

SUSTAINABILITY STRATEGY 2026–2030

*Developed by the Office for
Sustainability*



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EXECUTIVE SUMMARY

Purpose of the Strategy

The **LAU Sustainability Strategy 2026–2030 (The Strategy)** serves as the university’s roadmap to embed sustainability across its academic, operational, and community dimensions. It reflects LAU’s institutional commitment to environmental integrity, social responsibility, and economic resilience in alignment with national priorities and global frameworks such as the **UN Sustainable Development Goals (SDGs)**. This strategy was co-developed through extensive stakeholder engagement and is designed to inspire collective action, guide decision-making, and foster innovation at all levels of the university.

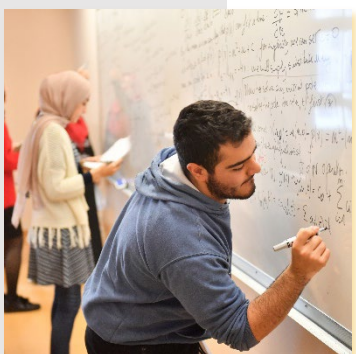
Vision: *To position LAU as a regional leader in sustainability education, research, and practice by embedding sustainability as a core institutional value.*

Mission: *To integrate sustainability into every aspect of university life, academics, operations, research, and community engagement, through inclusive governance, strategic partnerships, and transformative initiatives that support environmental, social, and economic wellbeing.*

Strategy’s Four Dimensions

The strategy is organized around four interlinked Dimensions, each with specific themes, aims, targets, and actions.





CONSCIENTIOUS EDUCATION

Promotes the integration of sustainability in curricula, teaching methods, and extracurricular activities to build student capacity and engagement.

Themes: Curriculum Development, Practical Learning, and Student Initiatives

Goals: 30% of courses to include sustainability, 500+ trained stakeholders, 50 student-led projects supported.

RESEARCH FOR SUSTAINABILITY

Builds institutional infrastructure and funding mechanisms to enable interdisciplinary research that addresses pressing sustainability challenges.

Themes: Research Infrastructure, Funding and Incentives, and Knowledge Sharing.

Goals: Establish research hub, increase external funding by \$500,000, publish 10+ policy briefs.



COMMUNITY ENGAGEMENT

Cultivates a sustainability culture within and beyond campus through outreach, awareness campaigns, and multi-stakeholder collaboration.

Themes: Awareness, Outreach, Partnerships, and Shared Culture.

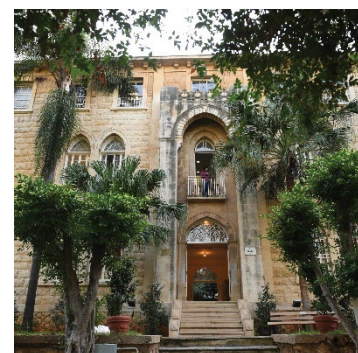
Goals: 10 annual campaigns, 3 major community projects/year, 70% student/staff awareness coverage.

SUSTAINABLE STEWARDSHIP OF RESOURCES

Focuses on institutional practices, infrastructure, and resource use to reduce environmental impact and promote long-term resilience.

Themes: Data-Driven Governance, Energy and Water, Waste and Circular Economy, HR and Well-being.

Goals: Net-zero carbon roadmap by 2035, 15% electricity reduction, 90% recycling, and sustainability in HR systems.



Major Commitments and Goals

- Integrate sustainability in 30% of all courses and all majors.
- Mobilize at least \$500,000 in external research funding.
- Launch mobile clinics, sustainability fairs, and cross-sector partnerships.
- Achieve 40% energy savings and 50% emissions reduction by 2030 (vs. 2018).
- Reach ≥90% recycling and 95% landfill diversion rates.
- Achieve net-zero carbon emissions by 2035.

Governance and Implementation Approach

Implementation is driven by the **Office of Sustainability (OfS)** in coordination with internal stakeholders, including deans, research hubs, facilities management, human resources, and student organizations. A multi-level governance structure includes:

- A University Representatives Committee for strategic oversight and stakeholder inclusion.
- Action Plans for each Dimension with assigned responsibilities and timelines.
- Regular monitoring, evaluation, and public reporting to ensure accountability and transparency.

Stakeholder engagement is central to the strategy, involving students, faculty, staff, alumni, government agencies, NGOs, and private sector partners through forums, partnerships, and public feedback platforms.

Timeframe

The strategy outlines short-term (1–3 years), medium-term (3–5 years), and long-term (5–10 years) goals spanning **2026 to 2030**, with a long-term vision extending to **2035** for full carbon neutrality and systemic transformation.

Expected Impact

- Academic:** Transformative education, interdisciplinary research, and global engagement positioning LAU as a sustainability leader in the MENA region.
- Social:** Greater inclusion, equity, and wellbeing; stronger community ties and outreach.
- Environmental:** Significant reduction in emissions, waste, and resource use; greener infrastructure and practices.
- Operational:** Efficient systems and data-driven decision-making; responsible procurement and resource management.

