Strategic Planning for Higher Education Excellence

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Paper Outlines

- Importance of strategic Planning in Higher Education
- Overview about BAU
- 1St Strategy 207-2012 (SWOT Analysis and Covered Areas)
- Objectives
- Summary of Achievements
- Quality Assurance System at BAU
- Development of new Strategy
- Objectives, Values and Committees
- Key Performance Indicators (Examples)
- Accreditation Achievements
The strategy is designed and formulated at the senior management level.

The strategy describes how to achieve the mission and goals of the institution and objectives efficiently and effectively.

Strategic planning helps in aligning resources and priorities.

Strategic planning helps in achieving continuous improvement.

Strategic planning helps in getting Fund raising.
History
- Lebanese private institution for higher education.
- Founded in 1960.
- Accredited by the Foundation for International Business Administration Accreditation FIBAA.
- One of the oldest and largest Universities in Lebanon.

Some Facts
- 4 Campuses & 10 Faculties
- 44 Undergraduate Programs
- 95 Postgraduate Programs
- Number of students: 9000
- Number of alumni: 105000
BAU Campuses

Beirut (1960)

Debbieh (2006)

Tripoli (2010)

Bekaa (2009)
1- Faculty of Arts
2- Faculty of Law & Political Sciences
3- Faculty of Business Administration
4- Faculty of Pharmacy
5- Faculty of Medicine
6- Faculty of Dentistry
7- Faculty of Health Sciences
Debbiyeh Campus

1- Faculty of Architectural Engineering
2- Faculty of Engineering
3- Faculty of Sciences
4- Faculty of Business Administration
5- Design & Arts Programs
Tripoli Campus

1- Faculty of Architectural Engineering
2- Faculty of Engineering
3- Faculty of Business Administration
4- Faculty of Sciences
5- Faculty of Health Sciences
6- Design & Arts Programs
Bekaa Campus

- The Research Center for Environment & Development
- The Alumni Club
BAU Centers & Offices

- Academic Development & Quality Assurance Center
- Center of Continuing and Professional Education
- Center for Studies and Consultation
- Human Rights Center
- Language Center
- Media Center
- Research Center for Environment and Development
- Center for Entrepreneurship
- Technical Office
- International Relations Office
- Alumni Affairs and Career Office
Teaching and Learning (Programs and Curricula, Services, Faculty and Staff, Teaching methods, Students and Student Infrastructure)

Resources (Organization, Governance, Human Resources, Partnerships, Financial Management)

Research & graduate programs (Strategy, Funding policy, Rules, Publications, Graduate Programs)

Services and facilities (Campus, IT infrastructure, Employment Career and Alumni, Medical Facilities, Class Rooms, Green Area, Laboratories, Libraries)

Stakeholders survey
BAU Strategy 2007-2012

- Developing and maintaining a culture that values and rewards quality teaching and learning
- Developing local and international partnerships and alliances
- Promoting outcome-related research in collaboration with local and international partners
- Maintaining close interaction with industry and the community
- Making positive contributions to the community
- Strengthening the support structures including technology and other infrastructure to enhance student learning.
Main Responsibilities:

- Helping the university to achieve its mission and its vision.
- Evaluating the educational process through assessing the performance indicators of the inputs and outputs of the educational process (staff members - personnel - students – graduates, etc).
- Designing and preparing necessary evaluation forms and tools.
- Disseminating the evaluation culture among staff members and students. Identifying the weaknesses and strengths and offering suitable suggestions and means to overcome the weaknesses.
- Monitoring the development of different faculties, their programs.
- Creating communication channels with relevant national and international organizations.
# Achievements

