



Analysis of AUB's “Education and Research” BSC

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The Big Picture

1. The Vision
2. The Strategic Themes
3. The Strategic Objectives
4. The Measures (KPIs) and Targets
5. The Initiatives

AUB's Vision for Education and Research

“AUB is the leading regional private non-profit institution for higher education in Lebanon that follows the highest international standards, and attracts outstanding students and faculty who seek excellence in education and research”

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Strategic objectives for education and research

Vision

AUB is the leading regional private non-profit institution for higher education in Lebanon that follows the highest international standards, and attracts outstanding students and faculty who seek excellence in education and research

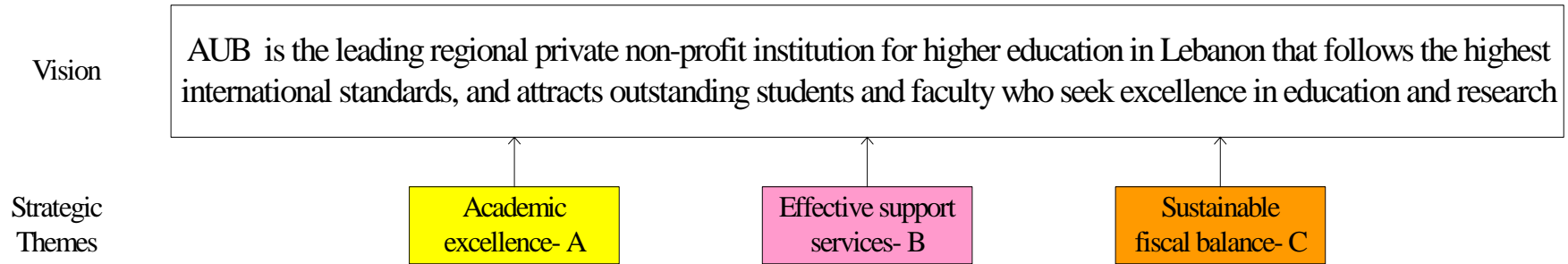
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AUB's Strategic Themes for Education and Research

- Academic excellence
- Effective support services
- Sustainable fiscal balance

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Strategic objectives for education and research



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Strategic Objectives for Education & Research's “Academic excellence” theme

- Student Perspective:
 - Superior learning experience
 - Superior personal and social growth
 - Harmonious Diversity
 - Superior career prospects
- Internal Process Perspective:
 - Up-to-date education design and delivery
 - U.S. accreditation compliance
- Learning and Growth perspective
 - Superior faculty competency and skills
 - Prepared and motivated workforce
 - Climate for continuous improvement