INTRODUCTION

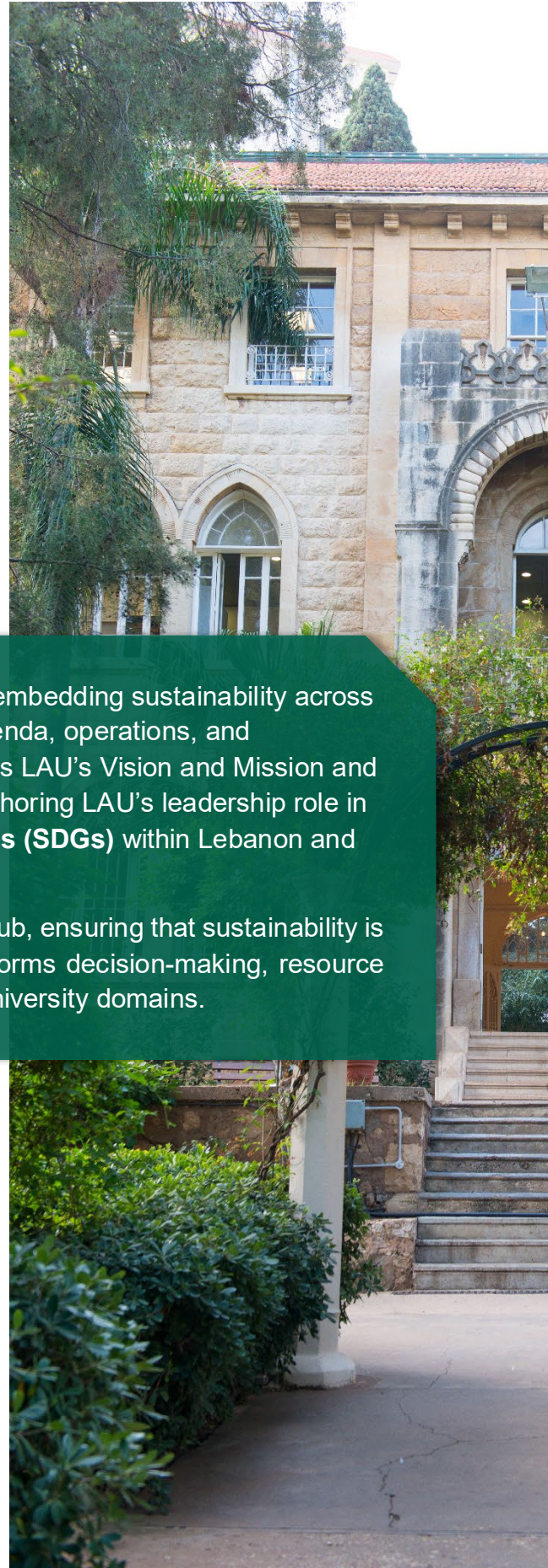
The **Lebanese American University (LAU)** recognizes that higher education institutions play a pivotal role in shaping sustainable societies. In an era marked by climate change, social inequality, and resource depletion, universities are called upon to serve not only as centers of learning and innovation but also as catalysts for positive environmental and social transformation. Responding to this global imperative, LAU established the **Office for Sustainability (OfS)** in March 2024 to lead and coordinate the university's efforts toward institutionalizing sustainability across all academic, operational, and community dimensions.

The **OfS** is the institutional nucleus responsible for embedding sustainability across LAU's governance, academic mission, research agenda, operations, and community partnerships. Its establishment actualizes LAU's Vision and Mission and directly supports the Strategic Plan 2025–2030, anchoring LAU's leadership role in advancing the **UN Sustainable Development Goals (SDGs)** within Lebanon and the wider MENA region.

The **OfS** acts as both a policy and implementation hub, ensuring that sustainability is treated as a strategic governance principle that informs decision-making, resource allocation, and performance evaluation across all university domains.

This **Sustainability Strategy 2026–2030** represents LAU's first comprehensive framework for integrating sustainability into its mission, governance, education, research, and community engagement. It embodies the university's commitment to environmental stewardship, social equity, economic responsibility, and ethical governance.

The Strategy sets out a clear vision for advancing sustainability as a defining feature of LAU's institutional identity, guided by evidence-based approaches, inclusive participation, and continuous improvement.





Developed through collaborative consultation and research, the Strategy draws on surveys, workshops, and dialogue sessions with faculty, staff, and students across the Beirut and Byblos campuses (**see Annex: Methodology**).

This participatory process ensured that the Strategy reflects the collective aspirations, challenges, and capacities of the LAU community. It builds upon international sustainability frameworks such as the **SDGs** and aligns with national commitments, including Lebanon's **Nationally Determined Contributions (NDCs)** under the Paris Agreement.

Through this Strategy, and in alignment with LAU's renewal of its **Fourth Strategic Plan (SPIV)** LAU aims, over the next five years, to embed sustainability within every facet of university life while fostering conscientious education, advancing interdisciplinary research, strengthening community partnerships, and ensuring responsible stewardship of resources. By doing so, LAU aspires to lead by example in Lebanon and the wider MENA region, contributing to a just, resilient, and sustainable future for all.

STRATEGY FRAMEWORK

The **Strategy** is anchored in the university's articulated vision and mission, which together define the overarching direction for advancing sustainability at LAU. They provide the strategic foundation for embedding sustainability across institutional priorities and ensuring a coherent, long-term approach to resilience, responsibility, and impact.

Building on this foundation, the **Strategy** is structured around an integrated framework that aligns vision, governance, and operational systems with the four sustainability dimensions. This framework embeds sustainability into decision-making, planning, and day-to-day practices across all campuses and medical centers. It links policy development, implementation mechanisms, and performance evaluation into a continuous improvement cycle, ensuring that actions are coordinated, measurable, and aligned with institutional objectives, as illustrated in the framework on the following page: (**Figure 1: Strategy Conceptual Framework**)

The Strategy is actualized through five interconnected processes: (a) Procurement, (b) Governance and Policy Making, (c) Monitoring and Evaluation, (d) Feedback, Review, and Reporting, and (e) Action Plans, which form the backbone of the implementation framework. They connect university leadership, academic and operational units, and the four sustainability dimensions to ensure coordinated action, continuous improvement, and accountability across all campuses and functions.



