



BEIRUT ARAB UNIVERSITY





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

STRATEGY 2007 - 2012



President's Address

Planning for the future is, obviously, fraught with difficulties, as the environment we are operating in is dynamic and subject to rapid change. At the same time, planning for the future is essential to make clear to our students, staff and the communities with whom we work, what our strategic intent is and how we plan to move forward. Therefore, our strategic plan, is to set out broadly what we hope to be by the end of year 2012 and what we need to do to achieve our aspirations. Our strategy intends to sustain our vision, consolidate our previously defined goals and take forward our distinctive focus on meeting the needs of business and the professions.

Crucial elements of our strategy are:

- based on the realization of what universities are for.
- built on the analysis of our past successes and shortcomings, the challenges we anticipate in the future and the awareness of our competitors.
- have been the subject under consideration throughout the University, assessing the responses made from all faculty members, students, and many individuals in all categories of staff. Furthermore, external stakeholders have also been consulted.
- contain sufficient measurable targets to help establish how far we have made a success of it.

Our University values its students and staff. We expect to be judged by them and by their impact on the community and the region. Our students begin as customers; become our products then our ambassadors. Our staff is our key resource, our human capital. We have a highly national and international orientation. We are committed to fostering this strength and making it a defining feature of the social and learning environment we provide. The challenge for BAU is to become more accessible to non-academic communities and potential partners. Our mission is distinctive. We are good at what we do and we strive to be always better

Professor Amr Galal El-Adawi
President of BAU

Members of University Strategy Committee

Prof. Dr. Amr El-Adawi, President

Prof. Dr. Hanafy Holail, Dean - Faculty of Science

Prof. Dr. Said Abd El Aziz, Dean - Faculty of Commerce

Prof. Dr. Khaled Baghdady, Dean - Faculty of Engineering

Prof. Dr. Hassan Abd El Salam, Dean - Faculty of Architectural Eng.

Prof. Dr. Mahmoud El Korek, Faculty of Science

Prof. Dr. Soubhi Abou Chahine, Faculty of Engineering

Prof. Dr. Rajaa Fakhoury, Faculty of Pharmacy

Dr. Ghassan Younes, Faculty of Science

Dr. Naglaa Abu Aagag, Faculty of Arts

Mr. Issam Hourri, University Secretary General

Mr. Mohamed Hammoud, Director of Student Affairs

Mr. Nabil Khalifa, Director of President's Office



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Introduction

Learn from yesterday, live for today, hope for tomorrow
Albert Einstein

Beirut Arab University (BAU) is one of the largest private higher education institutions and one of the oldest Universities in Lebanon. Such privilege combined with the advantages of the city itself, renders the University extremely attractive to would-be students. BAU is committed to preserving the important ties with Arabic and Islamic civilization and promoting its heritage, in addition to enforcing cultural and scientific collaboration with other Arab as well as international universities. The faculty members and staff of BAU are committed to the common pursuit of the university's threefold mission: teaching, research, and service. These three interlocking elements span all the university's academic disciplines and represent the university's commitment to lead and serve the region as well as the nation by pursuing and disseminating new knowledge. The University aspires to advance by strengthening the human condition and improving the quality of life.

A structural revolution is under way in higher education. It has characteristics similar to the changes that have been occurring in business for the past decade. Just as banks and airlines have consolidated to seek economies of sale and gain market share, universities are in the early stages of a somewhat similar process. Within the hierarchy of higher education, prominent universities are growing stronger at an accelerating rate. Further, there is an emerging pattern of global strategic partnerships. Ultimately, a small set of global strategic partnerships between Beirut Arab University and international universities in fields such as bioinformatics and nanotechnology will be the dominant players and recipients of significant funding. These resources will be accompanied by the flow of the best faculty and graduate students, combining to make these entities key centers of innovation and research.

International trends in the higher education sector are also recognized in the BAU education system such as, changing priorities for public expenditure, a higher demand for more economically independent and socially responsive education and research, the need to improve quality in education and research, improved efficiency and output of graduates and a demand for more individual and independent technology-supported learning opportunities and less traditional teaching methods. The university is also aware that today's rapidly changing economic environment requires both periodic self-assessment and timely correction when necessary if it is to seize new opportunities and adapt unforeseen challenges.

To ensure that BAU's future is worthy of its past and present greatness, BAU must possess an excellent strategic plan that recognizes the extraordinary changes facing higher education, the new strategy must be fully aware of the opportunities presented by an expanding national and



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international marketplace for postsecondary education and training, and the parallel challenges of an environment characterized by increasing competition for the best students, faculty, staff, and other resources. Creative and innovative strategies must be developed and implemented through the planning process that enables the University to successfully compete in this dynamic environment. Meanwhile, it is essential that faculty members become part of this process because they can foresee changes at the discipline-level. Administrators, in turn, must be able to cope with national and international changes, and new developments on the frontiers of science, and other social, academic, and cultural developments relevant to the university's mission. Such progress requires communication and transparency between faculty and administration to allow rapid adaptation to change.

The strategy set out in this document is a contribution to the wider on-going process of securing and developing the University's role as a leading and respected centre for teaching, research and enterprise. The strategy draws on extensive dialogue with academic and other colleagues, and it will continue to improve through further consultation so that its possessions enlarge and its contents dynamically progress. The successful implementation of the strategy will depend on a co-operative effort throughout the University, with the academic community in ultimate control and the central administration contributing practical support and guidance. The speed and thoroughness with which it can be implemented will depend partially on the resources the University is able to provide; moreover progress can be made in a number of areas through better co-ordination.

Finally, the aim of BAU's strategic plan is to enable departments, faculties and divisions to provide the best and the most cost-effective services and resources. Underpinning the strategic plan is a proposed co-ordinate and coherent approach to the development, deployment and support of services and infrastructure which supports the University's teaching, learning, research and administrative activities.



History

BAU is an institution for higher education committed since its foundation in 1960 to promoting quality education. It offers more than 300 higher education programs across a broad range of fields providing a rich and rewarding educational environment to some 15,000 students from Lebanon and other countries. The University also aims to ensure active interaction with the Lebanese society.

In October 1960, BAU opened its doors with its earliest faculties Law and Arts and one year later the faculty of Business was added. Over the coming years BAU evolved, constantly expanded and developed new faculties. In 1962, the university started Architectural Engineering. Thirteen years later the faculty of Engineering was added and a year ahead in 1976 the Faculty of Science was established. In 1986, the university opened a Faculty of Pharmacy. Nine years later, in 1995, both faculties of Medicine and Dentistry were added. In 2005 the Faculty of Nursing became the tenth faculty in Beirut Arab University.

The University and the region

Beirut Arab University has a relatively long history and a substantial presence in the Middle East. We will celebrate in 2010, our Golden Jubilee. Many Arab students have been, and will continue to be, profited by our activities and presence. Our strategy is to ensure that this engagement is positive and beneficial thus enhancing the quality of life in the region. Our Beirut location, a world heritage site is one of the defining characteristics of our University. BAU will continue to contribute to the quality of the environment through a sensitive approach to developing our region. In a wide range of areas such as teaching and learning, aspiration-raising, sport, culture, volunteering and community work and science outreach, it will continue to offer opportunities for both education and entertainment through careful management of our buildings, facilities, cultural assets and events.



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BAU Objectives are:

1. To review our cultural assets in order to develop and implement an integrated cultural strategy and promotional plan and appropriated co-ordinate with regional partners.
2. To build on existing regional activities and events to ensure that Beirut Arab University is open, accessible and welcoming to students from all Arab Countries.
3. To sustain our aspiration-raising work with regional universities and communities.
4. To encourage and help promote the work of our students in the local community as volunteers, mentors and ambassadors for the University.

The need for change

Today's higher education institutions are facing global challenges; they need not only to prove their programs' performance but also to take them to a higher level. Change will deliver the following benefits:

1. Greater ability to meet external demands
2. Marketing opportunities and advantages
3. Improved learning and research experiences
4. Reduced costs through standardization of processes
5. A significant improvement in the quality, integrity and timeliness of information
6. Improved management information
7. Efficient and effective use of existing resources both centrally and within departments

progress.



Mission

The core mission of Beirut Arab University is to achieve an outstanding standard through excellence in education, learning, and research whilst meeting the needs of our community and adhering to our academic values of intellectual freedom, integrity and professionalism.

Vision

BAU is committed to ensuring that the processes of learning, teaching and assessment evolve to cope with the requirements of lifelong learning and to create more demanding learners, with higher expectations and aspirations. Beirut Arab University has a clear academic vision:

- To provide education and training to students as well as society on a local, regional and international level.
- To extend knowledge through research and technology.
- To contribute significantly to the advancement of education, knowledge and research through participation in academic, business and cultural collaborations.
- To strengthen our core intellectual disciplines and open new channels to scientific understanding in non-traditional fields.
- To produce graduates prepared for responsibility and capable of meeting global challenges.

University Values

In fulfilling its objectives, Beirut Arab University holds the following values:

Integrity : To practice honesty, freedom, truth and integrity in all that we do.

Excellence : To be guided by a shared ideology of excellence in order to advance BAU's reputation as an outstanding institution.

Diversity : To recognize that diversity and excellence go hand-in-hand, thus enhancing teaching, scholarship, and service as well as ability to welcome, respect, and interact with other people.

Accountability : To be committed to the loyalty and good will of our alumni and friends

Respect : To treat each other with civility, dignity, and respect.

Social responsibility: To contribute to society's intellectual, cultural, spiritual, and economic progress.



SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats

University strengths, weaknesses, opportunities and threats (SWOT Analysis) were identified by members of University Strategic. Administrators, faculty, and students provided analysis and provided input. Background information on the organization's strengths and weakness in relation to opportunities and threats it faces were useful in considering strategic issues.

