



NOTRE DAME
UNIVERSITY
—LOUAIZE—
جامعة سيده
اللويزة

Accredited by



STRATEGIC PLAN 2021-2026

October 2021

**Notre Dame University-Louaize
Strategic Plan Steering Committee**

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The strategic plan 2021–2026 is intended to serve as a roadmap for the future development of Notre Dame University-Louaize, Lebanon, over the upcoming five years. It was developed by the Strategic Plan Steering Committee established in October 2020. Any inquiries should be addressed to vpaa@ndu.edu.lb.

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ACRONYMS

ABET	Accreditation Board of Engineering and Technology
ACCA	Association of Chartered Certified Accountants
AVPRGS	Assistant Vice-President for Research and Graduate Studies
AVPAS	Assistant Vice-President for Academic Support
BOT	Board of Trustees
CILECT	International Association of Film and Television Schools
COD	Council of Deans
FAAD	Ramez G. Chagoury Faculty of Architecture, Arts and Design
FBAE	Faculty of Business Administration and Economics
FE	Faculty of Engineering
FH	Faculty of Humanities
FLPS	Faculty of Law and Political Science
FNAS	Faculty of Natural and Applied Sciences
FNHS	Faculty of Nursing and Health Sciences
HR	Human Resources
IAA	International Advertising Association
I&E	Office of Innovation and Entrepreneurship
LLC	Lifelong Learning Center
MOU	Memorandum of Understanding
NECHE	New England Commission of Higher Education
NLC	North Lebanon Campus
OIR	Office of International Relations
OIRA	Office of Institutional Research and Assessment
OIT	Office of Information Technology
PAP	Public Affairs and Protocols
SAO	Office of Student Affairs
SC	Shouf Campus
SKILD	Smart Kids with Individual Learning Differences
SPSC	Strategic Plan Steering Committee
UC	University Council
VPA	Vice President for Administration
VPAA	Vice President for Academic Affairs
VPF	Vice President for Finance

EXECUTIVE SUMMARY

The following document articulates the Notre Dame University-Louaize (NDU) Strategic Plan 2021–2026 (SP21–26.) This plan is the culmination of a year-long effort by the University community. NDU, moreover, will be receiving a New England Commission for Higher Education (NECHE) visit in Fall 2021, a comprehensive visit held five years after the initial accreditation visit of 2018.

President Fr. Pierre Najem appointed in Fall 2020 a Strategic Plan Steering Committee (SPSC) to work on a new strategic plan after the first plan of 2015–2020. The Committee organized its work by dividing the tasks between different subcommittees and finalized its report one year later, in Fall 2021. The plan revolves around five pillars that were identified following a strict data collection process involving the entire community and a mapping process to link the pillars to detailed SWOT and stakeholders analyses. Each pillar was associated with a set of goals as follows:

1. Mission

- > **Goal I.1:** Nurture a culture of sustainability, inclusion, and citizenship to create the widest social impact.
- > **Goal I.2:** Foster shared governance, transparency, agility, and continuous improvement to proactively adapt to changes.

2. People

- > **Goal II.1:** Invest in our People and make NDU an attractive place of work and research.
- > **Goal II.2:** Optimize University-student and University-Alumni relationships to strengthen belonging.

3. Innovation

- > **Goal III.1:** Streamline innovative learning methods and continuously design differentiated programs to cater to student aspirations and market needs and develop community mindsets and competencies.
- > **Goal III.2:** Explore opportunities and invest in various endeavors with the internal and external community to create value.

4. Outreach

- > **Goal IV.1:** Increase NDU student enrollment through proper planning, targeted actions, and indicators.
- > **Goal IV.2:** Strengthen NDU's image, reputation, and brand loyalty by positively influencing perception and engagement among internal and external key stakeholders.
- > **Goal IV.3:** Adopt a purpose-oriented approach to extend and strengthen collaboration with academia, civil societies, and public and private sectors and cultivate strong local and international network engagement.

5. Resources

- > **Goal V:** Leverage NDU human and physical resources and strengthen and diversify its financial, technological, and physical infrastructure to ensure University sustainability.

It is worth noting that the Strategic Plan 2021–2026 calls for restoring trust in the system after the devastating years of crises in the country as well as strengthening the online teaching/learning system that was initiated as a result of the same crises. Another important aspect highlighted in the plan is the importance of fundraising and the need to find resources beyond the tuition fee-based approach currently in practice. This issue has been identified by NECHE and the plan requires strong commitment from NDU with respect to exploring the possibilities of raising funds for operation and scholarships through alternative means. The enrollment issues as highlighted by NECHE’s feedback are also widely covered in the plan as well as the governance structure of the institution and the relationships between its different constituents.

The budget figures associated with the present Strategic Plan are not included in this report, as the fluctuations of the economy are catastrophic, rendering any budget planning efforts null. Instead, the report calls for yearly updates of the budget lines in light of the economic situation at the time of implementation.