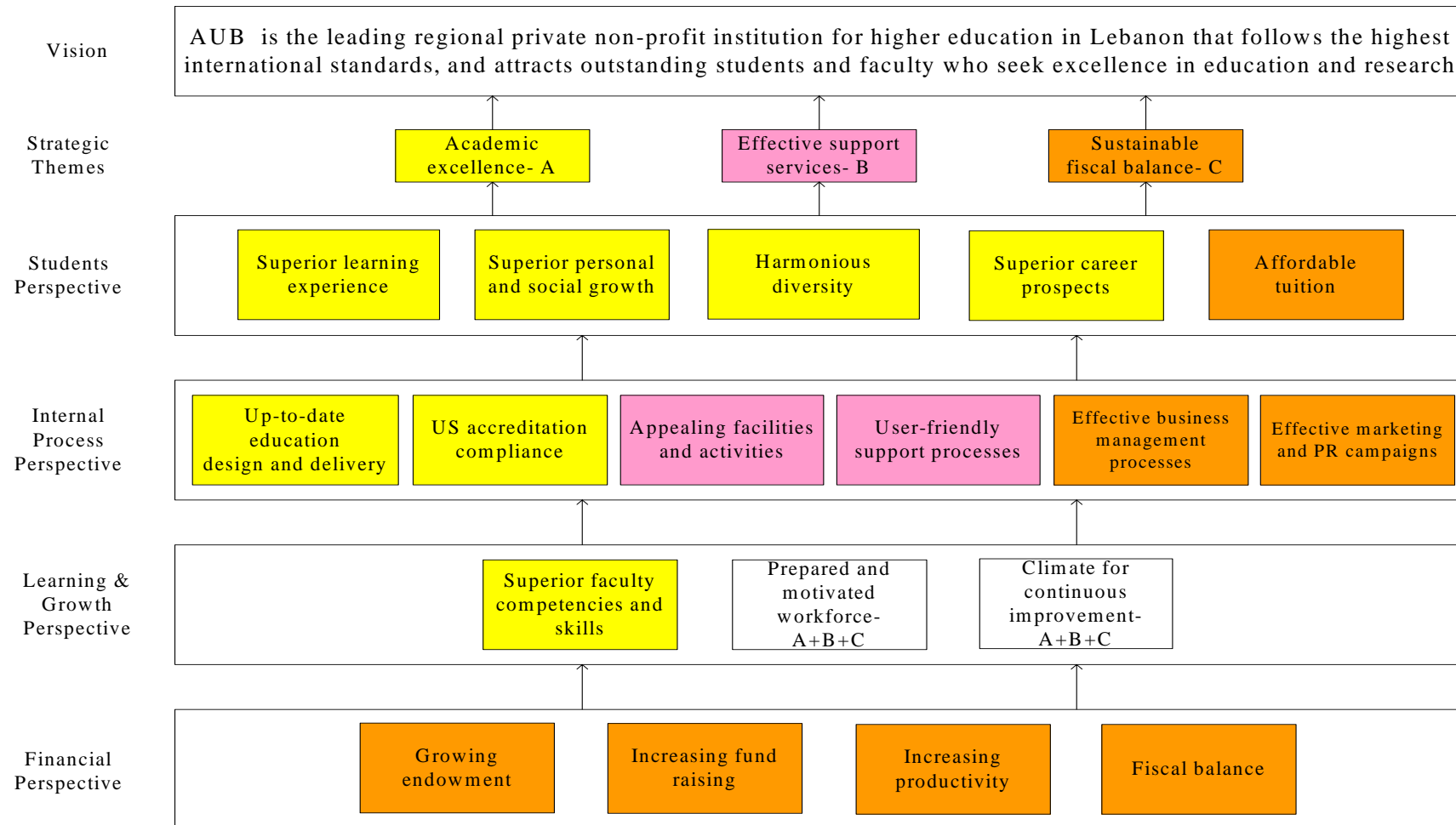
Strategic Objectives for Education & Research's “Effective support services” theme

- Internal Process Perspective:
 - Appealing facilities and activities
 - User friendly support services
- Learning and Growth perspective
 - Prepared and motivated workforce
 - Climate for continuous improvement

Strategic Objectives for Education & Research's “Sustainable fiscal balance” theme

- Student Perspective:
 - Affordable tuition
- Internal Process Perspective:
 - Effective business management processes
 - Effective marketing and PR campaigns
- Learning and Growth perspective
 - Prepared and motivated workforce
 - Climate for continuous improvement
- Financial perspective:
 - Growing endowment
 - Increasing fund raising
 - Increasing productivity

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American University of Beirut
Balanced Scorecard measures & targets
for "Education & Research"

Pers-pectives	Strategic Objectives	Key Performance Indicators									
Overall	AUB is the leading institution.. ..Following the highest international standards..	-High School Market Survey in Lebanon: Percent of responding students choosing AUB as their first choice among Universities in Lebanon	2Y	Bemson	N/A	Yes	N/A	Yes	N/A	Yes	
		-Status of Middle States Accreditation	A	Provost	Application	Candidacy	Self Assessment	Accredited	50% Gap Closure	100% Gap Closure	
Students part 1 of 2	-S1. Superior learning experience	-Average SAT score of new students enrolled in fall semester (Freshmen and Sophomores)	A	CDS	1071	1070	1077	?	?	1100	
		-Percent of new students enrolled in fall semester that were in the top 10 percentile of their high school class	A	CDS	24%	25%	24%	?	?	25%	
		-Percent of new students enrolled in fall semester that were in the top 25 percentile of their high school class	A	CDS	46%	50%	49%	?	?	50%	
		-College Outcomes Survey: Percentage of responding students answering favourably to the questions on their Progress (A1 to A26)	A	K. Elhassan	OIRA will start this KPI in Spring 2003						
		-Collegiate Assessment of Academic Proficiency "CAAP": Average percentage difference between AUB overall scores at Sophomore and Senior years	A	K. Elhassan	OIRA will start this KPI in Spring 2003						
		-Graduating Student Survey: Percentage of responding students answering favourably to the questions on Overall Program Evaluation (20,21,23,29,32)	A	L. Hussein	78%	77%	?	?	?	85%	
		-Retention Rate of new First-Time students (Fall Semester)	A	CDS	90%	92%	?	?	?	90%	
		-Graduation Rate	A	CDS	83%	82%	?	?	?	86%	
		-Percent of undergraduate classes with fewer than 20 students enrolled in fall semester	A	CDS	32%	34%	?	?	?	40%	
		-Percent of undergraduate classes with more than 50 students enrolled in fall semester	A	CDS	6%	6%	?	?	?	6%	
		-Student / Faculty ratio in fall semester	A	CDS	12.1	13.4	?	?	?	12.0	

