS	January 2013	July 2013
2.2.2.3	Hire Full-time Professional Advisors at the School level	New FTEs of Grade 7: \$164,000 (2012-2013) 7 FTE \$164,000 (2013-2014) 7 FTE \$164,000 (2014-2015) 7 FTE \$196,000 (2015-2016) 8 FTE Total of \$688,000 effective Oct. 2015/ \$35,000 in capital as of October 2012	CD/VP SDEM/AVPEM	October 2013	September 2016
2.2.2.4	Assess the new advising system in two years following implementation		CD/AVPEM/DOS	September 2015	September 2016

Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.2.Provide more effective orientation, advising and registration services for incoming and continuing students	2.2.3. Enhance and streamline registration process to increase student and faculty satisfaction.	Abdo G. Ghié	July 2012	September 2016

Action 2.2.3 - Enhance and streamline registration process to increase student and faculty satisfaction.					
Item	Description	Resources	Champion	Start	End
2.2.3.1	Update all course prerequisites and course restrictions by the end of August of every year (in Banner)		CD/VP SDEM/AVPEM	July 2012	September 2016
2.2.3.2	Assess the current procedure for change of major, and recommend improvement		CD/VP SDEM/AVPEM	July 2012	September 2013
2.2.3.3	Create a Registrar's Office "Help Desk" on each campus	2 new FTEs/operational budget/IT equipment/space (NOT BUDGETED FOR)	AVPEM/Registrars	October 2012	October 2016
2.2.3.4	Create a one stop shop for all registration transactions	Needed staff members/operational budget/ IT equipment/Space \$10,000 (2012-2013) \$10,000 (2013-2014) \$10,000 (2014-2015) \$10,000 (2015-2016) Total \$40,000 effective October 2015	VP SDEM/AVPEM	October 2012	September 2016
2.2.3.5	Recommend appropriate changes to the registration process including updating all advisors on all changes in rules and the use of Banner, timely communication with students having special conditions, registration timeline, etc.	Operating budget: \$60,000 (2012-2013) \$60,000 (2013-2014) \$60,000 (2014-2015) \$60,000 (2015-2016) Total \$240,000 effective October 2015	Registrars	October 2012	September 2016

Goal 2.3 - Empower students through clubs, athletics and extracurricular activities					
Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.3. Empower students through clubs, athletics and extracurricular activities.	2.3.1	Raed Mohsen / Mars Semaan	1 January 2012	31 December 2016

Item	Description	Resources	Champion	Start Date	End Date
2.3.1.1	Amend bylaws to add clubs officials to the CLC		DOS / Activities coordinator	1 January 2012	1 March 2012
2.3.1.2	Increase current athletic budget	Gradual shift from SAF to Athletics cost centers	DOA/Athletics	1 April 2012	31 December 2016

Goal 2.4 - Provide more targeted career and placement services					
Pillar	Goals	Action	Coordinator	Start Date	End Date
2.Students	2.4.Provide more targeted career and placement services	2.4.1. 6 action items	Aya Mir Rana Sakr	1 October 2011	31 December 2016

Action 2.4.1 - 6 action items					
Item	Description	Resources	Champion	Start Date	End Date
2.4.1.1	Provide informative presentations to freshman and sophomore students upon enrollment about career guidance tools (Vault, Strong Interest Inventory) and placement services (career fair, on-campus recruitment presentations, etc...)		DOS / Career officers	1 October 2011	31 December 2016
2.4.1.2	Partner with alumni office to promote career guidance services, events and resources on alumni webpage/net community		DOS / Career officers; Alumni officers	1 February 2012	31 December 2013
2.4.1.3	Publicize events and success stories		DOS / MarCom	1 October 2011	31 December 2016
2.4.1.4	Host visits of potential employers of LAU graduates	1 FTE (NOT BUDGETED FOR)	DOS / Career and Guidance officers	1 October 2013	30 April 2015
2.4.1.5	Partnering with organizations to provide shadowing opportunities to LAU students (e.g. company visits, mentoring, mock interviews) and more employment opportunities to non-Lebanese LAU students and alumni		DOS / Career officers	October 2013	31 December 2016
2.4.1.6	Develop and implement an assessment tool to measure the success rate of placing students in certain targeted companies		DOS / Career officers	1 December 2013	31 May 2014

Pillar 3 – Faculty

Recruit, retain, and foster the development of distinguished educators and scholars

Goal 3.1 - Recruit Faculty to achieve 70% full time faculty ratio or School specific appropriate targets					
Pillar	Goals	Action	Coordinator	Start Date	End Date
3.Faculty	3.1.Recruit Faculty to achieve 70% full time faculty ratio or School specific appropriate targets	3.1.1	Sami Baroudi	January 2012	December 2015

Item	Description	Resources	Champion	Start	End
3.1.1.1	Prepare and Adopt a Faculty Recruitment Manual	HR, IT, MARCOM, CD, VP Legal Counsel	Provost	January 2012	January 2013
3.1.1.2	Develop School Specific Faculty Recruitment Plans to meet set recruitment targets	Department Chairs, School Deans, Facilities, SDEM, DIRA	Dean of Each School	January 2012	January 2013
3.1.1.3	Establish a procedure for recruiting distinguished faculty	School Deans, Budget, Facilities, PC, CD,	Provost	February 2013	February 2014
3.1.1.4	Establish a Faculty Housing Policy	HR, Facilities, Senate ,VP Legal Counsel, Budget	Provost	March 2014	July 2014
3.1.1.5	Improve the Faculty Orientation and Mentoring System for FT Faculty	Schools, CD	Provost	September 2012	August 2013
3.1.1.6	Revisit the Limited Tenure System	FWPC, Senate, CD, VP Legal Counsel,	Provost	October 2013	December 2014
3.1.1.7	Revisit the teaching load of 9+9 credits for tenured and tenure-track faculty to allow release time for scholarly activity	FWPC, Senate, CD,	Provost	January 2015	December 2015

Goal 3.2 - Develop University and School Structures to Expand Research Capacity and Scholarly Activities					
Pillar	Goals	Action	Coordinator	Start Date	End Date
3.Faculty	3.2.Develop University and School Structures to Expand Research Capacity and Scholarly Activities	3.2.1	Provost + Elie Haddad & Sami Baroudi	June 2011	December 2016

Item	Description	Resources	Champion	Start	End
3.2.1.1	Provide faculty with the necessary support in writing proposals for research grants	Budget, PC, CD,	APFA	June 2011	Dec. 2015
3.2.1.2	Set guidelines for grant budget allocation	Budget, PC, CD,	CD	October 2012	January 2013
3.2.1.3	Develop plans to recruit new tenure track faculty based on priority areas of research	Budget, Facilities, PC, CD,	CD	February 2013	October 2013
3.2.1.4	Provide Seed Research Money funds to help newly recruited faculty initiate research.	URC, Senate, CD, PC	Provost	October 2015	February 2016
3.2.1.5	Revise the Master Plans to include appropriate Lab Facilities to match Faculty Research Agenda & Market	Schools, Facilities, Budget, CD, PC	VPHRUS/CD	February 2013	December 2016
3.2.1.6	Expedite the process of Building and Furbishing the integrated Library Building on Byblos campus	Facilities, Budget, CD, PC	VPHRUS/CD	April 2013	December 2016
3.2.1.7	Recognize and reward Faculty Research, including research done through External Collaboration and Exchange Programs	Schools, CD, PC	Provost	September 2014	December 2016

-Goal 3.3 - Establish School Based Faculty Workload					
Pillar	Goals	Action	Coordinator	Start Date	End Date
3.Faculty	3.3.Establish School Based Faculty Workload	3.3.1	Sami Baroudi	1 March 2015	1 August 2015

Item	Description	Resources	Champion	Start Date	End Date
3.3.1.1	Define faculty workload by school	FWPC, Departments, School, CD, PC	CD	March 2015	August 2015
3.3.1.2.	Establish school guidelines for deciding on faculty teaching load based on discipline, rank and seniority	FWPC, Departments, School, CD, PC	CD	March 2015	August 2015
3.3.1.3	Establish school guidelines for deciding on faculty teaching load based on faculty academic duties and services to the School	Budget, PC, CD,	CD	March 2015	August 2015

Goal 3.4 - Implement school specific faculty governance and management structures that will foster a collegiate atmosphere and effective operations					
Pillar	Goals	Action	Coordinator	Start Date	End Date
3.Faculty	3.4 Implement school specific faculty governance and management structures that will foster a collegiate atmosphere and effective operations	3.4.1	Provost + Elie Haddad & Sami Baroudi	October 2011	December 2016

Item	Description	Resources	Champion	Start Date	End Date
3.4.1.1	Revisit the Faculty Bylaws and University "Promotion Criteria and Guidelines for Evaluation" to accommodate school specific promotion criteria	PC, CD, FWPC, Senate	Provost	October 2011	December 2011
3.4.1.2	Revisit the School By-Laws to include school specific promotion criteria	Schools, CD	School Dean	January 2012	March 2012
3.4.1.3	Revise the "Master Plans" to Provide Facilities that are identifiable with Schools, Departments and Disciplines.	School Administration, Facilities, Budget, CD, PC,	School Dean	April 2012	December 2016
3.4.1.4	Amend the faculty recruitment procedures to include procedures for hiring school academic administrators	FWPC, Senate, CD, PC	Provost	April 2013	December 2016
3.4.1.5	Ensure Academic Administrative Personnel Assessment that is Transparent and Effective	Department, School Faculty, DIRA	Provost	April 2014	December 2016
3.4.1.6	Ensure periodic assessment of the School Bylaws	Department, School Faculty, DIRA	School Dean	April 2015	December 2016

