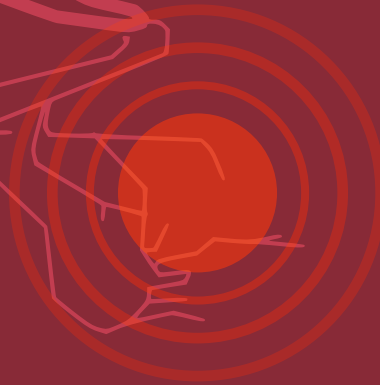


Strategic Plan 2026-2029

EMPOWERING MINDS, TRANSFORMING LIVES.

EXECUTIVE SUMMARY



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With sincere gratitude to the many teams and individuals whose time, effort, and expertise made this Strategic Plan possible.

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The Strategic Planning Process

This strategic plan was developed between December 2024 and March 2026 by the Strategic Planning Committee. During this period the committee met 18 times. Input was received from several stakeholders mentioned above. The process involved five phases:

Analysis

Phase 1: Benchmark	December 2024 - February 2025
Phase 2: External Analysis, SWOT Analysis	March - September 2025

Formulation

Phase 3: Mission, Vision, Core Values, Tagline	March - September 2025
Phase 4: Major Initiatives, Strategic Goals	October - November 2025
Phase 5: Actions Plan, KPIs, Targets, Critical Path	December 2025 - March 2026

Approval: Board of Trustees	March 24, 2026
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Timeframe

The timeframe for this plan is 3 years, and it will be enlarged to 5 years by adding one year after the end of years 1 and 2. Some strategic goals that demand a longer period of time will be included, with an action plan for the first 3 years.



VISION

To be an innovative faith-based university preparing leaders for service.

MISSION (voted in 2024)

To provide transformative education that promotes intellectual, spiritual, and social wholeness.

CORE VALUES

1. Faith

A spiritual environment that nurtures and promotes a personal relationship with God.

2. Excellence

A passion for learning, thinking, and fostering knowledge for a life of purpose.

3. Service

Love and respect toward others reflected in action.

4. Wholeness

Continued growth of mind, body, and spirit in community.



IDENTITY (voted in 2021)

MEU is a Seventh-day Adventist university, serving Lebanon, the Adventist church in MENA and the global Adventist church, as a member of the worldwide Adventist education network.

MEU GRADUATE PROFILE (voted in 2022)

MEU graduates will...

- Experience God through a living faith that transforms their minds, hearts, and lives.
- Be self-regulated learners with well-developed information literacy and communication skills.
- Be committed to critical thinking, innovation, and creativity.
- Demonstrate personal accountability, strong work ethic, and excellence in their professions.
- Exhibit high moral character and cultivate integrity in their lives.
- Lead lives of compassionate service.
- Be effective team players displaying advanced interpersonal skills and valuing differences.
- Be faithful stewards of resources to honor God and fulfill their responsibility to others.

TAGLINE:

*"Empowering Minds,
Transforming Lives!"*

MAJOR INITIATIVES

- *Intellectual Wholeness*
- *Spiritual Wholeness*
- *Social Wholeness*
- *Sustainable Wholeness*



STRATEGIC GOALS (CRITICAL PATH), KPIs AND TARGETS, ACTION PLANS:

The Major Initiatives outlined in this Strategic Plan translate MEU’s Vision and Mission into four integrated dimensions of institutional development: Intellectual, Spiritual, Social, and Sustainable Wholeness.

This section operationalizes those dimensions through clearly defined Strategic Goals, identified as part of the institution’s Critical Path—the priority actions that must advance in structured sequence to ensure measurable institutional progress.

Each Major Initiative is presented in a consistent framework composed of:

- **Strategic Goals** – Defining the intended institutional outcomes within each Wholeness dimension.
- **KPIs and Targets** – Establishing measurable indicators and phased benchmarks to track progress over the 2026–29 period.
- **Action Plans** – Detailing responsible offices, timelines, and, where applicable, budget allocations to ensure accountability and implementation discipline.

