

Mission

Ref #	Recommendation	SS Standard	Source
1	The AUB Mission Statement should be rewritten, translated into Arabic and made more visible on campus and in the community at large	1	MS-SS 1.ALL
27, 81,113	All academic programs & departments should have a mission statement aligned with the University mission statement, particularly with regard to the strategic learning goals of integrity and leadership and the Liberal arts and academic values. These should be publicized and shared with all stakeholders.	5,11,14	MS-SS 5.1.1
49, 107	The AUB and departmental mission statements should be articulated into clear goals/objectives/outcomes statements. Academic and administrative heads should improve the education of staff concerning the meaning, formulation, and use of these statements and engage them in the development of their unit's statement.	7, 14	MS-SS 14.a1

Planning

Ref #	Recommendation	SS Standard	Source
2	Appoint a consultant(s) whose primary role would be to review the building blocks already in place, to identify and strengthen others that are necessary, and to pull together and coordinate the various strategic choices that emerge so as to form a cohesive long-term plan of AUB authorship	2	MS-SS 2.1
3	Form the following bodies: -BOT subcommittee for "Strategic Planning Oversight" -"Strategic Planning Steering Committee" chaired by the President -"Institutional Planning Office" -"Strategic Planning Teams" at faculties, major units, etc...	2	MS-SS 2.2
4, 40	Communicate a university-wide strategic plan, and a broad-based "Academic Strategic Plan" that covers the various aspects of scholarly activity, both with clear implications for budget allocations.	3, 6	MS-SS 3.1.1
5, 30	All service departments should prepare strategic plans and all academic units, if they have not done so, should establish medium- and long-term goals. Departmental budgets should be based on these and not on historical allocations.	3,5	MS-SS 5.1.4
6	Introduce mechanisms for gaining more input from the academic sector (faculty, Board of Deans, and University Senate) in developing the operating and capital budgets of the University.	3	MS-SS 3.1.3

Resource Allocation

Ref #	Recommendation	SS Standard	Source
7	Continue fundraising efforts to decrease dependence on tuition revenues and to finance the ambitious capital investments required for implementation of the Campus Master Plan.	3	MS-SS 3.1.4
8	Invest over the next decade in developing a full-blown, integrated university-wide Building Management System and associated sub-systems, starting with setting up better mechanisms and software for collecting and managing data for maintenance management.	3	MS-SS 3.2.6
11,12,36,37,39,106	Develop significantly increased technical electronic instructional facilities through providing 1) more public areas for student academic computing outside of course sessions; 2) specialty software packages; 3) accessible public computers to the AUB community at large, and 4) upgraded Internet (external connection) bandwidth to allow full campus-wide & AREC access to multimedia.	3,5,13	MS-SS 3.3.9
10, 16	Allocate resources toward maintaining and improving the 1) AUB museums, including the provision of adequate centralized space for housing, displaying and expanding the collections and 2) addressing short-term physical and human resource needs of the AUB libraries.	3	MS-SS 3.3
9,13,14,15,96,104	The University should provide human and material resources and facilities to support the effective implementation of its educational offerings through 1) establishing and updating research facilities for the humanities and social sciences, 2) increasing visibility and financial support for the activities of educational centers within existing faculties, 3) actively heightening the profiles of all academic centers, 4) establishing a writing center to support students' academic writing, and 5) supporting the effective implementation of the general education components of its educational offerings.	3,12,13	MS-SS 12.8
56, 124	Increase, as necessary, monetary resources devoted to assessment to generate a more active focus on effectiveness & supply the resources that will best enable faculty members to make use of available student learning assessment data.	7, 14	MS-SS 7.9

Governance

Ref #	Recommendation	SS Standard	Source
17,18,20, 22,24, 25,26,45	Revision & periodic reviews of the following bylaws: corporate bylaws, Senate bylaws, Faculty bylaws & student governance. Should also include changes to the process of evaluating the performance of senior officers & the evaluation of the president & revisit the issue of tenure at AUB.	4,6	MS-SS 4.1
19,21,23, 75	Enhance communication & coordination through 1) increasing the number of deans invited to attend BOT meetings to enhance communication between Trustees and Deans, 2) increasing the number of BOT members who are AUB Alumni from middle eastern origin, 3) more involvement of the President in the Affairs of the University Senate, 4) Clarifying the role and strengthening the effectiveness of the University Senate as the principal legislative body for academic affairs and faculty self-governance, and 5) developing strategies for enhancing broader participation of faculty in the governance structures and decision-making processes of the institution	4,10	MS-SS 4.3
33,34	Academic heads of departments should be more empowered in their jobs, in particular with regard to external hiring and budgeting & senior administrators should delegate more authority with regard to hiring, budget control, revenue generation, purchases and expenditures, etc.	5	MS-SS 5.2.3

