

Case Study Higher Education

University /
Strategic Planning



Strategic Plan Development within a 6000+ Student University

BACKGROUND

In 1995, the Lebanese American University (LAU) emerged as a multi-campus university with its historic home in Beirut firmly ensconced and a new campus in Byblos. Enrollments grew rapidly. Engineering and Architecture, and Pharmacy offerings were added to the Liberal Arts and Business offerings. The institution did not have a history of disciplined strategic planning. Therefore, the process that was initiated in 2004 was a new experience for the institution and its constituents.

EXECUTIVE SUMMARY

Client Challenges

The new President of LAU spearheaded in 2004 a new strategic plan to:

- Promote and inculcate academic excellence throughout the institution
- Ensure a student-centered University that prides itself in the formation of leaders for the future
- Promote the dignity of and respect for faculty, staff and students
- Celebrate the many contributions of the alumnae/alumni of the institution
- Establish a “one University, multi Campus” culture
- Achieve institutional accreditation

Our Solution

- Participated with the university leadership in structuring the steering committee of the strategic planning process
- Chaired the steering committee charged with developing the strategic plan, taking into consideration all stakeholders
- Liaised with the consultant, the President and other university stakeholders
- Implemented both plan development and tracking tools

Our Intervention's Impact

- Attained excellence in teaching, learning and research by significantly improving full-time faculty qualifications, achieving the NEASC institutional accreditation, and implementing smart classrooms
- Developed an enrollment management plan with Student Centeredness as a key focus
- Integrated Shared Governance Structures that include Faculty Senate, Staff Council and Student Council
- Implemented change using Strategic Tools such as HR management system, Re-engineering of processes across different functions, Data warehouse, facilities master plan, and financial plan
- Built and strengthened the community of alumni through the University Advancement division which integrated as well marketing and communication function

- **Attained NEASC Regional Accreditation, as well as School & Programs Accreditation**
- **Main Mantras: Student Centeredness and Academic Excellence**
- **Shared Governance across Faculty, Staff, and Students**

For more information:

w: consult.lau.edu.lb

e: consult@lau.edu.lb

t: +961-9-547254 ext. 2242

©2017 LAU Consult. All rights reserved.

IN FOCUS

Key Client Challenge

LAU did not have a history of disciplined strategic planning.

Our Solution

Strategic Plan Development

- Chaired the steering committee charged with developing the strategic plan
- Designed and conducted surveys for internal and external scans of students, alumni, staff, faculty and administrators
- Developed roadmaps and coordinated the activities of all sub-committees in charge of various initiatives
- Advised and guided the planning process
- Liaised with the consultant, the President and other university stakeholders
- Prepared all the necessary documentation including reports, budgets, and presentations

Implementation Schedule of the Strategic Plan

Developed the following planning resources:

- Schedules for action steps and tasks
- Resources and budgets
- Timing and duration
- Responsibilities
- Key performance indicators and targets
- Deliverables
- Implementation plan

Oversight Committee of the Strategic Plan

- Developed tools for project tracking, including development and implementation
- Reported progress of strategic plan implementation regularly to President

Raymond Ghajar, Ph.D.
Senior Consultant