Balanced Scorecard Initiative

Analysis of the Institution-Wide BSC
The Big Picture

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AUB Mission and Core Values

AUB is a teaching-centered research university, convinced that excellence in teaching and research go hand-in-hand. Its mission is to enhance the education of primarily the people of the Middle East, to serve society through its education functions, and to participate in the advancement of knowledge. AUB bases its educational perspective and methods and its academic organization on the American model of higher education.
The University emphasizes scholarship that enables students to think for themselves, stresses academic excellence, and promotes high principles of character. It aims to produce men and women who not only are technically competent in their professional fields but who are life-long learners and who have breadth of vision, a sense of civic and moral responsibility, and devotion to the fundamental values of human life. The University believes in and encourages freedom of thought and expression. It expects, however, that this freedom will be enjoyed in a spirit of integrity and with a full sense of responsibility.
AUB Vision

AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in education and medical services.
| Vision | AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in research, education and medical practice |
The Big Picture

1. Mission/ Values/ Vision
2. Strategic Themes
3. Objectives
4. Measures
5. Initiatives
AUB Strategic Themes

- “Education for Leadership”
- “Superior medical services”
- “Service Excellence”
- “Sustainable fiscal balance”
AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in research, education and medical practice.

**Vision**

- **Superior medical services and professional training**
- **“Education for Leadership”**
- **“Service Excellence”**
- **Sustainable fiscal balance**
The Big Picture

1. Mission/ Values/ Vision
2. Strategic Themes
3. Objectives
4. Measures
5. Initiatives
BSC Strategic Objectives for AUB
“Education for Leadership” theme

- **Student Perspective:**
  - Promote student growth and preparation
  - Enhance competitiveness
- **Internal Process Perspective:**
  - Continuously update education design and delivery
  - Increase marketing effectiveness
- **Learning and Growth perspective**
  - Continuously improve academic skills
  - Instill a climate for continuous improvement
- **Financial perspective:**
  - Increase productivity
  - Achieve and maintain fiscal balance
BSC Strategic Objectives for AUB
“Superior medical services” theme

- **Patient/Payer Perspective:**
  - Deliver effective medical services
  - Enhance competitiveness
- **Internal Process Perspective:**
  - Continuously update medical procedures and processes
  - Increase marketing effectiveness
- **Learning and Growth perspective**
  - Continuously improve medical skills
  - Instill a climate for continuous improvement
- **Financial perspective:**
  - Increase productivity
  - Achieve and maintain fiscal balance
BSC Strategic Objectives for AUB
“Service Excellence” theme

- **“Customer” Perspective:**
  - Simplify support processes

- **Internal Process Perspective:**
  - Continuously update support processes

- **Learning and Growth perspective**
  - Prepare and motivate the workforce
  - Instill a climate for continuous improvement

- **Financial perspective:**
  - Increase productivity
BSC Strategic Objectives for AUB
“Sustainable fiscal balance” theme

- Financial perspective:
  - Grow the investment portfolio
  - Increase fund raising
  - Increase productivity
  - Achieve and maintain fiscal balance
AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in research, education and medical practice.

**Strategic Themes**
- “Education for Leadership”
- Superior medical services and professional training
- “Service Excellence”
- Sustainable fiscal balance

**Customer Perspective**
- Promote students’ growth and preparation
- Deliver effective medical services & professional training
- Simplify support processes
- Enhance competitiveness

**Internal Process Perspective**
- Continuously update education design & delivery
- Continuously update medical procedures and processes
- Continuously update support processes
- Increase marketing effectiveness

**Learning & Growth Perspective**
- Continuously improve teaching & research competencies
- Continuously improve medical competencies
- Prepare and motivate the workforce
- Instill a climate for continuous improvement

**Financial Perspective**
- Grow the investment portfolio
- Increase fund raising
- Increase productivity
- Achieve and maintain fiscal balance
The Big Picture

1. Mission/ Values/ Vision
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Measures of
“Education for Leadership”- Customer Perspective

OBJECTIVES:
- Promote students’ growth and preparation

Measures:
ACT College Outcomes Survey: Average score on questions relating to college contribution to
- "intellectual growth"
- "personal growth"
- “social growth”
- "preparation for further study"
- "preparation for career"
Measures of “Education for Leadership” - *Customer Perspective*

**OBJECTIVES:**
- Enhance competitiveness

**Measures:**
- Percent of the average tuition at AUB to the average tuition at selected institutions
Measures of “Education for Leadership” - Internal Perspective