The SWOT analysis was used to develop the strategic priorities. These priorities helped to define strategic directions important to the university in the next five year.

- To change mental attitudes towards problems
- To work in team on different kinds of problems
- To analyze problems from four different points of view
- To understand strength and weakness
- To turn threats into opportunities

SWOT Analysis questionnaire on was based on the following:

- 1- Teaching and Learning
- 2- Research and graduate studies
- 3- Resources
- 4- Services

The following participated in the questionnaire:

- 1- Graduate students
- 2- Stakeholders
- 3- University staff
- 4- Senior students





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A/ What Are Our Core Strength

Beirut Arab University can rightly claim great strength in many areas, strength that can leverage to its advantage. These include:

1. A pervasive commitment to excellence.
2. Several programs that already qualify as "top tier";
3. A comprehensive array of programs with a potential for increased interdisciplinary research, instruction, and service;
4. A dedicated experienced academic staff (faculty), are internationally renowned, a talented and committed staff.
5. An exceptionally strong position within Lebanon and a strong level of community support;
6. A large body of alumni whose loyalty and school spirit are unsurpassed;

With these assets of strength, and the initiatives that follow, we moved dramatically toward our vision of academic excellence.

B/ What Are Our Core Weaknesses

1. Low recruitment and retention levels of staff
2. Low recruitment and retention levels of students
3. Need for continuing strengthening of relationships with secondary schools and the local community
4. Heavy dependence on part-time lecturers and visitors in some faculties
5. Inadequate research culture and environment
6. Absence of a systemic approach to quality assurance
7. Little emphasis given to the recruitment of regional and international students
8. Inadequate library facilities, thus limiting academic development





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9. Lack of facilities for student welfare /counseling/career guidance
10. Limited sports facilities and other campus activities
11. Insufficient sense of belonging to the University
12. Few opportunities for continuing education and extramural learning
13. Weak public perception due to the absence of a public relations strategy
14. Absent from debate on issues of national and regional importance
15. Need for appropriate management systems and academic governance arrangements to encourage interdisciplinary developments

C/ What Are Our Core Opportunities

1. The new locations enable regional links and recruitment of students
2. Strong institutional reputation to build upon
3. Diversification of sources of revenue through better exploitation of consultancy and research potentials
4. Expanding to new geographical areas
5. A huge increase in demand for higher education, mid-career redirection and life long learning in Lebanon and the region has opened a space for non-traditional educational services.
6. GATS support claim that liberalizing the higher education sector will provide more and better opportunities for students in Lebanon and in Beirut Arab University to access high quality education
7. Beirut Arab University location remains unique as a regional center in a cosmopolitan city of Beirut to attract students from Lebanon as well as from surrounding countries
8. The prospect of advancing fundraising, investment, and research partnerships by drawing upon the increasing amount of global wealth that will come available over the next decade.





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9. Societal trends:

- Increased value of higher education completion
- Growing demand for under graduates and postgraduates
- Match between curricular and societal interests

10. Globalization is affecting every facet of university education and research. Information is being shared across borders and international research collaborations are common. These changes place new demands on the education, research, and on the links between university and diverse communities in Lebanon and in the surrounding countries.

11. Growth potential, Alexandria branch, and new branches and constructions to establish sufficiently high expectations for undergraduate performance and to create a culture that emphasizes undergraduate and postgraduate academic achievements.

12. Technological advances

D/ What Are Our Core Threats

- 1- Increasing competition within the domestic and international markets
- 2- Political instability security
- 3- Adverse perceptions of our region such as political and ideological changes, and high cost of living threaten our ability to recruit national and regional students and to attract faculty staff.
- 4- The continual advances in technology and the exclusive licensing of technology resulted in higher cost to the universities and slower adoption of the technology
- 5- The University budget is increasingly dependent on tuition fees. This is crucial to our University in maintaining top-quality programs and retaining and recruiting top quality faculty staff.
- 6- The image of Beirut Arab University is diffuse and does not well reflect the present overall high academic quality of the university.





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- 7- Globalization may lead to an erosion of national as well as university regulatory framework of education. Beirut Arab University should look towards the future of globalization environment in all activities, rather than being grounded in the past.
- 8- Increase private, for-profit, and on-line universities, responsiveness to program and student scheduling demands.
- 9- The demography of Lebanon and the region are changing dramatically with growth in racial /ethnic groups and shifting patterns of immigration. Moreover, inter-ethnic and inter-cultural are escalating everywhere in our region, even as the so called "clash of civilization" spreads fear and encourage insularity.
- 10- Degradation of the environment is increasing exponentially and threats of future prosperity of Lebanon economy, as well as health and well-being.





Strategic Priorities

2007-2012

BAU will continue its place in society focusing on the importance of learning, the pursuit of critical inquiry, the application of knowledge in the interest of society, and the preparation of informed and reflective individuals.

This tradition of universities together with the vision, values, purpose and guiding principles of the university will lead to an important array of activities that will shape and reflect the university.

The university will achieve a particular distinction through the priorities set up for the strategies“ plan 2007-2012

Our Strategic Priorities:

Priority 1 Recruitment and retain of high potential students and retain staff of the highest quality.

Priority 2 Invest in our academic expertise to diversify our sources of income.

Priority 3 Support our strategy with a targeted approach for regional stakeholder engagement and communication.

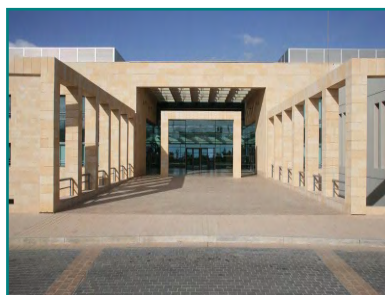
Priority 4 Increase both the number and proportion of international students.

Priority 5 Achieve quality profiles which demonstrate significant regional research excellence in some academic fields in 2008.

Priority 6 Develop and implement a sustainable infrastructure development program throughout the University, including taking advantage of the development opportunity on the Debbieh Campus.

Priority 7 Promote active participation and involvement on the part of our alumni and the wider community.

Priority 8 Meet distance learning needs.





Facts and Figures

I. Overall Organization

- 1- The University is organized into ten academic faculties, with 35 departments distributed across the disciplines covering specific fields of specialization;
- 2- Arranged in chronological order, according to the date of their initiation, BAU academic faculties are: Arts, Law, Commerce and Business Administration, Architectural Engineering, Engineering, Sciences, Pharmacy, Medicine, Dentistry, and Nursing.

II. Students

- 1- Throughout history, Beirut Arab University has consistently attracted and maintained a large and diverse body of students.
- 2- In the academic year 2006-2007, the total number of registered students reached 18462.
- 3- Among the above-stated total figure, 10894 were international students from over 40 countries.

III. Teaching Staff

- 1- Beirut Arab University employs a distinguished and authoritative body of teaching staff.
- 2- This body of staff includes full-time members (129) and part-time members (584), in addition to a large number of teaching assistants and short-contract visiting staff (130).

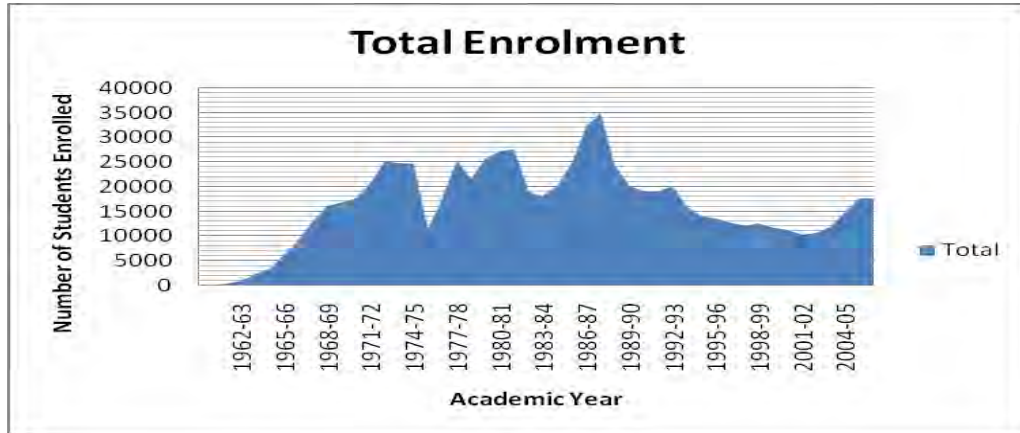




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IV. Enrolment

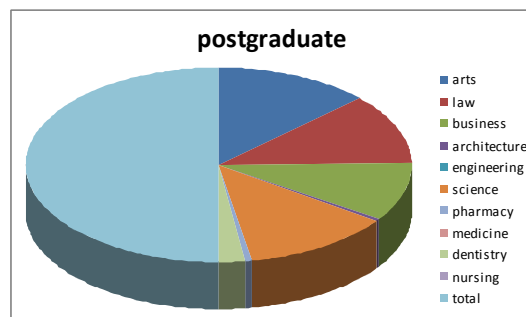
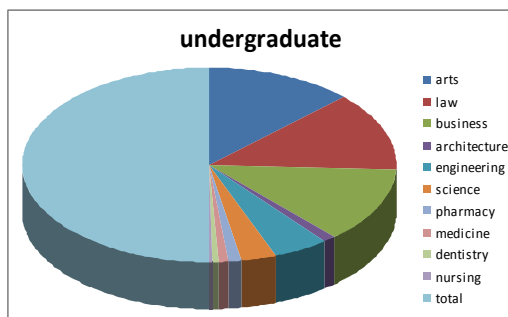
A/ Enrolment in past years