Examples of Objectives and KPIs from AUB's Education and Research BSC (Student-1)

OBJECTIVES:

- Superior learning experience

- Superior personal and social growth

KPIs:

- Difference between CAAP score at Sophomore & Senior year

- Percent of students answering favourably to the questions on college contribution to personal growth (Survey)
- Percent of students answering favourably to the questions on college contribution to social growth (Survey)

Examples of Objectives and KPIs from AUB's Education and Research BSC (Student-3)

OBJECTIVES:

- Affordable tuition

KPIs:

- Average annual percentage increase in tuition
- Average percentage of financial aid given to total tuition
- Entering Student Survey: Percentage of responding students answering favourably to the question on Reasonable Tuition (B2)

Examples of Objectives and KPIs from AUB's Education and Research BSC (Internal Process-1)

OBJECTIVES:

- Up to date education and design and delivery

KPIs:

- Average number of new or renewed programs introduced per faculty per year
- Graduating Student Survey: Percentage of responding students answering favourably to the questions on Delivery (5 to 15)

Examples of Objectives and KPIs from AUB's Education and Research BSC (Internal Process-2)

OBJECTIVES:

- US accreditation compliance

KPIs:

- Self assessment score for compliance with the recommendations made by AUB during the process of getting accredited by the Middle States Commission for Accreditation

Examples of Objectives and KPIs from AUB's Education and Research BSC (Internal Process-3)

OBJECTIVES:

- Appealing facilities and activities
- User-friendly support processes

KPIs:

- Entering Student Survey: Percentage of responding students answering favourably to the question on Facilities (Sctn 3A, Q17)
- Entering Student Survey: Percentage of responding students answering favourably to the question on Activities (Sctn 3A, Q18)
- Student Registration Survey: Percent of responding students answering favourably to the question on "Overall Process" satisfaction

Examples of Objectives and KPIs from AUB's Education and Research BSC (Internal Process-4)

OBJECTIVES:

- Effective business management processes
- Effective marketing and PR campaigns

KPIs:

- Percent of work units with Balanced Scorecard fully deployed
- Entering Student Survey: Percentage of responding students answering that AUB was their first choice at the time of application for admission (C)
- Yield (enrolled/admitted) in fall semester

Examples of Objectives and KPIs from AUB's Education and Research BSC (Learning & Growth-1)

OBJECTIVES:

- Superior faculty competencies and skills

KPIs:

- Percent of full-time instructional Faculty members that have a Ph.D. or top terminal degree
- Percent of instructional Faculty members that are full-time with AUB
- Student Opinion Survey: Percent of responding students answering favourably to the questions on "Instruction and Faculty" (Sctn 3, Q3 to 5)

Examples of Objectives and KPIs from AUB's Education and Research BSC (Learning & Growth-2)

OBJECTIVES:

- Prepared and motivated workforce

KPIs:

- Employee (Faculty & Staff) Satisfaction Survey: Percentage of responding employees answering favourably to the "Overall Preparedness" question (Q73) and the "Overall Satisfaction" question (Q70)
- Percent of employees (Faculty and Staff) that have a formal "Individual Development Plan" document prepared during the year
- Ratio of number of PCs to total number of FTE faculty and staff

Examples of Objectives and KPIs from AUB's Education and Research BSC (Learning & Growth-3)

OBJECTIVES:

- Climate for continuous improvement

KPIs:

- Percent of employees (Faculty and Staff) that completed 20+ hours of training during the year
- College Outcomes Survey: Percentage of responding students answering favourably to the question on "Inviting and Using Feedback" (C9)

Examples of Objectives and KPIs from AUB's Education and Research BSC (Financial-1)

OBJECTIVES:

- Growing the endowment

- Increasing fund raising

KPIs:

- Percentage increase in value of endowment investment
- Gift to endowment

- Total value of scholarship giving
- Total value of support (other than scholarship giving)
- Number of Donors

Examples of Objectives and KPIs from AUB's Education and Research BSC (Financial-2)

OBJECTIVES:

- Increasing productivity

- Fiscal balance

KPIs:

- Net "Operating Costs" per FTE student
- Net "Direct Student Support Services" per FTE student
- Net "Other Support Costs" per FTE student
- Cost of fund raising as percent of amount raised

- Net "Operating" Margin Percentage:
$$\frac{\text{Revenues} - \text{Costs}}{\text{Revenues}}$$

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