1. General Background (Website: NDU at a Glance)

Notre Dame University-Louaize (NDU) is a private, Lebanese non-profit Catholic institution of higher education that was officially established in 1987. NDU is accredited by the New England Commission for Higher Education (NECHE) and adopts the American system of liberal arts education.

The University hosts seven Faculties and offers a large pool of programs at both the bachelor and master levels. Many programs are accredited by accrediting bodies that are references in their fields. The University has three campuses operating in a fully integrated manner leading to a single virtual institution of higher education adopting modern approaches while remaining deeply rooted in its Eastern traditions, especially the Eastern Catholic/Maronite traditions.

The religious affiliation of the University does not impose any sectarian obligations on faculty members, Staff, or students. The cultural and spiritual heritage of the Maronite Order of the Blessed Virgin Mary highlights a belief in a unified Lebanon, a belief in education as a means of protection against fanaticism and corruption, and a dedication to freedom of thought and expression. The University adopts such values and beliefs irrespective of color, creed, race, or gender and seeks to enhance these values through the liberal education it offers and the career preparation that caters to the real needs of Lebanon and the region.

2. The Strategic Planning Process

The idea of a Strategic Plan for the institution stems from the requirements of modern management philosophies adopted in educational institutions worldwide. The accreditation agencies assign a primary importance to the process of strategic planning owing to the clear vision such a planning can offer the institution undertaking it.

NDU is not new to the strategic thinking as a previous five-year plan was devised in 2014 and used to gear the system to fulfill the set goals. The projections listed in the interim report submitted and approved by NECHE clearly delineate the need for the entire institution to embark on a new Strategic Plan for the coming five years with an emphasis on a comprehensive enrollment plan, effective working relationships between the Board of Trustees and the Supreme Council, and the implementation of a contingency plan to ensure the future sustainability of the institution.

In line with the obligations of NDU, the President issued a memo on October 10, 2020 to form a Strategic Plan Steering Committee (SPSC) with the main task of drafting a new strategic plan for the 2021–2026 period. The members of the SPSC represented the various units, both academic and non-academic, of the University and included:

Dr. Michel Hayek (Committee Chair), Dr. Christine Mady (RC-FAAD), Dr. Lindos Daou (FBAE), Dr. Ghassan Kraidy (FE), Dr. Wessam Chibani (FH), Dr. Eugene Sensenig (FLPS), Dr. Roger Nakad (FNAS), Dr. Doris Jaalouk (FNHS), Dr. Charbel Zgheib (SAO), Dr. Jennifer Abou Hamad (Office of), Ms. Carmel Salameh (Office of Finance), Ms. Nathalie El Kallassi (Office of IT), Ms. Nelly El Khazen (Office of Admissions), Ms. Theresa Muca Hajjar (OIRA), Ms. Emma Shaffu Chacar (Office of Communications), Dr. Lara Khabbaz (Office of Marketing), Mr. Sayed Ghossain (Office of Campus Services/Procurement), Ms. Nesrine Sfeir (Office of Development and Alumni Affairs).

Some members, namely Dr. Doris Jaalouk, Dr. Ghassan Kraidy, Ms. Nathalie El Kallassi, Ms. Nelly El Khazen, and Ms. Carmel Salameh stepped down during the progress of the work and were replaced by other representatives:

Dr. Jessy El Hayek (FNHS), Dr. Jad Atallah (FE), Ms. Nayla Basbous (Office of Admissions), Ms. Mona Kanaan (BOT), Dr. Cynthia Sfeir (Office of Budgeting) and Mrs. Joyce Menassa (Office of Admissions).

The SPSC started its activities on October 2020 and met on a regular basis over a one-year period to discuss the different aspects of the plan. The strategy adopted was to split the work among subcommittees in order to speed up the process. Different subcommittees tackled the SWOT and stakeholders analyses at the beginning and conducted multiple surveys, focus group meetings, individual meetings, among others, to check the situation of the University from an internal as well as an external point of view. The main objective was to collect the basic data needed to establish a data-driven Strategic Plan.

The subcommittees were reshuffled at some points and a new phase was started during which the new subcommittees worked on establishing the strategic goals based on the outputs of the SWOT and stakeholders analyses. At this stage, communication with the COD and the President's Office was continuous; the President and the Vice President for Academic Affairs attended the meetings whenever possible to share the input of the upper administration. Each goal was connected to a set of objectives and all objectives were linked to a list of action items with the right properties for evaluation and assessment in due time.

A strategic planning process is a forecasting job and therefore involves some uncertainties. The basic assumption considered by the committee is that the situation in the country will remain stable to some extent in order for the institution to continue fulfilling its mission by providing its customers with the right service. Data are key parameters in any forecasting process and the current plan is based on a set of limited data, especially financially, which was considered during the process but not included in the present report.