Goal 3.5 - Subscribe to a high impact performance reward system					
Pillar	Goals	Action	Coordinator	Start Date	End Date
3.Faculty	3.5 Subscribe to a high impact performance reward system	3.5.1	Provost + Elie Haddad & Sami Baroudi	Oct. 2013	Feb. 2015

Item	Description	Resources	Champion	Start Date	End Date
3.5.1.1	Establish a system for rewarding distinguished performance in teaching, research and services.	School Administration, FWPC, Senate, Budget, CD, PC,	CD	October 2014	February 2015
3.5.1.2	Improve the current merit system.	School Administration, FWPC, Senate, Budget, CD, PC,	CD	October 2013	December 2013

Goal 3.6 - Establish School Based Faculty Salary Structure						
Pillar	Goals	Action	Coordinator	Start Date	End Date	
3.Faculty	3.6 - Establish School Based Faculty Salary Structure	3.6.1	Provost + Elie Haddad & Sami Baroudi	October 2011	December 2016	
	Description	Resources	Champion	Start	End	Attachments
3.6.1.1	The president has appointed a joint committee for the Review of Faculty Salary Scale. The Focus of the Committee work is on the faculty salary scale per SCHOOL and PROGRAM. The President is to present this report to Board of Trustees for their consideration and approval at the Board March 2011 meeting.	Special Presidential Committee	President	October 2011	December 2016	

Pillar 4 - Outreach

Extend LAU's academic, professional and social services beyond the confines of its campuses and provide opportunities for students and faculty to expand their university experience to the community and abroad.

Goal 4.1 - Establish and strengthen full services for student study abroad and international exchange					
Pillar	Goal	Action	Coordinator	Start	End
4.Outreach	4.1 Establish and strengthen full services for student study abroad and international exchange	4.1.1. 3 action steps	Elise Salem	January 2012	December 2016

Action 4.1.1 - 3 action steps					
Item	Description	Resources	Champion	Start	End
4.1.1.1	Establish standardized policies / procedures for student study abroad and international exchange: fees structure, course templates, credit allocations, insurance, travel, visas, etc.	<ul style="list-style-type: none"> Designate/hire staff to handle bookings, assist with insurance matters, process government paperwork, expedite visa processing. [this position could eventually serve all university travel and hotel bookings]. Ensure operating budget for orientation, brochures, workshops, reception: \$5,000 	OCE: (Dina AR, Samia, Salem), CD, Registrars, Finance, HR, Purchasing	January 2012	December 2016
4.1.1.2	Ensure close collaboration between Schools and Study Abroad office in OCE: designate a faculty coordinator/School; examine MOU's with foreign universities; promote relevant courses with a study abroad component.	<ul style="list-style-type: none"> Course approvals on a case by case basis and budgeted separately; Possible course releases for faculty to develop and run courses; 1. Subsidize trips through credit system; 	OCE: (Dina AR, Samia, Salem), CD, School Reps	January 2012	December 2016
4.1.1.3	Advance implementation of Study Abroad at LAU: put LAU on map by joining select	<ul style="list-style-type: none"> \$2,500 membership fees; Consultant: 1 or 2 visits = \$5,000 	OCE: (Dina AR, Samia, Salem), CD, School Reps	January 2012	December 2016

	<p>international organizations; workshops on study abroad; establish central website.</p>	<ul style="list-style-type: none"> • Web writer/designer: \$3,000 • Advertise in IIE and other key study abroad publications: \$3,000 • Travel to NAFSA, international study abroad conference: \$5,000 • Eventual FTE to assist Coordinator and/or sufficient OT budget for current Coordinator. • Secure space in Frem Center in Byblos for Study Abroad office and reception, 			
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Goal 4.2 - Make LAU a destination for foreign students					
Pillar	Goal	Action	Coordinator	Start Date	End Date
4.Outreach	4.2 Make LAU a destination for foreign students	4.2.1 - 3 action steps	Elise Salem	January 2012	Dec. 2016

Action 4.2.1 - 3 action steps					
Item	Description	Resources	Champion	Start	End
4.2.1.1	Identify and promote specialties/areas with highest potential for attracting students and scholars to LAU: includes SINARC Arabic courses for exchange students; interdisciplinary study packages, and Institute offerings.	<ul style="list-style-type: none"> Depends on programming Publication material: \$3,000 	School Reps, CD, Salem, SINARC	January 2012	December 2016
4.2.1.2	Ensure close collaboration between schools and study abroad office in OCE: designate a faculty coordinator/ school; examine MOU's with foreign universities; promote relevant courses with a study abroad component	<ul style="list-style-type: none"> Orientation, brochures, receptions: \$3,000/year Sufficient dorms in Beirut 	OCE: (Dina AR, Samia, Salem), School Reps, Registrar	January 2012	December 2016
4.2.1.3	Support faculty working with foreign universities: Consider incentives for faculty who actively work on MOU's with partner universities that are considering a student exchange program with LAU.	<ul style="list-style-type: none"> Possible course release or stipend for faculty 	CD & School Reps	January 2012	December 2016

Goal 4.3 - Encourage academic programming and support faculty who include social responsibility and civic engagement in courses					
Pillar	Goal	Action	Coordinator	Start	End
4.Outreach	4.3. Encourage academic programming and support faculty who include social responsibility and civic engagement in courses.	4.3.1. 6 action items	Irma Ghosn	October 2013	December 2016

Action 4.3.1 - 6 action items					
Item	Description	Resources	Champion	Start	End
4.3.1.1	Establish a set of priority areas/disciplines where civic engagement service learning might be introduced.		CD, OCE	October 2013	December. 2016
4.3.1.2.	Develop specific rules and regulations for service learning: this includes credits, assessment, grading, etc.	Establish a civic engagement council	CD, registrars,	October. 2013	December. 2016
4.3.1.3.	Develop specific policies and procedures to manage and run such courses: faculty compensation, staff support, travel, per diem etc.	<ul style="list-style-type: none"> Course release or additional stipends for such faculty Travel and other support for smooth running of courses. 	CD	October 2013	December 2016
4.3.1.4	Consider LAC course in leadership:	<ul style="list-style-type: none"> Consultant on Best Practices, \$5,000 	CD	October 2013	April 2013
4.3.1.5	Establish Labventure Days: support faculty who invite high-school students for “hands-on” activities by exposing them to actual experiments in conjunction with interested faculty.	<ul style="list-style-type: none"> Designate coordinator Lab supplies and graduate assistants as needed. 	CD	October 2013	December. 2016
4.3.1.6	Consider civic engagement in the tenure and promotion process: include Civic Engagement in the Service file of faculty and highlight, when relevant, this feature in pedagogy and research criteria		CD	October 2013	December 2016

Goal 4.4 - Provide LAU students with civic engagement opportunities to enhance their sense of social responsibility.					
Pillar	Goal	Action	Coordinator	Start	End
4.Outreach	4.4. Provide LAU students with civic engagement opportunities to enhance their sense of social responsibility.	4.4.1 3 action items	Elie Samia	October 2011	December 2016

Action 4.4.1 – 3 action steps					
Item	Description	Resources	Champion	Start	End
4.4.1.1	Offer leadership workshops for students: increase leadership training workshops at LAU for student council members, student club leaders and the general student population.	<ul style="list-style-type: none"> SAF Create centralized website (\$3,000 one time cost), 	CD, OCE (Samia, Kanaan, Harb)	October 2011	December 2016
4.4.1.2	Link students to NGOs, civil society organizations and specialized campaigns: establish LAU tradition of annual fairs for NGO's in Lebanon and for United Nations and increase campaigns that safeguard the public good.	<ul style="list-style-type: none"> NGO Fair: SAF Civic Action Clubs: in partnership with LAU feeder high schools modeled after MUN with student trainers, materials, workshop, \$10,000/year 	CD, OCE (Samia, Kanaan, Harb)	October 2011	December 2016
4.4.1.3	Increase student employment budget for OCE: students leading the large civic engagement projects are employed as PT staff, supplementing the majority volunteer students.	<ul style="list-style-type: none"> Increase in OCE student employment budget by \$5,000/year. 	Salem, Samia	October 2011	December 2016

Goal 4.5 - Expand Continuing Education courses off-campus and across Lebanon					
Pillar	Goal	Action	Coordinator	Start	End
4.Outreach	4.5. Expand Continuing Education courses off-campus and across Lebanon	4.5. 1 - 5 action steps	Michel Majdalani	February 2012	December 2016

Action 4.5.1 - 5 action steps					
Item	Description	Resources	Champion	Start	End
4.5.1.1	<i>Reposition CEP within LAU</i> and review its mission, policies, operational procedures and organizational structure.		Salem, Sfeir, CD, PC	February 2012	December 2016
4.5.1.2	<i>Establish CEP Advisory Board:</i> besides LAU academic representation, Board would include community and industry leaders.		Salem, Sfeir, Majdalani	February 2012	December 2016
4.5.1.3	<i>Develop CEP and institutes registration on Banner:</i> in order to increase CEP's capacity for efficient, quality and optimum risk management delivery.	<ul style="list-style-type: none"> Staff and software \$75,000 [overlap with Student registration action step 16] 	Majdalani, Abdo Ghie, CD appointee	February 2012	December 2016
4.5.1.4	<i>Support CEP efforts to establish partnered learning sites across Lebanon:</i> build on the successes of Safadi and Makassed and proceed with sites in Zahle, Baakline and Nabatiyyi.	<ul style="list-style-type: none"> Create fund for special outreach projects in CEP Coordinator/site. Depending on need, PT or designated 	Michel Majdalani	February 2012	December 2016
4.5.1.5	<i>Provide better LAU web based promotion of CEP:</i> enhance web capacity of CEP and link from the main LAU website and through other means of media (PR) coverage	<ul style="list-style-type: none"> Revamp CEP website, \$5,000 	Majdalani, MARCOM,IT	February 2012	December 2016