OBJECTIVES:
- Continuously update education design & delivery

Measures:
- Percent of respondents answering favourably to questions on course design and course delivery (Graduating Student Surveys)
- Average age since last revised of all academic programs
Measures of “Education for Leadership” - Internal Perspective

OBJECTIVES:

- Increase marketing effectiveness

Measures:

- Percentage of responding students answering favourably to the questions on “Impressions” (Entering Student Survey)

- Size of the applicants’ pool for the fall semester

- Yield (enrolled/admitted students) in fall semester
Measures of
“Education for Leadership”— *Learning & Growth*

**OBJECTIVES:**

- Continuously improve academic skills

**Measures:**

- Percent of full-time instructional Faculty members that have a Ph.D or top terminal degree
- Percent of Faculty members that are full time with AUB
- Average number of AUB research papers per Full-Time faculty member at professorial rank, published in peer reviewed journals
- Percent of responding students answering favourably to the questions on “Instruction & Faculty” (Student Opinion Survey)
Measures of “Education for Leadership” - Learning & Growth

OBJECTIVES:
- Instill a climate for continuous improvement

Measures:
- Average score on questions relating to "Inviting and Using Feedback" (College Outcomes Survey)
Measures of
“Education for Leadership”— Financial Perspective

OBJECTIVES:

- Increase Productivity

Measures:

- Constraints:
  - Total number of FTE students enrolled in fall semester
  - Student to faculty ratio in fall semester

- Net “Total Operating Costs’ per FTE student
Measures of “Education for Leadership”—Financial Perspective

OBJECTIVES:
- Achieve and maintain fiscal balance

Measures:
- Net "Operating Margin" for Academic Affairs
Measures of “Superior medical services” - *Customer Perspective*

**OBJECTIVES:**
- Deliver effective medical services

**Measures:**
- Percent of respondents answering favourably to the question on overall satisfaction with hospital services in satisfaction surveys for:
  - Inpatients
  - Outpatients
  - Referring physicians
- Average number of meetings per year with major insurance companies
Measures of “Superior medical services” - *Internal Perspective*

**OBJECTIVES:**
- Continuously update medical procedures & processes

**Measures:**
- Percentage of all Hospital policies and procedures (Clinical, nursing and administrative) that are less than 24 months old since last revised
Measures of “Superior medical services” - *Internal Perspective*

**OBJECTIVES:**
- Increase marketing effectiveness

**Measures:**
- Percentage annual growth in number of hospital admissions
- Percentage annual growth in outpatient visits
- Percentage annual growth in number of hospital procedures performed
Measures of “Superior medical services” - *Learning & Growth*

**OBJECTIVES:**
- Continuously improve medical skills.

**Measures:**
- Percent of physicians that have completed their annual continuing education requirement.
- Percent of nurses that have completed their annual continuing education requirement.
Measures of “Superior medical services” - Learning & Growth

OBJECTIVES:
- Instill a climate for continuous improvement

Measures:
- Number of active Performance Improvement projects (in clinical, nursing and administrative units)
Measures of "Superior medical services" — Financial Perspective

OBJECTIVES:
- Increase Productivity

Measures:
- Average inpatient’s length of stay
Measures of “Superior medical services” — Financial Perspective

OBJECTIVES:
- Achieve and maintain fiscal balance

Measures:
- Hospital Receivables expressed as Outstanding Billing Days
- Net "Operating Margin" for Medical Affairs
Measures of “Service Excellence” - Customer Perspective

OBJECTIVES:
- Simplify support processes

Measures:
- Percent of students answering favourably to the questions on "Admissions" and "Registration" (Students satisfaction survey)
- Percent of responding inpatients answering favourably to the questions on "Admissions“ (Inpatients satisfaction survey)
- Percent of responding outpatients answering favourably to the questions on "Waiting-Time“ (Outpatients satisfaction survey)
Measures of “Service Excellence” - *Internal Perspective*

**OBJECTIVES:**

- Continuously update support processes.

