

CANDIDATE
INFORMATION PACK

PRESIDENT

Lebanese American University



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WELCOME

The Board of Trustees of Lebanese American University (LAU) invites nominations for and expressions of interest in the position of president.

LAU is a nationally and internationally recognized not-for-profit, private American university established in 1924. The university maintains an enrollment of 8,000+ students, 1,600+ faculty and staff, two distinct operating campuses in Beirut and Byblos, Lebanon, an academic center and headquarters in New York City, and an executive center and academic medical center, which includes a major teaching hospital in the middle of Beirut. The university is comprised of seven schools serving undergraduate, graduate and doctoral/professional practice students across 59-degree programs.

LAU has experienced substantial growth in enrollment, programs, faculty, staff and physical space over the past decade. Its stunning, one-of-a-kind, state-of-the-art facilities offer students and faculty opportunities to share in cutting-edge teaching and research while modeling responsible citizenship for this beautiful, ancient country and heart of civilization.

LAU's local, regional and international corporate, university and philanthropic partnerships are also expanding. Its endowment has topped \$500 million, its budget is over \$188 million, and it contributes more than **\$890 million yearly to the Lebanese economy**, ensuring its position as one of the most successful and influential institutions of higher education in the country and the Middle East. More information about LAU may be found on its website: <https://www.lau.edu.lb>.

What makes LAU unique and special is its mission, which is to deliver a high-quality liberal arts education to the broadest possible spectrum of Lebanese society and the MENA region as whole, and, in so doing, to be an agent for making our world fair, equal and free. As a result, the university embodies the heart, soul, and history of the country and region. Its survival and success, despite periodic conflicts and economic challenges, have strengthened the resolve of the university's people and provided a beacon of hope for youth who seek to better themselves and their communities.

LAU is committed to access to higher education, no matter what a student's situation may be, by not only welcoming young scholars from all national, sectarian, social and economic backgrounds, but also by awarding significant financial aid packages. That the university is among the most generous of its kind in the Middle East is a testament to its founding principles as a women's educational institution at a time when women had few options in the region. The university has produced generations of leaders who have racked up achievements and contributions in Lebanon and beyond.

After 16 years of successful leadership, LAU's current president, Dr. Joseph G. Jabbara, will retire in 2020. The next president of LAU is expected to continue the university's momentum and steer its successful trajectory for the future. To succeed, the next president must personify the mission and commitment of the university to serve young people and society as a whole, by providing innovative educational programs to a diverse and talented student body, real-world solutions through research and application of knowledge, and leadership in a dynamic society. The president must embody the inclusiveness and student centeredness of LAU by being a constant and familiar presence on both campuses, whose door is always open. The president must bring outstanding credentials, skill, and experience to the intellectual, social, political, financial and human aspects of the role, connect joyfully and empathetically with all of the university's constituents, and serve indefatigably, humbly and enthusiastically as the leader of this multi-faceted enterprise.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity may be found near the end of this document in the section entitled Procedure for Candidacy.

THE ORGANIZATION

LEBANESE AMERICAN UNIVERSITY

The Lebanese American University is a leading private higher education institution in Lebanon that operates under a charter from the Board of Regents of the University of the State of New York. LAU is accredited by the New England Commission of Higher Education (NECHE).

Fundamental to LAU is its emphasis on American liberal arts education – the gold standard of higher learning. LAU 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. From its earliest days as American Junior College and Beirut College for Women, LAU's educational mission has been intrinsically linked to a social one.

LAU seeks to act in a manner that is guided by a deep-rooted sense of shared ethical values and aspirations, drawing its fundamental inspiration from the devotion of its Presbyterian founders to always seek the truth, respect human dignity, promote gender equality, and be inclusive. LAU is not here to recycle elites, but to give opportunities to all those who dream of bettering themselves and the world through education.

LAU has considerable resources with which it delivers on its mission while adapting to change and embracing new opportunities. It is a comprehensive university on the rise with a constellation of strong programs, a great balance sheet and large endowment, two vibrant campuses, and an extraordinary faculty and staff dedicated to its mission.