Goal 4.6 - Ensure that LAU Institutes fulfill their Outreach mandates					
Pillar	Goal	Action	Coordinator	Start	End
4.Outreach	4.6. Ensure that LAU Institutes fulfill their Outreach mandates	4.6.1 - 2 action steps	Wassim Shahin	October 2013	August 2014

Action 4.6.1 - 2 action steps					
Item	Description	Resources	Champion	Start	End
4.6.1.1	Revisit the positions, structures, funding and staffing of LAU's Institutes	<ul style="list-style-type: none"> • Consultant to objectively study structures and compare to best practices. \$5,000 • Incremental costs depending on recommendations (operating budgets, staffing, student employment, travel, etc.) • Possible new space needed to accommodate Institute restructuring 	Sfeir, CD, PC	October 2013	August 2014
4.6.1.2	Review mandates of CEP, UEO and School Institutes to improve complementarity and avoid overlap.	Funding depends on recommendations as in above.	Sfeir, CD, PC	October 2013	August 2014

Pillar 5 – Areas of Focus

Identify and target substantive areas of University strength that correspond to national and regional needs and nurture initiatives that are responsive to those needs.

Goal 5.1 - All 5 areas of focus					
Pillar	Goal	Action	Coordinator	Start	End
5.Areas of Focus	5.1. 5.1.1. Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.	5.1.1. Incorporate and strengthen content related to each area of focus in the Liberal Arts Curriculum.	Rima Bahous	1 October 2013	30 September 2016

Action 5.1.1 - Incorporate and strengthen content related to each area of focus in the Liberal Arts Curriculum						
Item	Description	Resources	Champion	Coordinator	Start	End
5.1.1.1	Add content related to the areas of focus into core LAC courses as fitting. (e.g. topical assignments related to biodiversity, sustainability, and energy efficiency for reading, writing, and presentations in the ENG courses, discussion of ethical and moral issues related to the pollution or gender bias's in ETH 201)	Faculty time of faculty from respective A&S departments	Dean SAS UCC	Rima Bahous	1 October 2013	30 September 2016
5.1.1.2	Develop new LAC electives in each area of focus (e.g. "Global Issues in Public Health,"	Faculty time of faculty from respective A&S	Dean SAS	Rima Bahous	1 October 2013	30 September 2016

	"History of Dance," "History of the Feminist Movement in the Arab World")	departments Approval by UCC, CD				
5.1.1.3	Once LAC unit is established under pillar 1 goal (Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of programs), the head of this unit will follow upon (Incorporate and strengthen content related to each area of focus in the Liberal Arts Curriculum.)		Dean SAS	Rima Bahous	1 October 2013	30 September 2016

Goal 5.1 - Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.

Pillar	Goal	Action	Coordinator	Start	End
5.Areas of Focus	5.1.Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.	5.1.2 Identify new program opportunities in health care and validate the workforce need	Provost/ CD + Nancy Hoffart	October 2012	30 September 2016

Action 5.1.2 - Identify new program opportunities in health care and validate the workforce need

Item	Description	Resources	Champion	Start	End
5.1.2.1	Form committees in Natural Sciences Department of School of Arts and Sciences and School of Engineering to identify opportunities for development of new programs in health care.	For SAS/Natural Science Dept.: <ul style="list-style-type: none"> 1 faculty course release for chair of the committee Materials, refreshments, and related costs for mailings, focus group meetings with stakeholders, and surveying key informants 	SOE Dean SAS Dean & Natural Science Department chair	SOE: January 2013 SAS: January 2013	SOE: December 2012 SAS: September 2013

		<p>For SOE</p> <ul style="list-style-type: none"> • 1 faculty course release for chair of the committee • Materials, refreshments, and related costs for mailings, focus group meetings with stakeholders, and surveying key informants <p>DIRA to assist with gathering market information and data analysis for both schools</p>			
5.1.2.2	Identify stakeholders for each School, within and external to LAU (e.g. SOM, UMC-RH, health care syndicates, etc.)				
5.1.2.3.	Develop and conduct surveys and data collection about workforce needs				
5.1.2.4	Analyze data and make recommendation for focus of new programs/offering				
5.1.2.5	Develop proposals to address the identified needs and opportunities (expect a practice-oriented biology offerings and a biomedical engineering offering)	<p>SOE: 1 course release for faculty committee chair from appropriate dept.</p> <p>SAS: 1 course release for Nat. Sci. faculty chair of the planning committee.</p>	<p>SOE: chair of appropriate department</p> <p>SAS: chair of Natural sciences dept.</p>	<p>SOE: January 2014</p> <p>SAS: January 2014</p>	<p>SOE: June 2014</p> <p>SAS: January 2015</p>
5.1.2.6	Secure approval to offer new program (including additional resources)	Review by committees from Dept, through the levels to the CD	SOE: chair of appropriate department	<p>SOE: June 2014</p> <p>SAS: October 2014</p>	<p>SOE: October 2014</p> <p>SAS: March 2015</p>

Pillar	Goal	Action	Coordinator	Start	End
5.Areas of Focus	5.1 Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.	5.1.3. Explore and develop, as feasible, curricular options to prepare graduates for employment in the health sector and/or health care administration.	Said EL Fakhani	1 October 2012	30 September 2016

Action 5.1.3 - Explore and develop, as feasible, curricular options to prepare graduates for employment in the health sector and/or health care administration.					
Item	Description	Resources	Champion	Start	End
5.1.3.1	Establish faculty committee to assess business-related needs and opportunities within the health care sector and propose, as appropriate, undergraduate or graduate option(s). If more than one option, prioritize for development.	<ul style="list-style-type: none"> • 1 course release to chair of the assessment committee. • Materials and expenses for surveys, focus groups, and other data collection. • Assistance from DIRA for competitor data, and data analysis 	SOB and chairs	October 2012	June 2013
5.1.3.2	Establish committee and develop curriculum to address the above identified needs and opportunities	1 course release for faculty chair of the committee	SOB and chairs	July 2013	December 2013
5.1.3.3	Secure approval for new offering	Approval by Department, School, UCC, and CD	SOB and chairs	January 2014	March 2014 – Board approval
5.1.3.4	Begin offering health care option	<ul style="list-style-type: none"> • Hire Business faculty with health care 	SOB and chairs	October 2014	30 September 2016

	after approved	expertise to support programs <ul style="list-style-type: none"> • Collaborate with faculty members from Schools of Medicine, Pharmacy, and Nursing to teach/co-teach some courses. 			and ongoing
5.1.3.5	Identify internship opportunities in the health care sector for current undergraduate business students.	Business School Curriculum Council, department chairs, and faculty	As above	October 2012	30 September 2016 and ongoing

Pillar	Goal	Action	Coordinator	Start	End
5.Areas of Focus	5.1 Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.	5.1.4. Expand University outreach offerings to include a wide array of CE Certifications for working professionals in the health care sector.	Michel Majdalani	January 2012	September 2016

Action 5.1.4 - Expand University outreach offerings to include a wide array of CE Certifications for working professionals in the health care sector					
Item	Description	Resources	Champion	Start	End
5.1.4.1	Conduct stakeholder survey to validate current workforce CE needs and identify CE certificate program opportunities in the health care sector.	<ul style="list-style-type: none"> • 1 FT staff person in CEP for program development for items 1-4 • Mailing and materials 	Michel Majdalani	1 October 2012	December 2013
5.1.4.2	Develop CE programs responsive to workforce needs identified through the survey, with approval by SDEM, CD, PC	CEP and academic faculty time to develop the program(s).	Michel Majdalani	January 2013	open
5.1.4.3	Develop and offer a home health aid program, in response to already identified need	<ul style="list-style-type: none"> • Seek grant for underprivileged communities – Development office • CEP staff time, approval through SDEM, CD 	Michel Majdalani	January 2012	March 2013 – first offering
5.1.4.4	Develop 2 CEP certificate courses in collaboration with Human Capital, Inc.:	<ul style="list-style-type: none"> • Mosbah Al Khatib, CEO Human Capital, CEP staff 	Michel Majdalani	January 2012	open

	<ul style="list-style-type: none"> - Medical Business Fundamentals - Innovation in medical devices 	<ul style="list-style-type: none"> • Approval through SDEM, CD 			
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Pillar	Goal	Action	Coordinator	Start	End
5.Areas of Focus	5.1 Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture and natural and social sciences.	5.1.5. Develop Interprofessional Education (IPE) program for all LAU students that are preparing for careers in the health care sector.	Nancy Hoffart	October 2011	30 September 2016