**Measures:**

- Average age since last revised of institution-wide administrative procedures and processes.
Measures of “Service Excellence” - Learning & Growth

OBJECTIVES:

- Prepare and motivate the workforce

Measures:

- Percent of non-academic staff that have completed their annual minimum 20 hours of training & development

- Percentage of responding academic and non-academic staff answering favourably to questions on the following topics (Employees satisfaction survey):
  - ”Overall Preparedness”
  - ”Overall Satisfaction”

- Percent of non-academic staff that have a formal “Individual Development Plan” document prepared / updated during the year
Measures of “Sustainable fiscal balance” — *Financial Perspective*

**OBJECTIVES:**

- Grow the investment portfolio

**Measures:**

- Percentage annual increase in value of investment portfolio

- Total value of annual gifts to endowment.
Measures of “Sustainable fiscal balance” — Financial Perspective

OBJECTIVES:
- Increase Fund Raising

Measures:
- Total value of annual scholarship giving
- Total value of annual support excluding scholarship giving
Measures of “Sustainable fiscal balance” — Financial Perspective

OBJECTIVES:  
- Increase Productivity

Measures:
- Cost of fund raising as percent of amount raised.
Measures of “Sustainable fiscal balance” — Financial Perspective

OBJECTIVES:
- Achieve and maintain fiscal balance

Measures:
- Net overall "Operating Margin"
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<td>Promote students' growth and preparation (C1)</td>
<td>C1a: ACT College Outcomes Survey- Average score on questions relating to college contribution to &quot;intellectual growth&quot;</td>
<td>Karma El-Hassan Provost 4.00</td>
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<td>C1b: ACT College Outcomes Survey- Average score on questions relating to college contribution to &quot;personal growth&quot;</td>
<td>Karma El-Hassan Provost 3.85</td>
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<td>C1c: ACT College Outcomes Survey- Average score on questions relating to college contribution to &quot;social growth&quot;</td>
<td>Karma El-Hassan Provost 3.80</td>
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<td>C1d: ACT College Outcomes Survey- Average score on questions relating to college contribution to &quot;preparation for further study&quot;</td>
<td>Karma El-Hassan Provost 3.85</td>
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<tr>
<td></td>
<td></td>
<td>C1e: ACT College Outcomes Survey- Average score on questions relating to college contribution to &quot;preparation for career&quot;</td>
<td>Karma El-Hassan Provost 3.85</td>
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<td></td>
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<td>C1f: Average MCAT score- Biology</td>
<td>VP Medical Affairs</td>
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<td>C1g: Average MCAT score- Physics</td>
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<td>C1h: Average MCAT score- Verbal</td>
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<td>Customer</td>
<td>Deliver effective medical services &amp; professional training (C2)</td>
<td>C2a</td>
<td>Inpatients satisfaction survey- Percent of responding inpatients answering favourably to the questions on overall satisfaction with hospital services</td>
<td>Q</td>
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<td>C2b</td>
<td>Outpatients satisfaction survey- Percent of responding outpatients answering favourably to the questions on overall satisfaction with hospital services</td>
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<td>C2c</td>
<td>Average number of meetings per year with major insurance companies</td>
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<td>C2d</td>
<td>External referring physicians satisfaction survey- Percent of responding physicians answering favourably to the questions on overall satisfaction with hospital services</td>
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<td></td>
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<td>C2e</td>
<td>Rate of completion of professional training program at AUH</td>
<td>A</td>
<td>TBD</td>
<td>Medical Dean's Office</td>
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<td>C2f</td>
<td>Success rate in the Lebanese Colloquium</td>
<td>A</td>
<td>TBD</td>
<td>Medical Dean's Office</td>
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<td>Simplify support processes (C3)</td>
<td>C3a</td>
<td>Entering Student Survey- Percent of responding students answering favourably to the questions on &quot;Admissions&quot; and &quot;Registration&quot; processes</td>
<td>A</td>
<td>Aug</td>
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<td>C3b</td>
<td>Inpatients satisfaction survey- Percent of responding inpatients answering favourably to the questions on &quot;Admission&quot; process</td>
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<td>C3c</td>
<td>Outpatients satisfaction survey- Percent of responding outpatients answering favourably to the questions on &quot;Waiting-Time&quot;</td>
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<td>Enhance competitiveness (C4)</td>
<td>C4a</td>
<td>Percent of the average tuition at AUB to the average tuition at selected institutions</td>
<td>A</td>
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<td>University Statistician</td>
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# American University of Beirut
## Institution-wide Balanced Scorecard
### Measures & Targets