Points of Pride

- In line with a deep, student-centered set of values shared across the university, LAU offers one of the most generous financial assistance programs in Lebanon (exceeding \$34 million, and benefitting over half of the students), and retention rates are close to 90 percent, driven by active personal engagement with students and a university-wide open-door policy.
- LAU's education is transformative and acts as a launchpad for students. Even in a sluggish economy, 82 percent of LAU graduates find employment in the first year, facilitated by career preparedness integrated into the curriculum and a strong reputation with industry. LAU's employability edge was recognized in the 2018 QS Graduate Employability ranking, where the university placed second in Lebanon.
- LAU is on the move. New schools – including the Gilbert and Rose-Marie School of Medicine, the Alice Ramez Chagoury School of Nursing and the School of Pharmacy – and aggressive expansion on both the Beirut and Byblos campuses reinforce LAU's reputation as a dynamic university on a strong trajectory. Students regularly cite LAU's dynamism and growth as a major reason they chose to enroll.
- LAU is a pioneer in Lebanon. Both in terms of learning methods and research, LAU is committed to adopting best practices in educational innovation, cutting-edge curricula, new programs, and faculty research. Indeed, LAU faculty published over 400 articles in first-rate journals over the past two years. LAU's research output was one of the key reasons Times Higher Education ranked it number two in Lebanon. The LAU Board of Trustees recently approved major funding for faculty recruitment and new curricula development specifically to meet the challenge of equipping our students with the new skills and knowledge demanded by economies transformed by new technologies.



- LAU's legacy as the first women's university in the Arab world, with a genesis in the provision of education to girls in Lebanon in the mid-19th century, is fundamental to the character of the university, to its values of inclusivity, to its commitment to equality, and to its mission of service.

History

With roots extending back more than 180 years, LAU has a long history of serving the needs of Lebanon and the Middle East. It was founded as a girl's school in 1835 by Sarah Huntington Smith, at a time when women's education in the Ottoman Empire was virtually non-existent. In 1924, the American Protestant Mission in Lebanon, under the auspices of the Presbyterian Church, expanded the program to a two-year college curriculum, and in 1933, purchased the land which today is LAU's Beirut campus. In 1950, under the name Beirut College for Women, it was granted a charter by the Board of Regents of the University of the State of New York to bestow four-year Bachelor of Arts degrees. It became a co-ed university in 1973. Today, LAU is comprised of seven schools along with 18 centers and institutes between its campuses in Beirut and Byblos.

Strategic Initiatives

LAU is currently embarked on two major Strategic Initiatives, *SPIII*, and within SPIII, the *Integrated Plan for the Gilbert and Rose-Marie School of Medicine and LAU Medical Center-Rizk Hospital*. SPIII aims squarely at positioning LAU as the leading academic institution in the region through the delivery of cutting-edge academic programs, enhancement of intellectual capital (including a major emphasis on research), pedagogical innovation, and the creation of a university without borders. The Integrated Plan for the SoM and Hospital is designed to ensure that LAU's hospitals and affiliations fully deliver clinical education for LAU's medical students, while continuing to serve the health service needs of the local community. Both plans entail substantial financial investment by the university over the coming five years. In addition, at the September 2018 Board of Trustees meeting, the Board approved a set of *strategic initiatives* in conjunction with SPIII and arising from the Strategic Retreat held by the BoT in London in January 2018.

Schools

LAU's academic mission, as mentioned above, is built around the provision of high-quality liberal arts education, and all of its professional programs include a liberal arts core. LAU has seven schools and is soon to add an eighth, the School of Public Policy. All the university's professional programs are accredited by the appropriate bodies, while non-professional programs are regularly reviewed by reputable external faculty and scholars.



- **Adnan Kassar School of Business**

AKSOB is one of the oldest, largest and most prominent business schools in the Middle East. It is one of a select five percent of business schools worldwide accredited by the Association to Advance Collegiate Schools of Business (AACSB). The SOB has played an integral role in shaping LAU's reputation for curriculum innovation and engaging learning methods that leverage active participation.

The school offers Bachelors of Science degrees in Business (with seven emphases, including Accounting, Banking and Finance, Family and Entrepreneurial Business Management, Information Technology Management, International Business, Management, and Marketing), Economics, and Hospitality and Management. Its MBA and EMBA are among the most renowned in the country. The School also offers an MA in Applied Economics, and an LLM in Business Law. It has recently launched a Master in HR Management.