This structure ensures vertical alignment between vision and execution. Strategic Goals reflect institutional priorities; KPIs translate those priorities into measurable standards; Action Plans provide operational clarity and responsibility.

The Critical Path designation identifies initiatives that are foundational for institutional stability—particularly those related to faculty qualification, enrollment growth, accreditation readiness, infrastructure development, and financial sustainability. Progress in these areas directly impacts the viability of all other initiatives.

The sequencing of goals within each Major Initiative reflects interdependence across the Plan:

- **Intellectual Wholeness** strengthens academic credibility and accreditation readiness.
- **Spiritual Wholeness** safeguards institutional identity and mission integrity.
- **Social Wholeness** enhances student experience, retention, and campus culture.
- **Sustainable Wholeness** ensures financial resilience, enrollment growth, governance coherence, and long-term viability.

Together, these sections function as the implementation architecture of the 2026–2029 Strategic Plan. They connect mission to measurable performance, values to operational systems, and long-term vision to accountable execution.

MAJOR INITIATIVE: INTELLECTUAL WHOLENESS

STRATEGIC IMPERATIVES

The initiative addresses four interdependent strategic imperatives:

Academic Credibility – Enhancing program quality, faculty qualifications, and scholarly standards.

Regulatory Compliance – Meeting and sustaining national and international accreditation benchmarks.

Enrollment Sustainability – Building institutional reputation and student confidence in academic quality.

Mission Continuity – Preserving the integrity of Adventist higher education within a pluralistic environment.

In this framework, academic excellence serves as the structural foundation upon which institutional growth, community trust, and spiritual influence may responsibly expand.

MAJOR INITIATIVE: INTELLECTUAL WHOLENESS	
1	Recruit faculty with terminal degrees, at least 2 per department, to offer the current and new programs
2	Identify and mentor Adventist national students to eventually teach at MEU (Ultimate goal of 60% Lebanese faculty (per MEHE), 80% MENA faculty)
3	Identify and develop new offerings (new degree programs, 2+2 programs, certificates & microcredentials) each year to meet regional and denominational needs, and to attract more students
4	Achieve international institutional accreditation
5	Develop additional academic research
6	Build a digital repository of library resources and archives

**This Executive Summary presents only the strategic goals for each of the four major initiatives. If you would like a copy of the full strategic plan—including KPIs, targets, and action plans—please request it from the Office of the President at meu@meu.edu.lb.*

MAJOR INITIATIVE: SPIRITUAL WHOLENESS

Spiritual Wholeness represents the theological and identity-centered core of Middle East University’s Strategic Plan 2026–2029. While Intellectual Wholeness strengthens academic capacity, Spiritual Wholeness safeguards institutional purpose and mission integrity.

Empowering Minds, Transforming Lives.

The Spiritual Wholeness initiative is organized through four coordinated strategic goals that translate theological commitments into structured institutional practice:

- Integration of spirituality across student life
- Strengthening Adventist identity while welcoming diversity
- Institutionalization of the Spiritual Master Plan (Come–Conect–Grow–Share)
- Cultivation of a culture of mission through strategic partnerships

MAJOR INITIATIVE: SPIRITUAL WHOLENESS	
7	Integrate spirituality, wellness, and service across dorms, clubs, and events
8	Enhance Seventh-day Adventist Christian environment while welcoming students from diverse religious backgrounds and fostering mutual respect and understanding
9	Integrate the Spiritual Master Plan (Come–Connect–Grow–Share)
10	Create a culture of mission and service through partnerships with other church entities

**This Executive Summary presents only the strategic goals for each of the four major initiatives. If you would like a copy of the full strategic plan—including KPIs, targets, and action plans—please request it from the Office of the President at meu@meu.edu.lb.*

MAJOR INITIATIVE: SOCIAL WHOLENESS

Social Wholeness expresses MEU’s commitment to cultivating a healthy, engaged, and integrated campus community. While Intellectual Wholeness strengthens academic capacity and Spiritual Wholeness safeguards institutional identity, Social Wholeness shapes the lived experience of students, faculty, and staff and strengthens the conditions under which learning and formation occur.

