



جامعة بيروت العربية
BEIRUT ARAB UNIVERSITY

Strategy

2020 - 2030

Shaping Our Future



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Inspired by Nature



BAU strategy 2020-2030 is derived from the analogy of the Olive tree which reflects Sustainability, Resilience, Glory, Wisdom, Grace, and Peace

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President's Message



I am proud and delighted to introduce our new strategy which has been developed with our staff and students as a statement of our collective ambition for BAU.

Due to the pandemic, social, political, technological, and economic upheavals have swept across the globe, and the universities of the world face the challenge of reimagining their roles. Student innovation and participation provide a wealth of possibilities on **how technology and community engagement can affect the future operation**

of universities from research to academic collaborations. University leaderships are grappling with critical challenges to find new ways of reconstructing and re-evaluating the role of higher education in the community. Thus, the operating key of the 21st century model is openness.

In this strategy, we imagine how BAU should be by 2030, and how we will pursue excellence in our endeavors. The University's mission statement describes how the University conceives itself and the foundation its actions are based upon.

The strategy rests on a framework that shapes the future of BAU's journey. We adopted a **nature-inspired approach** in our strategy **which builds on learning from nature.** It derives from the analogy of the olive tree which reflects sustainability, resilience, glory, wisdom, grace, and peace. **A reflection of the olive tree, the strategy values we uphold are sustainability, resilience, wisdom, creativity, excellence, and humanity.**

The BAU strategy 2020-2030 is composed of **five themes, including University sustainability, outstanding learning experiences, inspiring people, strengthening research, and building engagement.** Each theme branches into objectives that will be further developed during the implementation process and supported by key performance indicators. These themes will shape and influence our research, academic staff teaching, student learning, and creative pursuits, as they impact our behavior and function as a community and institution. The University and its centers will be vibrant hubs, both physically and virtually, in areas that align with our strengths and societal challenges.

The strategy is based on **core activity areas such as education and student experience, research and innovation, public engagement, economic and societal impact, entrepreneurship, and developing partnerships.** The heart of our strategy is the community, students, academic and non-academic staff, and alumni. We will support, develop, and nurture them to strive towards their individual and unique best. We aim for students and staff to be entrepreneurial, and BAU will support and realize their ambitions and dreams. The University will embrace

creativity, innovation, and encourage students and staff to take risks and build resilience together as a community.

We are living in intense and unprecedented times as unsettlement prevails nationally and internationally across political and economic sectors worldwide. Technological advancements, pedagogical and disciplinary innovations, academic research, combined with globalization and deep societal engagement are now **changing the very essence of higher education functions.** How we teach and conduct research, how students learn and grow, and how societies benefit, all fall on a well-rooted higher education system that walks an ever-changing path along with this evolving world to better serve it. Our contribution as a university will always remain constant regardless of external pressures. We will remain true to our vision opening doors for opportunity through education and research.

Prof. Amr Galal El-Adawi, Ph.D.
President of Beirut Arab University

Vision

To be distinguished for excellence in education, research, innovation and be of benefit to our society.

Mission

We are committed to offering outstanding learning experiences and high quality research. We are keen on sustaining and reviving our networks nationally and internationally. We stimulate creativity and innovation while instilling the concept of leadership and resilience to empower the community.

Values



Sustainability

We believe that resources, knowledge and skills need to be wisely invested to ensure the integration of environmental health, social equity and economic stability for a healthy and thriving future generation.

Resilience

We adapt to stressful, risky circumstances and crises, and bounce back from difficult experiences and situations.

Wisdom

Our ability to take informed and balanced decisions, make good judgments and give sound advice in difficult and uncertain situations.

Creativity

Our ability to find new means to turn our ideas into reality and to discover new solutions.

Excellence

Our commitment to enabling our staff and students to obtain outstanding education, research experiences and enjoy university life.

Humanity

Our appreciation of human values and cultural differences while maintaining the quality of being kind and empathetic towards others.