The plan was shared with the community between October 26, 2021 and November 9, 2021 for a public review process. The feedback collected were submitted to an ad hoc review committee (Dr. Ghazi Asmar, AVPRGS, Dr. Simon Abou Jaoude, AVPAS, Dr. Cynthia Sfeir, Budget Officer, and Ms. Theresa Hajjar Muca, Director of OIRA) tasked with reviewing the entire plan for consistency purposes before moving to the official approvals by the President, the University Council, and the Board of Trustees.

3. Stakeholders Analysis

This section presents the results of the stakeholders analysis for the Strategic Plan 2021–2026. It builds on the questionnaire survey done in December 2020 at NDU, engaging 43 internal entities and yielding a 63% response rate. The respondents' perceptions regarding internal and external stakeholders and their impact on ten focus areas, along with perceived risks and proposed areas for development, were analyzed. The ten focus areas were selected based on the SP2015–2020 and potential advancement areas for NDU. They included reputation and positioning at national and regional levels, student enrollment, student experience and retention, quality of education, research, business relations, financial resources, physical resources, innovation, and planning and governance.

Strategically, the following stakeholders have a large impact on the indicated focus areas at NDU: most of the internal stakeholder categories and external stakeholders include fellow national and international universities, governmental entities, accreditation bodies, schools and prospective students, granting agencies, professional collaborators, professional syndicates and groups, and private sector partners and suppliers. The main risks or concerns across stakeholders include securing financial stability, engagement, student enrollment levels, collaborations and partnerships with schools, the appeal of NDU to prospective students and their parents, the engagement of Alumni, and appeal to donors and grantors.

Based on the perceived risks and areas of development and the stakeholder analysis, the recommendations are as follows:

- > Creating new streams of revenue beyond tuition fees, grants, and philanthropic donations.
- > Considering a Multi-Stakeholder Group (MSG) approach to include collaboration with academia, civil societies, and public and private sectors.
- > Exploring possible synergies across Faculties, disciplines, and University offices to strengthen business relations.
- > Expanding networks and strengthening collaboration with other universities.
- > Developing lifelong learning programs to upskill soft and hard skills of human capital in response to Industry 4.0, which would benefit the NDU community.
- > Creating opportunities for continuous and active stakeholder engagement.
- > Establishing channels for internal communication especially after the "new normal."

- > Enhancing interaction with future students and parents to transform this group to actively engage them in new University activities.
 - > Establishing collaborative need-based partnerships with K-12 schools.
- The full report of the stakeholders analysis is available upon request.

4. SWOT Analysis

A SWOT analysis was conducted and selected strengths, weaknesses, opportunities, and threats are shown in Table 4-1. The full list mapping the main strategic areas is available upon request.

Table 4-1 SWOT Diagram

Strengths	Weaknesses (Selected)
<ul style="list-style-type: none"> • Smooth transition to remote delivery of courses, adaptability • Institutional accreditation (NECHE,) program accreditation (ABET, IAA, CILECT, ACCA) • Competitive tuition fees compared to accredited institutions in Lebanon • Improvement in QS World University Ranking • Inclusion of students with special needs (SKILD) • Student-centered University (personalized approach to cater to student needs) • Vivid campus life • Active MOUs with industrial companies and educational institutions (both local and abroad) • Systematic review of programs to cope with the market demands • Variety of financial aid/scholarship offers • Geographic and community diversity • Solid IT infrastructure and responsive support despite the limited human resources available • Good academic governance and structured reporting • Teaching and research quality of faculty members • Extensive library resources and laboratory facilities • Competitive sports teams 	<ul style="list-style-type: none"> • Difficulty in retaining and attracting Faculty and Staff members due to the financial crisis in the country • Recent appearance of demotivation, insecurity, and instability • Accountability is not strictly upheld • National financial crisis negatively impacting the financial standing of the University • Reliance on tuition • Absence of endowment fund • Long-term budgeting plan • Limited budget for research • Weak application of shared governance • Occasional top-down absence of transparency • Lax policy enforcement • Crises' impact on quality • Insufficient influx of national and international funds and donations • NDU visibility on TV and social media • Infrequent updates of University website and communication platforms • Strategies needed to attract more students and increase enrollment • Weak network, connection, and engagement with Alumni • Challenges with NDU's identity, image, and reputation • Reduced employability of NDU students for competitive jobs • Bureaucracy and paper-based processes

Opportunities (Selected)

- Integration and investment in sustainability
- Having professionals contribute to decision making
- Attracting BOT members who can make a difference
- School of Continuing Education
- Exploiting e-learning
- Faculty development opportunities
- Improving wages for academic and non-academic Staff
- Faculty and Staff commitment
- Alumni Network
- Better job conditions
- Interdisciplinary education and problem-based research
- Blended learning in curriculum development
- Partnering with international schools and organizations
- Programmatic and institutional accreditations
- Organizational innovation/Culture of innovation
- External sources of income
- Engaging undergraduate students in research
- Use of hub for entrepreneurs
- Expanding enrollment management
- Advantages of affordable tuition fees
- Promoting accreditation
- Engaging communication
- Community outreach
- Potential oil & gas discovered in Lebanon
- Establishing an endowment fund to support operations and academic excellence
- Maintaining strong relationships with Alumni and organizing fundraising events
 - Offering scholarship programs
 - Benefiting from campus space