Action 5.1.5 - Develop Inter professional Education (IPE) program for all LAU students that are preparing for careers in the health care sector.					
Item	Description	Resources	Champion	Start	End
5.1.5.1	Launch the IPE program for medicine, nutrition, nursing, pharmacy and social work students, including IPE days, laboratory and clinical learning activities, service-learning and collection of baseline assessment data.	<ul style="list-style-type: none"> a. Annual IPE faculty development retreat for faculty from all 5 programs, annually in May. b. Extra compensation for 1 faculty member from each program (n=5) for planning in summer 2012. c. Develop IPE web site with Marcom d. DIRA and student research assistant for assessment data collection & analysis 	IPE Work Group	<ul style="list-style-type: none"> a. May 2011 b. June 2012 c. Jan. 2012 d. Nov. 2011 	<ul style="list-style-type: none"> a. 2016 and ongoing b. Sept 2012 c. Sept. 2012 d. ongoing

5.1.5.2	Secure grant funding to hire Director and support staff for the IPE program.	<ul style="list-style-type: none"> IPE Work Group, Development office, Budget office staff Hire new grantwriter in Development (to support grantwriting for all 5 areas of focus) 	Hoffart	Jan. 2012	30 Sept. 2016
5.1.5.3	Invite involvement of students and faculty from other LAU Schools that initiate health programs (including final year projects, classroom and active learning projects, and faculty development retreats).	<ul style="list-style-type: none"> Faculty time Increased funding for annual faculty retreat Large classrooms to accommodate occasional large groups of students 	IPE Work group	2013	30 Sept. 2016 and ongoing
5.1.5.4	Modify/create faculty workload guidelines, tenure and promotion guidelines, and compensation guidelines that recognize the value of IPE work	Faculty time in the respective schools; approval of schools, FWPC, CD, PC	Faculty in each school, Faculty Senate	1 Nov. 2011	30 Sept. 2016
5.1.5.5	Develop a Dedicated Education Unit (student ward) at UMC-RH to open by 2014 <ul style="list-style-type: none"> a. Develop philosophy and policies b. Educate faculty and staff – campus and UMC-RH c. Identify space, renovate if needed (this could be a place to involve SOE and SArD students) d. Identify hospital staffing for the unit 	Renovation costs of designated unit at UMC-RH Training for unit staff and faculty on the concept	IPE Work Group and IPE Office, hospital Director, and chief medical and nursing officers	July 2014	30 Sept. 2016
5.1.5.6	Other activities <ul style="list-style-type: none"> a. Identify courses that can be cross-listed among SOM, SON, SOP, SAS b. Sponsor regional IPE conference c. Introduce interested freshman and sophomore students to LAU health-related programs and 	<ul style="list-style-type: none"> a. Faculty time, registrar's office, UCC, CD b. Conference venue, speaker honorariums, faculty planning time, conference 	IPE Work Group and faculty from health programs	<ul style="list-style-type: none"> a. October 2012 b. October 2013 c. January 2013 	<ul style="list-style-type: none"> a. September 2013 b. September 2014 d. September 2016 &

	work opportunities to increase their awareness of career options in the health services sector.	costs c. Annual student fair offered under auspices of Byblos Deans of Students: Staff from DOS, faculty and students from SOP, SON, SOM, SAS			ongoing
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Goal 5.2 - Commit to introduce Green Curricula in relevant majors and adopt a University Culture that contributes to environmental sustainability.					
Pillar	Goal	Action	Coordinator	Start	End
5. Areas of Focus	5.2 Commit to introduce Green Curricula in relevant majors and adopt a University Culture that contributes to environmental sustainability.	5.2.1. COMMIT TO THE CREATION OF NEW MAJORS AND MINORS RELATED TO ENVIRONMENTAL SUSTAINABILITY	Provost + Bassel Salkhoukh	October 2012	December 2016

Action 5.2.1 - Commit to the creation of new majors and minors related to environmental sustainability					
Item	Description	Resources	Champion	Start	End
5.2.1.1.	Promote enrollment in and assess attraction to the new Environmental Sciences minor. 1a. Identify a faculty member as coordinator for the Environmental Sciences minor	Faculty teaching in the program, Admissions Offices, DIRA	Concerned Academic Units 1a. SOE and SAS deans	1 Oct. 2012	Sept. 2016 1a. Oct. 2012
5.2.1.2	Explore, with the involvement of the concerned constituencies, the feasibility and impact of offering undergraduate and graduate majors pertaining to environmental sustainability (i.e. Environmental Sciences, Environmental Engineering, and Environmental	<ul style="list-style-type: none"> Course release for one faculty member each in SAS, SOE, SARd to chair committee to assess feasibility. Course release for one faculty each in SAS, SOE, 	Concerned Academic Units	January 2013	December 2013

	Design); develop new program offerings based on results of feasibility study.	SArD to chair committee to develop the new option(s)			
5.2.1.3	Assess curricula in the Engineering, Architecture and Design, and Business schools and in the Department of Natural Sciences to identify the green/sustainability content that is currently being taught and where it is being taught.	Faculty teaching in the respective schools/programs	Concerned Academic Units	June 2013	February 2014
5.2.1.4	Introduce new green/sustainability topics into the curricula in the Engineering, Architecture and Design, and Business schools and in the Department of Natural Sciences	Faculty teaching in the schools/programs	Concerned Academic Units	October 2014	Sept. 2016
5.2.1.5	Create internships related to environment sustainability with LAU Facilities and area NGOs, industries, and municipalities	Faculty in respective schools and departments	Concerned Academic Units	October 2014	Sept. 2016
5.2.1.6	Identify, target, and build relationships with funding agencies, associations, and prospective donors who are committed to environmental sustainability to secure support student scholarships/fellowships, development of new programs, and research funding related to sustainability.	Development Office Hire one grant writer to work with faculty to develop proposals (to address need identified by all 5 Areas of Focus committees)	Development office	1 Oct. 2013	31 Dec. 2015

Pillar	Goal	Action	Coordinator	Start	End
5. Areas of Focus	5.2. Commit to introduce Green Curricula in relevant majors and adopt a University Culture that contributes to environmental sustainability.	5.2.2. IMPLEMENT GUIDELINES, PROCEDURES, PROGRAMS, AND COMMUNICATIONS THAT WILL RAISE THE INTERNAL AND EXTERNAL PROFILE OF LAU AS A GREEN UNIVERSITY	PC/CD + Nancy Hoffart	1 January 2012	30 September 2016

Action 5.2.2 - Implement Guidelines, Procedures, Programs, and communications that will raise the internal and external profile of LAU as a Green University

Item	Description	Resources	Champion	Start	End
5.2.2.1	Conduct seminars, workshops, training programs, exhibitions, and service-learning to increase awareness of environment-related education and sustainability topics for students, alumni, and the community.	Faculty with 'green' expertise Office of Outreach and Civic Engagement Marcom Student clubs	E. Samia	1 January 2012	September 2016
5.2.2.2	Revise the University's purchasing guidelines to encourage the purchase of products that have minimal environmental impact during production, while in use, and at disposal/decommissioning.	Purchasing department Budget office Consultant	VPHRUS	October 1, 2012	September 2013
5.2.2.3	Implement programs and activities that will promote a smoke-free campus and support faculty and students to reduce their smoking on campus (e.g. smoking cessation classes, designated smoking area on campus)	<ul style="list-style-type: none"> • Endorsement through Faculty Senate, Staff Council, student governance, CD, and PC • Facilities and supplies for creating designated smoking areas • Materials for smoking cessation classes 	Health professions faculty and students Campus nurses	18 May 2011	September 2016

Pillar	Goal	Action	Coordinator	Start	End
5. Areas of Focus	5.2. Commit to introduce Green Curricula in relevant majors and adopt a University Culture that contributes to environmental sustainability.	5.2.3. IMPLEMENT SUSTAINABILITY AND ENVIRONMENTALLY RESPONSIBLE MEASURES ACROSS LAU CAMPUSES	Roy Majdalani	1 January 2012	1 December 2016

Action 5.2.3. Implement sustainability and environmentally responsible measures across LAU campuses					
Item	Description	Resources	Champion	Start date	End Date
5.2.3.1	Conduct a campus sustainability audit to identify the recycling and environmental sustainability initiatives	<ul style="list-style-type: none"> •Sustainability Consultant (\$7500-10,000/campus) •University Membership in the US Green Building Council 	VPHRUS	October 2012	September 2013
				October 2012	December 2016
5.2.3.2	Develop proposals (including budget) for initiatives based on results of campus sustainability audit	<ul style="list-style-type: none"> •Facilities Management, IT (as appropriate) 	VPHRUS	October 2013	March 2014
5.2.3.3	Implement approved pilot sustainability projects	<ul style="list-style-type: none"> •Facilities Management, IT (as appropriate) •Additional staff – specific to the types of projects •Staff development through attendance at conferences, visits to other facilities with such programs 	VPHRUS	November 2011	September 2014
				April 2014	December 2016
5.2.3.4	Evaluate pilot projects that should be continued	<ul style="list-style-type: none"> • Facilities Management, IT (as appropriate) • Additional staff – specific to the types of projects 	VPHURS	April 2015	December 2016
5.2.3.5	Continue to integrate energy efficiency, conservation, and use of renewable materials in new construction projects and renovation projects at LAU.	Facilities Materials needed based on project design	VPHRUS	November 2011	30 September 2016

5.2.3.6	Create new position that includes responsibility for energy monitoring.		George Hamouche	October 2013	December 2016	
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Goal 5.3 - Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon					
Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.3. Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon	5.3.1. Enhance curricular development in the performing arts	Bassel Salloukh	1 November 2012	31 December 2016