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<td>IP1a</td>
<td>Continuously update education design &amp; delivery (IP1)</td>
<td>ACT College Outcomes Survey- Percent of responding students answering favourably to the questions on Course Design</td>
<td>A Aug OIRA Kama El-Hassan Provost</td>
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<td>IP1b</td>
<td>ACT College Outcomes Survey- Percent of responding students answering favourably to the questions on Course Delivery</td>
<td>A Aug OIRA Kama El-Hassan Provost</td>
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<td>IP1c</td>
<td>Average age since last revised of all academic programs</td>
<td>A Mar Faculty Deans Provost / Maral Provost</td>
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<td>IP2a</td>
<td>Continuously update medical procedures and processes (IP2)</td>
<td>Percentage of all Hospital policies and procedures (Clinical, nursing and administrative) that are less than 24 months old since last revised</td>
<td>A Mar Hospital Administration Nadia Saimu’a VP Medical Affairs</td>
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<td>IP2b</td>
<td>Continuously update support processes (IP3)</td>
<td>Average age since last revised of institution-wide administrative procedures and processes</td>
<td>A Mar VP Admin Office Soha Homeidan VP Administration</td>
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<td>IP4a</td>
<td>Increasing marketing effectiveness (IP4)</td>
<td>Entering Student Survey- Percentage of responding students answering favourably to the questions on “Impressions” (B1, B5, B6, B11, B17, B20)</td>
<td>A Dec OIRA Kama El-Hassan Provost</td>
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<td>IP4b</td>
<td>Size of the applicants pool for the fall semester</td>
<td>A Dec Admissions Office Salim Kanaan Provost</td>
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<td>IP4c</td>
<td>Yield (registered/accepted students) in fall semester</td>
<td>A Dec Admissions Office Salim Kanaan Provost</td>
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<td>IP4d</td>
<td>Percentage annual growth in number of hospital admissions</td>
<td>Q All Hospital Administration Vartan Vartanian VP Medical Affairs</td>
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<td>IP4e</td>
<td>Percentage annual growth in number of outpatient visits</td>
<td>Q All Hospital Administration Vartan Vartanian VP Medical Affairs</td>
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<td>IP4f</td>
<td>Percentage annual growth in number of hospital procedures performed</td>
<td>Q All Hospital Administration Vartan Vartanian VP Medical Affairs</td>
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<td>Learning &amp; Growth</td>
<td>Continuously improve teaching and research competencies (LG1)</td>
<td>LG1a Percent of full-time instructional Faculty members that have a Ph.D. or top terminal degree</td>
<td>Nizar Jawhar Provost 90%</td>
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<td>LG1b Percent of instructional Faculty members that are full time with AUB</td>
<td>Nizar Jawhar Provost 90%</td>
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<td>LG1c Average number of AUB research papers per full-time faculty member at professorial rank, published in peer reviewed journals</td>
<td>Nizar Jawhar Provost</td>
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<td>LG1d ACT College Outcomes Survey - Percent of responding students answering favourably to the questions on “Instruction and Faculty”</td>
<td>Provost</td>
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<td>LG1e Number of publications per faculty member (FM)</td>
<td>VP Medical Affairs</td>
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<td>LG1f Percent of articles with journal impact factor of 2 or more (FM)</td>
<td>VP Medical Affairs</td>
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<td>Continuously improve medical competencies (LG2)</td>
<td>LG2a Percent of physicians that have completed their annual continuing education requirement</td>
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<td></td>
<td>LG2b Percent of nurses that have completed their annual continuing education requirement</td>
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<td>Prepare and motivate the workforce (LG3)</td>
<td>LG3a Percent of non-academic staff that have completed their annual minimum 20 hours of training and development</td>
<td>VP Administration</td>
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<td></td>
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<td>LG3b Percent of non-academic staff that have a formal &quot;Individual Development Plan&quot; document prepared / updated during the year</td>
<td>VP Administration</td>
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<td>LG3c Employee Satisfaction Survey - Percentage of responding academic staff answering favourably to the &quot;Overall Preparedness&quot; question (Q73)</td>
<td>Provost 50%</td>
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<td>LG3d Employee Satisfaction Survey - Percentage of responding non-academic employees answering favourably to the &quot;Overall Preparedness&quot; question (Q73)</td>
<td>VP Administration 50%</td>
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<td>LG3e Employee Satisfaction Survey - Percentage of responding academic staff answering favourably to the &quot;Overall Satisfaction&quot; question (Q70)</td>
<td>Provost 70%</td>
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<td>LG3f Employee Satisfaction Survey - Percentage of responding non-academic employees answering favourably to the &quot;Overall Satisfaction&quot; question (Q70)</td>
<td>VP Administration 70%</td>
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<td>Instill a climate of continuous improvement (LG4)</td>
<td>LG4a ACT College Outcomes Survey - Average score on questions relating to &quot;Inviting and Using Feedback&quot; (C9)</td>
<td>Provost</td>
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<td>LG4b Number of active Performance Improvement projects (in clinical, nursing and administrative units)</td>
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<td>Financial</td>
<td>Grow the investment portfolio (F1)</td>
<td>F1a Percentage annual increase in value of investment portfolio</td>
<td>A Dec</td>
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<td>F1b Total value of annual gifts to endowment (Million US$)</td>
<td>A Dec</td>
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<td>Increase fund raising (F2)</td>
<td>F2a Total value of annual scholarship giving (Million US$)</td>
<td>A Dec</td>
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<td></td>
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<td>F2b Total value of annual support excluding scholarship giving (Million US$)</td>
<td>A Dec</td>
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<td>Increase productivity (F3)</td>
<td>F3a Total number of FTE students enrolled in fall semester</td>
<td>A Mar</td>
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<td>F3b Net &quot;Total Operating Costs&quot; per FTE student</td>
<td>A Dec</td>
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<td>F3c Student to faculty ratio in fall semester</td>
<td>A Mar</td>
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<td>F3d Average inpatient's length of stay</td>
<td>Q All</td>
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<td>F3e Cost of fund raising as percent of amount raised</td>
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<td>Achieve and maintain fiscal balance (F4)</td>
<td>F4a Hospital Receivables expressed as Outstanding Billing Days</td>
<td>Q All</td>
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<td>F4b Net &quot;Operating Margin&quot; for AUB Medical Center</td>
<td>Q All</td>
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<td>F4c Net &quot;Operating Margin&quot; for AUB Campus</td>
<td>A Dec</td>
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<td>F4d Net overall &quot;Operating Margin&quot;</td>
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Strategic Initiatives for “Education for Leadership” - Customer Perspective