- **Alice Ramez Chagoury School of Nursing**

LAU's nursing school is accredited by the Commission on Collegiate Nursing Education. The school prides itself on intensive, hands-on learning that takes students into the community to put their clinical education into practice.

Nurses who graduate are eligible to practice or continue their nursing education in the United States.

- **Gilbert and Rose-Marie Chagoury School of Medicine**

The Gilbert and Rose-Marie Chagoury School of Medicine is the youngest school at LAU, but already one of the best of its kind in the region. SoM faculty include top international and national physicians, and the School – through the prestigious LAU Medical Center - Rizk Hospital teaching hospital, and numerous affiliated hospitals – provides first-class clinical experience for students and residents.

LAU's medical program was the first in the nation to integrate clinical and basic sciences beginning with the Med-I year, the first to successfully introduce problem-based learning and the first to use simulation as an integral part of teaching and assessment. In March 2017, the Board of Trustees approved a major investment program to expand LAU-Medical Center-RH's facilities to further enhance its capabilities as a teaching hospital. The School has also concluded an agreement to operate a third teaching hospital which will become operational in 2020.

The school's Office of Continuing Medical Education plans educational activities in accordance with the criteria and standards of the Accreditation Council of Continuing Medical Education (ACCME).



• **School of Architecture and Design**

The School of Architecture and Design (SArD) has emerged as a national and regional role model thanks to its high educational standards and tireless efforts at promoting a creative, open, multi-disciplinary and proactive design culture. In addition to drawing on a large pool of local talent to serve as faculty for its various programs, SArD regularly welcomes visiting professors from abroad and actively promotes international exchange opportunities for its students and faculty. The result is a school simultaneously deeply rooted in its local context and culture, while internationally oriented, and committed to bringing about a better world through transformative design.

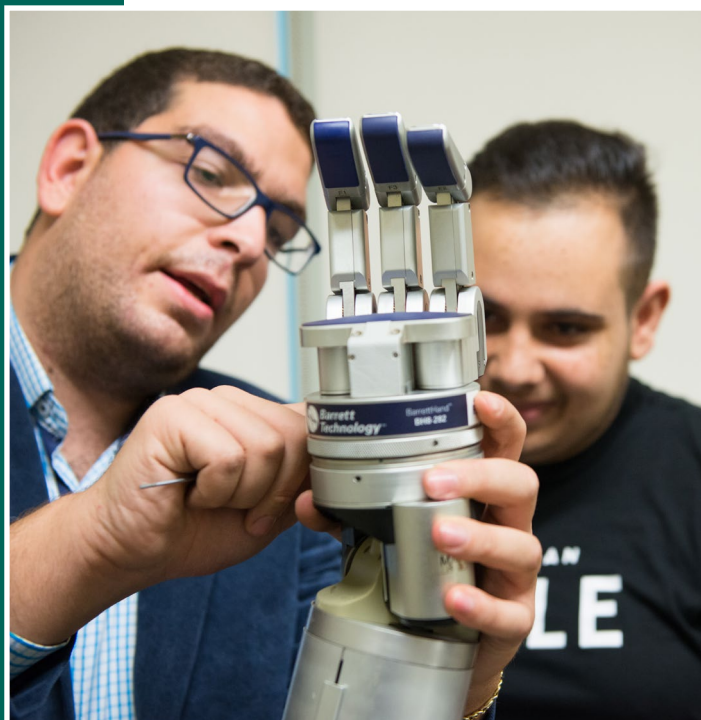
The school offers Bachelor of Architecture and Bachelor of Arts degrees in Fashion Design (in collaboration with renowned international fashion group ELIE SAAB and the London College of Fashion), Fine Arts, and Interior Architecture (Interior Design). It has a Bachelor of Science in Graphic Design and one in Interior Design, as well as a Master of Arts in Islamic Art and Architecture program. The Bachelor of Architecture degree is officially recognized by the French government, which allows graduates to practice in France and the European Union. LAU's Bachelor of Architecture degree program is now a candidate for full accreditation by the National Architectural Accrediting Board (NAAB).