Sustainability Vision

A thriving and resilient university community that leads by example in the pursuit of environmental stewardship, social equity, and economic prosperity and justice. We strive to integrate sustainability into every facet of university life, promoting innovation, collaboration, and research and education to create a sustainable future for all.

Mission Statement

Integrate sustainability across university life to support environmental stewardship, social equity, and economic justice. Foster a campus culture that empowers students, faculty, and staff to lead in sustainable development. Advance solutions to local and regional challenges through interdisciplinary, evidence-based action while reducing environmental impacts and strengthening community resilience.

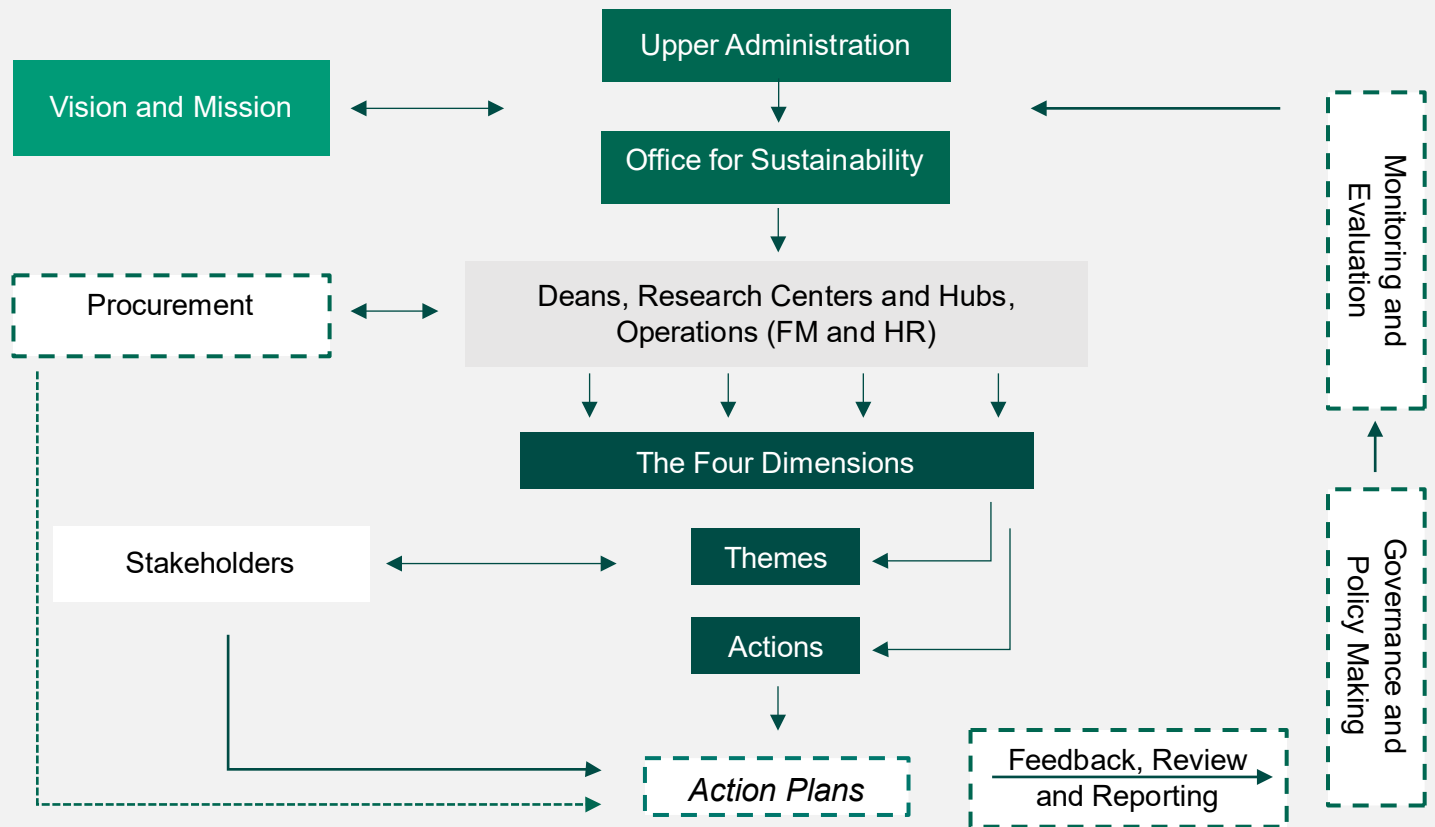


Figure 1: Strategy Conceptual Framework

Leadership Structure

Effective implementation of the Strategy depends on coordinated commitment across the entire university hierarchy, with multiple governance levels playing distinct but complementary roles:

Upper Administration, including the Board of Trustees, President’s Council, Council of Deans and Committees, provides strategic direction, oversight, and high-level decision-making.

Office for Sustainability (OfS) leads the development and execution of sustainability initiatives, ensures compliance, and integrates sustainability into university functions.

Deans, department heads, and curriculum committees shape sustainability-focused academic programs and courses.

Research Centers and Hubs advance sustainability-aligned research and offer expertise for curriculum integration, research output and community outreach.