B/ Recent Enrolment:

1. Students enrolment by Post and Undergraduate Studies:

Faculty	Postgraduate	Undergraduate	Total
Arts	188	4720	4908
Law	109	5067	5176
Business	135	4728	4863
Architecture	3	424	427
Engineering	0	1805	1805
Science	182	1419	1601
Pharmacy	9	441	450
Medicine	0	320	320
Dentistry	31	216	247
Nursing	0	100	100
Total	657	19240	19897





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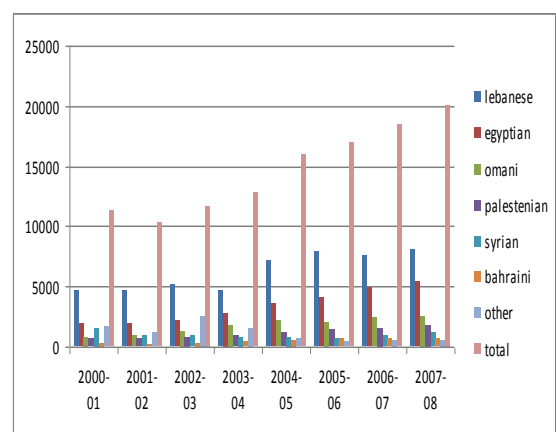
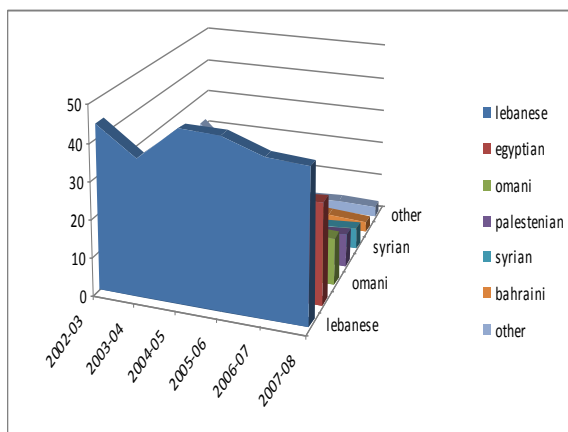
2. Student enrolment by nationality

Academic year

Nationality	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
lebanese	4702	4677	4920	5371	7209	7468	7568	8060
egyptian	1847	1891	2179	2583	3554	3974	4893	5187
omani	789	925	1230	1635	2077	2051	2448	2544
palesteanian	646	666	768	878	1143	1342	1463	1751
syrian	1508	901	716	658	811	631	911	1155
bahraini	234	174	236	334	535	617	638	599
other	1615	1100	655	531	646	487	541	601
Total	11341	10334	10704	11990	15975	16570	18462	19897

Percentage

Nationality	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
lebanese	45.9	44.7	45.1	45	40.9	39.79
egyptian	20.3	21.5	22.2	24	26.3	27.11
omani	11.4	13.9	13	12.8	13.2	12.72
palesteanian	7.1	7.3	7.2	8	7.9	8.82
syrian	6.6	5.4	5.1	3.8	4.9	5.76
bahraini	2.2	2.7	3.3	3.7	3.5	2.98
other	16.5	4.4	4	3	2.9	2.79
Total	100	100	100	100	100	100

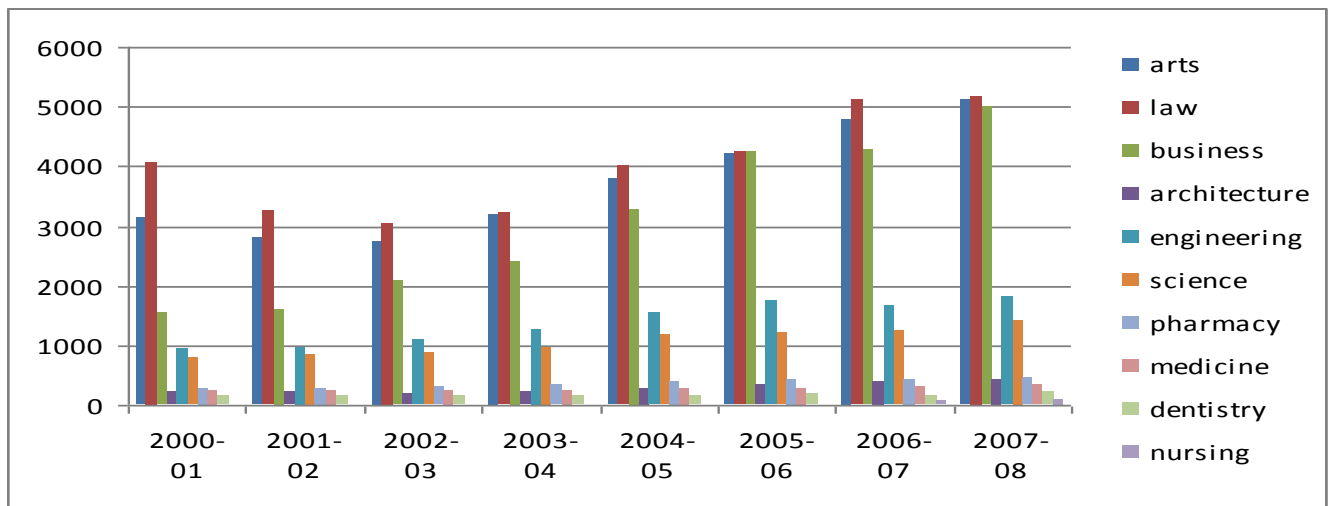




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3. Student Enrolment by Faculty

Faculty	Academic year							
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Arts	3144	2811	2747	3181	3790	4443	4663	5133
Law	4089	3256	3044	3214	4000	4781	4738	5157
Business	1539	1596	2085	2397	3296	4289	4157	4980
Architecture	220	202	193	218	271	322	369	424
Engineering	942	972	1094	1271	1523	1737	1671	1805
Science	774	843	871	966	1186	1203	1138	1419
Pharmacy	261	274	295	324	394	428	425	441
Medicine	234	236	233	253	262	284	291	320
Dentistry	138	144	142	152	164	168	158	216
Nursing	0	0	0	0	0	35	67	100



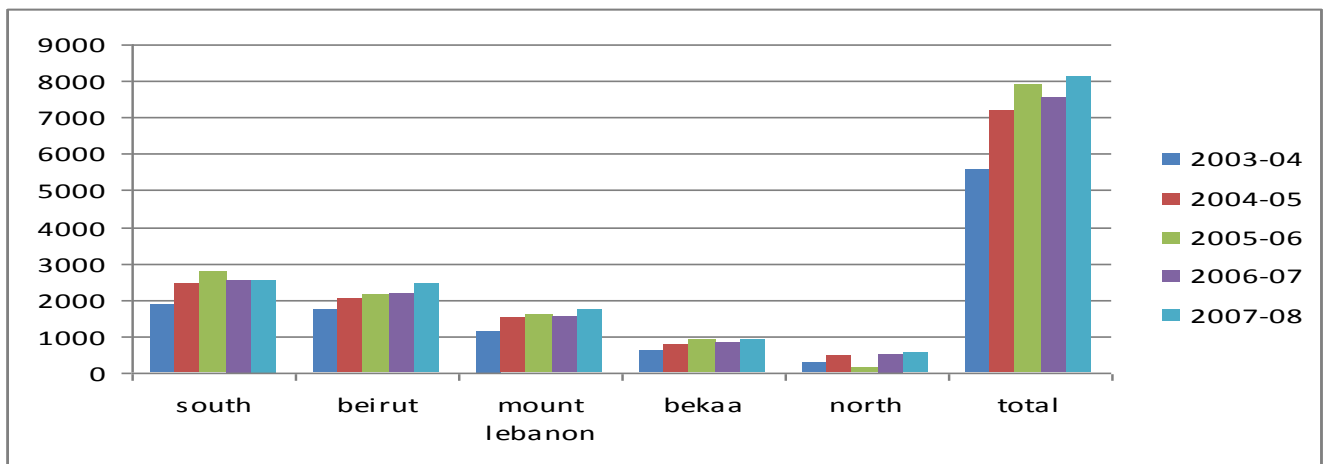


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4. Lebanese Students' Regional Distribution

Area	2003-04	2004-05	2005-06	2006-07	2007-08
South	1848	2457	2752	2529	2553
Beirut	1712	2056	2142	2155	2430
Mount Lebanon	1147	1482	1595	1556	1710
Bekaa	576	764	882	833	906
North	283	439	524	487	543
Total	5566	7198	7895	7560	8142

Area	2003-04	2004-05	2005-06	2006-07	2007-08
South	33.20	34.13	34.86	33.45	31.36
Beirut	30.76	28.56	27.13	28.51	29.85
Mount Lebanon	20.61	20.59	20.20	20.58	21
Bekaa	10.35	10.61	11.17	11.02	11.13
North	5.08	6.10	6.64	6.44	6.67
Total	100	100	100	100	100

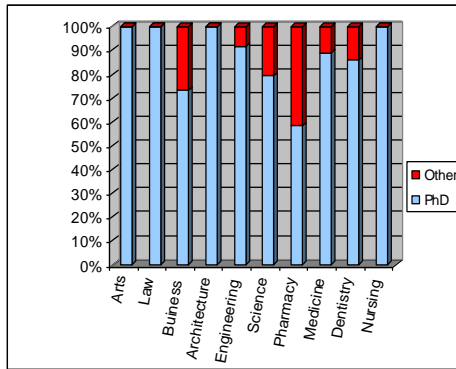
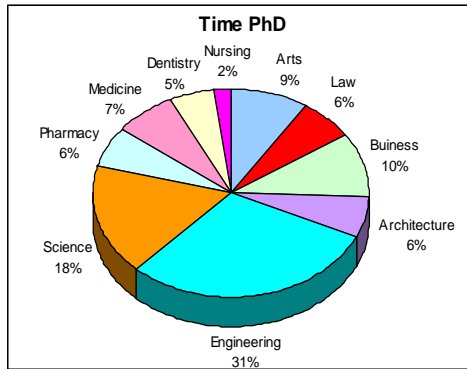




