Université Saint-Joseph de Beyrouth
جامعة القدّيس يوسف في بيروت

Board of Trustees Self-Evaluation Policy of Université Saint-Joseph de Beyrouth (USJ - Saint Joseph University of Beirut)

This policy was approved by the Board of Trustees during its 15th meeting on October 28, 2026

1. PURPOSE AND SCOPE

The present Policy establishes a regular process through which the Board of Trustees (the "Board") of *Université Saint-Joseph de Beyrouth* (the "University") assesses its collective effectiveness, reflects on its governance practices and identifies opportunities for improvement. It supports the University's commitment to sound governance and continuous improvement.

The self-evaluation concerns the Board as a collective body. It shall be carried out in accordance with the University Charter and Bylaws, without affecting the responsibilities of other University governing bodies.

2. GENERAL PRINCIPLES

The Board shall conduct its own self-evaluation with the participation of all its members. The process shall be constructive, confidential and focused on the Board's effectiveness rather than individual performance. Members shall be encouraged to express their views openly and to suggest practical improvements. The Board shall retain responsibility for considering the results and determining any follow-up.

3. AREAS OF EVALUATION

The evaluation shall be based on the University's Board of Trustees – Annual Self-Evaluation Form hereto attached to this Policy. It shall cover, among other things, Board composition and independence; the role and effectiveness of Board committees, where applicable; Board meetings and member engagement; the University's mission and vision; strategic oversight and institutional direction; governance and responsibilities; fundraising and external relations; relations with the University leadership; and academic freedom, ethics and institutional integrity.

The Form shall also allow members to comment on the Board's strengths, matters requiring greater attention and future priorities. All matters shall be considered within the limits of the Board's powers under the University Bylaws. The Board may adjust the Form yearly to reflect its needs and priorities.

4. FREQUENCY AND ORGANIZATION

The Board shall conduct a self-evaluation annually. The timing shall be determined by the Chairperson, taking into account the Board's meeting schedule.

The Chairperson shall initiate and oversee the process, with administrative support from the Secretary of the Board. Each Board member shall be invited to complete the Self-Evaluation Form individually and submit it confidentially within the period communicated by the Chairperson.

5. REVIEW OF RESULTS

The Secretary of the Board shall prepare a concise summary of the responses, highlighting the main strengths, areas for improvement and suggestions received.

The Chairperson shall present the findings to the Board for discussion at an appropriate meeting. The Board shall consider the results collectively and agree on any priorities or measures it considers useful. The principal conclusions shall be recorded in the meeting minutes.

6. FOLLOW-UP AND BOARD DEVELOPMENT

The Board shall determine appropriate follow-up measures in light of the evaluation, including, where relevant, improvements to its working methods, information-sharing, or opportunities for Board development. Responsibilities and indicative timelines may be agreed upon where needed.

The Board shall review progress on the agreed measures at a subsequent meeting or as part of the next annual self-evaluation, as appropriate. Any change affecting statutory responsibilities or internal regulations shall follow the applicable approval procedures.

7. CONFIDENTIALITY AND DOCUMENTATION

Individual responses shall be handled confidentially and accessed only by persons entrusted with administering the evaluation. The consolidated summary, relevant Board decisions and any agreed follow-up shall be securely maintained in accordance with the University's applicable rules. These records may be used, where appropriate, to document the Board's self-evaluation and improvement practices for institutional assessment and accreditation purposes.

8. REVIEW AND ENTRY INTO FORCE

The present Policy shall enter into force following the required institutional approvals. It may be reviewed and amended when necessary, in accordance with the University's applicable governance procedures.

Université Saint-Joseph de Beyrouth (USJ)

Board of Trustees – Annual Self-Evaluation Form

PURPOSE

This self-evaluation is intended to help the Board of Trustees reflect on its effectiveness, governance practices, and contribution to the University's mission. Responses will be used to improve Board performance and support continuous institutional excellence.

INSTRUCTIONS

Please rate each statement using the scale below and provide comments where appropriate.

RATING SCALE

1 - Strongly Disagree: Not demonstrated (rarely/never evident).

2 - Disagree: Minimally demonstrated (inconsistently evident).

3 - Partially Agree: Sometimes demonstrated (evident in some situations, but not consistently).

4 - Agree: Usually demonstrated (consistent and reliable).

5 - Strongly Agree: Always demonstrated (consistently evident; serves as a model of good practice).