Action 5.3.1 - Enhance curricular development in the performing arts					
Item	Description	resources	Champion	Start	End
5.3.1.1	Enrich arts offerings through revision of current courses, development of music tutorials, and development of advanced level courses in all areas (art, music, dance, theater).	Faculty time Hire 2-3 part-time faculty/per year to teach new courses	Deans of SAS SArD	January 2012	30 September 2016 and ongoing
5.3.1.2	Study the feasibility of a major in performing arts	Faculty time	Dean SAS	October 2011	June 2012
5.3.1.3	Secure approval – if indicated by feasibility study – for performing arts major	UCC, CD	Dean SAS	July 2012	March 2013 – Board approval
5.3.1.4	Initiate international exchange programs with partner universities; research, pursue and establish one MOU with a prominent university that has a known program in the performing arts.	<ul style="list-style-type: none"> Faculty travel & consultation fees for 2 faculty from overseas university to visit LAU. Faculty travel and per diem for two LAU faculty to visit the proposed university. 	Dean SAS	Spring 2012	30 September 2016

Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.3. Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon	5.3.2. Assess, designate and upgrade facilities and equipment to provide state-of-the art learning and performance experiences.	Provost/CD- Nancy Hoffart	1 January 2012	31 December 2013

Action 5.3.2 - Assess, designate and upgrade facilities and equipment to provide state-of-the art learning and performance experiences					
Item	Description	Resources	Champion	Start	End
5.3.2.1	Plan and budget for renovation for Beirut campus arts venues, starting with Gulbenkian Theater and Sheikh Zayed Gallery.	<ul style="list-style-type: none"> • External consultant to assess and recommend renovations for all aspects of the theater – stage, backstage, lighting, sound, audience area, etc. • Renovations and Dept. to evaluate and plan renovations for the Gallery. 	Dean SAS	January 2012	December 2012
5.3.2.2	Assess music-related offices, practice/performance areas, and equipment on both campuses as a basis for space renovation, and equipment redistribution and repair.	<ul style="list-style-type: none"> • Faculty and staff in Arts • Facilities 	Dean SAS	October 2013	September 2015
5.3.2.3	Renovate space for one dance studio on each campus.	Facilities	Dean SAS	Spring 2013	
5.3.2.4	Assess and upgrade production space and equipment for film, radio and TV production on both campuses; ration equipment relative to campus enrollment.	<ul style="list-style-type: none"> • Facilities • Faculty in film, radio and TV production • \$800,000 divided over 2 – 3 years 	Dean SAS	Spring 2012	Fall 2013

Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.3. Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon	5.3.3. Support programming for the performing arts	Bassel Salloukh	1 Jan. 2014	31 Dec. 2016

Action 5.3.3 - Support programming for the performing arts					
Item	Description	Resources	Champion	Start	End
5.3.3.1	Secure funding to offer traditional and new marquee arts events for the LAU internal and external communities (e.g. traditional Christmas Choirs, new dance festival)	<ul style="list-style-type: none"> Development office – new grant writer to work with faculty and staff (shared among areas of focus goals) Enhance A&S and SDEM budgets for Beirut Choir by \$15,000/year 	Dean SAS	November 2011	ongoing
5.3.3.2	Establish Director-in-Residence program for directors of local and international prominence.	<ul style="list-style-type: none"> Visiting professor (international) salary 1 term per year @ \$50,000 Visiting professor (local) – 1 stipend each year @ \$20,000/semester 	Dean SAS	1 January 2014	31 December 2016
5.3.3.3	Collaborations with local, regional and foreign universities to produce at least one joint event each semester at LAU.	<ul style="list-style-type: none"> Faculty time to develop relationship Grantwriter hired above to help secure funding Honoraria for performers @ \$6000/year 1. Post-performance receptions @ \$3000/year 	Dean SAS	1 January 2014	31 December 2016
5.3.3.4	Establish Byblos Community Theater initiative to enable PT theater staff to provide outreach activities to at least 3 feeder high schools per semester.	<ul style="list-style-type: none"> Part-time staff stipends/salary Cost of transportation to/from schools 1. Student employments to assist with projects. 	Adoni Maalouf	1 January 2014	31 December 2016

Goal 5.4 - Strengthen the gender perspective in all disciplines and programs in line with LAU's distinctive heritage					
Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.4. Strengthen the gender perspective in all disciplines and programs in line with LAU's distinctive heritage	5.4.1. Increase internal awareness of the resources available through IWSAW for incorporating the gender perspective into academic programs	Dima Dabbous – Sensenig	1 January 2012	31 December 2016

Action 5.4.1 - Increase internal awareness of the resources available through IWSAW for incorporating the gender perspective into academic programs					
Item	Description	Resources	Champion	Start	End
5.4.1.1	Establish an IWSAW 'liaison committee' with representation from the Schools to foster introduction of gender – related content and teaching strategies in the curriculum.	1 faculty line (with 50% effort to IWSAW and 50% effort for teaching in the upcoming MA gender studies program) to assist in implementing all Action 1 items	IWSAW	1 January 2012	31 May 2012
5.4.1.2	Offer an annual one-day workshop on "gender thinking across the disciplines" for all faculty.	<ul style="list-style-type: none"> IWSAW staff time for workshop planning and coordination Honorarium for 2 speakers Funding for materials and food. 	IWSAW	1 October 2012	31 December 2016
5.4.1.3	Develop a mechanism to increase faculty awareness of IWSAW funding for gender-related speakers.	IWSAW staff and IWSAW Liaison Committee	IWSAW Liaison Committee	1 January 2013	1 July 2013
5.4.1.4	Provide competitive funding to students to attend/present gender-related topics at relevant regional/international conferences.	Funding to support conference expenses for up to 3 students per year	IWSAW Liaison Committee	1 October 2013	31 December 2016

5.4.1.5	Provide support and assistance to faculty whose scholarly work includes a gender perspective or helps increase the understanding of gender issues at LAU.	<ul style="list-style-type: none"> • IWSAW Director and staff • Development Office to hire additional grant writer (for grantwriting assistance for all 5 areas of focus) 	IWSAW	1 January 2014	31 December 2016
5.4.1.6	Explore creating a 'gender research interest group' on campus to foster faculty collaboration and peer support to conduct research with a gender perspective.	IWSAW staff time	IWSAW Director	1 October 2014	31 December 2016

Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.4. Strengthen the gender perspective in all disciplines and programs in line with LAU's distinctive heritage	5.4.2. Extend the current outreach activities of IWSAW to increase awareness of opportunities in fields traditionally perceived as gender-specific.	Dima Dabbous – Sensenig	1 January 2013	31 December 2016

Action 5.4.2 - Extend the current outreach activities of IWSAW to increase awareness of opportunities in fields traditionally perceived as gender-specific.					
Item	Description	Resources	Champion	Start	End
5.4.2.1	<p>Help recruit male and female students into those majors that are traditionally perceived as gender specific (e.g. engineering, nursing)</p> <p>a. Offer weeklong on-campus programs each summer. Pilot test with one major in summer 2012, add one major in 2013, and a third in 2014.</p> <p>b. Develop an interactive website for summer program participants and parents as follow-up to the above program(s)</p>	<ul style="list-style-type: none"> • Enrollment data from DIRA, by gender and major. • Extra compensation for faculty from selected majors • Student clubs, student employment salaries • Staff from IWSAW and Admissions Offices • Marcom (web designer and copy editor) 	IWSAW IWSAW Liaison Committee	1 January 2013	31 December 2016
5.4.2.2	Annually invite at least one distinguished, high-profile speaker to LAU who advances the gender-perspective goal of the SP; publicize widely, including to high schools, NGOs, other universities, etc.	<ul style="list-style-type: none"> • IWSAW Staff • Marcom • Admissions Office • Liaison from school that represents the speaker's discipline 	IWSAW IWSAW Liaison Committee	1 February 2013	31 December 2016

Goal 5.5 - Capitalize on our leadership role in Lebanon on conflict resolution, mediation and peace studies					
Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.5 Capitalize on our leadership role in Lebanon on conflict resolution, mediation and peace studies	5.5.1 Increase academic offerings in the field of conflict resolution.	Makram Ouaiss	1 April 2012	30 September 2016

Action 5.5.1 - Increase academic offerings in the field of conflict resolution.					
Item	Description	Resources	Champions	Start	End
5.5.1.1	Establish an undergraduate minor of 18 credits in conflict analysis and resolution with an internship/practicum component.	<ul style="list-style-type: none"> • Course release for a faculty member to develop program and internship possibilities • School council, UCC, and CD approval • When program is launched, one course release per year for program coordinator. 	Makram Ouaiss	1 April 2012	31 March 2013
5.5.1.2	Study the feasibility of establishing an interdisciplinary graduate program in conflict resolution and peace-building	<ul style="list-style-type: none"> • Consultant \$5,000 to help with this and summer certificate program 	Makram Ouaiss	1 April 2013	31 March 2014
5.5.1.3	If feasible, develop and secure approval for graduate program in conflict resolution and peace		Makram Ouaiss	April 2014	March 2015 – board approval
5.5.1.4	Modify Education courses and add new Education courses to highlight mediation and conflict resolution in the curriculum.	Faculty time in concerned departments	Ahmad Oueini	November 2011	30 September 2016
5.5.1.5	Establish a collaborative link with a university overseas that has a strong program in conflict resolution and peace-building	<ul style="list-style-type: none"> • Faculty travel & consultation fees for 1 faculty from overseas university to visit LAU \$5,000 • Faculty travel and per diem for two LAU faculty to visit the proposed university, \$10,000 	Dean SAS	October 2012	30 September 2016

Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.5 Capitalize on our leadership role in Lebanon on conflict resolution, mediation and peace studies	5.5.2 Strengthen capacity of the Institute for Peace and Justice Education (IJPE)	Irma Ghosn	1 February 2012	30 May 2013