• **School of Arts and Sciences**

Firmly rooted in LAU's historical origins as a liberal arts college, the School of Arts and Sciences (SAS) provides its students with a world-class education in liberal arts and science, prioritizing critical inquiry, creativity, and research. SAS is committed to student centeredness, academic excellence and the dissemination of knowledge with the purpose of positively impacting the world.

The school offers 22 undergraduate programs in a variety of fields, including Communication Arts, Political Science, Computer Science (accredited by the Accreditation Board for Engineering and Technology), Biology (pre-med program), and Chemistry (pre-med program). SAS also offers nine graduate programs, including International Affairs, Computer Science, Molecular Biology, and Nutrition.



• [School of Engineering](#)

Since its founding days, the LAU School of Engineering (SOE) has provided students with the skills necessary to succeed both as engineers and as citizens. The school's small class sizes, innovative curricula, and cutting-edge computer facilities and laboratories nurture intellectual excitement and curiosity, inspiring future engineering leaders who will be equipped to take on both local and global challenges. All its programs are accredited by the Accreditation Board for Engineering and Technology.

The school offers seven different Engineering programs (including the recently launched Mechatronics and Petroleum Engineering degrees), three Masters programs, and a Pro-Green program offered in partnership with universities in Lebanon and Egypt.



• [School of Pharmacy](#)

The LAU School of Pharmacy (SOP) is recognized as a national and regional trailblazer in first-rate pharmacy education, as well as a pioneering force in practice and research. In line with its commitment to outstanding patient care, improving human health, serving the community and advancing scientific knowledge, the SOP launched its [2018-2023 strategic plan](#), called Leading the Way. It outlines how the school prepares its students to become leaders in the pharmacy profession, instilling in them the highest possible academic, professional and ethical standards via its three pillars of education, research and practice.

The school's PharmD program is the only one outside the United States to be accredited by the Accreditation Council for Pharmacy Education (ACPE).



Institutes

LAU is home to 18 centers and institutes, including the Center for Lebanese Heritage, directed by renowned poet Henry Zoghaib; the Institute for Migration Studies, which has been actively involved with the Syrian refugee crisis affecting Lebanon; the Institute of Family and Entrepreneurial Business; and [*SINARC-Arabic Language and Culture Program*](#).

The university's flagship institute, the [*Arab Institute for Women*](#) (AiW), has for 45 years acted as a pioneering hub focused on gender issues and women's rights in the Arab region, working at the intersection of academia and activism.

Founded with the intent of maintaining the legacy of LAU's history as the first women's university in the Middle East, the institute seeks to empower women and achieve gender equality through research, education, development programs, and local and international outreach.

Throughout each year, AiW hosts learning events related to the topic of gender in the region, including workshops, public lectures, and book launches, among other activities. In addition, it regularly publishes *Al-Raida*, a bi-annual interdisciplinary and peer-reviewed academic journal. The institute works with various stakeholders in the community to enhance social justice and gender equality in Lebanon and the region.

AiW offers a Master in Interdisciplinary Gender Studies, a minor in Gender Studies, and the Gender in Development and Humanitarian Assistance Certificate.

Academic System

LAU employs the credit-based American system. The language of instruction is English except for courses in Arabic literature and foreign languages. The academic calendar is based on two semesters: fall (August through December) and spring (January through May). A module is also offered in the summer. Course work is measured in credit hours. The undergraduate curriculum includes a common base of liberal arts courses for all students.

Student Profile

LAU considers its student body its greatest asset and the manifestation of its core values of inclusivity and service. More than 80 nationalities and all of Lebanon's confessional groups are represented by the 8,000+ students spread across both campuses. Around 52 percent of students are female, while 48 percent are male. Undergraduates make up 88 percent of the student body. Approximately 81 percent of current students applied from within Lebanon.

Outside of class, students can join over 350 extracurricular activities and 90 student clubs, take part in 50 athletic activities and attend a large number of major theater and musical productions. There are also regular internship and study-abroad fairs. In addition, student achievements continuously enhance the university's reputation locally and internationally with prestigious awards that have included the Fulbright and Rhodes scholarships in the past.

Faculty Profile and Faculty Governance

LAU is proud of its 318 full-time faculty and 62 full-time clinical physicians, who bring an outstanding level of academic attainment, teaching capabilities, publications, and research interest.