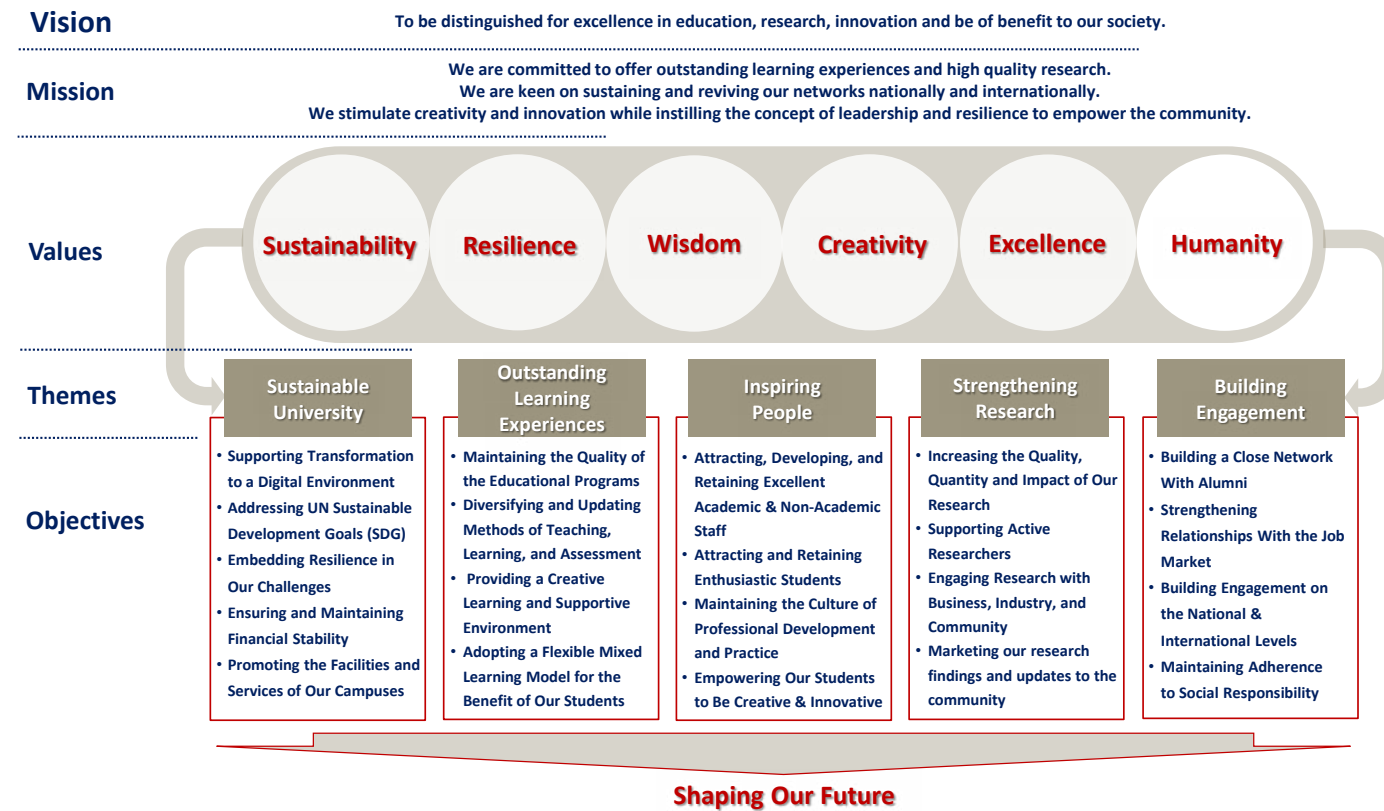
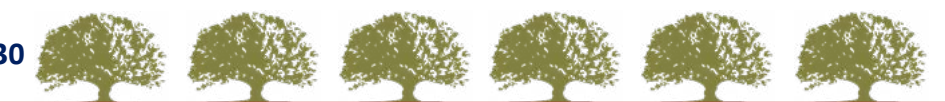