Threats (Selected)

- The current unprecedented economic, social, and political crisis
- Mass departure of qualified/experienced instructors and Staff
- Shortage of funds
- Competition with other local universities
- Lagging in recruitment, communication, advertising, and marketing on main media outlets/channels and social media
- Low community outreach and community services
- To maintain enrollment, NDU may be compelled to accept weak students
- Deterioration of the level of education in the country
- Shift to online teaching/education imposed by the pandemic and readiness of NDU to deliver
- Public perception of online education/ cultural awareness

5. SWOT & Stakeholders Mappings

The different conclusions of both the stakeholders and the SWOT analyses were used to identify the different pillars or strategic areas that the Plan has to emphasize in order to meet the needs of the institution over the upcoming five-year period. The different mappings are presented in the Appendices (App. A for the stakeholders and App. B for the SWOT.) The resulting strategic areas are the following:

- > Mission (Sustainability, Governance, Transparency, . . .)
- > People (Faculty, Staff, Students, Alumni, . . .)
- > Innovation (Pedagogy, Entrepreneurship, . . .)
- > Outreach (Advancement, Image, Communication, Exchange, . . .)
- > Resources (Financial, Technological, Physical, . . .)

The above-mentioned areas were further confirmed by checking additional institutional sources including the Strategic Plans of the various Faculties (except FLPS) as well as the NECHE recommendations (NECHE letter dated November 9, 2020,) the “future plans” of the interim report to NECHE (2020,) and the report of the Special Student Recruitment Taskforce.

The strategic areas are the cornerstones for the next phase of developing strategic goals and associated objectives, action items, and key performance indicators. Various subcommittees were formed and tasked with establishing goals and objectives. The goals were shared with the President and the COD for further considerations and the results were used to develop objectives and action items.

6. Strategic Goals, Objectives, & Action Items

Following a continuous interaction between the upper administration (President & COD) and the committee, the following goals and objectives were developed and approved by the SPSC in its meeting on Tuesday, March 2, 2021. The committee further evaluated the goals/objectives and dissected each objective into smaller action items (different meetings during the Spring semester.)

1. Mission

- > **Goal I.1: Nurture a culture of sustainability, inclusion, and citizenship to create the widest social impact.**

- **Objective I.1.A:** Community Outreach (citizenship)

Action I.1.A.1: Organize student activities to promote active and peaceful citizenship.

Action I.1.A.2: Assess and design strategies to deal with the impact of current issues (Oil and Natural Gas extraction, . . .)

- **Objective I.1.B:** Intersectionality (inclusion & citizenship)

Action I.1.B.1: Mainstreaming gender, cognitive and non-cognitive challenges, mobility, poverty, equity, diversity, and regional marginalization.

- **Objective I.1.C:** Creation Care and Laudato Si' (sustainability)

Action I.1.C.1: Promoting sustainable approaches, food sovereignty, and cultural heritage (e.g. Nahr Al Kalb watershed, . . .)

- **Objective I.1.D:** Solidarity, Subsidiarity, Human Dignity, and Social Justice (sustainability, inclusion, & citizenship)

Action I.1.D.1: Promoting a faith-based approach to development; integrating Catholic Social Teaching (CST) on an ecumenical and inter-faith foundation.

Action I.1.D.2: Keep requesting from students who get scholarships from NDU to give back tutorials and assistantships to the NDU community.

Action I.1.D.3: Providing students with opportunities (e.g. scholarships) to continue their higher studies on the condition that, in return, they commit to teaching at NDU for a certain period when they graduate.

- **Objective I.1.E:** Corporate Social Responsibility: Business-Civil Society Partnership (sustainability & citizenship)

Action I.1.E.1: Establish CSR cooperation with companies doing business with NDU (CSR.)

Action I.1.E.2: Engage faculty members in consulting and mentoring activities that benefit the Lebanese society.

> **Goal I.2: Foster shared governance, transparency, agility, and continuous improvement to proactively adapt to changes.**

- **Objective I.2.A:** Revise the systems for shared governance for implementation across the institution

Action I.2.A.1: Update the system for shared governance principles and framework embodied in the Bylaws as a fundamental element of the institution.

Action I.2.A.2: Implement the system for shared governance principles and framework embodied in the Bylaws as a fundamental element of the institution.

Action I.2.A.3: Review the Faculty Bylaws every five years, taking into consideration the shared governance framework and specifics of each Faculty.

Action I.2.A.4: Create a Faculty senate whose main purpose is to safeguard the rights of faculty members.

Action I.2.A.5: Create a Staff advisory council whose main purpose is to safeguard the rights of Staff members.