The overwhelming majority of full-time faculty are PhD or terminal degree holders and have received their graduate education in reputable US and European universities. Faculty are recruited through an open international search process.

Faculty governance is exercised through the Faculty Senate and several university faculty, campus and school councils in which membership is decided by faculty vote.

Staff Profile

LAU employs 667 fulltime staff members and 208 part-timers across the university. The 15-member Staff Advisory Council provides input and recommendations on staff matters and on ways to foster and enhance communication between the staff and the LAU community.

Financials

LAU's operating budget for 2017-2018 was \$188.5 million and has grown dramatically under the current president, as has the endowment, which currently stands at \$536 million.

Despite Lebanon's challenging economic situation, the university has been able to maintain solid financial performance and a [*strong balance sheet*](#). It has adopted a five-year financial plan aimed at maintaining efficiency and positive cash flow in the annual operating budget while continuing to grow the endowment fund and ensuring the allocation of resources for the university and medical center's capital plans.

Fundraising

Under the leadership of Dr. Jabbara, LAU has successfully carried out two ambitious fundraising campaigns, both of which significantly surpassed initial targets. LAU has now embarked on its new 2018-2022 fundraising campaign plan called LAU Dares: The Campaign for Preeminence, with a target of \$110 million.

In addition to supporting infrastructure expansion, fundraising enables the university to provide scholarships and financial aid to students who might not otherwise have a chance to attend. In 2017, 4,600 deserving students received just over \$34 million in scholarships and financial aid, a 14 percent increase in funding from the previous year, and a 10 percent increase in the number of students receiving financial aid.

Alumni

Alumni of LAU have gone on to hold major positions in governmental, medical, public and private institutions all over the world. There are over 42,000 alumni and 42 alumni chapters across the globe. LAU graduates regularly feature on lists of major international leaders, and many give back to the university to ensure it can continue to offer its students the tremendous resources and opportunities the alumni themselves benefitted from.





Campuses

LAU has campuses in Beirut and in Byblos (about 35 km to the north). Steeped in history, both cities still bear traces of their ancient origins yet are distinctly modern. Through their libraries, athletic facilities, residence halls, theaters, laboratories, computer centers and academic support services, the two campuses provide state-of-the-art infrastructure and a wealth of services that enrich the experiences of students, faculty, and staff.

The Beirut campus, the university's first, is located in Ras Beirut within steps of the Mediterranean Sea. It covers 27,500 square meters, with 15 buildings ranging from traditional, Ottoman-style architecture to ultra-modern structures. The Beirut campus is a green gem inside a bustling city and is valued by the LAU community, and indeed the nation, for evoking Lebanon's heritage.

The Byblos campus, which began development in 1987, represents for many LAUers a combination of modernity, style, and cutting-edge learning. The campus, located near the ancient Phoenician port, is 317,643 square meters in area and has 20 buildings, all constructed with sustainability as well as aesthetics in mind. The campus is home to the health sciences schools as well as the School of Engineering and its high-tech laboratories.

In addition to the campuses, LAU has expanded its facilities with a strategic presence in Manhattan, New York with a 2,400 square meter academic headquarters. Since 2014, this center has been offering courses in Arabic and holding cultural events. A plan to offer more courses in partnership with US universities is under development.





About Lebanon

Lebanon, a cosmopolitan, commercial hub on the eastern Mediterranean, is home to 42 universities, 70 embassies, more than 100 banks, and 40 newspapers. It is renowned through the MENA region for its leadership in higher education.

Its capital, Beirut, has survived as an international locus for thousands of years. Indeed, it is home to archeological sites from Phoenician, Assyrian, Greek, Roman and Ottoman civilizations, to name a few.

It was on ancient Lebanon's shores that the alphabet was invented, and from which Phoenician ships departed to found colonies across the Mediterranean, creating thriving trade networks. One of the main commercial centers of the Phoenician empire, the seaport of Byblos is thought to be the oldest continually-inhabited city in the world, with Neolithic remains that can be seen today.

Lebanon's ancient history as a center of trade is reflected in the mix of cosmopolitan sophistication and deep-rooted tradition. East and West do genuinely meet in Lebanon, and innovation, augmented by the vast resource and experience of the Lebanese diaspora, intersects with time-honored custom and practice.