Administration

Ref #	Recommendation	SS Standard	Source
28,29,31,32	The University should improve personnel administration through 1)adopting a uniform policy regarding the maintenance and documentation of departmental organization charts, 2) maintaining complete and up-to-date job descriptions by Personnel Dep't, 3) providing each staff member with a copy of his/her job description and having it discussed regularly with his/her supervisor, & 4) recording minutes for all departmental and staff meetings.	5	MS-SS 5.1.2

Integrity

Ref #	Recommendation	SS Standard	Source
43,47,80	<p>Campaign for greater integrity: Increase efforts to emphasize the concept of integrity at all levels at AUB through 1) encouraging concrete steps on the part of administrators, faculty, students, and staff to adhere to their roles in a manner congruent with the University's mission, policies, and procedures; 2) reinforcing the newly introduced Student Code of Conduct by employing new communication strategies and by developing policies and procedures to address accountability ;3) considering the development of a faculty code of conduct.</p>	6, 10	MS-SS 6.8
43,46	<p>Campus political life: Review the policies pertaining to freedom of expression in student clubs and other venues with the goal of bringing policies and actual practices into alignment, encourage freedom of expression as well as objective criticism; and adhere to equity in the treatment of problems.</p>	6	MS-SS 6.7
44,47	<p>Community service: Improve the University's relationship with the community. Make explicit, to all constituents in the University and especially to students, the close and essential relationship between AUB and its mission of service to the communities, nationally and regionally; link this relationship to the student's learning process.</p>	6	MS-SS 6.5

Admission, Student Services

Ref #	Recommendation	SS Standard	Source
57,59,60, 61,63	Changes in the following processes: student admissions criteria and processes, financial aid criteria and processes, enrolment management, academic advising, & customer services in the University Health Services.	8,9	MS-SS 8.1
58,62,64, 66,67,68, 69,70,71, 72,73,74	Changes in the structure of the following offices: Student admission, Office of Protection, the Office of Student Affairs-Athletics, Counseling Center, Housing, International Student Services, Orientation Program, Placement Services, Student activities, & Student government.	8,9	MS-SS 8.2

Faculty

Ref #	Recommendation	SS Standard	Source
41	Equity and diversity: Increase efforts and resources to recruit, support, and retain more diverse faculty and students	6	MS-SS 6.2
42,79	Teaching environment: Provide increased resources for the acquisition of assets to support teaching, including classroom and laboratory equipment. Continue to provide workshops& training to improve teaching.	6,10	MS-SS 10.5
78	Research environment: Strengthen institutional support for research by protecting faculty time for research, expanding the level of research funds available to faculty, and enhancing administrative support services and equipment for research.	10	MS-SS 10.4
77	Promotion criteria and evaluation: Develop explicit, systematic, and uniform evaluative criteria, giving due attention to areas like regional research, teaching, and service. Implement a more comprehensive year- by- year evaluation system, including annual performance reviews, which would provide regular feedback to junior faculty concerning their progress and would continuously monitor faculty activity.	10	MS-SS 10.3

Programs

Ref #	Recommendation	SS Standard	Source
82,83,93,85	All academic programs need to work more systematically on developing program learning outcomes and sharing them with the University community. Critical thinking, life-long learning, study & writing skills, leadership, freedom of thought and expression, and moral and civic values should be incorporated explicitly in program learning outcomes. Appropriate depth and breadth of knowledge and learning need to be consistently applied across programs.	11,12	MS-SS 11.2
92	General education objectives and assessment criteria should be identified and clearly stated in course syllabi, irrespective of domain of knowledge or area of specialty	12	MS-SS 12.4
87	In line with the University's role in the community, departments need to put more emphasis on community links and on extra-curricular and co-curricular activities. There needs to be a system for evaluation and development of such activities, as well as increased means to reward faculty and student involvement in such activities. Reward does not have to be financial, it can be in the form of faculty release time, or at least may be accounted for in the workload and in academic promotion.	11	MS-SS 11.7
88	The University needs to encourage and support the use of innovative modes of instructional delivery, especially those that are technologically based.	11	MS-SS 11.8

