



# **A TRANSFORMATIONAL JOURNEY: USEK STRATEGIC PLAN FOR ACADEMIC EXCELLENCE AND GLOBAL LEADERSHIP**



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# INTRODUCTION AND MISSION

**Executive Summary:** The strategic plan of the Holy Spirit University of Kaslik (USEK) centers on enhancing academic reputation through proactive recruitment of constituents, cultivating an innovative and entrepreneurial mindset, and establishing distinctive academic excellence. By aligning our efforts with these goals, we will pave the way for becoming the transformative institution that prepares future leaders in Lebanon and beyond.

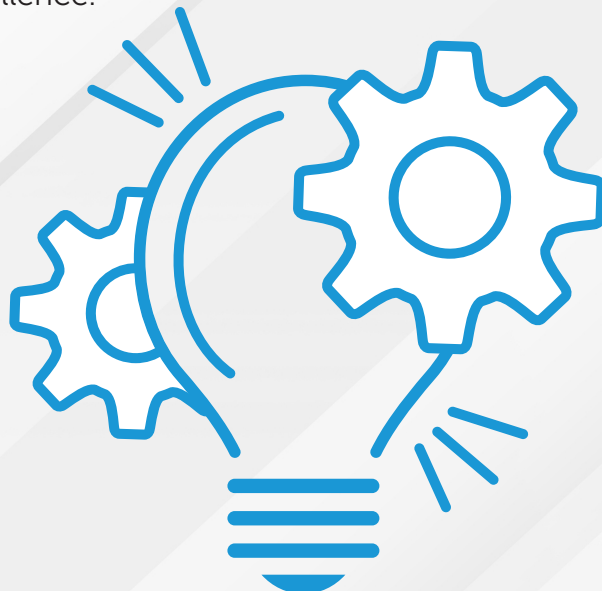
**USEK's Mission:** Since its founding, USEK seeks, and in accordance with the Article 92 of the Constitutions of the OLM (ed. 2012) and the social teaching of the Catholic Church on universities, to contribute to the development of all its students through quality educational programs and research in various fields of study.

By providing a high quality American-style education to its students, USEK intends to prepare future leaders for innovation, professional growth, and life-long learning in Lebanon, within the Middle East, and throughout the world. USEK is committed to a faith-based educational development of its students rooted in the Catholic tradition whereby spiritual values and ethics as well as respect for cultural and religious pluralism are promoted.

## SP2327 VISION AND PURPOSE

**Vision:** The vision of this strategic plan is to become a transformative institution renowned for exceptional academic excellence, preparing the next generation of leaders in Lebanon.

**Purpose:** To achieve our vision, we will focus on three strategic priorities: recruiting for excellence, cultivating innovation, and strengthening academic excellence.





## STRATEGIC PRIORITY: STRIVING TO RECRUIT FOR EXCELLENCE

Foster a culture of collaboration and partnership to attract motivated students, faculty, and staff who align with the University's catholic identity and vision.



**Goal 1:**  
*Proactive enrollment management and agile recruitment processes*



**Direction:** Shift USEK's focus from admission to nimble and responsive recruitment by shaping the entering class.

**Initiative 1:** Build an effective recruiting funnel to increase applicants and enhance selectivity/yield. (🔑)

**Initiative 2:** Attract a diverse and talented student body.

**Initiative 3:** Simplify, make more transparent, and streamline the application and admission processes. (🔑)



**Goal 2:**  
*Graduate Leadership Hub*



**Direction:** Establish USEK as a preferred destination for graduate students in the region.

**Initiative 1:** Offer cutting-edge dual degree programs in collaboration with international universities. (🔑)

**Initiative 2:** Recruit more graduate students willing to engage in research by offering cost sharing and in-kind donations to faculty involved in writing competitive proposals.

**Initiative 3:** Increase awareness of funded PhD student initiatives.

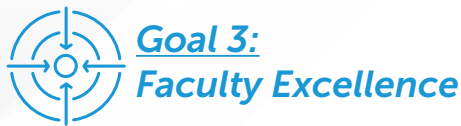
**Initiative 4:** Promote interdisciplinary research projects and collaborations.



**Key Initiative:** a key initiative is a gateway/impactful priority that leads up to another initiative.



**Initiative 5:** Launch a marketing campaign to increase the visibility of graduate programs and highlight institutional strengths. (🔑)



**Direction:** Offer a challenging yet rewarding work environment.

**Initiative 1:** Improve competitiveness in salaries and benefits for faculty. (🔑)

**Initiative 2:** Review recruitment strategies for optimal outreach to advance USEK's mission.



## STRATEGIC PRIORITY: PROMOTING INNOVATIVE AND ENTREPRENEURIAL GOVERNANCE

Foster a culture of innovation, entrepreneurship, and creativity throughout the institution.



**Direction:** Build a community of leaders and entrepreneurs where innovation and novelty are cherished.

**Initiative 1:** Establish university-wide leadership and innovation programs for faculty, staff, and students.

**Initiative 2:** Promote an environment where innovative ideas are valued.



## Goal 2: Fiduciary Budgeting



**Direction:** Empower unit leaders with fiduciary responsibilities and encouraging creative solutions, while maintaining fiscal accountability and oversight.

**Initiative 1:** Foster in each unit an entrepreneurial culture and data-driven decision-making budgetary processes with realistic accountability and multiple oversights. (key icon)

**Initiative 2:** Establish internal audit processes to verify the integrity, accuracy, and reliability of budget decisions.