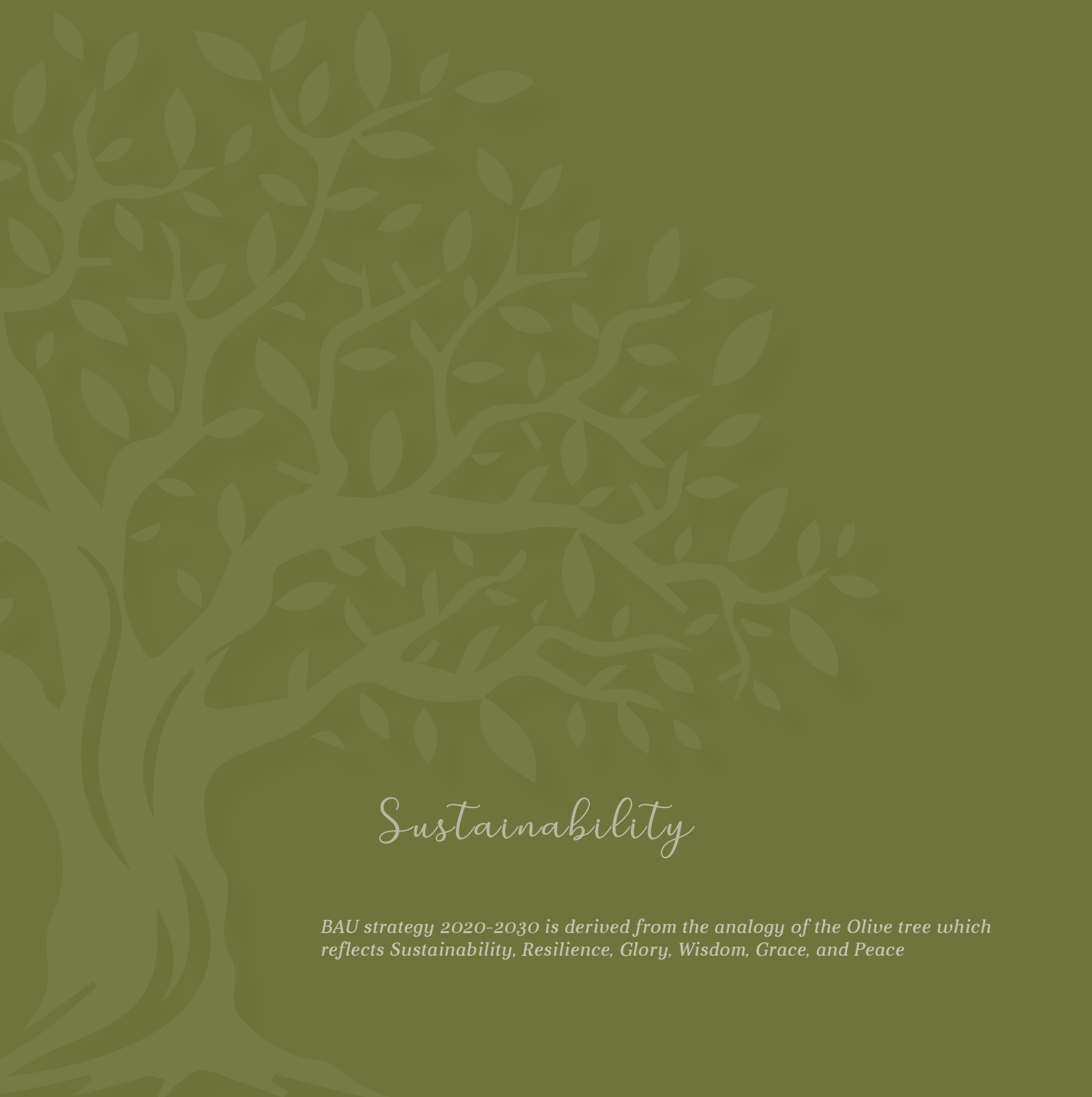


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BAU Strategy 2020-2030

Inspired by Nature - The Olive Tree





Sustainability

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Theme One

Sustainable University

Theme One Sustainable University

Theme Two Outstanding Learning Experiences

Theme Three Inspiring People

Theme Four Strengthening Research

Theme Five Building Engagement



Beirut Campus

BAU will continue to invest in all its human and physical resources in the coming ten years. **BAU** will enhance its collaboration with alumni, stakeholders and friends to expand its networks and diversify its income streams. **BAU** will maintain the support of innovation, development, entrepreneurship and impact to address global and national challenges including the sustainable development goals of the UN that are of major concern to the University. In addition, we will support our position to be prominent in publicly-engaged services. **BAU** will build on its values to further embed a post pandemic culture of diligent community practice, creating an environment where services can be shaped and provided, and results can be disseminated with the public as partners, inside and outside Lebanon. **BAU** will also continue to ensure resilience in the face of the emerging economic and societal changes and crises.