Facilities Management oversees sustainable infrastructure, resource conservation and efficiency (energy, water, etc.) energy use, and operational aspects of the university.

Human Resources stewards human capital, ensuring fair labor practices, workplace health and safety, diversity and inclusion, and data privacy.

Together, these governance structures operate through feedback, review, and reporting mechanisms that promote continuous assessment, accountability, and ongoing improvement of the Strategy.

Stakeholder Engagement

Sustainability at LAU is a collective endeavor that thrives on collaboration, inclusivity, and shared responsibility. Recognizing that transformative change is only possible through meaningful partnerships, the **Strategy** places stakeholder engagement at the heart of its design and implementation. The strategy acknowledges the diverse internal and external actors who contribute to advancing sustainability across the university's academic, operational, and community spheres. Stakeholder engagement is both a process and a principle: a process that ensures that all voices are heard in decision-making and a principle that reinforces transparency, accountability, and co-ownership of sustainability outcomes.



a. Internal Stakeholders

- Students and Student Organizations**
- Faculty Members and Academic Departments**
- Staff and Administrative Units**
- Physicians and Health Professionals (LAU medical centers)**
- Alumni Networks**

b. External Stakeholders

- Local Communities and Municipalities**
- Governmental and Public Sector Partners**
- Non-Governmental Organizations (NGOs) and Civil Society**
- Private Sector and Industry Partners**
- International and Multilateral Organizations**

c. Mechanisms for Engagement and Collaboration

To sustain meaningful and structured engagement, LAU will implement the following mechanisms:

University Representatives Committee

Provides counsel and advice on strategic oversight and ensures multi-stakeholder representation in sustainability governance.

Annual Sustainability Forum

A flagship event for dialogue among students, faculty, alumni, government, and industry partners to showcase achievements and co-develop future priorities.

Public Consultation and Feedback Platforms

Including surveys, town halls, and online feedback mechanisms hosted through the **OfS** webpage to promote transparency and participation.

Collaborative Projects and Partnerships

Multi-stakeholder sustainability projects addressing key priorities such as climate resilience, waste reduction, renewable energy, and social inclusion.

d. Toward a Culture of Shared Responsibility

Stakeholder engagement at LAU is more than a procedural requirement; it is a shared culture that unites diverse voices under a common goal: to make sustainability a lived reality within and beyond the university. Through active collaboration, open communication, and mutual learning, LAU seeks to strengthen trust, foster accountability, and ensure that every member of its community contributes to shaping a sustainable, inclusive, and resilient future.



Procurement

To ensure that the university's purchasing decisions align with sustainability principles, prioritizing environmentally and socially responsible products and services:

Develop and/or implement a Sustainable Procurement Policy that includes guidelines for selecting vendors based on environmental impact, fair labor practices, and ethical sourcing.

Set procurement targets, such as 100% recycled paper use and 30% locally sourced food in dining services by a specified year.

Establish supplier evaluation criteria to ensure compliance with sustainability standards.

Encourage green purchasing by prioritizing energy-efficient equipment, non-toxic materials, and biodegradable products.

Governance and Policymaking

To establish clear policies, frameworks, and governance mechanisms that embed sustainability in the university's decision-making process.

Develop university-wide sustainability policies covering areas such as carbon neutrality, waste management, water conservation, sustainable construction, and ethical research.

Establish the University Representatives Committee, comprising representatives from administration, faculty, student organizations, and facilities management to oversee policy implementation.

Integrate sustainability principles into academic governance, ensuring that sustainability is embedded in curricula, research priorities, and faculty development programs.

Align university policies with national and international sustainability standards, such as the **NDCs**, **SDGs**, and the like.

Monitoring and Evaluation

To track progress, measure impact, and ensure accountability in sustainability initiatives:

Develop a Sustainability Performance Dashboard with **Key Performance Indicators (KPIs)** for tracking progress on carbon footprint reduction, waste diversion rates, water and energy efficiency, and engagement levels.

Conduct annual sustainability audits and reports to assess progress, identify gaps, and recommend improvements.

Implement a data-driven decision-making approach by collecting and analyzing data on resource consumption, emissions, and behavioral change within the university community.

Establish a feedback loop to allow faculty, students, and staff to make suggestions and report sustainability concerns.



Feedback, Review, and Reporting

To ensure transparency, stakeholder engagement, and continuous improvement of sustainability efforts:

Publish annual sustainability reports summarizing achievements, challenges, and future plans, accessible to the university community and external partners.

Conduct biannual stakeholder engagement sessions (town halls, surveys, and focus groups) to gather input and improve strategies.

Establish a public feedback mechanism, where students and staff can suggest new initiatives or report issues through the **OfS** website and other media channels.

Benchmark performance against peer institutions and global sustainability rankings, such as the THE Impact Ranking, QS Sustainability Ranking and the like.