Action 5.5.2 - Strengthen capacity of the Institute for Peace and Justice Education (IJPE)					
Item	Description	Resources	Champions	Start	End
5.5.2.1	Review current staffing, budgeting and funding guidelines for IPJE to insure sustainability of the Institute.	Consultant (Also refer to Outreach and restructuring of Institutes)	SAS Dean and IJPE director	1 Feb. 2012	30 Sept. 2012
5.5.2.2	Develop summer certificate programs on reconciliation, religion and coexistence, conflict resolution and peace building (program curriculum, offering mechanism, fee structure, recruitment plan, staffing).	Consultant, \$5,000 Program will be revenue generating.	Makram Ouais	Nov. 2012	December 2016

Pillar	Goals	Action	Coordinator	Start	End
5. Areas of Focus	5.5 Capitalize on our leadership role in Lebanon on conflict resolution, mediation and peace studies	5.5.3 Infuse campus life with Conflict Resolution culture	Irma Ghosn	May 2011	Sept. 2016

Action 5.5.3 - Infuse campus life with Conflict Resolution culture					
Item	Description	Resources	Champions	Start	End
5.5.3.1	Reform student elections: work with faculty, students and Student Affairs staff to create a new system of student governance that does not reflect Lebanon's confessional system and political divisions.	Staff time in DOS	Elise Salem-DOS-OCE	Oct. 2011	ongoing
5.5.3.2.	Offer Conflict Resolution and Mediation workshops: a. CEP to provide annual training sessions for staff b. IPJE and Deans of Students to provide workshops for Student Council members, student	<ul style="list-style-type: none"> • CEP instructor costs: if 3 workshops/year, approximately \$10,000 • Stipends for workshop leaders, approx. \$3,000/year 	DOS-OCE- CEP- IPJE	1 Feb. 2013	31 Dec. 2016
5.5.3.3	Enhance mediation efforts with students by creating full-time Student Relations Coordinator staff positions within DOS offices to address the difficult and very time-confusing issue of student political expression.	<ul style="list-style-type: none"> • Develop position description and recruit staff • 1 FTE Student Relations Coordinator for each DOS Office • Need space in Byblos for DOS additional staff. 	Elise Salem		31 Dec. 2016

Pillar 6

Graduate Studies & Research

Develop, Sustain and enhance University graduate programs and research capacity

Goal 6.1 - Develop a Strategic Plan for Graduate Studies & Research					
Pillar	Goals	Action	Coordinator	Start Date	End Date
6. GRADUATE STUDIES AND RESEARCH	6.1 - Develop a Strategic Plan for Graduate Studies & Research	6.1.1 - Create the structure of the Office of Graduate Studies & Research [OGSR] and define its mandate	Provost and CD + Nashaat Mansour	August 1, 2012	October 31, 2013

Item	Description	Resources	Champion	Start	End
6.1.1.1	Establish a sponsored program development unit (identify and update faculty on sources of funding, provide grant-writing mentoring and support to faculty)	1 FTE: Grant Officer	Provost*	October 31, 2012	October 31, 2013
6.1.1.2	Strengthen the grant management unit (budgeting, grant accounting, auditing, invoicing, reporting)	1 FTE: Budget Specialist	Provost*	October 31, 2012	September 30, 2014
6.1.1.3	Establish/strengthen compliance functions (CHSR, intellectual property, copyright, patents)	Tasks already allocated from the office of the Dean	Provost *	October 31, 2012	October 31, 2014
6.1.1.4	Establish a technology transfer unit	Tasks already allocated from the office of the Dean	Provost *	October 31, 2012	October 31, 2014
6.1.1.5	Coordinate and liaise with Schools and relevant faculty councils (lead in development of policies and procedures for research, graduate academic rules and regulations, cross-disciplinary, interdisciplinary graduate programs)	Tasks already allocated from the office of the Dean	CD	October 31, 2012	October 31, 2014

* The Provost will be the champion until the Dean of Graduate Studies & Research is hired, who will then be the champion.

Pillar	Goals	Action	Coordinator	Start Date	End Date
6. GRADUATE STUDIES AND RESEARCH	6.1. Develop a Strategic Plan for Graduate Studies & Research	6.1.2. Support Graduate Education and Research at LAU	Provost* + Nashaat Mansour	October 1, 2012	September 30, 2016

Item	Description	Resources	Champion	Start	End
6.1.2.1	Establish a research & graduate studies endowment fund (RGSEF)	Start with a seed fund of \$250,000/ year Envisage establishing a 1 million endowment fund per year	President	October 1, 2012	March 31, 2013
6.1.2.2	Develop and sustain a funding platform (Capital Fundraising Campaign and other sources)	\$100,000 to cover for travel expenses, dinners and other entertainment activities and consultancies needed	CD	April 1, 2013	September 30, 2014
6.1.2.3	Increase tuition revenue allocation to graduate assistantships	In average of 50% across the board of the tuition fee should be allocated to Graduate Assistantship (Assistantship could also mean a 50% tuition waiver)	CD	October 1, 2012	September 30, 2014
6.1.2.4	Develop a robust marketing plan to increase graduate student enrollment	\$10,000 Research Assistantship fund and other logistics	Dean of Graduate Studies & Research/ Vice President for Student Development & Enrollment Management (VPSDEM)	October 1, 2013	September 30, 2016
6.1.2.5	Secure dedicated physical spaces for graduate students at LAU	120 m ² for Graduate students on each campus in offices, carrels, lounges to support graduate student academically and	Dean of Graduate Studies & Research/ Vice	October 1, 2013	September 30, 2016

		culturally	President for Human Resources and University Services (VPHRUS)		
6.1.2.6	Consider the transfer of part of the overhead that is charged to research grants to the RGSEF)	20% of the overhead should be allocated to research & graduate studies endowment fund	Provost	October 1, 2012	September 30, 2013

Pillar	Goals	Action	Coordinator	Start Date	End Date
6. GRADUATE STUDIES AND RESEARCH	6.1 - Develop a Strategic Plan for Graduate Studies & Research	6.1.3 - Assess and evaluate current graduate programs and research at LAU	Provost+ Nashaat Mansour	October 1, 2012	September 30, 2016

Item	Description	Resources	Champion	Start Date	End Date
6.1.3.1	Perform SWOC analysis for graduate studies	Equivalent of ¼ FTE to cover Graduate Assistantship, needed consultancies and other logistics	Provost *	October 1, 2012	September 30, 2014
6.1.3.2	Perform SWOC analysis for research at LAU	Equivalent of ¼ FTE to cover Graduate Assistantship, needed consultancies and other logistics	Provost *	February 1, 2014	June 30, 2014
6.1.3.3	Identify niche areas and areas of focus with highest potential	No funds needed	CD	October 1, 2014	September 30, 2015

* The Provost will be the champion until the Dean of Graduate Studies & Research is hired, who will then be the champion

Pillar	Goals	Action	Coordinator	Start Date	End Date
6. GRADUATE STUDIES AND RESEARCH	6.1. Develop a Strategic Plan for Graduate Studies & Research	6.1.4. Develop plans for graduate programs and research units	Provost + Nashaat Mansour	October 1, 2012	September 30, 2016

Item	Description	Resources	Champion	Start Date	End Date
6.1.4.1	Build on action 3 to plan new research units and graduate programs, including PhD, within specific schools and across the University	\$15,000/ year for the travel of invited consultants and other logistics	Dean of Each School	October 1, 2012	September 30, 2016
6.1.4.2	Allocate necessary resources to strategic initiatives	No funds needed	Provost	October 1, 2012	September 30, 2016
6.1.4.3	Establish endowed Chairs/Visiting Positions and allocate funds to programs according to identified Schools' "niches"	Endowment funds enough to hire up to 7endowed chairs for the SP duration period	Dean of Each School	October 1, 2012	September 30, 2016
6.1.4.4	Seek collaboration with local and international universities/institutes to develop graduate programs through international partnerships and/or exchange of faculty and students	1 FTE equivalent for travel funds: logistics for visiting faculty and students (outgoing and incoming)	CD	October 1, 2012	September 30, 2016
6.1.4.5	Seek collaboration and partnerships with industry and business inline with strategic priorities and the mission and values of the University	¼ FTE	CD	October 1, 2012	September 30, 2016
6.1.4.6	Develop and implement procedures and guidelines for periodic outcome-based assessment of graduate program	No funds needed	Provost *	October 1, 2012	September 30, 2016

Appendix B
Sample of Enabling Goals
Pillar 1- Education

Code	Time (specify time needed with a brief description)	Budget (if any) <i>In \$USD</i>
1111	7 credits hours per school for 9 schools TOTAL=63 one time	78,358

1131	1 credits / advisory committee member= 6 credits	7,463
1311	1 credit	1244
1312	3 credits	3731
1313	3 credits	3731
1314	20% compensation for Chair	42,454
1321	1 credit	1244
1322	1 credit	1244
1323	1 credit	1244
1411	1 course = 3 credits	3731
1412	1 course = 3 credits	3731
1413	1 course = 3 credits	3731
1421	3 Faculty time	15,000
1501	20% compensation for Chair	100,000
1610	AASCB coordinator	19,550
1611	Faculty time	25,000
1611	AASCB Faculty time and coordinator	210,950
1612	Added Faculty	658,100