- **Objective I.2.B:** Enhance the structure for transparent communication of adopted University decisions related to Faculty, Staff, and students in a timely manner

Action I.2.B.1: Fine-tune the flow of communication between the senior administration and faculty members, Staff, and students.

Action I.2.B.2: Continuously communicate the adopted University decisions related to faculty members, Staff, and students in a timely manner.

Action I.2.B.3: Enhance the flow of communication between the different entities of the University in a timely manner.

- **Objective I.2.C:** Plan for continuous improvement to proactively adapt to change

Action I.2.C.1: Develop a detailed contingency plan for unanticipated circumstances.

- **Objective I.2.D:** Strictly adhere to hiring policies and procedures of professionals in higher education for all personnel with proven record and a solid plan relevant to the position

Action I.2.D.1: Implement the existing hiring policy of personnel.

Action I.2.D.2: Update the recruitment and retention procedures for professionals in higher education for senior positions.

Action I.2.D.3: Devise an assessment plan to evaluate and hold accountable professionals in senior positions.

Action I.2.D.4: Implement the assessment plan to evaluate and hold accountable professionals in senior positions.

- **Objective I.2.E:** Enhance the effectiveness of the work of the BOT in support of the University mission

Action I.2.E.1: Establish proper procedures for board meetings, as an appendix to the BOT Bylaws.

Action I.2.E.2: Update the available assessment policy to evaluate the work of the BOT collectively and individually.

Action I.2.E.3: Review the BOT Bylaws periodically (every five years.)

Action I.2.E.4: Activate the work of the BOT to fulfill all its duties as delineated in Article 3, Duties of BOT, especially concerning the financial support provided to the institution.

2. People

> **Goal II.1: Invest in our People and make NDU an attractive place of work and research.**

- **Objective II.1.A:** Enhance the well-being of Faculty and Staff

Action II.1.A.1: Enlarge the service scope of the Medical House to cover students, Faculty and Staff (on an emergency basis.)

Action II.1.A.2: Organize social and HR activities to strengthen the connection between faculty members and Staff.

Action II.1.A.3: Devise a retirement plan (benefits and age) for faculty members with a pension system to hold its value at the end of service.

Action II.1.A.4: Develop a system to maintain the purchasing power of faculty members and Staff.

Action II.1.A.5: Revise the existing schooling allowance for faculty members and Staff.

Action II.1.A.6: Reconsider the health care plan for faculty members and Staff.

Action II.1.A.7: Reconsider the life insurance plan for faculty members.

Action II.1.A.8: Reactivate the rolling contract procedure for professorial ranks.

Action II.1.A.9: Set a new investment plan for end-of-service indemnity for faculty members in order to hold its value at the end of the service.

- **Objective II.1.B:** Develop programs for building capacities for Faculty and Staff

Action II.1.B.1: Promote and strengthen the academic development of faculty members

Action II.1.B.2: Promote and strengthen the professional development of Staff members.

Action II.1.B.3: Monitor the rotation for academic and non-academic leadership positions.

> **Goal II.2: Optimize University-student and University-Alumni relationships to strengthen belonging.**

- **Objective II.2.A:** Improve academic services to enhance the student experience at NDU
 - Action II.2.A.1:** Enhance student-advisor relationships.
 - Action II.2.A.2:** Adequately staff all offices offering student services.
 - Action II.2.A.3:** Revive student life on campus.

- **Objective II.2.B:** Strengthen the sense of belonging of NDU alumni
 - Action II.2.B.1:** Redefine the governance relationship between NDU and the NDU Alumni Association.
 - Action II.2.B.2:** Create an advisory board for the Office of Development and Alumni affairs.
 - Action II.2.B.3:** Improve the engagement of NDU Alumni.

- **Objective II.2.C:** Continuously improve the services offered by the Department of Career and Placement to students
 - Action II.2.C.1:** Widen the spectrum of MOUs of the Department of Career and Placement by targeting national and international firms.
 - Action II.2.C.2:** Improve the two-way communication between the students and Department of Career and Placement.
 - Action II.2.C.3:** Prepare students for the job market (Workshops for recruitment and job opportunities, seminars, . . .)
 - Action II.2.C.4:** Facilitate data access for the Department of Career and Placement.

3. Innovation

> **Goal III.1: Streamline innovative learning methods and continuously design differentiated programs to cater to student aspirations and market needs and develop community mindsets and competencies.**

- **Objective III.1.A:** Introduce new learning and assessment methods
 - Action III.1.A.1:** Invest in online learning and new learning methods.
 - Action III.1.A.2:** Encourage experiential/service learning and active learning.
 - Action III.1.A.3:** Design hybrid programs and courses.
 - Action III.1.A.4:** Design more cross-disciplinary graduate and undergraduate programs.
 - Action III.1.A.5:** Enhance adaptive learning for students with special needs.