Objectives

1 Supporting Transformation to a Digital Environment

Enablers

- Upgrading the digital technology resources.
- Supporting professional training in digital technology to BAU community.
- Contributing to national and international knowledge exchange in transformation technology.
- Enhancing the use of digital services.



IAAC Global Summer School 2018

2 Addressing UN Sustainable Development Goals

Enablers

- Disseminating UN Sustainable Development Goals to BAU community.
- Identifying UN Sustainable Development Goals that are in accordance with BAU mission and objectives.
- Integrating the related UN Sustainable Development Goals to the University activities.
- Providing opportunities to students and academic staff to participate in SDGs.

3 Embedding Resilience in our Challenges

Enablers

- Responding to unexpected situations promptly.
- Enhancing our resources to develop long lasting and changeable services to our community.
- Orienting our future plans for flexible execution both virtually and physically based on emerging uncontrolled circumstances.
- Establishing policies and procedures for risk management.

4 Ensuring and Maintaining Financial Stability

Enablers

- Determining enterprise opportunities for BAU based on its capabilities and expertise.
- Enhancing service activities to boost revenues.
- Enabling investment through optimization of resource allocation.
- Building endowment and diverse sources of funding.



DIGIHEALTH Consortium



MIT Enterprise Forum Pan-Arab Region “Innovate for Refugees”



The Establishment of Vocational Training Centers for Electricity and Solar Energy in Collaboration with UNIDO

5 || Promoting the Facilities and Services of our Campuses

Enablers

- Diversifying the activities of the University centers and offered services.
- Optimizing the visibility of BAU activities and services.
- Enhancing the safety and health services for the wellbeing of the BAU community.
- Maintaining quality services and facilities offered to our community.
- Obtaining recognition/certification/accreditation of BAU centers and laboratories.

KEY PERFORMANCE INDICATORS

- Types/number of electronic/digital services provided to BAU community (blended courses/library services/workshops).
- Allocated funds for digital technology.
- Number of projects/activities addressing SDGs.
- Evaluation of performance against the UN SDGs.
- Manage rapid increase in operational procedures.
- Emergency response plans.
- Annual percentage increase in renewable energy generated.
- Amount of money saved from the annual reduction of percentage of electricity and fuel used.
- Number of services offered from the University, its centers and offices to the community.
- Annual update from the finance and investment committee on our investment.
- Percentage satisfaction in BAU sustainability by different target groups.



BAU Museum



Resilience

BAU strategy 2020-2030 is derived from the analogy of the Olive tree which reflects Sustainability, Resilience, Glory, Wisdom, Grace, and Peace

Theme Two

Outstanding Learning Experiences

Theme One	Sustainable University
Theme Two	Outstanding Learning Experiences
Theme Three	Inspiring People
Theme Four	Strengthening Research
Theme Five	Building Engagement



DBA lecture: Contemporary Global Management

Establishing and maintaining an outstanding educational environment for our students, to ensure the efficacy of the educational process, is one of the University priorities. In this regard, and based on the emerging needs, **BAU** introduces new programs that develop creativity and whet the curiosity to explore knowledge and interpretation, while instilling critical, logical and rational thinking.

One of the core elements of this theme is to link education to practice and provide opportunities for students to engage in different activities, especially those relevant to sustainable development.

Since **BAU** is keen to offer an outstanding learning experience to its students, it will continuously review and upgrade its programs, modules, and courses and share the best teaching and assessment practices to help the flexible and creative delivery that develops independent and competent learners fit for the job market needs.

Objectives

1 Maintaining the Quality of the Educational Programs

Enablers

- Fulfilling the updated international criteria for the accreditation of each program.
- Facilitating the interaction with the international accrediting bodies.
- Continuously updating the BAU Internal Quality Assurance system.
- Ensuring the development of knowledge and competencies to decrease the gap between theory and practice.
- Reviewing the curricular criteria as formulated in the standards of each program.
- Promoting the concept of entrepreneurship in the academic programs.