1612	Faculty time	25,000
1613	AACSB coordinator and Faculty time	323,050
1613	Faculty time	25,000
1614	Faculty time	25,000
1618	EQUIS coordinator	227,500
1641	1 credit	3731
1652	Faculty time	87,000
1911	Faculty time	10,000
11001	Faculty time	5000
16161	EQUIS coordinator	37,000
16181	Faculty time	193,275
16186	Faculty time	19,337

Yellow : One time

Cyan : Ongoing


Green : Capital


Code	Staff (specify number, grade, rough qualifications)	Budget <i>In \$USD</i>
164	Staff	20,000
1125	1 FTE / school (for bus, arts and science, architecture & design, pharmacy, nursing.) TOTAL 5 FTE	475,000
1131	1 FTE	10,000
1204	0.5 FTE	62,500
1315	1 FTE	20,000
1424	2 full time staffs 1 / campus	120,000
1811	Staff time	14,000
1824	1 FTE	58,000
1832	1 FTE	87,000


: One time
 : Ongoing
 : Capital

Code	Consulting (specify number of days, topic)	Budget <i>In \$USD</i>

167	ACPE consulting	90,000
1132	Consultant for workshops	40,000
1206	Consulting	23,000
11102	Consulting	40,000

 : One time

 : Ongoing

 : Capital

Code	Space (specify type, area, location, etc..)	Budget* <i>In \$USD</i>
1125	75m ²	37,500
1412	75m ²	37,500
1423	100m ² /campus	80,000


1501	75m ²	38,500
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■ : One time
■ : Ongoing
■ : Capital


Code	Equipment (specify nature and other basic specs that will allow estimation of cost). Also specify where equipment will be placed and if space is available.	Budget <i>In \$USD</i>
1111	Desk	3000
1115	Software	15,000
1116	Server	9000
1125	Computers & printers	30,000
1131	Computers & printers	50,000
1314	Desk & computers	5000
1315	Desk & computers	5000
1322	Equipments	20,000
1424	Equipments	20,000
1612	Computers & printers for new faculty	18,000

■ : One time
■ : Ongoing
■ : Capital

Code	Others	Budget <i>In \$USD</i>
164	ABET fee	15,000
1641	ABET visit fee	6000
1653	ABET fees & expenses	50,000
11005	Faculty travel	60,000
16163	EQUIS application	11,650
16173	EQUIS visit fees	2600
16192	EQUIS visiting team fees	10,400

 : One time

 : Ongoing

 : Capital

Appendix C

Membership of Action Plan Committees

Pillar 1 - EDUCATION

Pillar	Goals		
Education	<ul style="list-style-type: none"> Foster the development of program and learning assessment culture across all programs (Goal 1) Establish a uniform approach to academic honesty and issues of integrity in the institution (Goal 2) Build on and extend learning outcomes of the Liberal Arts Curriculum in the learning outcomes of programs (Goal 5) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Rima Bahous	
Members			
Name	School/Department/Office	Campus	
Rima Bahous	School of Arts & Sciences	Beirut	
Salpie Djoundourian	School of Business	Byblos	
Haidar Harmanani	School of Arts & Sciences	Byblos	
Farid Jureidini	School of Architecture & Design	Byblos	
Diane Nauffal	IRA		
Nashaat Mansour	School of Arts & Sciences	Beirut	

Leila Messara	School of Business	Beirut
Imad Musleh	IT	
Yolande Saab	School of Pharmacy	Byblos
Mazen Tabbara	School of Engineering	Byblos

Pillar	Goals		
Education	<ul style="list-style-type: none"> Set up a new academic organizational structure that will provide all preparatory English language teaching (Goal 3) Establish an English Writing Center and develop peer learning centers (currently called co-op) to provide assistance to students in more majors (Goal 4) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Rima Bahous	
Members			
Name	School/Department/Office	Campus	
Nola Bacha	School of Arts & Sciences	Byblos	
Rima Bahous	School of Arts & Sciences	Beirut	
Rula Diab	School of Arts & Sciences	Beirut	
Mona Chahine	School of Arts & Sciences	Beirut	
Michel Majdalani	CEP-SDEM		

Pillar	Goals		
Education	<ul style="list-style-type: none"> Pursue US/International accreditation of academic programs when applicable (Goal 6) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Sola Bahous	

Members		
Name	School/Department/Office	Campus
Maroun Daccache	School of Architecture & Design	Byblos
Sola Bahous	School of Medicine	Byblos
Mona Majdalani	School of Arts & Sciences	Beirut
Nancy Hoffart	School of Nursing	Byblos
Angelique Salloum	School of Medicine	Byblos

Pillar	Goals		
Education	<ul style="list-style-type: none"> Strengthen action learning and experiential learning in all programs, and grant students credit for such learning when applicable (Goal 8) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Mazen Tabbara	
Members			
Name	School/Department/Office	Campus	
Randa Abdel Baki	School of Architecture & Design	Beirut	
Imad Salamey	School of Arts & Sciences	Beirut	
Said Ladki	School of Business	Beirut	
Aline Saad	School of Pharmacy	Byblos	
Mazan Tabbara	School of Engineering	Byblos	
	SDEM		

Pillar	Goals		
Education	<ul style="list-style-type: none"> Intensify the involvement of libraries and IT in the learning process and encourage faculty to collaborate with the Librarians and IT support staff for instructional purposes (Goal 9) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Cendrella Habre	
Members			
Name	School/Department/Office	Campus	
Rima Bahous	School of Arts & Sciences	Beirut	
Maya Khairallah	School of Medicine	Byblos	
Mary Habib	School of Business	Byblos	
Cenderella Habre	Library	Beirut	
Rami Harik	School of Engineering	Byblos	
Abdallah Kahil	School of Architecture & Design	Beirut	
Aline Milane	School of Pharmacy	Byblos	
Nicolas Majdalani	IT	Central	
Issam Kouatly	Chair of ULIRC	Central	

Pillar	Goals		
Education	<ul style="list-style-type: none"> Establish Honors programs in select majors offered by the University (Goal 10) Provide support for teaching development of faculty to enhance use of pedagogy that engages students in learning (Goal 11) 		
Chair	Co-Chair	Coordinator	Secretary
Elie Badr		Samer Habre	
Members			
Name	School/Department/Office	Campus	
Samer Habre	School of Arts & Sciences	Beirut	
Silva Karkoulian	School of Business	Beirut	
Samira Korfali	School of Arts & Sciences	Beirut	
Iyad Ouais	School of Engineering	Byblos	
Abdo Ghie	SDEM	Central	
Sami Baroudi	Assistant Provost for Faculty Affairs	Central	
Naji Ghaziri	Student	Beirut	

Pillar 2 - STUDENTS

Pillar	Goals		
Students	Target top students from all segments of Lebanese society and abroad to meet program enrollment numbers (Goal 1)		
Chair	Co-Chair	Coordinator	Secretary
Abdo Ghie			
Members			
Name	School/Department/Office	Campus	
Admission Personnel	Admissions	Byblos/Beirut	
Ghada Abi Fares/Samir Obeid	Financial Aid & Scholarship	Byblos/Beirut	
Dania Tibi	Dean of Students	Beirut	
Maria Ghoul	Dean of Students	Byblos	
Hassan Naja	School of Business	Beirut	
Samer Habre	School of Arts & Sciences	Beirut	
Costantine Daher	School of Arts & Sciences	Byblos	
Aline Milane	School of Pharmacy	Byblos	
Tony Assad	School of Business	Byblos	
Rita Awwad	School of Engineering	Byblos	

4-6 newly admitted students	2-3 per Campus	
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Pillar	Goals		
Students	Provide more effective Orientation, Advising and Registration services for incoming and continuing students (Goal 2)		
Chair	Co-Chair	Coordinator	Secretary
Abdo Ghie		Mars Semaan	
Members			
Name	School/Department/Office	Campus	
Mars Semaan	Dean of Students	Byblos	
Georges Balesh	Registrar	Byblos	
Alex Choulhadjian	Registrar	Beirut	
Dina Abdel Rahman	Advising Office	Beirut	
Zeina Trad	Advising Office	Beirut	
Nada Mikhael	Advising Office	Byblos	
Roula Hage	IT	Central	
Janine Zakka	School of Business	Beirut	
Ramzi Haraty	School of Arts & Sciences	Beirut	
Albert Andraos	School of Business	Byblos	

Lydia Sholy	School of Pharmacy	Byblos
Irma Ghosn	School of Arts & Sciences	Byblos
Farid Jureidini	School of Architecture & Design	Byblos
	School of Engineering	Byblos
6 students	3/campus, 4 new and 2 returning	

Pillar	Goals		
Students	<ul style="list-style-type: none"> • Create a campus environment that complements curriculum with relevant and enriching extra-curricular activities (Goal 3) • Empower students through governance, athletics, internships, clubs and leadership opportunities (Goal 4) • Support student scholarly activities and research (Goal 5) • Provide more targeted career and placement services (Goal 6) 		
Chair	Co-Chair	Coordinator	Secretary
Abdo Ghie		Raed Mohsen	
Members			
Name	School/Department/Office	Campus	
Raed Mohsen	Dean of Students	Beirut	
Aya El-Mir	Career Services & Placement	Beirut	
Rana Sakr	Career Services & Placement	Byblos	
Joseph Kanaan	Activities, Dean of Students	Byblos	
Riman Jurdak	Activities, Dean of Students	Beirut	
Sami Garabedian	Athletics	Beirut	
Joe Moujaes	Athletics	Byblos	
May Hamdan	School of Arts & Sciences	Beirut	
Aline Saad	School of Pharmacy	Byblos	
Jean Khoury	School of Engineering	Byblos	