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5. Full Time Faculty Member

Faculty	Ph D	Other	Total
Arts	10	0	10
Law	7	0	7
Business	11	4	15
Architecture	7	0	7
Engineering	33	3	36
Science	19	5	24
Pharmacy	7	5	12
Medicine	8	1	9
Dentistry	6	1	7
Nursing	2	0	2
Total	110	19	129

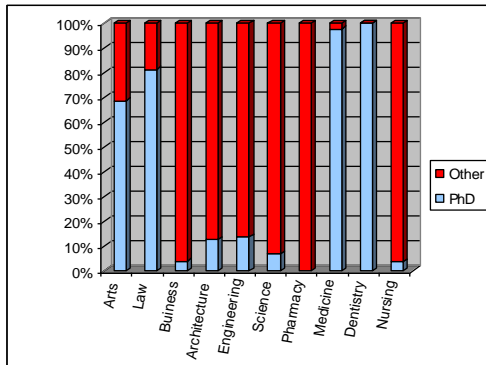
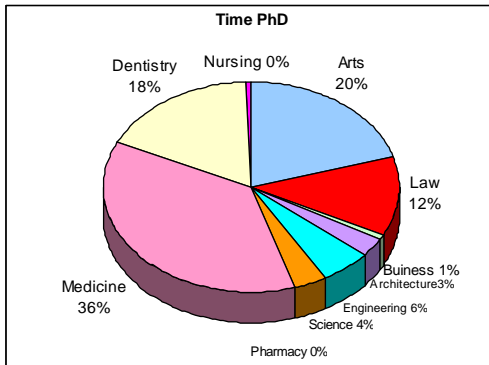


6. Part Time Faculty Member

Faculty	Ph D	Other	Total
Arts	44	20	64
Law	26	6	32
Business	2	48	50
Architecture	6	41	47
Engineering	12	75	87
Science	8	107	115
Pharmacy	0	43	43
Medicine	79	2	81
Dentistry	38	0	38
Nursing	1	26	27
Total	216	368	584

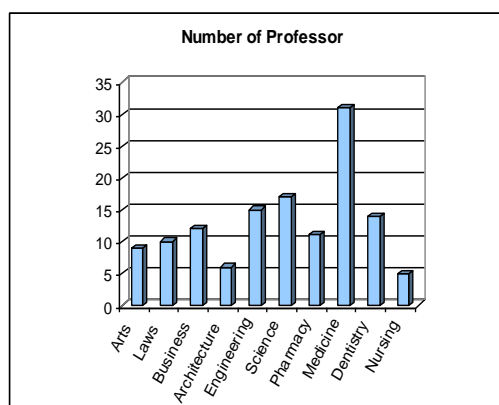
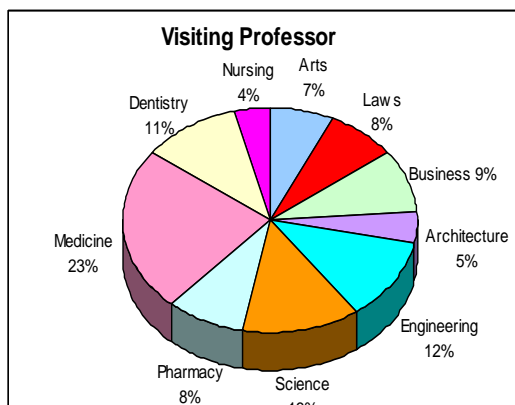


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7. Visiting Faculty Member

Faculty	1st Semester	2nd Semester	Average	Total
Arts	4	5	5	9
Law	5	5	5	10
Business	6	6	6	12
Architecture	2	4	3	6
Engineering	8	7	8	15
Science	9	8	9	17
Pharmacy	5	6	6	11
Medicine	24	7	16	31
Dentistry	6	8	7	14
Nursing	2	3	3	5
Total	71	59	65	130

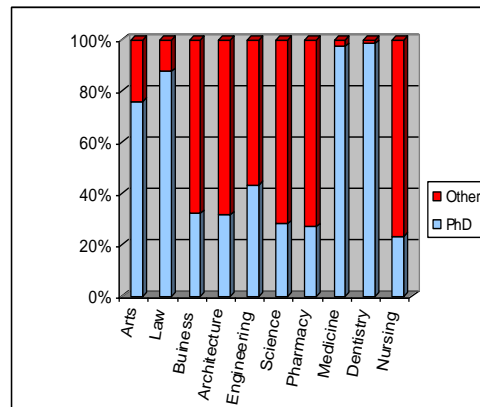
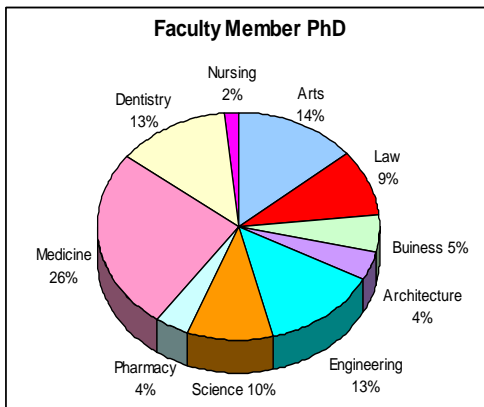




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8. Total Faculty Member

Faculty	Ph D	Other	Total
Arts	63	20	83
Law	43	6	49
Business	25	52	77
Architecture	19	41	60
Engineering	60	78	138
Science	44	112	156
Pharmacy	18	48	66
Medicine	118	3	121
Dentistry	58	1	59
Nursing	8	26	34
Total	456	387	843





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Development of the Strategy

The strategy consists of four sections, covering teaching and learning, research and graduate programs, resources, and services. For each section there is a main aim, followed by an explanation of the strategy with objectives. The intention is to provide a clear and concise overview of our priorities for the period 2007 to 2012. This Strategy is the result of careful analysis of our operating environment, much thought and extensive discussion with faculty members, students, graduates, stakeholders, and staff throughout the University and Lebanon. It sets out the changes we need to make to continue to be successful within a challenging and ever-changing operating environment. This strategy creates a feeling of pride in this outstanding institution, and confidence in its ability to continue to develop in the years to come.

Guidelines describing the philosophy adopted by the University Strategy Committee are as follows:

- Strategic planning is a means of preparing for the future.
- Strategic planning is a process of thinking ahead and determining appropriate future actions through the application of intelligent forethought and coordination.
- Strategic planning is a rational process of analysis intended to clarify policy approaches and project alternatives for decision-makers to make informed judgments on various matters of concern to the academic community.
- Strategic planning promotes the unified development of the academic community, balancing the institution's wide variety of needs.
- Strategic planning develops a method of articulating a set of commonly defined goals and objectives for enhancing the future of the University.
- Strategic planning is dynamic and subject to periodic and regular review and revision.





I- Teaching and Learning

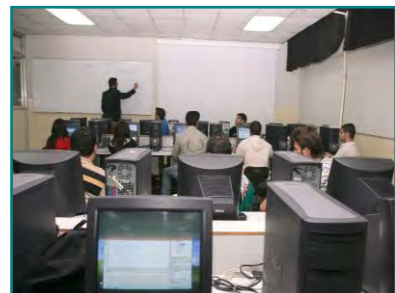
Introduction

The defining characteristics of educated persons are professional depth and expertise complemented by flexibility and adaptability. For students to develop these traits, the learning environment must be engaging and challenging. Curricula must place emphasis on the connections between disciplines in every faculty; hence they form component in mentoring students, both in and out of the classroom, and in helping all members of the university community to develop their full potentials. Academic advising must provide effective guidance so that the student can maximize education opportunities.

An important aim of education is to impart joy of learning, which in turn benefits both the individual and society. Because knowledge will continue to expand rapidly, students need to develop skills enabling them to learn more than their academic careers. A strong general and liberal education program provides undergraduates with ample opportunities to gain research experience and skills in generating, accessing, and applying new information so that graduates may participate fully in lifelong learning and service to their community.

Aims

1. To achieve excellence in teaching and learning that builds on students' prior educational achievement, is incurred by current research which equips students to make challenging and rewarding contributions to society
2. To produce graduates who are attractive to major employers, and who are equipped for advanced study and research at the best universities in Lebanon
3. To ensure an appropriate balance of staff working time between research, teaching and administration.
4. To ensure that learning resources are appropriately matched to and supportive of high quality teaching and learning.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

5. To ensure that assessment processes are effective and appropriately reward students' academic achievements.
6. To develop and implement a sustainable strategy for the development and maintenance of infrastructure and support systems to facilitate an effective learning environment.
7. To deliver a flexible, accessible, engaging, responsive and relevant curriculum.
8. To provide the enhancement of a culture that supports learners and promotes student success.
9. To provide the support, development and reward of staff in an environment that promotes innovation, continuous enhancement, scholarship and pedagogic research.

According to the internal self study done in Beirut Arab University during the academic year 2006-2007, the following items show high impact:

(1) Regional and national recognition:

A recognized institution is one that has been given the power to grant degrees, diplomas or certificates through specific provincial/territorial legislation. BAU Programs are nationally recognized by all parties concerned (The Ministry of Higher Education, universities, businesses and related companies). BAU graduates are well qualified and work in many companies in the region.