- **Objective III.1.B:** Design and maintain differentiated programs to meet market needs
 - Action III.1.B.1:** Continue assessing and benchmarking all existing programs if applicable.
 - Action III.1.B.2:** Introduce new programs based on market needs.
 - Action III.1.B.3:** Partner with reputable local, regional and international universities and organizations to develop joint programs.
 - Action III.1.B.4:** Promote already existing differentiated programs.

- **Objective III.1.C:** Provide lifelong learning opportunities with diversified courses, workshops, and programs
 - Action III.1.C.1:** Design lifelong programs that cater to market needs.
 - Action III.1.C.2:** Recruit renowned practitioners to deliver courses and workshops.
 - Action III.1.C.3:** Offer tailored courses and programs, some with certificates, to sharpen professional skills.

- **Objective III.1.D:** Cultivate a culture of lifelong learning within the community, starting with NDU
 - Action III.1.D.1:** Instill a culture of lifelong learning.
 - Action III.1.D.2:** Recommend career- and self-development programs, courses, and workshops for students, fresh graduates, and Alumni.
 - Action III.1.D.3:** Establish collaborative advisory councils for LLC programs to ensure ongoing connection to industry needs.
 - Action III.1.D.4:** Strengthen the LLC's governance, identity, and mission.

- > **Goal III.2: Explore opportunities and invest in various endeavors with the internal and external community to create value.**
 - **Objective III.2.A:** Find new revenue sources through innovative business solutions, research, and development projects with the private and public sectors
 - Action III.2.A.1:** Partner with students and Alumni in entrepreneurial projects.
 - Action III.2.A.2:** Partner with the industry in Research and Development (R&D) projects.
 - Action III.2.A.3:** Partner with state and governmental entities to provide solutions, project proposals, and implementation.
 - Action III.2.A.4:** Invest in Staff and faculty members' initiatives and profitable projects.
 - Action III.2.A.5:** Review policies on consultancy in light of organizational innovation.

 - **Objective III.2.B:** Implement an Innovation and Entrepreneurship Integration Plan across all campuses
 - Action III.2.B.1:** Centralize Innovation and Entrepreneurship (I&E) data in one office.
 - Action III.2.B.2:** Assess Innovation and Entrepreneurship plans/activities of all Faculties.
 - Action III.2.B.3:** Set NDU Innovation and Entrepreneurship Model (structure, components, and enablers) and clear vision.
 - Action III.2.B.4:** Encourage students to take an Innovation and Entrepreneurship course as a free elective.
 - Action III.2.B.5:** Highlight innovation and entrepreneurship in all NDU communication channels.

 - **Objective III.2.C:** Design, develop, and activate an Innovation and Entrepreneurship e-Hub
 - Action III.2.C.1:** Design and develop the e-Hub.
 - Action III.2.C.2:** Partner with entities within the Innovation and Entrepreneurship Lebanese ecosystem.
 - Action III.2.C.3:** Create an Innovation and Entrepreneurship extra-curricular program.

- **Objective III.2.D:** Revise research policies and priorities
 - Action III.2.D.1:** Encourage research according to set NDU priorities.
 - Action III.2.D.2:** Update promotion guidelines related to research.
 - Action III.2.D.3:** Keep updating research indicators and metrics and measure performance.

- **Objective III.2.E:** Enhance research performance across NDU community
 - Action III.2.E.1:** Enhance number and quality of research publications.
 - Action III.2.E.2:** Continue recognizing faculty members with publications in high quality venues.
 - Action III.2.E.3:** Support faculty members in applying for research grants.
 - Action III.2.E.4:** Support graduate and undergraduate student publications.
 - Action III.2.E.5:** Encourage the CO-OP model in some disciplines.
 - Action III.2.E.6:** Strengthen communication and collaboration with faculty members at the national, regional, and international levels.

4. Outreach

> **Goal IV.1: Increase NDU student enrollment through proper planning, targeted actions, and indicators.**

- **Objective IV.1.A:** Develop an Overall Strategic Enrollment Management Plan for undergraduate and graduate programs and assess it with all its promotional material on a yearly basis
 - Action IV.1.A.1:** Revise admission criteria including composite score, placement test, and requirements.
 - Action IV.1.A.2:** Improve the admission and registration process to create a smooth flow and one-stop-shop facilitating the student experience.
 - Action IV.1.A.3:** Enhance the relationships with schools—nationally and in the MENA region—while focusing on the relations with principals, orientation professionals, and teachers.
 - Action IV.1.A.4:** Assess the list of schools benefiting from admission protocols and update it as needed.
 - Action IV.1.A.5:** Maintain the periodic assessment of low enrollment and dormant programs, based on enrollment potential and market needs.
 - Action IV.1.A.6:** Maintain the periodic assessment of available scholarships and graduate assistantships.
 - Action IV.1.A.7:** Maintain and expand differentiating tracks to attract talented school students from different fields (talents in sports, music, etc.)
 - Action IV.1.A.8:** Tailor activities such as courses and events to target high school student audience (University-wide summer camp, virtual school activities, etc.).
 - Action IV.1.A.9:** Involve successful Alumni and faculty members in school visits and program promotion efforts.