## Achievements: Teaching and Learning: Academic and non Academic Staff

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<tr>
<th>Objectives</th>
<th>Achievements</th>
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<tr>
<td>Explain the rights and duties of faculty members</td>
<td>- A faculty Manual “Rights and Duties” has been adopted.</td>
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<td>Increase salaries to match competitive levels</td>
<td>- The salaries are revised and increased regularly</td>
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| Set/reform evaluation criteria                        | - A new faculty evaluation form is adopted, taking into consideration: teaching, research, and community services.  
                            | - Course report is adopted for improvement of teaching and learning                            |
| Guarantee adequate facilities and benefits            | - Most of the facilities and benefits are being improved on a continuous basis                  |
| Adopt creative teaching methods                       | - Creative teaching methods and technique are adopted by most of the faculty members as shown in course syllabi |
| Enhance IT competence                                 | - The university endorsed IT systems for teaching (Iconnect), posting grades and announcements. |
| Redistribute Work load                                | - The existing work load for faculty members is distributed among teaching, research, advising and other administrative activities (an average of three courses per semester) |
| Maintain an adequate Faculty/student ratio            | - The existing faculty to student ratio is from 20 to 45                                       |
## Achievements

### Achievements: Partnerships and Cooperation

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<td>Emphasis awareness of the Environment</td>
<td>- An alumni office is established to create links with employers and graduates&lt;br&gt;- A Facebook group is created</td>
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<td>Establish Collaboration links</td>
<td>- New partnerships with higher education institutions have been established&lt;br&gt;- BAU participates in 11 European Tempus for the reform of higher education&lt;br&gt;- BAU participates in the European mobility projects (Erasmus Mundus)</td>
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<td>Improve International mobility</td>
<td>- Existing rules permit international mobility (Erasmus project, agreements with HEI)</td>
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<td>Reinforce participation of stakeholders</td>
<td>- Advisory boards for all faculties are formed in 2011&lt;br&gt;- Consulting committees from key graduates were formed for some programs&lt;br&gt;- local communities representatives participate in most steering committees of different centers and faculty councils at the university</td>
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Progress was monitored annually through the University Strategy Committee and the QA units.

Adjustments were made where appropriate.

In 2012, BAU conducted a cross-sectional survey among all university constituencies to follow up on the progress that had been achieved.

“Think Tank" meeting is held including the president, the Vice-Presidents, the Head of Board of trustees, BAU Secretary General, Deans, Assistant Deans, the University Quality Assurance Committee and the Directors of Administrative Departments and Centers.

Suggestions were presented and elaborately discussed.

The BAU Strategy Committee adopted the various suggestions presented at this meeting, with special focus on innovative and creative suggestions.
Strategy 2013-2020: Vision and mission

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

• **Mission**
BAU has been committed, since its establishment in 1960, to offer outstanding educational programs and to provide an embracing environment for academic creativity and the development of leadership skills, instilling the concept of social responsibility, while respecting diversity and multicultural understanding. The University promotes a stimulating academic atmosphere for its academic staff to ensure excellence in research and the dissemination of its outcomes to address community needs, both nationally and internationally. BAU relies on the contribution of the University expertise in the sustainable development of the local community, while being engaged with its alumni. BAU believes in its highly efficient leadership, well-structured governance system and greatly motivated academic staff.
Strategy 2013-2020: University Objectives

- To achieve **excellence** in governance system.
- To provide **high-quality education and training**.
- To provide a **supportive environment** for academic staff.
- To contribute significantly to the **advancement of research**.
- To **enhance academic and student services**.
- To enrich **university life** for all students.
- To stimulate **public engagement**.
- To instill in graduates the competencies that **satisfy job-market needs**.
- To **strengthen academic cooperation and relations** at national and international levels.
- To **diversify financial resources**.
Strategy 2013-2020: University Values

- **Integrity**: To adhere to honesty, moral principles, truthfulness and fairness in all we do.
- **Excellence**: To strive, as a single purposeful organization, for optimal performance in everything we do.
- **Diversity**: To promote tolerance of differences and respect for the other.
- **Accountability**: To be committed to the loyalty and good-will of our community.
- **Respect**: To treat each other with civility and dignity.
- **Social Responsibility**: To contribute to the society’s intellectual, cultural, spiritual and economic progress.
- **Creativity**: To enhance critical thinking and innovativeness for personal skills development.
The achievements of the strategic objectives can be obtained using a solid governance.

The adopted corporate governance strategy was based upon the results of the world bank screening card in 2012.