General Education

Ref #	Recommendation	SS Standard	Source
89,94,112	<p>The commitment of the University to the ideals of a liberal arts (general) education should be renewed, strengthened, clearly stated, widely communicated, and effectively implemented. It should be articulated in in the mission statements of AUB programs & mechanisms for instilling this goal at the faculty, department, and program levels should be defined. Academic departments should be encouraged to develop new courses in their subject areas, designed to be taken by students enrolled in other majors.</p>	12,14	MS-SS 12.1
90	<p>The administration should establish a standing committee of the University Senate to be named the “University Committee on General Education”. This Committee would be charged with ensuring the proper delivery and implementation of the liberal arts/general education components of the mission statement of the University. Its responsibilities would also include determining which courses count as general education coursesand with overseeing a periodic review of general education requirements.</p>	12	MS-SS 12.2
91	<p>To satisfy the general education requirement, undergraduate students should take, as a minimum, courses distributed as follows:</p> <ol style="list-style-type: none"> 1. English communication courses through 204 (3-6 credits) 2. One Arabic course as determined by the Arabic Placement Test (3 credits) 3. Two CVSP core courses (6 credits) 4. Two courses in the humanities (6 credits) 5. Two courses in the social sciences (6 credits) 6. One course in the natural sciences (3 credits) 7. One course in mathematics (3 credits) 8. One computer skills course or equivalent (3 credits) <p>Total 33–36 credits</p> <p>All courses should be 200 level or above. “Double-counting” is allowed. Courses required by the department of major may also be used to meet the general education requirement, on condition that those courses are designated as general education courses.</p>	12	MS-SS 12.3
95, 108	<p>A systematic evaluation should be conducted of the extent to which the restructuring recommended in the document AUB 2004: A Plan for Academic Restructuring, particularly the distribution requirements, has realized its stated objectives and brought about the intended outcomes. Plans for outcomes evaluation should be developed in time for implementation as of AY 2005–06. Generate instruments to evaluate the University’s general education component at the program level.</p>	12,14	MS-SS 12.7

REP

Ref #	Recommendation	SS Standard	Source
97,98,100,101	Increase support for REP through 1) establishing a university-wide advisory committee to provide substantial breadth and depth of advice for REP. Designated representatives of each faculty, school and relevant administrative units would serve on the committee. This structure would increase the AUB community's sense of ownership with regard to REP, increase its active participation in REP, and decrease the present inclination to circumvent REP in planning educational activities, 2) improving faculty awareness of REP procedure, budgeting, and incentives, 3) increasing the rewards for faculty service as REP project coordinators, and 4) forming an ad-hoc committee of faculty and administrators to study the solutions of other universities and make recommendations.	13	MS-SS 13.1
99,102,103	Improve REP work through 1) better REP project selection, 2) reviewing and redesigning, as appropriate, the current CEC programs, and 3) conducting sound, consistent evaluations of programs, projects, and participating faculty.	13	MS-SS 13.3
105	Increase engagement in remedial English across all academic departments	13	MS-SS 13.9

assessment

Ref #	Recommendation	SS Standard	Source
48,84,109,110,114	<p>Assessment plans:Develop and implement a realistic and clear, institution-wide formal assessment plan that includes a comprehensive schedule of all assessment activities. Programs & departments across the University need to put in place periodic and comprehensive evaluation plans that target achievement of student learning outcomes and that include evaluation of curricular, co-curricular, and extra- curricular activities. All plans should be shared and disseminated to all AUB constituents to ensure proper implementation and use of results.</p>	7,11,14	MS-SS 7.1
85,86,53,122	<p>Assessment tools: Develop assessment tools with more focus on objectives and outcomes, rather than primarily on missions and goals.Increase involvement of members of the administration, faculty, and staff in the development of assessment tools. Focus assessment tools on efficiency and service quality as much as on volume of activity. Whereas the volume of activity is a process evaluation measure, service quality and efficiency are more closely related to outcomes. Provide a varied menu of empirically supported “best practices” assessment tools for the faculty to select from in meeting learning outcomes</p>	7,14	MS-SS 7.3
52, 111	<p>Encourage benchmark comparisons with peer institutions, after the peer institutions have been identified.Produce benchmark data for the various learning goals, for trend analysis of institutional indicators, and for the development of writing skills.</p>	7,14	MS-SS 7.5
54,55,116	<p>Share information concerning the uses of institutional assessments with all stakeholders.Institute a mechanism for systematically making use of learning outcome data & results of assessments. Each faculty and department should include in its annual report a summary of how assessment results were used to engender improvement Seek greater faculty & staff input in the formulation and implementation of corrective actions called for by assessment results.</p>	7,14	MS-SS 7.7

115,116, 123	Increase the basis for program improvements by 1) undertaking periodic reviews of placements of AUB graduates in external (non-AUB) graduate programs, encouraging alumni and employer feedback, and making periodic learning outcomes & image assessments, 2) providing in-depth and accessible ICE analysis of the various programs at AUB, to help elucidate strengths and weaknesses in achieving learning outcomes at the program level, & 3) revising the various faculty/program ICEs to ensure that inclusion of questions assessing achievement of specific student learning outcomes is standard practice at the University	14	MS-SS 14.b6
118, 119,120, 121	Review in depth the learning outcomes at the course level with a view to aligning course learning outcomes with the program mission statement. Include method(s) of assessment for each course objective as part of the course syllabus. Integrate learning outcomes into each course syllabus. Define course learning outcomes in observable and measurable ways.	14	MS-SS 14.c1