



Saint Joseph University of Beirut

USJ Strategic Plan 2027

www.usj.edu.lb



“We are not the children of today; we, the members of USJ, came into existence with the birth of the idea of Saint Joseph University, from its conception in 1839 and its foundation in 1875, and thus we are ready to build its future”

Prof. Salim Daccache SJ
Rector of Saint Joseph University of Beirut

INTRODUCTION

The Saint Joseph University (USJ) is the product of the Jesuit Founders' **long-matured and long-desired dream** back in 1875. Their vision was to form leaders of social and national transformation, armed with values of probity and excellence, in civil and religious disciplines.

One hundred years later, the re-founders of 1975 renewed the mission and vision within the Charter of the USJ, **pursuing the rebuilding of the cohesion and continuity of the University's institutions** over values that combine unity with participation, authenticity with modernity, technicality and professionalism with the highly believing and humanistic culture.

Now and in the prospect of celebrating the 150th anniversary of the University in 2025, and faced with its many own challenges as well as the surrounding environment challenges, **the University, as an academic community regrouping Jesuits and laypersons, is renewing its vision.**

It is preserving the same pillars for its vision, favoring for the future the idea of a University which aims to maintain excellence in training and relevance in research. It aims at relying upon the know-how-to-be skills as well as formative humanism while adapting it to the specificities of Lebanon, and the Near and Middle East.

It also develops **the idea of the University as a crossroad** which presents itself as a cultural interface and seeks to help individuals and communities respond to a fundamental challenge of the 21st century: how can the community become a community in relationship with others, and how can the individual become the individual in relationship with others while still being rooted within his/her community?

The mission of the University articulates on three dimensions: the **creation** of new knowledge (research), the **transmission** of this knowledge (teaching) and putting this knowledge **at the service of the society** (service). In order to put this mission into execution, the University positions itself as an establishment of francophone language and culture, which privileges **multiculturalism** and **trilingualism** (French, Arabic and English) and that adopts **innovation** and **digital transformation**. Being accessible to all social classes and all communities, and at the service of the nation and the region, it promotes, in teaching and research, issues of **sustainable development**, primacy of **human rights, justice, democracy, dialogue of civilizations** as well as **issues of meaning**. Being open to the international sphere, it is determined to benefit from the extraordinary potentiality that is represented by the network of Jesuit universities throughout the world.

The vision and the mission are built on values that combine namely the Jesuit pedagogical tradition, the autonomy, the collaboration, the participation, the freedom of conscience, the political independence and the social engagement, all this around an academic, professional and ethical training of excellence, completed by an authentic culture that is founded on the issues of sense making, at the service of the promotion of the persons.

This is how education, as a concept, shall keep its strength and preserve the intensity of its content and this is how the USJ Spirit shall continue to develop dynamically and efficiently.

STRATEGIC AXES

A

Education

We want our University to continue being the benchmark of excellence in university education. We will work to acquire a quality culture as a national and international requirement.

B

Research

We want our University to continue developing quality research, an integral part of our education, particularly meeting national and regional needs.

C

Service to society

We want our University to increasingly become a great crossroad where the paths of interfaith service, intercultural relations, citizenship, and conviviality intersect.

D

Global Reach

We want our University to give full consideration to student life and student needs. We want our University to continue developing an international cooperation strategy while remaining rooted in its Francophone tradition.

E

Institutional Development

Our University will mobilize its various stakeholders in a spirit of supportive teamwork to encourage them to position themselves as partners in a university community. Our University will develop its infrastructure. It will renovate its Rectorate, its campuses, and its regional campuses by adopting the option of a green university.

F

Continuing Education

We want to offer continuing education programs that are dynamic and adaptable to the evolving needs of the labor market, in Lebanon and the region, in the form of certificates, short-term training, and customized training.

OBJECTIVES

A

Education

- A1 - Adapt programs and competences to the needs of the labor market and the aspirations of candidates and students
- A2 - Ensure a quality educational policy aligned with national and international standards and the values of the University
- A3 - Transmit the Jesuit spirit
- A4 - Engage in innovative pedagogical practices
- A5 - Strengthen professional integration and entrepreneurship

B

Research

- B1 - Increase faculty engagement in research
- B2 - Increase student engagement in research
- B3 - Develop research that addresses the University's priorities and the needs of society at both national and international levels

C

Service to society

- C1 - Foster active student participation
- C2 - Ensure an inclusive social policy
- C3 - Strengthen the University's role in the promotion of culture and heritage
- C4 - Expand engagement within the City and promote a dynamic and supportive university community working towards achieving the Sustainable Development Goals (SDGs)
- C5 - Strengthen the commitment towards a green university

D

Global Reach

- D1 - Strengthen the University's openness, mobility, and international visibility
- D2 - Strengthen communication
- D3 - Consolidate ties with alumni

E

Institutional Development

- E1 - Strengthen the institutional quality culture
- E2 - Recruit and support instructors recognized for their teaching and research skills
- E3 - Streamline human resources management (staff) for better productivity
- E4 - Ensure the development of structures
- E5 - Rationalize the budgetary policy

F

Continuing Education

- F1 - Establish a strategy and identify the types and procedures of continuing education at the University
- F2 - Analyze labor market needs to develop continuing education programs
- F3 - Promote "external" training to potential partners through the Professional Training Center (CFP)
- F4 - Promote "external" continuing education within each Institution to potential partners
- F5 - Promote "internal" training within the USJ community for skill development and the creation of a common culture
- F6 - Promote Jesuit pedagogy and leadership
- F7 - Engage in international networks of continuing education
- F8 - Increase institutional profitability through fundraising and continuing education programs

Shaping the future since 1875



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