Lebanon has dealt with the issues and challenges of co-existence for thousands of years, and its diversity is at the heart of its uniqueness as a society. It is one of the few countries in the region where Christians and Muslims live, work and study side-by-side. LAU fully embraces this co-existence model, which was fundamental to its Presbyterian founders, in the knowledge that the diversity among its students, faculty, and staff is one of its biggest strengths.



THE POSITION

The president of Lebanese American University reports to the [Board of Trustees](#) and is responsible for ensuring the university fulfills its mission, honors its commitment to academic excellence and student success, and maintains fiscal stability and integrity. The president is the executive, administrative and academic head of the university with full responsibility and authority for leading the operation of the university within the framework of the Constitution and By-laws and under the guidance and policies of the Board of Trustees. The president is responsible for the implementation of the university's strategic plan and is expected to serve as the public persona of the college, both internally and externally, fulfilling roles of fund raiser, strategist, motivator, and consensus builder. The president manages and directs these efforts through the support of a senior leadership cabinet, a president's office, staff and direct reports including the following:

President's Cabinet

- Provost
- Vice President for University Advancement
- Vice President for Student Development and Enrollment Management
- Vice President for Finance
- Vice President for Human Resources and University Services

Institutes and Centers

- Center for Lebanese Heritage
- Institute for Women's Studies in the Arab World

President's Office

- General Counsel
- Senior Advisor to the President for Public Affairs
- Assistant to the President for Institutional Research and Assessment
- Assistant to the President for Special Projects

Staff

- Beirut Office Manager
- Byblos Office Manager
- Beirut Senior Executive Assistant



> BOARD OF TRUSTEES

The Board of Trustees consists of 25 members, at least two-thirds of whom must be United States citizens, including at least one resident in the State of New York, two members of the Presbyterian Church of the USA, and two members of the National Evangelical Synod of Syria and Lebanon. The Board of Trustees is responsible for appointing the president of the university and providing oversight through its standing committees. Its current membership includes an illustrious group of statesmen, businesspeople, educators, scientists, and doctors. A list of current members can be found [here](#).



> OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Lebanese American University has evolved from a small university with a noble legacy and modest ambition to a major educational force in Lebanon and the region under the visionary leadership of Dr. Joseph Jabbra, president since August 1, 2004. The university has doubled its enrollment, expanded and added state-of-the-art facilities, acquired a hospital, launched an unparalleled number of new programs including medicine and nursing, gained prestigious accreditations, built a contemporary data-based decision-making leadership culture, and strengthened its financial resources to support its ambitious agenda. The university is now considered a leader in higher education, healthcare, policy and economic development in Lebanon and the Middle East, with growing influence worldwide. With over 42,000 alumni, LAU has graduates in every sector in over 87 countries who are serious contributors to improving the quality of life, the human condition, our environment, and our planet.

When the next president joins LAU, the University will be well into SP III, its third strategic plan, which lays out key strategic priorities through 2022. Augmented by recommendations arising from a Board of Trustees retreat in January 2018, the plan provides a strategic framework for the future direction of the university and a substantial platform for the next president's leadership and vision. The university seeks a president who can take LAU to a new level of excellence and ensure that it is providing students with degrees that will enable them to be productive members of society and be fulfilled through the achievement of their individual aspirations.



Establish a Vision for Educational Innovation

LAU is one of Lebanon's educational icons, representing a history of contribution, influence, focus, and survival. Founded as a beacon of light for generations of young people living in a country with unique social and economic challenges, LAU has survived profound obstacles to emerge as one of the region's most dynamic, innovative and creative universities. Now providing education and health care to a region with growing needs, and access to a diverse population no matter what their background or situation, the university takes seriously its non-sectarian role of protecting and advancing a progressive vision for society.

The next president will join an institution poised to identify and pursue a unique and differentiating vision for higher education and academic excellence that anticipates and meets the economic, cultural, environmental and societal needs of Lebanon, the region and the world.