Action Plans

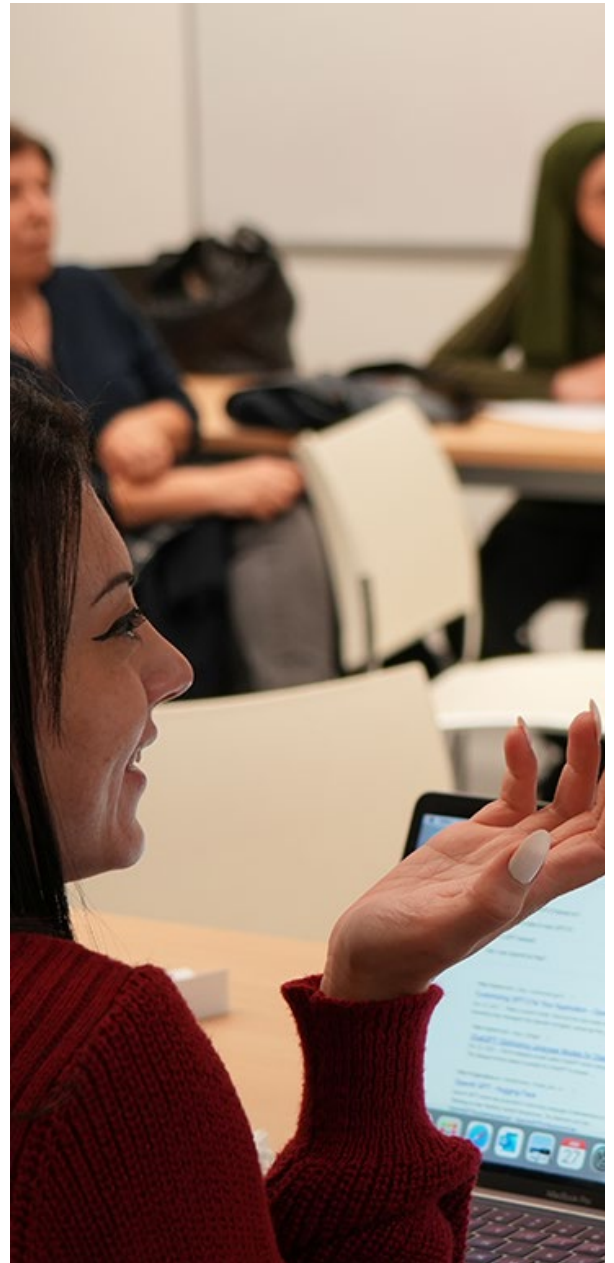
To define concrete sustainability initiatives under each Dimension, ensuring clear goals, responsibilities, and timelines:

Develop a Sustainability Action Plan with short-term (1–3 years), medium-term (3–5 years), and long-term (5–10 years) goals.

Assign responsibilities to key stakeholders, including the **OfS**, faculty members, student organizations, administrative departments, etc.

Ensure regular updates to the action plan based on progress assessments and emerging sustainability challenges.

Integrate the plan into academic curricula, operational strategies, and campus-wide initiatives.





FOUR DIMENSIONS OF SUSTAINABILITY

The **Strategy** is built on four core dimensions, each addressing a key area of impact. These dimensions were identified through an extensive review of the literature and of sustainability strategies adopted by peer universities in the region and globally. They reflect the priorities most aligned with LAU's mission, values, and longstanding achievements.

- Dimension I** Conscientious Education
- Dimension II** Research for Sustainability
- Dimension III** Community Engagement
- Dimension IV** Sustainable Stewardship of LAU Resources

For each Dimension, specific themes and actions were identified through a comprehensive and inclusive process. This involved faculty, staff, and student workshops; extensive surveys across the same groups; and a detailed review of global and regional sustainability literature and university strategies. Together, these inputs ensured that each Dimension reflects both international best practices and the priorities and aspirations of the LAU community. It should be noted that all activities needed to implement the identified actions will be determined by the champions or responsible parties for each action. These will be presented and shared with the LAU community in separate documents upon their completion, with each plan disseminated as soon as it is finalized.

CONSCIENTIOUS EDUCATION



Inspiring students to understand the significance of sustainability and its effects on their personal and professional lives, while providing opportunities to engage with sustainability through both formal and informal curricula.

Theme 1: Curriculum Development and Academic Programs

Aim

To integrate sustainability across curricula by embedding interdisciplinary knowledge, practical applications, and policy insights into academic programs, empowering students to link theory with real-world sustainability challenges.

Targets

- Integrate sustainability into at least 30% of courses by Year 5.
- Develop at least three new interdisciplinary diplomas or degree pathways in areas like green finance, climate adaptation, and sustainable management by Year 3.
- Ensure all majors include sustainability-relevant content or projects by Year 4.
- Implement sustainability-linked reporting (e.g., CSR) in at least 50% of business and policy programs by Year 5.

Proposed Actions

1. Standardize sustainability integration in programs.
2. Integrate sustainability-focused educational approaches into all curricula and continuing education.
3. Encourage expert alumni's engagement as strategic partners in shaping and enhancing curriculum relevance.

Theme 2: Training, Workshops and Practical Learning

Aim

To provide hands-on, experiential learning opportunities that build practical skills, foster innovation, and deepen understanding of sustainability challenges across disciplines.

Targets

- Deliver at least 15 interactive workshops or training sessions annually.
- Ensure that at least 500 students, faculty, and staff attend sustainability-focused training by Year 3.
- Establish three recurring training programs tailored to different audiences (students, faculty, staff) by Year 2.

Proposed Actions

1. Introduce a “living laboratory” for experiential learning.
2. Conduct structured training and workshops to equip faculty with tools for integrating sustainability and SDGs into teaching and research.
3. Establish policies and partnerships that incentivize cross-disciplinary sustainability teaching and promote SDG.

Theme 3: Student Involvement and Extracurricular Initiatives

Aim

To strengthen student engagement and leadership in sustainability by promoting extracurricular activities, competitions, and initiatives that foster innovation and collective responsibility.

Targets

- Organize at least five sustainability competitions or fairs engaging a minimum of 1,000 students and involving 20+ student organizations annually, by Year 3.
- Establish a sustainable innovation program that recognizes and supports at least 50 student-led sustainability projects through awards and mentorship, by Year 5.