Goals

- To ensure that our programs are nationally and regionally recognized by all parties concerned (government, universities, businesses ...)
- To continue to develop university-wide policies and structures that establish challenging standards and ensure that standards of graduate qualifications can be referenced to appropriate national and international benchmarks which support the achievement of excellence in learning and teaching.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Strategies

- To strengthen partnerships with industry and professional bodies to facilitate their input into curriculum development and review.
- To encourage faculties to have Advisory Bodies consisting of employer and professional representatives.
- To review programs and courses to ensure that content is aligned with core skills and desired graduate outcomes.
- To strengthen cooperation both on national and international levels.
- To assist universities in preparing a Student Handbook in order to enhance attractiveness.
- To establish partnerships with other universities.
- To ensure that Programs prepare students for postgraduate studies and provide them with the opportunity to develop fully their potential and creativity in research activities.
- To ensure that programs educate and train students, both scientifically and professionally, to the highest international standards.
- To ensure that programs produce graduates of the caliber sought by industry, the professions and the public service, as well as provide the university with academic teachers and researchers for the future.

(2) Teaching Ability and Qualification of Faculty Members:

The faculty at BAU is first rate possessing an important combination of teaching skill and work experience. Considerable increasing numbers have obtained doctoral degrees from prestigious universities and are involved in numerous scholarly endeavors. Staff members work collaboratively with administration, faculty, and students to support the mission of the institution.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Goals

Ensure that Faculty members are highly qualified, have a high level of knowledge in the field of specialization, have a good standard of training and appropriate knowledge of teaching techniques.

Strategies

- Provide the academic staff with opportunities including training and mentoring for their professional development as teachers. Organize regular training for the staff.
- Identify and acknowledge excellent teachers.
- Promote multi-disciplinary approaches to teaching and learning.
- Establish a Centre for Continuing Professional Development.

(3) Student Assessment:

Assessment of student learning is an integral and central part of the learning and teaching process. Assessment is defined as the systematic collection, review, and use of information for the purpose of improving student learning. It has a number of other objectives. It enables judgments to be made about students' competence in relation to specified criteria and/or objectives. Properly selected assessment tasks help students to structure their time, signal the importance of particular content, skills and concepts, and influence approaches to study. Constructive and timely assessment feedback helps students to gain a sense of progress and to learn from their attempts. Feedback directed at encouraging learning is particularly important for teaching, and as for in writing it is a vital factor in the teaching and learning environment of external students. According to the existing expiring system in most faculties, BAU assessment tools are limited to mid-term and final exams. In addition, the grade percentages of the mid-term as well as the lab exams are low compared to the final exam grade. Classical teaching methods are used as well.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Goal

To ensure that our assessment processes are effective and appropriately reward our students' academic efforts.

Strategies

- Change exam style and enhance several different methods for evaluating students.
- Select assessment methods which most help students to learn and be as reliable, valid, and fair as possible, and which are appropriate to course goals e.g. (exams and quizzes, assignments, term projects, group work, presentations, lab reports, oral exams, training).
- Inform students clearly, before the commencement of the course, about
 1. The Purpose and method of the assessment requirements.
 2. The timing of the assessment and the dates for submission.
 3. The relative weight and number of assessment tasks.
- Ensure that there is a range of assessment tasks which are challenging, relevant to course aims, meet equity criteria and facilitate student learning.
- Use continuous assessment and distribute grades among the different used evaluation exams.
- Use different types of questions: (Multiple Choice Questions, True & False Questions, Exercises and problems, General knowledge questions, course questions).

(4) Recruitment:

As the number of higher education institutions increases in Lebanon, competition becomes a main issue and recruitment of student is a major problem. In general, university students are characterized by their propensity to study in universities within the major city in which they live. The closeness of a campus to the students' home usually sets the context for the decision of which university to join. In addition, tuition fees are another major issue for students. So far Beirut Arab University's plan for students' recruitment is limited only to the contribution of the university in the orientation fairs that are held every year by the academic institutions.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Goals

To ensure that programs attract well-qualified students.

Strategies

- To strengthen and improve General Education Program.
- To develop student and alumni networks to aid in recruiting.
- To encourage faculty involvement in recruiting.
- To develop a wider marketing campaign.
- To adopt a Placement English Test (equivalent to TOEFL).
- To change entrance or admission exams to be compatible with international standards.
- To offer scholarships to distinguished students as other universities do.
- To apply more strict selective admission criteria to select highly qualified students.

(5) Staff and Student interaction (Communication and Computer skills):

The selection and use of appropriate teaching models, strategies and techniques should be based upon a number of factors, including knowledge about how students learn, the teaching mode (on-campus, distance teaching), the context, (classroom, laboratory, field setting, practicum) the field of study, the aims of the program, and the different background of the students. There is, therefore, no standard teaching approach. Generally, however, in a student-and-equity-centered approach, students must be actively engaged in order to learn and develop knowledge and skills.

Learning is not a purely intellectual activity; it also involves ethical and personal development. For such development to occur there needs to be a climate of mutual respect, trust and open communication in which ethical and personal beliefs can be examined without threat. Communication and computer skills are highly valued by employers. BAU graduates need improvements in this field.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Goals

- To enable students to become creative and critical thinkers and achievers with the capacity to learn both independently and collaboratively.
- To ensure that students have the ability to communicate effectively both orally in public and in writing.

Strategies

- To find out about students' backgrounds, expectations and needs so that they can select appropriate and inclusive teaching models, strategies and techniques.
- To establish a learning environment and provide tasks that will enable students to develop as independent and collaborative learners.
- To use methods which take account of varied learning styles, provide students with opportunities to be involved in the structuring of their own learning experiences, and encourage students to take control of their own learning.
- To develop students' analytical and critical thinking skills by demonstrating these skills, and providing students with appropriate tasks.
- To assist in the development of students' communication skills through providing opportunities for practice and feedback on presentations in a range of media (e.g. oral, graphic, written).
- To encourage and enable students to evaluate their own and each others' work critically.
- To make adequate tutorial time available for giving advice and supervision to individual students.
- To draw on students' life and work experiences in their teaching and, wherever possible, make the course relevant to students' career goals and real world issues, and





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link theory with professional practice and societal concerns.

- To use innovative and creative teaching methods and techniques (lectures, case studies, group work and projects...).
- To Provide on line teaching and learning in the electronic environment.
- To assist students to develop career management, employment opportunities and skills, as well as the capacity for independent and autonomous learning.
- To encourage self learning and change teaching style so that:
 - Students have the opportunity to develop self-confidence and to work independently or in groups.
 - Students have the ability to communicate effectively both orally in public and in writing.
 - Students can easily use information technology for the purpose of obtaining information from libraries, the web and databases.
 - To develop general education courses taking into consideration factors such as Technical writing, communications skills and arts, management. Courses focus on items such as:
 - o Efficiency, Management of time, Interpersonal Relationship, Planning and
 - o Organizing, Leadership and Decision Making,
 - o Present ability, Ability to Multitask,
 - o Personality and self confidence, Self dependence.

(6) Programs and Curricula:

University teaching is a complex activity which demands rigorous, systematic and, where possible, collaborative processes of planning and review. Thus, university teachers need





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knowledge and skills in program and course design and management in particular, if teaching programs are to reflect student-and-equity-centered learning and teaching approaches.

Goal

To deliver a flexible, accessible, engaging, responsive and relevant program and curriculum.

Strategies

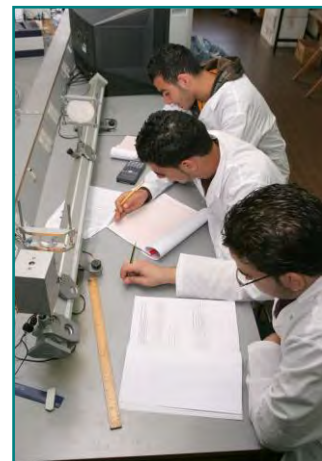
- To involve relevant stake-holders and specific interest groups in program and course design.
- To phrase program and course aims and objectives in the context of what students should expect to gain from their overall learning experience.
- Ensure that there is a consistency between program and course aims as well as objectives and assessment activities.
- Make available to students before enrolment, course aims, objectives, assessment methods and timing, and the relative weight and number of assessment tasks so that students have guidance in course choice and, once enrolled, can monitor their own progress towards the achievement of aims and objectives.
- Integrate activities such as field work, industrial work, and work-place enquiries, where appropriate, into the curriculum and organize these activities to enhance student learning.
- Ensure that all resources which students need for effective learning in a course are available (e.g. library books and other required texts, collections of readings, computer terminals, audio-visual materials, laboratory equipment) and that students know how to make use of these resources
- Take into account previous program and course evaluation data, including feedback from students.
- Ensure that curricula are:
 - Designed to enable students to
 - acquire subject-specific and transferable skills and to gain and deploy knowledge.





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- Flexible in terms of prerequisites, offered core and elective courses, concentration areas, and duration until graduation.
- Are compatible with those offered by other universities in Lebanon in terms of content and requirements (university, faculty, and department).





II- Research and graduate students

Introduction

The Mission of the University is to advance knowledge through high quality research and teaching in partnership with business, professions, public services and other research and learning providers. Effective strategic management of the research function will ensure that the outcomes of researches carried out at BAU are of the highest quality, benchmarked against the most rigorous international standards. The University will enhance its position as a research institution with an international reputation for high quality, student- capacity centered undergraduate and postgraduate education. We believe that we can improve the capacity to develop research in many disciplines. Our strategy is therefore to identify those subject areas in which we can realistically build on our current strength to create internationally recognized centers of excellence. For these reasons, the building of strength in specific areas is our top medium term priority for research.