OBJECTIVES:
- Promote students’ growth and preparation
- Enhance competitiveness

INITIATIVES:
- Enhance:
  - Academic advising
  - Job placement services
  - Personal counseling services
  - Informal contact with faculty
  - Achieve accreditation by the “Middle States commission for higher education”
Strategic Initiatives for “Education for Leadership” - *Internal Perspective*

**OBJECTIVES:**
- Continuously update education design & delivery

**INITIATIVES:**
- Each faculty to review annually 20% of all its academic programs with the objective of modernizing the content and the method of delivery
Strategic Initiatives for “Education for Leadership” - Learning & Growth

OBJECTIVES:
- Instill a climate for continuous improvement

INITIATIVES:
- Implement the recommendations proposed by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews
Strategic Initiatives for “Superior medical services” - Customer Perspective

OBJECTIVES:
- Enhance competitiveness

INITIATIVES:
- Achieve accreditation by the “Joint Commission International”
Strategic Initiatives for
“Superior medical services” - *Learning & Growth*

**OBJECTIVES:**
- Instill a climate for continuous improvement

**INITIATIVES:**
- Implement the recommendations identified by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews
Strategic Initiatives for “Service Excellence” - \textit{Customer Perspective}

**OBJECTIVES:**
- Simplify support processes

**INITIATIVES:**
- Each support work unit to provide training sessions to its internal customers on key policies, procedures and processes related to that work unit
Strategic Initiatives for “Service Excellence” - *Internal Perspective*

**OBJECTIVES:**
- Continuously update support processes.

**INITIATIVES:**
- Each support work unit to review all its processes at least once every five years
- Conduct administrative reviews
- Initiate multi-disciplinary process reengineering projects
Strategic Initiatives for “Service Excellence” - Learning & Growth

OBJECTIVES:
- Instill a climate for continuous improvement

INITIATIVES:
- Implement the recommendations proposed by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews
- Conduct at least one new administrative review per year
Strategic Initiatives for “Service Excellence” - Learning & Growth

OBJECTIVES:
- Prepare and motivate the workforce

INITIATIVES:
- Implement the 20+ hours of annual development for all administrative employees
- Implement the new Performance Appraisal methodology for all non-academic employees
- Implement a “Pay-for-Performance” salary management system for all non-academic employees
Strategic Initiatives for “Sustainable fiscal balance” — *Financial Perspective*