Proposed Actions

1. Organize sustainability-focused competitions and events to foster hands-on student engagement.
2. Recognize and reward student-led sustainability initiatives to encourage ongoing participation.

DIMENSION 2

RESEARCH FOR SUSTAINABILITY



Leading research on the environment, social justice, and development in alignment with the UN's Agenda 2030 and sharing findings with the LAU community and local and regional policymakers.

Theme 1: Research Infrastructure and Support

Aim

To establish a robust and interdisciplinary research ecosystem that positions LAU as a regional leader in sustainability knowledge creation and policy engagement.

Targets

- Establish a central sustainability research hub by Year 2.
- Form at least four interdisciplinary research working groups by Year 3.
- Map and publish an inventory of all existing sustainability-related research at LAU by Year 2.
- Integrate cross-disciplinary sustainability research into promotion and evaluation policies by Year 3.
- Establish a Policy Research and Advisory Committee by Year 3.

Proposed Actions

1. Strengthen LAU's leadership in sustainability research.
2. Establish an interdisciplinary Sustainability Research Hub to coordinate and promote collaborative research.

3. Encourage faculty and student participation in sustainability research through policies and incentives.

Theme 2: Funding and Incentives

Aim

To secure sustainable funding streams, build internal capacity, and incentivize innovation in sustainability-related research across the university.

Targets

- Establish a dedicated sustainability research funding mechanism and seed grant program by Year 2.
- Increase external research funding for sustainability projects by \$500,000 by Year 5.
- Provide at least four annual grant-writing workshops for faculty and students.
- Ensure that at least 25% of faculty are engaged in sustainability research by Year 5.

Proposed Actions

1. Establish sustainable funding mechanisms for research on sustainability.
2. Promote faculty and student research participation through incentives and training.

Theme 3: Collaboration and Knowledge Sharing

Aim

To strengthen LAU's role as a knowledge hub and policy influencer through multi-stakeholder collaborations, dissemination of evidence-based research, and international networking.

Targets

- Formalize at least five partnerships with UN agencies, ministries, NGOs, or international consortia by Year 5.
- Organize an annual LAU Sustainability Research Symposium starting Year 2.
- Produce at least 10 evidence-based policy briefs or white papers by Year 5.
- Host at least three national/regional sustainability policy forums by Year 5.
- Ensure participation of at least 50 faculty members in SDG-related events annually.

Proposed Actions

1. Position LAU as a national and international resource for evidence-based sustainability policy development and research.
2. Promote SDG-focused academic exchange through events and policy forums.



Theme 1: Empowering a Culture of Sustainability at LAU

Aim

To cultivate a university-wide culture of sustainability by aligning LAU's institutional leadership, planning, and communication with active community engagement, while empowering students, faculty, and staff to become sustainability champions in their daily practices and decision-making.

Targets

- Organize at least 10 annual sustainability awareness campaigns, including competitions and fairs, with wide community participation.
- Achieve at least 50% student participation in sustainability-related events and initiatives by Year 3.
- Recognize and award at least 20 student/faculty/staff sustainability initiatives each year.
- Embed sustainability in LAU's mission and communication strategy by Year 2.

Proposed Actions

1. Keep the LAU community informed on sustainability issues.

Fostering a sustainability mindset among students, faculty, staff, alumni, and local communities by serving as a hub for diverse expertise and experiences to engage in and influence sustainability research, education, and outreach, and promote broader university activities related to sustainability.

2. Launch an integrated awareness and engagement program combining campaigns, lectures, and gamified activities to foster a sustainability culture.
3. Develop a unified communication strategy to promote sustainability projects, attract funding, and embed sustainability in LAU's mission.
4. Recognize and reward student-led sustainability initiatives to encourage ongoing participation and innovation.
5. Organize sustainability-focused competitions and events to foster hands-on student engagement.

Theme 2: Outreach Initiatives

Aim

To expand LAU's direct contribution to society through impactful community-based projects and inclusive outreach programs.

Targets

- Launch 3 major annual community sustainability projects starting Year 2.
- Establish mobile sustainability/health clinics reaching at least 500 beneficiaries annually.
- Expand the Green Calendar to at least four major events annually by Year 5.
- Organize an annual Community Sustainability Fair with 20+ initiatives showcased.

Proposed Actions

1. Implement annual community-based sustainability projects and mobile outreach initiatives.
2. Expand community events and visibility platforms.

Theme 3: Awareness and Education

Aim

To foster a culture of sustainability within LAU by raising awareness, educating the community, and enhancing visibility of sustainability actions and achievements.

Targets

- Relaunch the Green Pledge and Certify My Office campaigns by Year 1 with 500+ signatories.
- Reach at least 70% of students and staff through awareness campaigns by Year 3.
- Publish an Annual CSR Newsletter.
- Produce at least 10 multimedia communication pieces annually (videos, podcasts, infographics).



→ Organize an annual Sustainability Showcase Week starting Year 2.

→ Launch a Sustainable LAU website and social media channels by Year

Proposed Actions

1. Launch comprehensive sustainability awareness and education campaigns.

2. Enhance communication and visibility of sustainability initiatives



Theme 4: Community Involvement and Collaboration

Aim

To strengthen community bonds and position LAU as a partner of choice in advancing sustainability through collaboration with local, national, and international stakeholders.

Targets

→ Build 10+ partnerships with NGOs, schools, and municipalities by Year 3.