Aims

- 1- To recruit and retain the best academic staff
- 2- To recognize, develop and invest in high quality research
- 3- To increase the number and proportion of postgraduate research students
- 4- To increase our success in winning research scholarships
- 5- To increase the number of externally funded research
- 6- To develop and implement a clear strategy for the use of available funding





(1) Graduate research Program:

The University has a strong record of outstanding accomplishments in research throughout the large range of disciplines. It is increasingly recognized for programs that are characterized by innovation and creativity, and has established its role as a leading contributor to knowledge in the humanities and social sciences, in science, and in technology. The University will continue to increase the number of program offerings addressing regional employment needs.

Goal

To provide a graduate program that attracts highly qualified postgraduate research students at the national and regional levels.

Strategies

- To adopt an undergraduate program that prepares the students for postgraduate studies and provides them with the opportunity to fully develop their potential and creativity in research activities.
- To develop sustainable high quality research infrastructure, facilities and support services
- To ensure that postgraduate programs and research cover a wide range of topics in the various fields of specialization.
- To encourage multidisciplinary and interdisciplinary graduate programs
- To ensure that research projects are relevant to the economy, industries and the society.
- To provide financial aid programs for graduate students.
- To develop rules governing choice of MA or PhD topics, progress reports and examinations.





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(2) Research Funding, Conferences and workshops:

Strength in research projects of Faculty members, the variety and diversity of these projects and publications have enabled BAU to make great progress in research. This goes also for Doctoral and Master's programs. To meet goals for the future and continue to improve, the faculty will need more start-up and development funds, and more equipment. The University has a strong record of outstanding accomplishments in research throughout the large range of disciplines. It is increasingly recognized for programs that are characterized by innovation and creativity, and has established its role as a leading contributor to knowledge in the humanities and social sciences, in science, and in technology. Conferences and workshops offer the opportunity to present innovative ideas and to explore recent developments, emerging issues to contribute to knowledge exchange, as well as receive feedback on work-in-progress and network with colleagues from our fields of research.

Goals

- Externally and internally funded research will be developed wherever possible for strategy 2007-2012
- The university organizes national and international conferences in different disciplines.

Strategies

To reach its goal of being one of the top universities in the region BAU will require wise investment of resources calculated to achieve maximum impact in the academic community, the various industries, the government, and the public sphere.

- Increasing the number and level of funding for industrially sponsored research and advanced development projects and partnerships with business.
- Diversifying and developing existing sources of funding from international sponsors, identifying new sources and working with partners and directly with funding providers to maximize return.
- Establishing and maintaining institutional links and partnerships with other research active institutions regionally, nationally and internationally to foster research collaboration and





leverage funding.

- Providing researchers with standards of equipment compatible with their research potential through additional relevant funding.
- Developing the facilities, technology and administrative infrastructure necessary to promote quality and competitive research and scholarship.
- Establishing an appropriate level of investment of internal funds in research that result in increasing levels of external sponsored research.
- Developing plans for the introduction of economic costing of research.
- Raising the levels of assistantship and fellowship support available for graduate students and exploring new ways of competing successfully to build a graduate student body characterized by talent, motivation, and diversity.
- Encouraging departments to organize national and international conferences in collaboration with national, regional and international institutions.

(3) Supervision of Postgraduate and Postdoctoral Students:

The university has a large and growing number of talented and creative faculties who are acknowledged as leaders in their fields and who continue to provide training and mastering new technologies. The organizational structure for research may also need to improve the supervision system to be able to achieve quality profiles which demonstrate significant international research excellence in all academic subject areas.

Goal

To develop the policy of supervision of postgraduate and postdoctoral students.

Strategies

- To provide a critical evaluation of the effectiveness of the supervision arrangements, and of the mechanisms to assess such effectiveness.
- To review and evaluate the models of supervision, the clarity and effectiveness of





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communication of the supervision arrangements to both students and staff, local guidelines on the frequency of supervision meetings and the means of recording them, the mechanisms to ensure adequate contact and supervision and to avoid the overburdening of staff

- To provide a critical evaluation of procedures for reviewing the outcome of research degree examinations and, in particular, for consideration of examiners' reports and the identification of any trends or common features.

(4) Faculty members:

BAU has growing number of talented, creative, and entrepreneurial faculty members who are acknowledged as leaders in their fields and who continue to provide training and mastering new technologies

Goal

To recruit and retain the best academic staff of very high caliber.

Strategies

- To provide a special funding program to support the contribution of faculty members in regional, national and international research activities.
- To continue to improve rules governing sabbatical leave for faculty members.
- To ensure that faculty members have enough time for research work.
- To encourage faculty members to publish in nationally and internationally recognized journals and conference proceedings.
- To Recognize and reward research excellence through appropriate HR policies.

(5) Research Graduates:

Attributes expected of graduates should be developed while they are students, and their attainment is a key measure of the University's achievement of its core functions. Research graduates are expected to build on the attributes associated with undergraduate and postgraduate coursework degrees and apply them to research-related contexts.





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Goal

To increase both the number and proportion of highly qualified postgraduate research student

Strategies

- To support student entry into research career paths through provision of independent research projects at undergraduate and postgraduate levels.
- To enhance training for postgraduate research students.
- To encourage students to work as graduate assistants in their faculties and in return receive salary and/or deduction in tuition fees.
- Ensure the graduate students to have:
 - Ability to make a significant and continuing contribution to knowledge, whether disciplinary or interdisciplinary.
 - Ability to conduct independent research and report outcome to a range of national and international audiences in a scholarly manner.
 - Ability to work collaboratively with individuals and groups across diverse levels and cultures.
 - Intellectual honesty, professional integrity and knowledge of appropriate ethical standards.
 - Adaptability to changing research and work positions in local, national and international environments.
 - Ability to seek out opportunities and apply knowledge in new and emerging fields of research that will provide social, cultural or economic benefit.
 - Ability to develop self confidence combined with oral and written skills of a high level.





(6) Students Recruitment:

The University will develop a positive culture of discovery and enterprise, to (become) embedded in the culture of the BAU. Exceptional career advantages will be provided to attract and retain top researchers from around the world. BAU is committed to strong graduate programs that provide intellectual depth in selected disciplines. Student retention can be enhanced through careful attention to student recruitment. Targeting admission toward those individuals who are most likely to benefit from BAU experience including nontraditional students – will enhance retention. The quality of academic instruction, which has a direct bearing on student satisfaction, is the key to competitively recruiting and retaining students.

Goal

Conduct a multi-dimensional evaluation of student performance that verifies the ability of students to perform as professionals in their discipline, including their ability to communicate their ideas both orally and in writing, which contains elements that can be compared to national standards.

Strategies

- The importance of high-caliber, well-trained PhD students for both business and academia. Improve our ability to select truly outstanding students by using diverse measures of quality for graduate admission, as appropriate to particular fields and populations. Strive to continue recruiting students with progressively higher GPAs at all campuses, while continuing to provide opportunities to participate in higher education through open-access campuses.
- Determine the characteristics of students who are most likely to enroll and succeed at BAU; target recruitment approaches toward these populations.
- Recruit students whose needs and educational goals most closely match BAU's academic curricula and student services.





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- Significantly improve the University's marketing of its graduate programs, especially through the Internet, with the aim of increasing the total number of graduate school applications and graduate student selectivity.
- Provide the learning environment, faculty mentoring, and other support for our graduate students, comparable to that provided by our peers, to help our students obtain professional posts comparable with students at other leading research institutions.
- Encourage greater participation and involvement of graduate students within the wider University community and emphasize their importance to the intellectual ambiance of the University.
- Increase the endowment for merit scholarships to aid in the recruitment of a diverse, academically talented student body.
- Increase the opportunities for students to have a significant international experience, including an expansion in study abroad opportunities.

(7) Interdisciplinary and multidisciplinary research:

The role and importance of interdisciplinary research continues to increase: to enhance research strength, address current problems, advance thinking, attract funding, and develop staff expertise and capabilities. This inevitably has an impact on organizational structures and processes, as fluid research groups are as much the vehicles for progress as traditional discipline-based departments. The University wishes to encourage this type of activity, and hence has a responsibility to deliver an environment in which it can flourish. We aim to promote and facilitate interaction between researchers in these areas in order to foster development of collaborative research and take advantage of multidisciplinary research opportunities.

Goal

The University's research program is characterized by a high degree of interdisciplinary and multidisciplinary research.





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Strategies

- Increasing percentages of scholarly output and extramural submission and awards involving multiple academic or research units.
- Growing numbers of multidisciplinary and interdisciplinary institutes and centers.
- As part of a general expansion in “Centers of Excellence,” identify strategic areas for interdisciplinary and multidisciplinary collaboration.
- Establish an Interdisciplinary and Multidisciplinary Research Initiative Fund.
- Recognize and reward faculty and departments involved in interdisciplinary and multidisciplinary research.
- Provide infrastructure for interdisciplinary and multidisciplinary research, including the Computational Research Center, high-speed networking, and appropriate information technologies.





III - Resources

Introduction

The higher education institution's resources are essential to achieve the corresponding vision and mission and the successful implementation of its Strategic Plan. Beirut Arab University (BAU) is committed to the careful stewardship of its financial, technological, human, and other resources and facilities in service to its students. The University is proud of its full-time faculty, staff, and administrators who create an environment that inspires intellectual and social engagement, stimulate innovation and service, and encourage personal and professional development.

BAU makes use of its autonomy to adapt and comply with regulations in a specific way to fulfill its mission statement and accomplish its objective in the best way possible.