- **Objective IV.1.B:** Develop an enrollment plan for the LLC that includes vocational tracks and specific programs to develop students' paths to increase their competitiveness in the job market

Action IV.1.B.1: Explore the possibility of collaborating with international training centers as well as chartered institutes for vocational training.

Action IV.1.B.2: Create and promote series of corporate workshops in collaboration with top international employers along with well-known/successful business influencers in the MENA region.

Action IV.1.B.3: Explore the feasibility of launching executive education tracks.

- **Objective IV.1.C:** Enhance the role of the Department of Career and Placement

Action IV.1.C.1: Keep promoting employability and internships in the industry.

Action IV.1.C.2: Inform the Department of Career and Placement about job placement and job opportunities.

Action IV.1.C.3: Encourage the culture of Alumni hiring NDU graduates.

Action IV.1.C.4: Collaborate with the industry in order to recruit employees in graduate programs.

- **Objective IV.1.D:** Widen the scope of undergraduate recruitment by expanding reach within Lebanon and the region

Action IV.1.D.1: Create a feasibility study to assess the opening of a versatile branch in Beirut to be used for different programs not requiring labs such as business and law, among others.

Action IV.1.D.2: Promote the facilities at the dorms on the website and other social media platforms.

- **Objective IV.1.E:** Promote plans to recruit students with special needs

Action IV.1.E.1: Coordinate with the SAO, SKILD, and Office of Admissions on a list of special needs that can be accommodated at NDU and create a plan to involve schools.

Action IV.1.E.2: Establish a dedicated fund for this initiative to provide financial aid for students with special needs.

Action IV.1.E.3: Collaborate with local organizations that support special needs in efforts to recruit students with special needs and bridge them with the job market.

- **Objective IV.1.F:** Launch the Alumni Legacy Program that offers incentives to children of Alumni.

Action IV.1.F.1: Collaborate with the NDU Alumni Association to finalize the benefits the Alumni legacy will receive from the University.

Action IV.1.F.2: Coordinate with the NDU Alumni Association to create a dedicated fund that will support the tuition of Alumni Legacy students.

Action IV.1.F.3: Promote the legacy program to Alumni and their children through different events and platforms.

Action IV.1.F.4: Establish a culture of Legacy events and priorities to children of Alumni.

- **Objective IV.1.G:** Raise students' engagement, making NDU a student-centered University, leading to students becoming ambassadors

Action IV.1.G.1: Re-launch a students' satisfaction survey, similar to NESSE survey covering academics, environment, and general campus life.

Action IV.1.G.2: Develop a comprehensive strategy for the journey map from recruitment to graduation.

> Goal IV.2: Strengthen NDU's image, reputation, and brand loyalty by positively influencing the perception and engagement among internal and external key stakeholders.

- **Objective IV.2.A:** Create key projects to increase sense of belonging and engagement among key external stakeholders

Action IV.2.A.1: Run a perception survey for both internal and external stakeholders.

Action IV.2.A.2: Organize campaigns to promote the image of the University.

Action IV.2.A.3: Strengthen relations and diversify areas of collaboration and involvement between NDU and community at large stakeholders.

Action IV.2.A.4: Organize necessary events (virtual and/or non-virtual) to highlight vision and key messages.

- **Objective IV.2.B:** Create a dedicated plan to address internal communication, engagement, and sense of belonging

Action IV.2.B.1: Draft and implement an internal communication strategy with the needed offices.

Action IV.2.B.2: Encourage engagement of full-timers to promote academic programs.

Action IV.2.B.3: Increase the number of in-house student competitions and events on campus (virtual or non-virtual.)

Action IV.2.B.4: Increase student involvement in research projects, conferences, workshops, and competitions.

- **Objective IV.2.C:** Develop an integrated marketing and communications strategy

Action IV.2.C.1: Advertise programs through outreach activities, workshops, and in-house student competitions.

Action IV.2.C.2: Create dedicated admission campaigns for both undergraduate and graduate programs and Lifelong Learning Center certificates/programs.

Action IV.2.C.3: Promote research projects, Faculty experts, and student involvement.

Action IV.2.C.4: Promote success stories of existing exchange programs of NDU students.

Action IV.2.C.5: Promote local and international partnerships as needed.

Action IV.2.C.6: Promote Faculty success stories, accreditation, and programs as needed.

> Goal IV.3: Adopt a purpose-oriented approach to extend and strengthen collaboration among academics, civil societies, and public and private sectors and cultivate strong local and international network engagement.

- **Objective IV.3.A:** Improve the University's national, regional, and global rankings

Action IV.3.A.1: Select university ranking standards that support the University's image and its development.