The next president must provide leadership in establishing LAU as an innovator in higher education. LAU recognizes the need for a new paradigm for higher education that is more responsive to the current and future needs of society and that supports a wide range of learning styles. LAU believes that higher education must evolve to provide real value and outcomes that translate into real-world solutions. The new paradigm must balance technological development and integration with the human element by embracing mechanical literacy, data literacy and human literacy, as well as a new set of relevant skills around critical thinking, systems analysis, cultural affinity, entrepreneurship, and creativity.

LAU seeks to serve students of the future as a "networked university," one without borders that is connected in new ways to new partners and that offers education through multiple modes – on campus, in the region and online. This will require moving LAU away from traditional methods to a new architecture for curriculum delivery, a more interactive model where the faculty act as mentors, not as traditional lecturers, where experiential learning supplements classroom learning, and where the ratio between faculty and students is reduced.

Implement Strategic Plan III (SPIII)

[LAU's Third Strategic Plan](#), known as SPIII, serves as the university's roadmap to the year 2022. It provides a set of long-term goals intended to:

- 1.** Enhance LAU's build-up of intellectual capital
- 2.** Deploy an integrated program of pedagogical innovation
- 3.** Move in the direction of transforming LAU into a university without borders

These strategic goals constitute the three pillars of the plan and can best be viewed as main tributaries converging into one mainstream: namely the positioning of LAU by the end of the plan as a leading regional institution of higher learning based on increased quantity and quality of its research, the cutting-edge innovation of its delivery strategies, and its collective drive toward expanding its academic and professional footprint beyond Lebanon.

The future for which SPIII will prepare LAU is bound to be far more competitive, globalized and digitized, and characterized by a more crowded higher education landscape. The main question of how to positively assert LAU's institutional identity remains unchanged. However, while it is expected that LAU will remain a comprehensive university that excels in teaching, raising the research stature of the institution will be a key objective. The next president will be expected to evaluate progress on SPIII, lead execution of its final phases and prepare the university to develop a new strategy that aligns with LAU's vision for the future.



Strengthen Organizational Capacity to Support Transformation

LAU has the benefit of an outstanding leadership team, a strong balance sheet, a balanced budget and multiple locations where beautiful, cutting-edge facilities and programs serve talented faculty and students. In addition, a new School of Economics and Public Policy is being launched. These assets create a strong platform for continued transformation.

With the growth of enrollment across demographics – including undergraduate, graduate and lifelong learning – the university has also seen a significant increase in faculty and new programs in the past five years. The board has tasked the administration with identifying new and emerging disciplines of which LAU can take full ownership within Lebanon and the region, thereby leapfrogging other universities by offering new and market-pertinent degrees that are not available elsewhere, raising academic and pedagogical standards across all schools, continuing accreditation of all relevant schools, and improving the ranking of LAU within the MENA region, all with the aim of advancing the creation and dissemination of knowledge.

The Board has approved the hire of 100 additional faculty members in line with strategic initiatives approved at the September, 2018 Board of Trustees meeting. These hires will allow LAU to fundamentally transform the quality of teaching and research, to improve the faculty-student ratio, to increase access to the curriculum, and to reduce classroom size. Along with new faculty, the university will require investment in new and upgraded facilities, technology and systems for supporting collaborative research and shared decision making.

A complex, multifaceted university like LAU requires a leader who understands how to develop and delegate to a talented team of internal leaders and to ensure they have the resources, authority and trust to work together to carry out the university's mission, and plans.

Implement the Integrated Strategic Plan for the School of Medicine and LAU Medical Center

To supplement SP111, an integrated strategic plan was created to guide the academic ambitions of the Gilbert and Rose-Marie Chagoury School of Medicine, ensuring that the clinical activities of the hospital are oriented specifically to the academic needs of the SOM, expanding the scale of clinical opportunities for students and residents, and restoring the hospital to profitability after years of significant losses. The creation of this plan together with the establishment of key financial milestones resulted in the board's approval of a major investment plan amounting to over \$128 million. The plan covers the period of 2017-2022 and "lays out what needs to be done and when so that the school of medicine can become a leader in medical education and LAU Medical Center-RH can become a foremost university medical center by the end of 2022."

A critical shortage of nurses in the region is a key challenge for LAU to address. The schools of medicine, nursing, and pharmacy, together with LAU Medical Center-RH, are key components of LAU's service to the Lebanese people and are fundamental to the achievement of its social mission.