Aims

- 1- BAU is in a position to fulfill its mission accord
- 2- BAU governance and committee structures support institutional performance and efficient decision making.
- 3-The academic, research and service departments and support services in BAU participate in the institutional work plan.
- 4- The management responsibilities are distributed between the departments and the central services according to terms to the exercise of autonomy.
- 5- BAU actively promotes the development of local, regional, national and international partnerships.
- 6- BAU has a policy for assisting the mobility and integration of undergraduate students, doctoral students, teaching staff and researchers within the scope of institutional partnerships.





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- 7- BAU has an implemented policy for managing human resources.
- 8- The BAU budget reflects the political objectives of the institution.

(1) Management of Human Resources

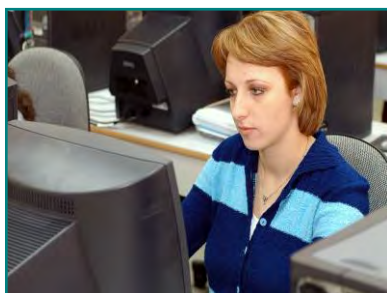
Crucial to our employee's success is a cohesive management team. The management team must be a credible entity, trusted and respected by the employees. The components of an effective management program include training, skills assessment, and performance based on advancement. For managers and supervisors to maintain their role of authority, they must demonstrate an effective record of leadership and accomplishment. The University has a broad range of programs and initiatives to ensure that non-faculty personnel resources are sufficient and of high quality. Decision-making on human resources issues is collaborative and informed by the Strategic Plan goals, data and analysis.

Goals

- To continue to develop and improve the Human Resources policy and practice.
- To ensure that our governance and committee structures support institutional performance and efficient decision making.
- To ensure that decision-makers at all levels of the University are provided with timely, accurate and appropriate management information.

Strategies

- BAU enhances its policy for the forward planning of the faculty member, technical and administrative positions.
- BAU provides regulations governing the employment of temporary staff.
- Suitable means are sought to promote further insight and awareness among all staff members regarding their rights and responsibilities.





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- Implement an instructive program to communicate information and spread awareness regarding rights and responsibilities of individuals, and the evolving agenda and operational developments of the institution.
- BAU strengthens its policy for the management of human resources.
- BAU improves its policy on health and safety.
- BAU provides a structure for the management of welfare.
- Promote and further enhance the institution's regulations governing the employment of temporary staff.
- Ensure recruitment, retaining and development of staff that can provide effective leadership distributed across the University.
- Establish a dynamic plan for career development of the institution's body of staff, offering support and opportunities for personal development, building capacity, competence, and career proficiency for staff members and employees across different disciplines.

(2) Cooperation with other Institutions

The BAU Strategic Plan identifies the importance of bringing faculty, staff and student initiatives together so BAU can create a national and international presence through collaborative partnerships. There is already a high level of international activity within the University, which is reflected in research and educational partnerships. Many faculty members are involved in international consultancy, either in research or education, or both. There are also long-standing collaborations with a range of European and US institutions involving student and staff exchanges and common research projects.

Goal

The University aims to sustain and expand the dynamic relations which is set up and formalized with all other higher education institutions





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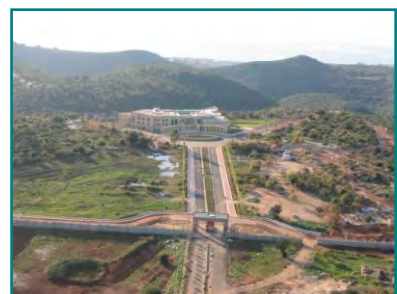
Strategies

- The University sets up and implements effective and workable measures to help with the mobility of students, postgraduate students, teaching staff and other personnel, in ways that serve the achievement of its broader academic mission and development objectives.
- Faculties review existing partnerships and investigate the possibility of new opportunities for student exchange in the light of identifiable benefits.
- Faculties ensure that existing connections and partnerships are kept under review in order to maximize their potential for educational as well as research benefit.
- Faculties build new teaching collaborations with international partners at both undergraduate and postgraduate levels.
- The exchange of academic staff with other international institutions is encouraged where it will have a beneficial impact on student learning.
- Opportunities for research students to have experience abroad are increased in line with research council policy, by providing greater assistance in funding participating in international conferences.

(3) Finance Organization

Effective use of institutional resources is a key component of strategic direction for building resources for the future. The Finance division, which is related to business operations, human resources, facilities, and auxiliary services, employs a variety of benchmarking and survey tools to assess BAU's financial health, and to support institutional decision-making. Funding is allocated centrally, based on money received by the institution only from student tuition. The university will continue to collaborate with governmental and private sectors to find ways to use resources more effectively.

Goal To increase the financial resources available for investment.





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Strategies

- The institution should uphold and sustain its efficient structure of clearly identified finance and accounting departments.
- Review investment management processes in accordance with the best practice.
- Achieve significant annual cost savings through improvements of core administrative processes and by utilizing the benefits of scale
- The institution adopts a policy for financial recognition of additional responsibility.
- Ensure that the budget reflects the political objectives of the institution and should take into account the university mission.

(4) Cooperation with Stakeholders

One way of viewing a university is as a set of internal relationships at the hub of a network of external ones. The quality of the relationships with and between the key stakeholders is one determinant of individual and collective success. BAU key „stakeholders“ are **Internal** (staff, students, academic and non academic staff, active alumni) and **External** (funding bodies and donors, the government sector, education sector (schools, colleges, and other universities), health sector, business sector, local and regional partnerships, regional and international organizations, other alumni and parents). It is especially important that there is no disparity between the University’s central message to its staff and students and its message to the outside world.

Goal

Emphasizing interests and priorities of stakeholders, both internal and external, through careful review of their needs and demands.





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Strategies

- The University Newsletter and news should be improved by adopting a two-way communication system through which all internal stakeholders get an opportunity to contribute to university policy and decision-making.
- To support the launch and development of a fund raising effort for Resources in association with a celebration of the University's interesting events. This will be a particularly important opportunity for close collaboration.
- To maintain and develop our relationships with local and regional organizations, the media, stakeholders and regional communities.
- To make known within the region how BAU contributes positively to the economic, social, cultural and educational life of Lebanon and the region.
- To put in place a plan of regional stakeholder events.





IV- Services

Introduction

To realize its vision BAU requires the creation of a university community as partners with the public and private sectors in education, research, and transfer of knowledge. Serving Facilities will support this aspiration by providing the best service to its campus to the maximum.

Efficient Service will commit itself to maintaining its focus on supporting a highly trained and talented staff to assure the facilities are operating to the greatest possible extent.

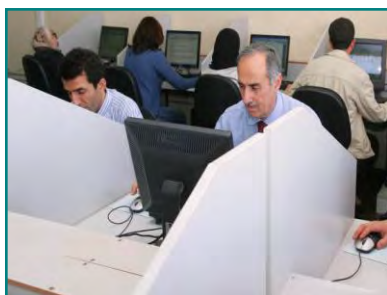
Aims

- 1- To maintain campus facilities (e.g., classrooms, labs, recreation and athletic buildings, agricultural areas, residence halls, etc)
- 2- To provide facilities that accommodate researchers that are pursuing intellectually based discoveries and innovations.
- 3- To construct and maintain facilities that support technology and advancements so our students are broadly educated in the liberal arts and sciences, and other areas of study.
- 4- To be committed to providing the highest level of service.
- 5- To continue planning for future development and expansion of facilities.

(1) Internal Communication

The services within BAU provide a wide range of administrative and support functions including campus and IT tools.

Goal Continue planning for future development and expansion of facilities.





Strategies

- Facilitate access and communication between BAU buildings in Beirut campus using an appropriate path.
- Enhance IT support by improving the Information technology center where all faculties dealing with grades and registration are connected.
- Enhance internet services and provide Broad Band Internet for staff and students
- Enhance E-mail facilities to increase the capacity and to get easier online connection between staff members and students (3 MB are available only for each faculty member)
- Maintain the Central fax service where each faculty has its own fax which allows quick correspondence within BAU campus and any other local institution.

(2) Media

A constructive relationship with the mainstream media at local and national levels is vital for a number of reasons:

- 1- A positive media profile is important in building the University's **image and reputation** as a leading centre for teaching and research
- 2- Constructive media coverage at the local level helps to sustain the University's close **relationships** with the city and its key institutions
- 3- Positive media publicity is an important form of **recognition** for distinguished and interesting work, and can boost the **morale** of those directly responsible as well as the whole University community.

By the same token, a failure to engage positively with the media can lead to missed opportunities, invite suspicion and encourage the view that the University is remote and unaccountable. The management of relationships with the media is a skilled business, as almost every major organization now recognizes.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Goal

To strengthen BAU reputation by improving media coverage and public relations.

Strategies

- To introduce brief but regular discussions at which faculties and the Public Relations Office could review media activity, consider forthcoming opportunities and threats, set objectives and begin to establish mutual trust and understanding.
- To strengthen communication between the Public Relations Office and departments.
- Provide a position for a laicism officer in each department to collaborate with the Public Relations Office a cross- The University act is ties to assess progress, share best practice and develop strategy.
- Organize a regular media reception at which key journalists and academics meet on an informal basis to consider the University's progress, discuss its profile, understand journalists' perspectives and to break down some of the barriers that exist by time.
- Strengthen the public relations by establishing a new department for media coverage

3-Campus facilities and adequate place

Beirut Arab University services create a physical environment that supports the university's mission of teaching, research and community service. Currently the number of students at BAU is increasing and it attains more than 19897 students. The facilities, capacity and adequate place became a major problem for the following services: (Classrooms, Laboratories, Staff office, Student activity place, Restaurants, Resident visitors, Seminar rooms, Hospital).

Goal

BAU will provide sufficient adequate campus facilities for students and staff.