N/A - Not applicable or insufficient information

Section 1: Board Composition

Statement	1	2	3	4	5	N/A
The Board size and composition are appropriate to fulfill its responsibilities	☐	☐	☐	☐	☐	☐
Board members bring relevant expertise and diversity (academic, financial, legal, strategic, gender, experience, geography, etc.)	☐	☐	☐	☐	☐	☐
The Board diversity supports rich discussions and good decision-making	☐	☐	☐	☐	☐	☐
Board members disclose any conflicts of interest	☐	☐	☐	☐	☐	☐
Board members operate independently and act in the best interests of the University rather than external constituencies	☐	☐	☐	☐	☐	☐

Comments:

Section 2: Board Committees

Statement	1	2	3	4	5	N/A
Board committees are effective and their mandates are clearly defined	☐	☐	☐	☐	☐	☐
Board committee reports are useful for decision-making	☐	☐	☐	☐	☐	☐
Board committees address key issues, including audit, strategy, finance, governance, and academia	☐	☐	☐	☐	☐	☐

Comments:

Section 3: Board Culture and Effectiveness

Statement	1	2	3	4	5	N/A
Board meetings are well-organized and productive	☐	☐	☐	☐	☐	☐
Board materials are received sufficiently in advance of meetings	☐	☐	☐	☐	☐	☐
Board materials are clear, focused on strategic issues and allow background analysis for major decisions	☐	☐	☐	☐	☐	☐
Board members are adequately prepared for meetings and actively engaged	☐	☐	☐	☐	☐	☐
Board members attend meetings regularly	☐	☐	☐	☐	☐	☐
The Board fosters respectful dialogue, fair distribution of speaking time, quality collaboration and constructive challenge	☐	☐	☐	☐	☐	☐
New members receive effective orientation	☐	☐	☐	☐	☐	☐

Comments:

Section 4: Mission and Vision

Statement	1	2	3	4	5	N/A
The Board demonstrates a clear understanding of USJ's mission	☐	☐	☐	☐	☐	☐
Board decisions are aligned with USJ's mission, vision and values	☐	☐	☐	☐	☐	☐
The Board ensures academic excellence and institutional reputation	☐	☐	☐	☐	☐	☐
The Board supports USJ's strategic plan	☐	☐	☐	☐	☐	☐
The Board supports USJ's role in serving Lebanese society and the region	☐	☐	☐	☐	☐	☐

Comments:

Section 5: Strategic Oversight and Institutional Direction

Statement	1	2	3	4	5	N/A
The Board reviews USJ's strategic planning regularly	☐	☐	☐	☐	☐	☐
The Board provides long-term vision beyond immediate operational concerns	☐	☐	☐	☐	☐	☐
The Board receives adequate key performance indicators (KPIs)	☐	☐	☐	☐	☐	☐
Major academic, financial, and structural decisions are carefully assessed	☐	☐	☐	☐	☐	☐
Financial reports are clear, timely, transparent and sufficient for oversight	☐	☐	☐	☐	☐	☐
The Board adequately monitors financial sustainability and institutional resilience ensuring the continuity of its mission	☐	☐	☐	☐	☐	☐

Comments:

Section 6: Governance and Responsibilities

Statement	1	2	3	4	5	N/A
The Board fulfills its duties responsibly	☐	☐	☐	☐	☐	☐
The Board is effectively engaged in the selection and recruitment decisions for the University Rector and the succession planning	☐	☐	☐	☐	☐	☐
The Board is effectively engaged in the evaluation process of the Rector's annual reports	☐	☐	☐	☐	☐	☐
The Board oversees major investments and transformation initiatives	☐	☐	☐	☐	☐	☐
Financial decisions support USJ's long-term sustainability	☐	☐	☐	☐	☐	☐
The Board reviews major risks facing the University (financial, legal, reputational)	☐	☐	☐	☐	☐	☐
The Board is prepared to respond to major institutional crises	☐	☐	☐	☐	☐	☐

Comments:

Section 7: Fundraising and External Relations

Statement	1	2	3	4	5	N/A
The Board supports fundraising and development initiatives	☐	☐	☐	☐	☐	☐
Board members serve as ambassadors for USJ	☐	☐	☐	☐	☐	☐
Board members help strengthen partnerships with international institutions, alumni, and donors	☐	☐	☐	☐	☐	☐

Comments:

Section 8: Relationship with the Rectorate and University Leadership

Statement	1	2	3	4	5	N/A
The Board maintains a constructive relationship with the Rector	☐	☐	☐	☐	☐	☐
Roles between governance and management are respected	☐	☐	☐	☐	☐	☐
Communication with the University leadership is clear, timely, and sufficient	☐	☐	☐	☐	☐	☐
The Board ratifies the development strategies adopted by the University's bodies	☐	☐	☐	☐	☐	☐

Comments:

Section 9: Academic Freedom, Ethics and Integrity

Statement	1	2	3	4	5	N/A
The Board safeguards USJ's academic freedom and institutional integrity	☐	☐	☐	☐	☐	☐
The Board oversees compliance with laws, accreditation requirements and regulatory obligations	☐	☐	☐	☐	☐	☐
The Board upholds ethical standards	☐	☐	☐	☐	☐	☐
The Board promotes transparency and accountability	☐	☐	☐	☐	☐	☐

Comments:

Section 10: Overall Assessment and Future Priorities

1. **What are the Board's main strengths?**
2. **What changes would most improve the Board effectiveness?**
3. **What topics received the most focus?**
4. **What topics received too little attention?**
5. **What are the three most important issues the Board should focus on in the next three years?**
6. **Compared with boards of other universities or organizations you know, how effective the USJ Board is?**

Below Average	Average	Above Average	Leading Practice
☐	☐	☐	☐

7. **Which committee works best, and why?**
8. **Additional comments or recommendations:**