→ Introduce an Alumni Sustainability Award by Year 3.

→ Launch five alumni engagement initiatives annually (events, mentoring, campaigns).

→ Ensure 300+ students annually participate in community-based sustainability initiatives.

Proposed Actions

1. Strengthen collaboration with external partners and stakeholders.

3. Establish cross-campus sustainability leadership and coordination mechanisms.

2. Promote and engage alumni sustainability leaders.

SUSTAINABLE STEWARDSHIP OF LAU RESOURCES

Ensuring the responsible use of environmental, human, and financial resources by embedding sustainable practices into the daily operations of all campuses and medical centers. This Dimension engages Facilities Management, Human Resources, and administrative units to strengthen operational efficiency, enhance staff wellbeing, and reinforce LAU’s standing as a leader in holistic sustainability.



Theme 1: Data-driven Governance, Innovation, and Institutional Practices

Aim

To embed sustainability across institutional policies and practices, ensuring long-term accountability, carbon neutrality, and responsible infrastructure development.

Targets

- Establish an energy fund through savings by Year 2.
- Adopt a formal roadmap to achieve net-zero carbon by 2035.
- Integrate CSR guidelines into HR policies by Year 2.
- Revise and update all sustainability-related policies by Year 3.
- Apply green building guidelines to 100% of new projects and 50% of renovations by Year 5.

Proposed Actions

1. Ensure sustainable and ethical procurement, investment, and partnership practices.
2. Enhance the sustainability of buildings and infrastructure.
3. Responsible use of AI at LAU.
4. Establish a university-wide sustainability database and dashboard.

5. Ensure environmental protection and promote biodiversity and sustainability policies.
6. Encourage sustainable commuting and transportation practices.

Theme 2: Energy Management and Efficiency

Aim

To reduce LAU's carbon footprint and resource consumption through efficient energy use, smart systems, and innovative solutions.

Targets

- Complete campus-wide energy audits by Year 2.
- Install smart energy meters across all buildings by Year 3.
- Reduce electricity use by 15% by Year 5.
- Integrate renewable energy covering at least 10% of demand by Year 5.

Proposed Actions

1. Achieve 40% energy savings by 2030 compared to 2018.
2. Reduce carbon emissions by 50% by 2030 compared to 2018.

Theme 3: Water Management and Conservation

Aim

To manage water resources responsibly by reducing consumption, reusing water, and enhancing resilience through smart systems.

Targets

- Implement a university-wide water conservation policy by Year 2.
- Reduce potable water consumption by 20% by Year 5.
- Reuse or recycle at least 30% of water by Year 5.

Proposed Actions

1. Reduce water consumption through new measurements and tracking technologies.
2. Develop and implement water management policies.



Theme 4: Waste Management and Circular Economy

Aim

To minimize waste, promote circular economy practices, and ensure responsible recycling, reuse, and disposal across LAU.

Targets

- Conduct a full waste baseline audit by Year 2.
- Establish at least two reuse centers by Year 3.
- Achieve $\geq 90\%$ recycling rate and $\geq 95\%$ landfill diversion rate.
- Achieve 100% compliance with recycling of electronics, batteries, and hazardous waste by Year 4.

Proposed Actions

1. Strengthen and modernize waste management systems.
2. Implement the Zero Food Waste Management Plan.
3. Develop a comprehensive waste management and circular economy policy

Theme 5: Human Resources and Wellbeing

Aim

To promote a sustainable workplace culture that integrates wellbeing, professional development, and sustainability into HR systems.

Targets

- Ensure 70% of staff participate in sustainability training by Year 3, and 90% by Year 5.
- Integrate sustainability into recruitment and onboarding by Year 2.
- Launch at least 3 wellness campaigns annually.

Proposed Actions

1. Promote staff well-being and professional growth.
2. Integrate sustainability into HR systems and practices.
3. Ensure equity and gender balance.



FUNDING SOURCES

The successful implementation of the **Strategy** depends on diversified and sustainable funding mechanisms that combine internal resources, external partnerships, and innovative financing models. Funding will support research, infrastructure, community engagement, and operational initiatives that advance LAU's environmental, social, and economic objectives. To ensure long-term viability and independence, **OfS** will pursue a blended financing approach that leverages internal allocations and external collaborations with public, private, and international partners. The following sources represent key funding opportunities identified for the Strategy's implementation period:

- **Internal University Budget:** in addition to what is allocated through the University's Strategic Plans (e.g. the recent renewal of **SPIV**), Facilities and Operations Budget and Research and Innovation Funding, creating a Sustainability Fund from revenues generated through savings in electricity, water reuse, recycled waste sale, etc., could also be used to support activities.
- **Government and Public Grants:** such as national and regional grants for climate action, renewable energy, sustainability research and other incentives for carbon reduction, green infrastructure, and energy efficiency.
- **International Organizations and Foundations:** that may include funding from UN agencies, development banks, and global sustainability foundations.

- **Private Sector and Industry Partnerships:** for example, Corporate Social Responsibility (CSR) funding for sustainability projects and collaboration with green technology companies and startups for campus sustainability solutions.
- **Alumni and Donor Contributions:** through the Sustainability Endowment Fund for long-term financing and crowdfunding and fundraising campaigns for specific initiatives.
- **Student Green Fees and Engagement:** this may include a small student sustainability fee to support campus initiatives and/or paid sustainability internships and student-led eco-businesses.
- **Revenue-Generating and Performance-Based Funding:** like reinvesting savings from energy and resource efficiency projects. Once applicable through domestic laws, selling renewable energy back to the grid could also be applicable.