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Strategies

To improve these services BAU has the following strategies.

- Increase the number of classrooms to accommodate this increasing number of students.
- Improve laboratory performance by providing more appropriate laboratories and up-date existing equipment.
- Offer more space for staff offices to accommodate all faculty members and staff and a spare place for accommodation for visitors
- Promote canteen facilities for students and staff
- Provide a restaurant for staff which helps in organizing conferences.
- Offer more adequate spaces that serve as seminar rooms for all the faculties and a student union center where students can meet, socialize and converse.
- Build a private university hospital for medical and nursing students
- Sustain the highest level of maintenance and cleanliness; BAU has a private cleaning company.
- Expand the space by moving some faculties to Debbieh campus.

(4) E-Learning

E-learning is the process of extending learning or delivering instructional resource sharing opportunities to locations away from a classroom, building or site, to another classroom, building or site by using video, audio, computer, multimedia communications, or some combination of these with other traditional delivery methods. BAU has started to adopt E-learning but considerable efforts must be done to improve that.

Goal

To enhance teaching and learning in the electronic environment





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

Strategies

- To adopt Online Learning so that all related course materials are available Online for students. These include offered courses, schedule, syllabus, exams and lecture notes.
- Equip lecture rooms with audio-visual aids: (projectors, video equipment, TV and other tools for teaching)
- Provide the required software packages related to different fields offered by the university
- Increase the capacity of computer laboratories that offer computing and information technology solutions to support the teaching, learning, research, and administration goals
- Improve printing facilities to get sufficient number of printers for staff members and to provide internal printing facilities for students
- Apply and adopt electronic learning techniques to have lectures in form of electronic presentations
- Provide an electronic library including all related references, periodicals and papers
- Encourage On-line learning and provide the required tools and equipments

(5) Web and ICT

There is no realistic alternative to trying to keep up with web developments. Organizations that are not up to speed with ICT will increasingly seem quaint at best and neglectful at worst. For prospective students (including national and international ones), the ability to find out about and communicate with a university electronically is becoming fundamental. A start has been recently made on the huge task of improving the University's web and ICT.

Goal

To create an attractive web environment giving ready access to key information and processes via logical routes.





Strategies

The BAU web will have three domains:

- The **corporate web**, i.e., the home page or „front door“ together with all the information and processes behind that which are of common interest.
- The **academic web**, i.e., the departmental and research group pages.
- The **personal web**, i.e., material contributed by individuals in a personal capacity.

BAU will work on developing these domains largely and independently of one another and use the web as a passive publishing mechanism rather than an interactive medium.

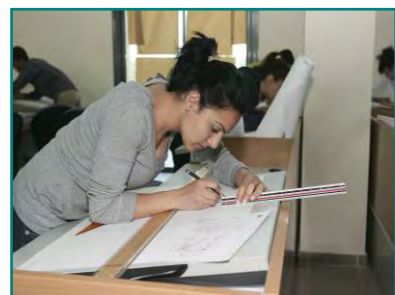
(6) Career Development Center

The Career Development center works closely with graduate recruiters across the globe to develop and manage numerous services, projects, courses and events, all dedicated to equipping graduates with key skills and knowledge, to help them decide upon, apply for jobs and succeed within their future career. BAU organizes some lectures and workshops on writing CV, preparing for interviews but the university has no Career Development Center that facilitates job search strategies, on campus interviewing, career fairs which are designed to provide information, advice and guidance services to current students and staff of BAU and recent graduates. These fairs are of great prospect to learn about employers and job opportunities.

Goal Establish a career development center

Strategies

- Provide facilities that accommodate individuals that are pursuing intellectually based discoveries and innovations.
- Enhance students“ personal development and employment chances





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

- Give students the opportunity to express their views on the quality of the education they receive and the environment in which this is made available.
- Encourage students' activities
- Organize job career fairs within campus

(7) Libraries

The mission of BAU library is to offer world-class library and information services to meet the needs of the local, national and international scholarly community and to support the University's mission to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence. In particular, the mission is to provide resources and services for education, research, and professional practice to support the needs of the faculties. **BAU houses seven libraries:** (Arts, Law, Architecture, Commerce, Engineering, Science and Pharmacy, Dentistry, Medicine and Nursing)

Goal

BAU libraries should become real learning and research centers and resource and information centers in a wider sense.

Strategies

BAU will take the following action:

- Ensure that library staff has appropriate new skills to provide improved services and the most appropriate staff management structure.
- Enhance availability and accessibility of collections and other information resources
- Continue to ensure that readers are provided with an appropriate level of guidance on the use of Libraries and their resources.
- Develop the accommodation to facilitate use of both electronic and photocopying and printed resources.
- Facilitate access to libraries by increasing the number of opening hours to help postgraduate





BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

- students who attend the university after the closing hour at 4:00 p.m.
- Provide free access to journals websites.
 - Improve the lending policy for students where BAU students are not allowed to borrow books.
 - Ensure that readers and Library staff are provided with appropriate hardware and software to access and manipulate the resources they need.
 - Provide the libraries with updated books, periodicals and references



Action Plan 2007-2012

The present action plan is to be relevant for the five years of the Strategy. Progress against targets will be monitored annually through the University Strategy Committee and adjustments made where appropriate. Evaluative progress reports at the end of each year will be geared to targets, which will be evaluated as integrated activities over the five-year period. Where relevant, we have indicated in which years activities will take place.

- This action plan is relevant for all five years of the strategy
- Progress against targets will be monitored annually through the University Strategy Committee and adjustments made where appropriate
- Evaluative progress reports at the end of each year will be geared to targets, which will be evaluated as integrated activities over the five-year period

What steps can you take to:

- Capitalize on our strengths
- Overcome or minimize our weaknesses
- Take advantage of some new opportunities
- Be ready to the threats

Action Plan 2007-2012

I- Teaching and Learning:

1. Application of a credit hours system.
2. Survey for the faculties to determine level of provision and survey for the teaching and learning methods used.
3. Establish a faculty for Health Sciences.
4. Develop a wider marketing campaign to improve recruitment nationally and internationally.
5. Strengthen partnerships with industries and professionals.
6. Create a Centre for Continuing Professional Development to enhance E-learning as well as D-learning strategies.
7. Offer scholarships to distinguished students.
8. Provide student personal development programs and develop language and communication skills.
9. Establish partnership with international organizations.



II- Research and Graduate Students

1. Establish a sustainable funding research
2. Create a positive research environment
3. Prepare a handbook for postgraduate students
4. Maintain institutional links and partnerships with other research institutions
5. Develop adequate policy of supervision of postgraduate and postdoctoral students
6. Encourage the departments to organize conferences in collaboration with national, regional and international institutions
7. Encourage academic staff to undertake consultancies and to bid for contract research

III- Resources:

1. Establish a stable and sustainable financial base
2. Focus investment on the strongest research and onto a relatively small number of key themes
3. Enhance research funding from public and private sectors, as well as from international organizations
4. Ensure that there is effective leadership and management in place at all levels of the organisation,
5. Career Development and training
6. Employee Involvement/Empowerment & Supervision

IV- Services:

1. Establish a centre for academic development at BAU - Quality Assurance center
2. Increase salaries to match competitive levels
3. Develop a strategic plan to build and support the IT and electronic communication
4. Improve library services to all sectors of BAU
5. Establish a career development center
6. Enhance student facilities (bookstore, sport, canteen, transportation,...)
7. Work to increase infrastructure support to the levels necessary for each faculty to carry out its teaching and research

I- Teaching and Learning

1. Application of a credit hours system to fulfill the international academic criteria.
2. Survey for the Faculties to determine level of provision and survey for the teaching and learning methods used to ensure a consistency between programs and objectives.
3. Establish a faculty for health sciences to complete the medical campus.
4. Develop a wider marketing campaign to improve recruitment nationally and internationally.
5. Strengthen partnerships with industries and professionals to facilitate their input into curriculum development.
6. Create a Centre for Continuing Professional Development to enhance e-learning as well as d-learning strategies.
7. Offer scholarships to distinguished students.
8. Provide student personal development programs and develop language skills provision for learners with diverse needs.
9. Establish partnership with external organizations.

II- Research and Graduate Students

1. Establish a stable and sustainable funding research.
2. Create a positive research environment to maximize the potential of staff.
3. Prepare a handbook for postgraduate students.
4. Maintain institutional links and partnerships with other research institutions regionally, nationally and internationally.
5. Develop adequate policy of supervision of postgraduate and postdoctoral students.
6. Encourage the departments to organize conferences in collaboration with national, regional and international institutions.

III- Resources

- 1- Set up collaboration schemes with other institutions of higher education, and various cultural organizations.
- 2- Do more emphasis on the interests and priorities of stakeholders, both internal and external, through careful review of their needs and demands.
- 3- Establish a dynamic plan for career development of the institution's body of staff, offering support and opportunities for personal development, building capacity, competence, and career proficiency for staff members and employees across different disciplines.
- 4- Implement an instructive program to communicate information and spread awareness regarding rights and responsibilities of individuals, and the evolving agenda and operational developments of the institution.



BEIRUT ARAB UNIVERSITY STRATEGY 2007-2012

IV- Services:

1. Establish a centre for academic development at BAU - Quality Assurance center.
2. Improve salaries for staff members at BAU.
3. Launch of a new information technology system (ITS)-Unified digital campus (UDC).
4. Equip the lecture rooms with audio-visual equipments
- 5- Develop library facilities for students including opening hours, free access to journals websites, lending policy and lending policy.
- 6- Establish a career development center and organize job career fairs within campus.
7. Create a bookstore within campus.
8. Enhance student facilities (sport, canteen, transportation,...)