Action IV.3.A.2: Assess and set adequate collaborative action plans to improve the University's position in national, regional, and global rankings.

Action IV.3.A.3: Strengthen the culture of data sharing within the University and create/ implement the needed processes.

Action IV.3.A.4: Promote the ranking results to University stakeholders, its impact on students, Faculty, Alumni, and others.

- **Objective IV.3.B:** Cultivate collaborative links and agreements with Industry through innovation and consultancy

Action IV.3.B.1: Develop NDU network with Industry through MOUs that support student internships, job opportunities, and explore support of student market readiness.

Action IV.3.B.2: Create a University-wide centralized database management of contacts.

Action IV.3.B.3: Assess the impact of current Faculty and department advisory boards and revive them through regular meetings and initiatives/action plans.

Action IV.3.B.4: Include Alumni as part of University advisory boards.

Action IV.3.B.5: Evaluate NDU majors for potential partnerships with the private sector.

Action IV.3.B.6: Enlarge the pool of Industry-focused courses delivered by renowned private sectors or associations that open internship and employability for students and Alumni.

5. Resources

- > **Goal V: Leverage NDU human and physical resources and strengthen and diversify its financial, technological, and physical infrastructure to ensure University sustainability.**

- **Objective V.1.A:** Technology: Ensure optimal use of technological advancement

Action V.1.A.1: Enhance the technological infrastructure for remote teaching and learning, including full online certificates as allowed by the corresponding laws.

Action V.1.A.2: Implement online workflow with forms across the departments.

- **Objective V.1.B:** Data Management and Data Security

Action V.1.B.1: Ensure that accurate relevant data, in a variety of digital and non-digital formats, is collected and entered in a timely and compliant manner by Faculties/offices/units/libraries; identify and train the key personnel responsible for data entry, storage, and security.

Action V.1.B.2: Devise a system for faculties/offices/units to document the formulas/filters used for all collected, acquired, and created data.

Action V.1.B.3: Enforce the coordination among Faculties, Registrar's Office and Office of Admissions to revise and maintain timely, accurate, and consistent common information to be published on the University's website to meet the internal and external requirements.

Action V.1.B.4: Task a committee of OIT and OIRA members to prepare a manual for all formulas/filters used for all University's collected, acquired, and created data fields used for internal and external reporting and decision-making.

- **Objective V.1.C:** Digitization and documentation of processes

Action V.1.C.1: Centralize and document all internal processes in order to be able to have them communicated and accessed online.

Action V.1.C.2: Have relevant documentation scanned and available online.

- **Objective V.1.D:** Introduce new revenue generating initiatives to be less dependent on tuition
 - Action V.1.D.1:** Develop online certificates to be offered by the University.
 - Action V.1.D.2:** Rent out the physical facilities (Exam Halls, Auditorium, Offices, . . .)
 - Action V.1.D.3:** Establish NDU (including branches) as a Hub for SMEs and Rep Office for Multinational Rep Offices.
 - Action V.1.D.4:** Open an NDU Memorabilia and Paraphernalia shop physically and online.

- **Objective V.1.E:** Raise funds for financial aid scholarships and operations
 - Action V.1.E.1:** Launch fundraising initiatives to get funds to support financial aid.
 - Action V.1.E.2:** Launch a campaign for fundraising to support expansion/operation.
 - Action V.1.E.3:** Establish an endowment fund.
 - Action V.1.E.4:** Solicit funds from diverse sponsors and sources.
 - Action V.1.E.5:** Publish a yearly giving report.

- **Objective V.1.F:** Enhance NDU's Infrastructure
 - Action V.1.F.1:** Install CCTV cameras in remaining critical areas of NDU campuses.
 - Action V.1.F.2:** Equip NDU campuses with ramps and elevators to facilitate the mobility of physically challenged individuals.
 - Action V.1.F.3:** Implement fire strategy and evacuation procedures at all campuses.
 - Action V.1.F.4:** Gradually move towards more sustainable and green energy systems.

7. Action Items Properties

The different action items listed in the previous section constitute the backbone of the Strategic Plan and additional details are needed to facilitate the implementation and the follow up over the lifetime of the plan. Different characteristics were appended to each item including the timeline of implementation, the key performance indicators (KPIs,) the resources, as well as the champions. Detailed lists were generated by the different subcommittees working on specific goals and the results were integrated in a single package available in both Word and Excel formats upon request.

It is noteworthy to mention that the cost figures were not included in the present report as the economic situation is volatile. The data thus needs to be checked at the time of implementation and updated accordingly. Some resources are listed as internal or external to summarize and the specific needs are to be identified in due time.

8. Conclusions

The Strategic Plan 2021–2026 is a data-driven plan with contributions from the entire community at all levels. Many objectives were added in an attempt to restore a certain level of trust in the system after the few years of instability that lead to some unpopular decisions. The committee fully believes that the actions, once implemented, will result in a better environment and will gear the system back towards regularity.