The Lebanese Universities Presidents Meeting to Save the Higher Education Sector



Residency Commencement



Examinations Amid Pandemic Safety Measures

2 Diversifying and Updating Methods of Teaching, Learning, and Assessment

Enablers

- Facilitating the interaction of the academic staff with national and international Higher Education (HE) experts, bodies, and organizations.
- Upgrading quality criteria of evaluation of the academic staffs' performance in teaching and learning.
- Ensuring the application of continuous, effective, and diverse assessment methods.
- Upgrading different learning and teaching techniques.

Objectives

3 || Providing a Creative Learning and Supportive Environment

Enablers

- Upgrading the technical skills of the IT and library teams to facilitate the process of digital transformation.
- Facilitating the use of digital technology in online teaching and learning.
- Supplying the libraries with necessary and specific databases, updated books and international periodicals.
- Updating the electronic databases with recent programs and widely applicable tools.
- Upgrading the University teaching and learning resources such as clinics, laboratories and studios.



Beirut Campus



Debbieh Campus

4 || Adopting a Flexible Mixed Learning Model for the Benefit of our Students

Enablers

- Evaluating the current delivery methods of the offered programs.
- Identifying courses that could be delivered online / face to face (blended /hybrid learning).
- Ensuring the achievement of the Intended Learning Outcomes/competencies of the online selected courses and/or course contents.
- Establishing specific competitive online programs.
- Implementing quality assurance criteria for the blended learning.

KEY PERFORMANCE INDICATORS

- Number of internationally accredited/certified/ recognized programs.
- Number of courses introducing the concept of entrepreneurship and number of students registered in such courses.
- Percentage of the employed alumni within 12 months.
- Evaluation of the academic staff.
- Employer satisfaction surveys outcomes.
- The course evaluation of the students.
- Number of workshops/seminars concerning teaching/learning and assessment.
- Upgrading learning recourses.
- Number of library users.
- Number of workshops, training and development for academic staff.
- Inputs from Advisory Committees.
- Percentage satisfaction in BAU sustainability by different target groups.



Glory

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Theme Three

Inspiring People

Theme One Sustainable University

Theme Two Outstanding Learning Experiences

Theme Three Inspiring People

Theme Four Strengthening Research

Theme Five Building Engagement



BAU Commencement

BAU motivates and inspires its community components, through creating a supportive environment, to reach their full potentials. **BAU** will continue in building capacity and strengthening the professional skills of the academic and non-academic staff for the better achievement of the ultimate strategic objectives of the institution. In the coming decade, **BAU** will support its academic staff to deliver life-changing educational experiences and to instil in our students the concept of creativity, digital technology skills, and entrepreneurial thoughts in order to optimize their employability. **BAU** aims at developing the administrative and personal skills of non-academic staff who work as an integral part of its community to fulfill its mission statement. Moreover, we will continue to support our researchers by securing opportunities to flourish and discover new fields to serve the community innovatively.

1 || Attracting, Developing, and Retaining Excellent Academic and Non-Academic Staff

Enablers

- Offering more retentive opportunities for the distinctive academic and non-academic staff.
- Upgrading the current facilities to meet staff expectations.
- Ensuring the proper evaluation of the academic and non-academic staff.
- Promoting job satisfaction, productivity and career progression for employees.
- Enhancing the involvement of the staff members in the University's governance and decision making..



Erasmus+ Staff Mobility in Lublin University of Technology - Poland

2 || Attracting and Retaining Enthusiastic Students

Enablers

- Upgrading the selection criteria of competent students.
- Offering attractive opportunities for outstanding students.
- Enhancing the advising system to cover all students' needs.
- Enriching the students' experiences in co- and extra-curricular activities.
- Introducing and implementing new programs.
- Participating in exchange programs that meet students' expectations.
- Maintaining the involvement of students in University governance and decision making.

3 || Maintaining the Culture of Professional Development and Practice

Enablers

- Offering BAU community opportunities for personal and professional self-development such as workshops, seminars, etc.
- Supporting the interaction of the academic staff with national and international organizations.
- Empowering employees with qualifications and skills.
- Establishing and reviewing effective promotion criteria for the academic staff.
- Encouraging leaders from across the University to turn ideas into actions.

Objectives

4 Empowering our Students to be Creative and Innovative

Enablers

- Building a culture of entrepreneurship.
- Preparing life-ready graduates.
- Facilitating the participation in national and international competitions.
- Offering workshops and seminars to train students to build their own businesses.
- Adopting student initiatives in entrepreneurship.