## Goal 3: Streamlined Operations



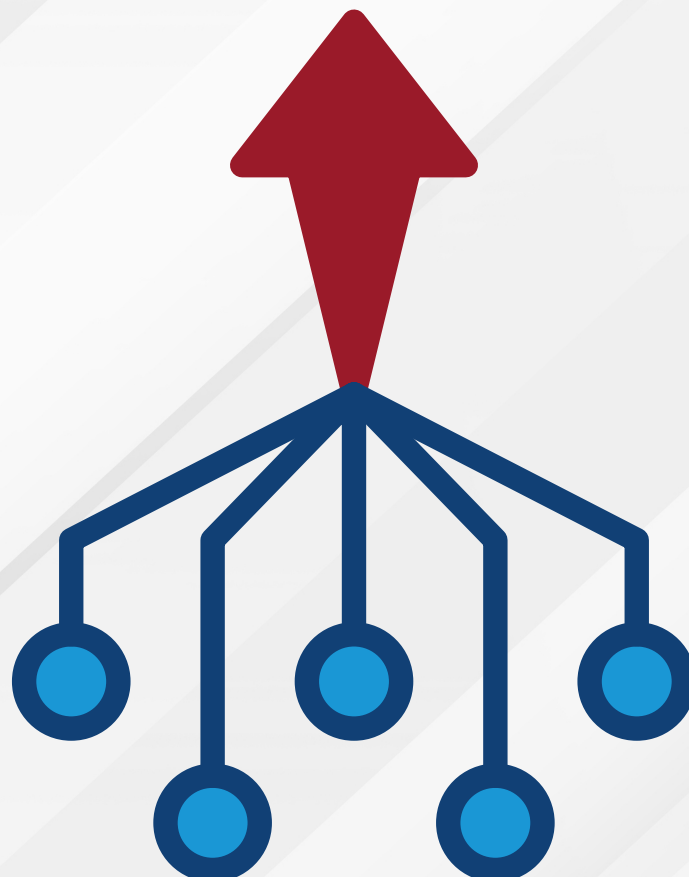
**Direction:** Implement streamlined administrative processes to enhance efficiency.

**Initiative 1:** Track and benchmark operational costs for every unit.

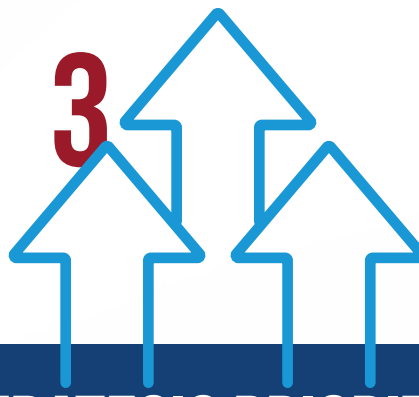
**Initiative 2:** Extend workflow automation and integration.

**Initiative 3:** Become more data driven in decision making. (key icon)

**Initiative 4:** Develop, recruit, and retain qualified staff.



**Key Initiative:** a key initiative is a gateway/impactful priority that leads up to another initiative.

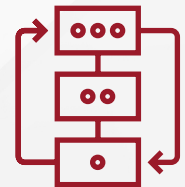


## STRATEGIC PRIORITY: STRENGTHENING THE UNIVERSITY'S DISTINCTIVE CATHOLIC MARONITE ACADEMIC EXCELLENCE

Elevate the University's Catholic and Maronite identity and its academic reputation while highlighting its hidden gems by capitalizing on existing strengths and identifying new growth opportunities.



### **Goal 1:** *Relevant, Impactful, and Well-grounded Programs*



**Direction:** Continuously assess and adapt programs to align with our identity and emerging trends and societal needs.

**Initiative 1:** Ensure that USEK's Catholic and Maronite identity deeply informs and thoroughly infuses the institution.

**Initiative 2:** Establish and implement a rigorous internal program review process with a timeline for regular program review. (🔑)

**Initiative 3:** Foster innovation, address emerging challenges, and equip students with the knowledge and skills needed to thrive in a rapidly evolving global landscape.

**Initiative 4:** Expand developmental and signature learning opportunities for all students.

**Initiative 5:** Focus on supporting the learning and teaching experience through digital development and enhancement.



### **Goal 2:** *Excellence in Student Success*



**Direction:** Develop new approaches for student guidance, advising, mentoring, and support.

**Initiative 1:** Enhance resources to promote positive study habits. (🔑)



**Key Initiative:** a key initiative is a gateway/impactful priority that leads up to another initiative.

**Initiative 2:** Nurture student and alumni engagement while building a culture of belonging and adherence to USEK's catholic values. (🔑)

**Initiative 3:** Monitor the success of the enrollment plan and its impact on the University's resources.

**Initiative 4:** Maximize preparation for careers.



**Direction:** Foster international and national strategic endeavors.

**Initiative 1:** Identify strategic geographical areas of focus to create and manage international branch campuses (IBCs) to support the University's efforts in profiling itself as a globally minded institution.

**Initiative 2:** Strengthen, expand, and effectively support the international dimension of research and innovation.

**Initiative 3:** Enhance collaborations with the public/private sector and provide access to complementary capabilities to advance the University and the sector in question.

## IMPLEMENTATION STRATEGIES:

**1.**

Create cross-functional teams to work on each goal, fostering collaboration and diverse perspectives.

**2.**

Develop quantifiable metrics to measure progress and success for each goal, ensuring accountability and transparency.

**3.**

Engage students, faculty, alumni, industry partners, and USEK's broader community and friends in the strategic planning process to ensure alignment with real-world needs.