The **Strategy** will rely on a multi-source financing model that integrates internal funding with national, international, and private sector partnerships. This diversified approach ensures financial resilience, operational independence, and scalability of sustainability initiatives. By blending academic excellence, innovation, and financial responsibility, LAU aims to secure the resources to translate its sustainability vision into measurable impact while reinforcing its position as a regional leader in sustainable higher education.



ANNEX: METHODOLOGY

The development of **The Strategy** was guided by a structured, evidence-based, and participatory methodology designed to ensure inclusivity, scientific rigor, and institutional alignment. The process was led by the **OfS** and implemented through a collaborative roadmap encompassing six main phases, from concept development to action planning. This approach ensured that the Strategy reflects the collective aspirations and capacities of the LAU community while aligning with global sustainability frameworks such as the **SDGs** and national climate commitments under Lebanon's **NDCs**.

Phase I: Framework Development and Strategic Foundations

The process began with the design of the strategic framework through extensive desk research and benchmarking. The **OfS** reviewed global and regional sustainability strategies from peer universities and leading international networks such as the **Association for the Advancement of Sustainability in Higher Education (AASHE)** and the **UN Sustainable Development Solutions Network (SDSN)**. This phase led to the formulation of LAU's sustainability vision, mission, and four key dimensions:

1. Conscientious Education
2. Research for Sustainability
3. Community Engagement
4. Sustainable Stewardship of Resources

These dimensions were identified as the pillars through which LAU can generate the greatest academic, social, and environmental impact. This phase also included establishing a conceptual framework that connects institutional objectives, measurable outcomes, and monitoring indicators to guide sustainability governance and action over the next five years.

Phase II: Sustainability Perception and Baseline Assessment

Building on the conceptual framework, the second phase involved gathering quantitative and qualitative data to establish a baseline of sustainability perceptions, practices, and priorities across LAU. A university-wide Sustainability Survey was launched among faculty members, staff, and students to capture insights on sustainability awareness, teaching integration, research activity, and community engagement. The data collection provided a comprehensive understanding of existing initiatives, behavioral patterns, and institutional strengths and gaps. It served as a foundation for identifying areas where capacity building, policy development, or operational improvements were most needed. The survey results also informed the topics and focus areas for the participatory workshops that followed, ensuring that subsequent discussions were data-driven and reflective of the broader community's input.

Phase III: Participatory Consultation and Strategy Workshops

The third phase centered on stakeholder engagement and participatory planning. The **OfS** organized a series of Strategy Workshops across the Beirut and Byblos campuses, inviting a range of participants, including students, faculty, administrators, and staff. The workshops were structured to facilitate inclusive dialogue and joint problem-solving, using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analytical framework for each of the four sustainability dimensions. Participants collectively identified priority issues, potential partnerships, and innovative actions that could enhance LAU's sustainability leadership. The interactive format of the workshops fostered creativity, ownership, and cross-disciplinary collaboration, reinforcing the shared commitment of the university community to sustainability transformation. This phase culminated in a comprehensive action pool, containing proposed initiatives for education, research, operations, and engagement.

Phase IV: Action Prioritization, Integration, and Institutional Alignment

The fourth phase focused on translating participatory input into actionable plans. It coincided with the university's thrust to renew its **Fourth Strategic Plan (SPIV)**, and integrate sustainability into all aspects of university activities. Through the **SPIV** renewal effort, a systematic process of evaluating and prioritizing proposed actions was undertaken. Each proposed initiative was assessed based on impact potential, feasibility, budgetary requirements, and alignment with the renewed **SPIV**. This ensured that sustainability actions were not developed in isolation but embedded in LAU's broader strategic and operational context. Incorporating sustainability into the renewed **SPIV** entailed developing implementation guidelines, including timelines, responsible entities, performance indicators, and reporting mechanisms. Identified actions were clustered under the existing four **SPIV** pillars, complemented by a fifth sustainability pillar that reinforces LAU's resilience and responsiveness to regional and global sustainability challenges.

Next Steps: Implementation, Monitoring, and Continuous Improvement

With the **OfS Strategy** finalized, LAU is entering the implementation phase (2026–2030), which will set in motion the defined action plans through an adaptive and data-driven approach. The Office for Sustainability, after the approval of the Strategy by the President's Cabinet, in collaboration with the University Representatives Committee—formed with representatives from all schools, departments, and facilities/centers—will oversee the rollout and coordination of initiatives under each sustainability dimension.

Key next steps include:

- Developing detailed action plans for each dimension with short-, medium-, and long-term milestones.
- Integrating sustainability **KPIs** into institutional monitoring systems, linking them to operational and academic reporting cycles.
- Conducting annual audits and biennial stakeholder consultations to assess progress, identify gaps, and update action priorities.
- Publishing annual Sustainability Reports summarizing achievements, challenges, and lessons learned.
- Building partnerships and securing funding through national and international grants, CSR collaborations, and alumni engagement to sustain long-term implementation.



Office for
Sustainability

Credits:

Nadim Farajalla, PhD. – Chief Sustainability Officer
Manale Abou Dagher, MSc. – Lead Sustainability Officer
Ramy Sakr, MSc. – Lead Projects Coordinator
Saad AlAhmadieh – Intern
Designed by: Georgette Issa, BA – Communication Specialist

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For more information:

Web: <https://sustainability.lau.edu.lb/>

Email: sustainability@lau.edu.lb