The corresponding strategic objectives are:

- Enhancing the effectiveness of the University's governance system
- Improving decision-making and accountability
- Promoting interaction between BAU and its community
- Improving the performance of the academic and non-academic staff
Restructuring the Governance System

**OBJECTIVE 1:** To enhance the effectiveness of the University's governance system.

**Main Actions**

- Revising the University hierarchy.
- Reconstructing the University Supreme Council.
- Ensuring that responsibilities and authorities are closely aligned within the governance and management structure.
- Establishing a proper constitution of committees and working groups to achieve the desired objectives.
- Monitoring and reviewing, continuously, the University policies and procedures of the governance system.
- Strengthening the internal auditing of the University.
- Seeking external evaluation for the University governance system.
Restructuring the Governance System

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

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

- The University Board of Trustees (UBT).
- The University Council.
- The University President.
- The University Vice-Presidents.
- The University Secretary General.
- The Deans’ Board.
- The Faculty Deans.
- Dean of Academic Development & Quality.
- Dean of Student Affairs.
- Dean of Graduate Studies and Research.
University Committees

- Students’ Affairs committee.
- Academic programs Committee.
- Quality Assurance committee.
- Scientific research committee.
- Library committee.
- Laboratories committee.
- Clinical titles committee.
- Academic staff promotion committee.
- Human resource committee.
- Students financial support committee.
- Financial affairs committee.
- Building and assets committee.
- Planning committee.
Key Performance Indicators

To follow up the implementing of our strategy, mechanisms, executive calendar and KPI were developed like surveys, reports, allocated budget and some statistical data like:

- Enrollment rate of entering students (ratio of accepted students to applicant students)
- Students workload
- Number of international students
- Exit survey for senior students (evaluation of program objectives and outcomes, campus, facilities and services)
- Retention rate (ratio of graduate students to entering students)
- Academic staff to student ratio
- Academic staff workload
- Full time/ part time ratio
- PhD holders/Master holder ratio
- Employability of graduates
- Programs’ objectives and outcomes evaluation (Alumni and employers surveys, advisory committee minutes and recommendations)
- Adequacy of research budget
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<th>Mechanisms</th>
<th>Time frame</th>
<th>KPI</th>
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<td>- Providing the libraries with updated books, periodicals and references.</td>
<td>Provide new editions of reference books and periodicals</td>
<td>√ √ √ √ √ √ √</td>
<td>1. Number of new books for the last three years,</td>
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<td>Provide a data base for Professors Research Publications</td>
<td>√</td>
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<td>Develop a data base for master theses and PhD dissertations</td>
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## Key Performance Indicators

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<td>Adopting new policies and procedures for undergraduate and postgraduate admission.</td>
<td>Evaluating of the procedures used for selection of the students.</td>
<td>2014, 2015</td>
<td>- Continuous comparative statistics about the placement test of the accepted.</td>
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<td>Optimizing the admission standards by the university administration</td>
<td>2016, 2017</td>
<td>- 70-80% satisfaction from target groups (parents, students)</td>
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<td>Identifying points of weakness in the existing system of admission</td>
<td>2018, 2019</td>
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Accreditation Achievements

One of the most important strategic plans of BAU is to achieve international accreditation for the institution as well as the academic programs:

• In 2012, the Architectural Engineering program was validated by the Royal Institute of British Architects (RIBA).

• In 2013, The Computer Science program at the Faculty of Science has been accredited by the Accreditation Board for Engineering & Technology (ABET).

• In 2013, The Communications and Electronics program at the Faculty of Engineering has been accredited by the Accreditation Board for Engineering & Technology (ABET).

• In 2014, The Faculty of Dentistry received the International Recognition from the Association for Dental Education in Europe (ADEE) on the basis that the Faculty program is up to the standard of those of European faculties.

• In 2015, the Faculty of Pharmacy has been accredited by the Canadian Council for Accreditation of Pharmacy Programs (CCAPP).

• In 2015, the Faculty of Business Administration has been accredited by the Foundation for International Business Administration Accreditation (FIBAA) for its BBA and MBA programmes.