**OBJECTIVES:**
- Grow the endowment

**INITIATIVES:**
- Monitor the performance of the new investment managers
Strategic Initiatives for
“Sustainable fiscal balance” — *Financial Perspective*

**OBJECTIVES:**
- Increase Fund Raising

**INITIATIVES:**
- Capital Campaign
- Millennium scholarship initiative
Strategic Initiatives for “Sustainable fiscal balance” — *Financial Perspective*

**OBJECTIVES:**
- Achieve and maintain fiscal balance

**INITIATIVES:**
- Develop and implement an HIP turn-around plan
- Outsource non-core services
### American University of Beirut
#### Balanced Scorecard Initiatives

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<tr>
<th>Perspectives</th>
<th>Strategic Objectives</th>
<th>Initiatives</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Customers</td>
<td>C1. Promote students’ academic, personal and social growth</td>
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<td>C2. Deliver effective clinical and nursing services</td>
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<td></td>
<td>C3. Simplify support processes</td>
<td>Each support work unit to provide training sessions to its internal customers on key policies, procedures and processes related to that work unit</td>
<td>VPs</td>
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<td></td>
<td>C4. Enhance the “value proposition”</td>
<td>Achieve accreditation by &quot;Middle States Commission for Higher Education&quot;</td>
<td>Provost</td>
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<td>Achieve accreditation by &quot;Joint Commission International&quot;</td>
<td>VP Medical Affairs</td>
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<tr>
<td>Internal</td>
<td>IP1. Continuously update education design &amp; delivery</td>
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<td>Process</td>
<td>IP2. Continuously update medical procedures and processes</td>
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<td>IP3. Continuously update support processes</td>
<td>All support work units to review regularly all their processes</td>
<td>VPs</td>
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<td>IP4. Increase marketing effectiveness</td>
<td>Conduct “Administrative Reviews”</td>
<td>Director SQOI</td>
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<td>Initiate multi-disciplinary Process Reengineering projects</td>
<td>Director SQOI</td>
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<tr>
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<td>Learning &amp; Growth</td>
<td>LG1. Continuously improve academic skills</td>
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<td>LG2. Continuously improve clinical and nursing skills</td>
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<td>LG3. Prepare and motivate the workforce</td>
<td>Mandate the 20+ hours of annual development for all administrative employees</td>
<td>VPs</td>
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<td>Implement the new Performance Appraisal methodology for all non-academic employees</td>
<td>VPs</td>
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<td>Implement a &quot;Pay-for-Performance&quot; salary management system for all non-academic employees</td>
<td>VP Admin</td>
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<td>LG4. Instill a climate of continuous improvement</td>
<td>Implement the recommendations proposed by the accreditation task teams</td>
<td>VPs</td>
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<td>Implement the recommendations proposed by the experts of administrative reviews</td>
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<td>Rejuvenate the Performance Improvement program currently in use at AUBMC</td>
<td>Director SQOI</td>
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<td>Introduce a Performance Improvement program on Campus similar to the one in use at AUBMC</td>
<td>Director SQOI</td>
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<tr>
<td>Financial</td>
<td>F1. Grow the endowment</td>
<td>Monitor the performance of the new investment managers</td>
<td>VP Finance</td>
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<td>F2. Increase fund raising</td>
<td>Capital Campaign</td>
<td>VP Development</td>
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<td>Millennium scholarship initiative</td>
<td>VP Development</td>
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<td>F3. Increase productivity</td>
<td>Reduce headcount via the Early Retirement Plan</td>
<td>VP Admin</td>
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<td>Reduce headcount via the Early Departure Plan</td>
<td>Director SQOI</td>
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<td>F4. Achieve and maintain fiscal surplus</td>
<td>Develop and implement an HIP turn-around plan</td>
<td>Provost</td>
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<td>Outsource non-core services</td>
<td>VP Admin</td>
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<td>Maintain enrolment growth at 3% per annum</td>
<td>Provost</td>
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</tbody>
</table>

Page 2 of initiatives
Mission: Why we exist
Core Values: What we believe in
Vision: Word picture of the future
Strategy: Specific activities / game plan

Translate Strategy into objectives
Allocate resources (budget)
Develop measures and targets
Align and develop initiatives
Report and monitor results

Customer
Internal Processes
Employees’ L&G

Financial

Cascaded Balanced Scorecards

Stakeholder input (ongoing)