Social Wholeness operationalizes MEU’s commitment to community formation through structured improvements in residential life, student engagement, professional preparation, wholistic wellness, and student-centered campus infrastructure. It addresses SWOT-identified constraints related to extracurricular opportunities and facilities while strengthening enrollment appeal and cultivating a cohesive institutional culture. If Intellectual Wholeness strengthens MEU’s academic credibility and Spiritual Wholeness safeguards its identity, Social Wholeness ensures that students experience both within a healthy, engaging, and mission-aligned campus community.

MAJOR INITIATIVE: SOCIAL WHOLENESS	
11	Upgrade dormitories to make them more attractive to students
12	Develop a sports department (Upgrade sports facilities, launch official teams, etc.)
13	Establish a Career & Innovation Hub with mentoring, internships, and collaborative space
14	Enhance student life through clubs, Heritage Center, and cultural outreach programs
15	Develop an organizational culture that fosters unity and inclusion
16	Promote wholistic wellness aligned with Adventist health principles
17	Enhance student life and social engagement by building a Student & Training Center

**This Executive Summary presents only the strategic goals for each of the four major initiatives. If you would like a copy of the full strategic plan—including KPIs, targets, and action plans—please request it from the Office of the President at meu@meu.edu.lb.*

MAJOR INITIATIVE: SUSTAINABLE WHOLENESS

Sustainable Wholeness represents the institutional stability and long-term viability dimension of the Strategic Plan 2026–2029. While Intellectual Wholeness strengthens academic capacity, Spiritual Wholeness safeguards identity, and Social Wholeness strengthens community life, Sustainable Wholeness establishes the conditions through which MEU can endure, grow responsibly, and sustain its mission across time.

MAJOR INITIATIVE: SUSTAINABLE WHOLENESS	
18	Strengthen Public Relations and recruitment toward an enrollment target of 500 students (100 Adventist, 400 non-Adventist), with balanced local and international representation
19	Secure funding through land leasing, fundraising, and an endowment to support the Strategic Plan
20	Establish a global alumni network & donor base
21	Implement sustainability initiatives that reduce costs and promote environmental stewardship such as solar energy and reverse osmosis system, and eco-friendly infrastructure
22	Implement the Strategic Campus Master Plan prioritizing the following order: New Student and Training Center; New Dorm/Hotel; New Chapel/Church; Faculty Housing
23	Upgrading labs by rotation one per year
24	Develop income-generating enterprises such as the Vegetarian/Plant Based Café and additional revenue ventures to enhance MEU's financial sustainability
25	Activate an immediate recruitment action plan targeting our two Adventist feeder schools based on a generous scholarship offering and a menu of unique degree offerings

**This Executive Summary presents only the strategic goals for each of the four major initiatives. If you would like a copy of the full strategic plan—including KPIs, targets, and action plans—please request it from the Office of the President at meu@meu.edu.lb.*