BLOM Invest Stock Exchange National Competition



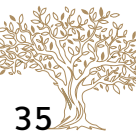
World Oral Health Day



Heart Saver Month

KEY PERFORMANCE INDICATORS

- Number of professional development workshops and seminars for academic and non-academic staff.
- Staff members' participation in different councils and committees.
- Academic staff recruitment policy and relevant promotion criteria.
- Number of students participating in extracurricular activities.
- Statistics on students' admission and enrollment.
- Policy of admission and enrollment.
- Number of scholarships offered to outstanding students.
- Number of participants in the courses offered from open educational recourses.
- Number of students participate in BAU Governance.
- Number of seminars and workshops for students and number of participants.
- Number of students registered in life ready courses.
- Percentage satisfaction in BAU sustainability by different target groups.





Wisdom

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Theme Four

Strengthening Research

Theme One Sustainable University

Theme Two Outstanding Learning Experiences

Theme Three Inspiring People

Theme Four Strengthening Research

Theme Five Building Engagement



BAU Laboratory

BAU has been striving for the past years to achieve excellence in research, and in that concern, many facilities and services have been made available to boost research at **BAU**. These facilities and services include financial support to establish research laboratories and supply them with advanced equipment, offering scientific activities for building the capacity of our researchers, in addition to the continuous support provided by the **BAU** administration at all levels. With the relentless support of **BAU** to research, along with its active academic staff, who are conducting eminent research and publishing in quality journals, the number of research publications has increased exponentially over the past years, as has the quality of research. Moreover, **BAU** has been ranked among the top 25% universities in the world in international research collaborations for the past six years.

1 || Increasing the Quality, Quantity, and Impact of our Research

Enablers

- Developing international partnerships for research collaboration.
- Supporting multidisciplinary research among BAU faculty members.
- Addressing major global challenges.
- Ensuring the adherence of researchers to BAU research themes.
- Adopting best practices in research.
- Upgrading the research infrastructure.
- Establishing collaborative agreements with peer institutions locally and internationally.
- Establishing joint degrees with international institutions.

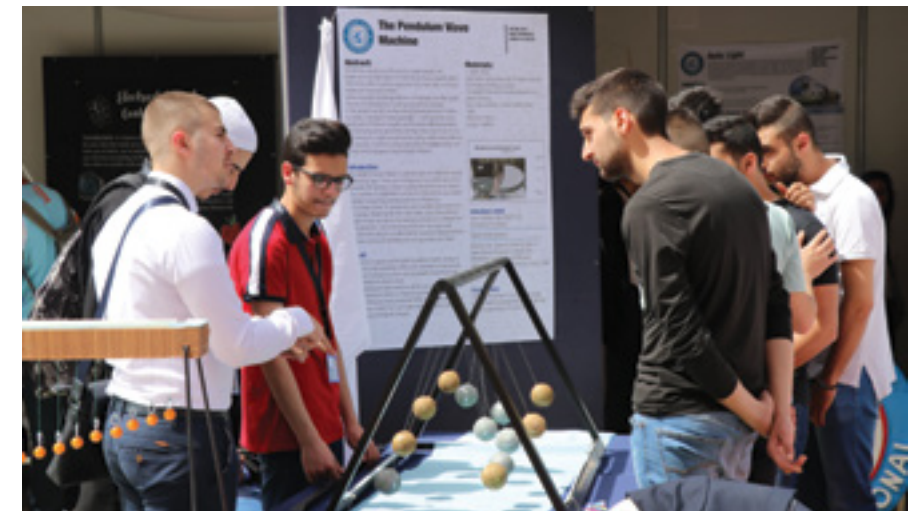
2 || Supporting Active Researchers

Enablers

- Recruiting outstanding researchers.
- Rewarding distinctive researchers.
- Allowing active researchers adequate time for research conduction.
- Endorsing research activities.



Research Talks



The 1st Student Innovation and Research Conference for Arab Universities and Schools

3 Engaging Research with Business, Industry, and Community

Enablers

- Continuing to increase our research presence on the local, regional and international levels.
- Organizing events to promote research activities to stakeholders.
- Ensuring research projects that tackle emerging issues and concerns.