The plan is structured around five pillars:

- **Pillar One:** Sustaining the Academic Mission
- **Pillar Two:** Building the Clinical Enterprise
- **Pillar Three:** Enhancing Infrastructure & Support Services
- **Pillar Four:** Boosting Financial Sustainability & New Business Development
- **Pillar Five:** Implementing a Dynamic Communications & Marketing Strategy

Grow Revenue

Like many institutions of higher education, LAU faces significant pressure to provide access to an increasingly socioeconomically diverse population while keeping tuition and expenditures under control and navigating choppy economic and political waters. The full realization of the university's academic ambitions will require significant investment above what is currently possible through its operating budget. While the university has consistently operated with balanced budgets and has been able, through financing, fundraising, and surplus revenue, to support its expansion, it is clear that continued growth of non-tuition revenue is needed to support student access and fund its priorities. The next president will be expected to build on the university's fundraising success, emerging research prominence and influence as a major regional economic engine to increase the contribution of non-tuition revenue to its funding model.



Strengthen and Build Relationships

LAU sits at the nexus of a complex web of relationships in Lebanon and the region. Its Board of Trustees is one of its greatest assets and includes multiple generations of alumni, friends, and influencers in the MENA region. These individuals serve collectively as LAU's strategic thought partner, principal advocate and financial steward. The board expects a president who will engage them in a challenging, thoughtful and productive relationship with the university. Internally, the university has a highly social and interactive culture that values interpersonal relationships and connections, particularly with university leadership. LAU expects a president who will be highly visible and engaged in university activities and who will model the university's mission in thought, word and deed.

Externally, LAU's prominence and affiliations with a broad cross-section of Lebanese and Arab society mean the president plays an important role in maintaining close relationships with government and business leaders, advocating for investment in and support for higher education, and protecting the university from inappropriate influence that might compromise its mission, by-laws, governance or accreditation. It is essential that the president uphold the highest standards of integrity and non-sectarianism while finding ways to maintain productive, mutually beneficial relationships with key leaders in the country and region as well as alumni around the globe. Beyond, the university seeks to nurture and cultivate equally strong relationships with American higher education institutions and associations, particularly the accrediting organizations but also potential funders and collaborators. LAU also seeks to increase the number of strong relationships within the European Union and around the world.



THE PERSON

The next president of LAU will be a visionary, entrepreneurial leader who personifies the institution's mission and ethos and is committed to its success. The president will possess the leadership experiences and capabilities required to manage a complex enterprise while also inspiring, influencing and engaging all stakeholders in realizing LAU's aspirations.

The next president of LAU must also demonstrate the following:

- A clearly defined vision of the future of higher education in the context of a rapidly changing workforce driven by immense technological advances
- A strong academic background that earns the respect of the faculty and peer presidents
- The ability to be an early adopter of change, with insight into new and emerging academic fields
- Strong administrative skills together with strategic vision on how to bring about innovation within a large organization
- The ability to work with the board in a fully transparent manner and with unimpeachable integrity
- A manageable ego
- High level interpersonal and communication skills
- Evidence of success as a team leader with a collective academic management philosophy and the willingness to support and recognize the achievements of others
- The ability to lead and materially participate in LAU's fundraising efforts
- A high degree of energy and indefatigability
- An understanding of the value that LAU places on the whole individual, and of the social mission and stewardship that make up the legacy of its Presbyterian founders and subsequent presidents
- Evidence of an inclusive, respectful leadership style that promotes the dignity of all human beings and welcomes contributions from people of all backgrounds
- Incorruptibility with regard to politics, kinship, place of origin, religion, money and other pressures, as well as the ability to understand and withstand inappropriate influencers
- Deep interest in or knowledge of the culture and political environment of Lebanon and the MENA region



PROCEDURE FOR CANDIDACY

Recruitment of the next president is underway and will continue through spring 2019. Nominations and expressions of interest are encouraged and will be considered until the position is filled, but for best consideration, candidates should submit materials by **May 1, 2019**. Initial contact should be made with Witt/Kieffer International Group, the executive search firm exclusively engaged to assist with the appointment.

The relevant Witt/Kieffer International contact is as follows:

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