Silva Karkoulian	School of Business	Beirut
Marita Kassis	Outreach & Civic Engagement	OCE
4-6 students	2-3/campus	

Pillar 3- FACULTY

Pillar		Goals			
Faculty		<ul style="list-style-type: none"> Recruit faculty to achieve 70% full time faculty ratio or school specific appropriate targets (Goal 1) Develop University and school structures to expand research capacity and scholarly activities (Goal 2) Establish school based faculty salary structure (Goal 3) Establish school based faculty workload (Goal 4) Implement school specific faculty governance and management structures that will foster a collegiate atmosphere and effective operations (Goal 5) Subscribe to a high impact performance reward system (Goal 6) 			
Chair		Co-Chair		Coordinator	Secretary
Camile Issa				Mars Semaan	
Members					
Name		School/Department/Office		Campus	
Faisal AbuKhzam		School of Arts & Sciences		Beirut	
Costantine Daher		School of Arts & Sciences		Byblos	
Tarek Khoury		School of Architecture & Design			
Abdallah Dah		School of Business		Beirut	

Elias Raad	School of Business	Byblos
Pierrette Zouein	School of Engineering	Byblos
Selim Nasser	School of Medicine	Byblos
	School of Nursing	Byblos
Aline Saad	School of Pharmacy	Byblos
Samia Baroudi	Assistant Provost for Faculty Affairs	Central
Nabil Semaan	Human Resources	Beirut

Pillar 4- OUTREACH

Pillar		Goals	
Outreach		<ul style="list-style-type: none"> Establish and strengthen full services for student study abroad and international exchange agreements (Goal 1) Make LAU a destination for foreign students (Goal 2) 	
Chair	Co-Chair	Coordinator	Secretary
Elise Salem		Marita Kassis	
Members			
Name	School/Department/Office	Campus	
Jennifer Skulty Ouaiss	School of Arts & Sciences	Beirut	
Tamer Amin	School of Arts & Sciences	Beirut	
Maroun Daccache	School of Architecture & Design	Byblos	
Lydia Sholy	School of Pharmacy	Byblos	
Nashaat Mansour	School of Arts & Sciences	Beirut	
Said Ladki	School of Business	Beirut	
Mimi Jeha	Director of SINARC		
Elie Samia	Outreach & Civic Engagement		
Marita Kassis	Outreach & Civic Engagement		

Pillar	Goals		
Outreach	<ul style="list-style-type: none"> Encourage academic programming and support faculty who include social responsibility and civic engagement in courses (Goal 3) Provide LAU students with civic engagement opportunities to enhance their sense of social responsibility (Goal 4) 		
Chair	Co-Chair	Coordinator	Secretary
Elise Salem		Elie Samia	Sarah Bou Ajram
Members			
Name	School/Department/Office	Campus	
Hassan Hammoud	School of Arts & Sciences	Beirut	
Reine Azzi	School of Arts & Sciences	Beirut	
Rachid Chamoun	School of Architecture & Design	Byblos	
Ramy Harik	School of Engineering	Byblos	
Brigitte Wex	School of Arts & Sciences	Byblos	
Elie Samia	Outreach & Civic Engagement		
Sarah Bou Ajram	Outreach & Civic Engagement		

Pillar	Goals		
Outreach	<ul style="list-style-type: none"> Expand Continuing Education courses off-campus and across Lebanon (Goal 5) Ensure that LAU Institutes fulfill their Outreach mandates (Goal 6) 		
Chair	Co-Chair	Coordinator	Secretary
Elise Salem	Michel Majdalani		Faten Dabbousi
Members			
Name	School/Department/Office	Campus	
Walid Touma	UEO		
Michel Majdalani	CEP	Beirut	
Mona Haidar	School of Medicine	Byblos	
Nermine Mufti	School of Arts & Sciences	Beirut	
Nabila Haraty	School of Arts & Sciences	Beirut	
Tony Lahoud	School of Architecture & Design	Byblos	
Elie Samia	Outreach & Civic Engagement		
Abdallah Khal	Alumni Office		
Peggy Hanna	MARCOM		

Faten Dabbousi	CEP	Beirut
Bassam Moujabber	CISCO Academy	

Pillar 5- AREAS OF FOCUS

Pillar	Goals		
Areas of Focus	Develop academic majors, minors and areas of concentration that are responsive to workforce needs in the health services sector, particularly in supportive fields such as business, engineering and information technology, architecture, and natural and social sciences (Goal 1)		
Chair	Co-Chair	Coordinator	Secretary
Nancy Hoffart			
Members			
Name	School/Department/Office	Campus	
Elie Harfouche	School of Architecture & Design	Beirut	
Jalal Armache	School of Business	Beirut	
Selim Nasser	School of Medicine	Byblos	
Roy Khalaf	School of Arts & Sciences	Byblos	
Barbar Akle	School of Engineering	Byblos	
Yolande Saab	School of Pharmacy	Byblos	
Michel Majdalani	CEP		
Rania El-Haddad	School of Business	Byblos	
Sabine Helou	School of Pharmacy- Alumnae	Beirut	

Mosbah Al Khatib	School of business-Alumnus	Beirut
Nancy Hoffart	School of Nursing	Byblos

Pillar	Goals		
Areas of Focus	Commit to introduce Green curricula in relevant majors and adopt a University culture that contributes to environmental sustainability (Goal 2)		
Chair	Co-Chair	Coordinator	Secretary
Nancy Hoffart	Jean Chatila		
Members			
Name	School/Department/Office	Campus	
Nada Khoury	School of Architecture & Design	Beirut	
Ahmad Houry	School of Arts & Sciences	Beirut	
Sima Tokajian	School of Arts & Sciences	Byblos	
Seif Ammous	School of Business	Beirut	
Walid Marrouch	School of Business	Beirut	
Jean Chatila	School of Engineering	Byblos	
Wassim Habchi	School of Engineering	Byblos	
Nancy Hoffart	School of Nursing	Byblos	
Nicolas Majdalani	IT Department	Central	

Pillar	Goals		
Areas of Focus	Strengthen the design, creative and performing arts programs at LAU to ensure that they are distinctive in Lebanon (Goal 3)		
Chair	Co-Chair	Coordinator	Secretary
Nancy Hoffart	Elise Salem/Mona Knio		
Members			
Name	School/Department/Office	Campus	
Elise Salem	SDEM		
Mona Knio	School of Arts & Sciences	Beirut	
Abir Ward	School of Arts & Sciences	Beirut	
Rashed Bohsali	School of Architecture & Design	Beirut	
Derek Bouse	School of Arts & Sciences	Byblos	
Nadira Assaf	School of Arts & Sciences	Byblos	
Adoni Maalouf	School of Arts & Sciences	Byblos	

Pillar	Goals		
Areas of Focus	Strengthen the gender perspective in all disciplines and programs in line with LAU's distinctive heritage; (Goal 4)		
Chair	Co-Chair	Coordinator	Secretary
Nancy Hoffart	Dima Dabbous-Sensinig		
Members			
Name	School/Department/Office	Campus	
Dima Dabbous	IWSAW/School of Arts & Sciences	Beirut	
Anna Farra	School of Medicine	Byblos	
Grace Abou-Jaoude	School of Engineering	Byblos	
Maria-Jose Sanchez-Ruiz	School of Arts & Sciences	Byblos	
Ketty Sarouphim	School of Arts & Sciences	Beirut	
Anwar BouMosleh	School of Business	Beirut	
Josiane Sreih	School of Business	Byblos	
Jenine Abboushi	School of Arts & Sciences	Beirut	

Pillar	Goals		
Areas of Focus	Capitalize on our leadership role in Lebanon on conflict resolution, mediation and peace studies (Goal 5)		
Chair	Co-Chair	Coordinator	Secretary
Nancy Hoffart	Elise Salem/Irma Ghosn		
Members			
Name	School/Department/Office	Campus	
Elise Salem	SDEM		
Irma Ghosn	School of Arts & Sciences	Byblos	
Bassel Salloukh	School of Arts & Sciences	Beirut	
Habib Malik	School of Arts & Sciences	Byblos	
Ahmad Oueini	School of Arts & Sciences	Beirut	
Elie Samia	Outreach & Civic Engagement		
Imad Salameh	School of Arts & Sciences	Beirut	
Sarah Bou Ajram	Outreach & Civic Engagement		
Rindala Mikhael	Student		

Pillar 6 - GRADUATE STUDIES & RESEARCH

Pillar	Goals		
Graduate Studies & Research	<ul style="list-style-type: none"> • Strengthening and Reviewing of Existing Graduate Programs in addition of Exploring New Graduate Programs • Implement & Staff the Office of Dean of Graduate Studies and Research • Establish a Research Grants/Contracts Office • Establish School Research Councils to complement the URC and define their respective terms of reference and man • Develop a specific Strategic Plan for Graduate Studies and Research by March 2012 		
Chair	Co-Chair	Coordinator	Secretary
Pierre Zalloua	Camille Issa		
Members			
Name	School/Department/Office	Campus	
Rima Turk-Ariss	School of Business	Beirut	
Mona Majdalani	School of Arts & Sciences	Beirut	
Sima Tokajian	School of Arts & Sciences	Byblos	
Wissam Faour	School of Medicine	Byblos	
Maroun Daccache	School of Architecture & design	Byblos	
Samer Habre	Chair of URC and UGC	Beirut	
Elie Haddad	School of Architecture & Design	Byblos	