4 Marketing our Research Findings and Updates to the Community

Enabler

- Ensuring the dissemination of BAU's research findings and updates to the community.



Student's Community Support in BAUHC



Dentistry Lab



BAU Hosts DAWREK'N Event to Acknowledge Women in Research - Dardacha Talks

KEY PERFORMANCE INDICATORS

- Number of research projects in collaboration with Industry, Community and Business.
- Outcomes of surveys to target groups.
- Total value of intramural and extramural grants awarded.
- Number of research events organized and number of participants in each event.
- Number and quality of publications / per year.
- Total Scopus citations per year.
- Number of national and international joint publications.
- Number of multidisciplinary and interdisciplinary joint publications.
- Number of collaborative agreements with local and international peer institutions.
- Percentage of publications in international journals.
- Number of research publications under each of the research themes.



Grace

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Theme Five

Building Engagement

Theme One Sustainable University

Theme Two Outstanding Learning Experiences

Theme Three Inspiring People

Theme Four Strengthening Research

Theme Five Building Engagement



Cooperation Agreement Hammoud Hospital University Medical Center

Since its establishment, **BAU** has been striving to provide the best services to its community through its commitment to implementing social responsibility by providing high-quality educational services with affordable fees. It also strengthens its relations with relevant stakeholders at all local, regional and international levels. The relevant policies, in this regard, include building a close network with alumni through their involvement in **BAU** activities; strengthening the relationship with the job market employers to enhance the employability of graduates; and building engagement on the national level to establish partnerships and improve the visibility of staff achievements. The objectives also include building engagement on the international level to enhance the culture of internationalization, strengthen an international reputation, and maintain adherence to social responsibility in all University activities by sharing and sustaining mutual experience with community organizations.

1 Building a Close Network with Alumni

Enablers

- Engaging our alumni and supporters in the University's life through mentoring, advisory boards, internships and job opportunities.
- Offering continuous education programs.
- Establishing alumni chapters for BAU diaspora.
- Maintaining close communications with our graduates.
- Offering online/on-campus seminars and workshops for graduates.
- Inviting alumni to participate in the University activities.



MEA Airlines Training Center Visit

2 Strengthening Relationships with the Job Market

Enablers

- Facilitating the interaction of students and academic staff through the intra- and inter-networks of the University.
- Establishing partnerships with local, regional and international professional organizations and institutions.
- Strengthening cooperation with industries and companies to provide internship and job opportunities for students.
- Expanding the outcomes of activities and the achievements of students and academic staff to the community.



Egyptian Medical Team Visit to BAU

3 Building Engagement on the National and International Levels

Enablers

- Selecting partners based on common interests and goals.
- Providing all required resources for networking activities including grant office.
- Enhancing strategic partnerships with national, regional and international peer institutions and international organizations.
- Strengthening links with national and international funding agencies.
- Encouraging the national and international mobility of staff and students.
- Offering Training programs to staff members and students to participate in national and international activities.
- Supporting the establishment of educational programs outside Lebanon.
- Evaluating network activities on regular basis and taking proper actions.

4 Maintaining Adherence to Social Responsibility

Enablers

- Developing relationships between BAU students and community sectors.
- Promoting the culture of volunteer-ship among BAU students.
- Supporting student social enterprises.
- Delivering a diverse range of public and community events and activities for marginal and disabled people.
- Offering Life-long Learning (LLL) courses according to community needs.
- Supporting staff and students to have a positive impact on the environment.
- Promoting the culture of civic engagement.



Cleaning Campaign after Beirut Blast

Objectives

KEY PERFORMANCE INDICATORS

- Number of collaboration opportunities with alumni (Committees, Continuing Education, Internship / Job Opportunities, Cultural and Social Lectures).
- Number of partnerships with local, regional and international professional organizations.
- Outcomes of cooperation with industries and companies.
- Outcomes of active international agreements.
- Number of offered LLL courses.
- Number and outcomes of projects and events with community.
- Number of incoming and outgoing mobility students.
- Number of incoming and outgoing mobility staff members.
- Outcomes of students' involvement in community service and engagement activities.
- Satisfaction level on engagement activities.



Mobile Dental Clinic Services in Karantina



Beirut Miniature Model Art Exhibition





Strategy Committee

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