BUDGET AND FUNDING

BUDGET	2025-2026	2026-2027	2027-2028	2028-2029	TOTAL
Intellectual Wholeness	\$ 3,000	\$ 92,944	\$ 225,223	\$ 308,725	\$ 629,892
- Critical Path	\$ 500	\$ 68,944	\$ 202,723	\$ 286,225	\$ 558,392
- Other Goals	\$ 2,500	\$ 24,000	\$ 22,500	\$ 22,500	\$ 71,500
Spiritual Wholeness	\$ 24,000	\$ 26,500	\$ 26,500	\$ 26,500	\$ 103,500
- Critical Path	\$ 17,000	\$ 19,500	\$ 19,500	\$ 19,500	\$ 75,500
- Other Goals	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 28,000
Social Wholeness	\$ 8,000	\$ 151,000	\$ 138,000	\$ 120,250	\$ 417,250
- Critical Path	\$ 3,000	\$ 135,000	\$ 118,000	\$ 100,250	\$ 356,250
- Other Goals	\$ 5,000	\$ 16,000	\$ 20,000	\$ 20,000	\$ 61,000
Sustainable Wholeness	\$ 190,250	\$ 661,600	\$ 1,112,520	\$ 2,510,452	\$ 4,474,822
- Critical Path	\$ 52,000	\$ 81,600	\$ 92,520	\$ 140,452	\$ 366,572
- Other Goals	\$ 138,250	\$ 580,000	\$ 1,020,000	\$ 2,370,000	\$ 4,108,250
TOTAL BUDGET	\$ 225,250	\$ 932,044	\$ 1,502,243	\$ 2,965,927	\$ 5,625,464
- Critical Path	\$ 72,500	\$ 305,044	\$ 432,743	\$ 546,427	\$ 1,356,714
- Other Goals	\$ 152,750	\$ 627,000	\$ 1,069,500	\$ 2,419,500	\$ 4,268,750

	SOURCES OF FUNDING	2025-2026	2026-2027	2027-2028	2028-2029	TOTAL
18	50% of Increased Net Tuition		\$ 89,625	\$ 361,488	\$ 660,536	\$ 1,111,649
19	Land Leasing		\$ 100,000	\$ 500,000	\$ 700,000	\$ 1,300,000
	Fundraising	\$ 225,250	\$ 700,000	\$ 500,000	\$ 1,400,000	\$ 2,825,250
	Endowment		\$ 27,419	\$ 51,256	\$ 107,341	\$ 186,016
21	Solar System: Cost Savings			\$ 50,000	\$ 50,000	\$ 100,000
24	MEU Store		\$ 5,000	\$ 5,500	\$ 6,050	\$ 16,550
	Farm		\$ 5,000	\$ 7,000	\$ 10,000	\$ 22,000
	Import-Distribution			\$ 20,000	\$ 22,000	\$ 42,000
	Vegetarian Cafe		\$ 5,000	\$ 7,000	\$ 10,000	\$ 22,000
	TOTAL FUNDING	\$ 225,250	\$ 932,044	\$ 1,502,244	\$ 2,965,927	\$ 5,625,465

CONCLUSION

The Middle East University Strategic Plan 2026-2029 outlines a structured pathway institutional strengthening over the next three years. Anchored in MEU's Vision, Mission, Core Values, and Graduate profile, the Plan seeks to translate institutional identity into priorities, measurable goals, and accountable execution.

The framework of Intellectual, Spiritual, Social, and Sustainable Wholeness is used to organize strategic action in a coherent way. Rather than treating academic quality, spiritual life, student experience, and operational sustainability as separate agendas, the Plan recognizes their interdependence and the need for coordinated progress across all four dimensions.

The Strategic Goals, KPIs, and Action Plans provide an implementation structure that clarifies intended outcomes, timelines, responsible offices, and where applicable - resource implications. The critical path shows those priorities that require early and coordinated attention because they influence the feasibility of other initiatives, particularly areas such as faculty capacity, accreditation readiness, enrollment development, infrastructure planning, and financial sustainability.

This Plan is presented as a guiding instrument, not a guarantee. Its success will depend on continued alignment, responsible governance, and sustained participation from the university community and partners. The supporting documents that follow provide the analytical and contextual evidence used to inform the plan's priorities and sequencing.

With humility, we acknowledge that no strategic effort can bear lasting fruit apart from God's guidance and providence. We commit this plan to his wisdom, asking for discernment, unity, and faithfulness in its implementation. We also express sincere gratitude to faculty, staff, administrators, board members, church partners and supporters who contributed their time, insight, and prayer to its development. May this shared work continue to reflect responsible stewardship, institutional integrity, and collective commitment to serving God through education.