LAU

الجامعة اللبنانية الأميركية

Lebanese American University

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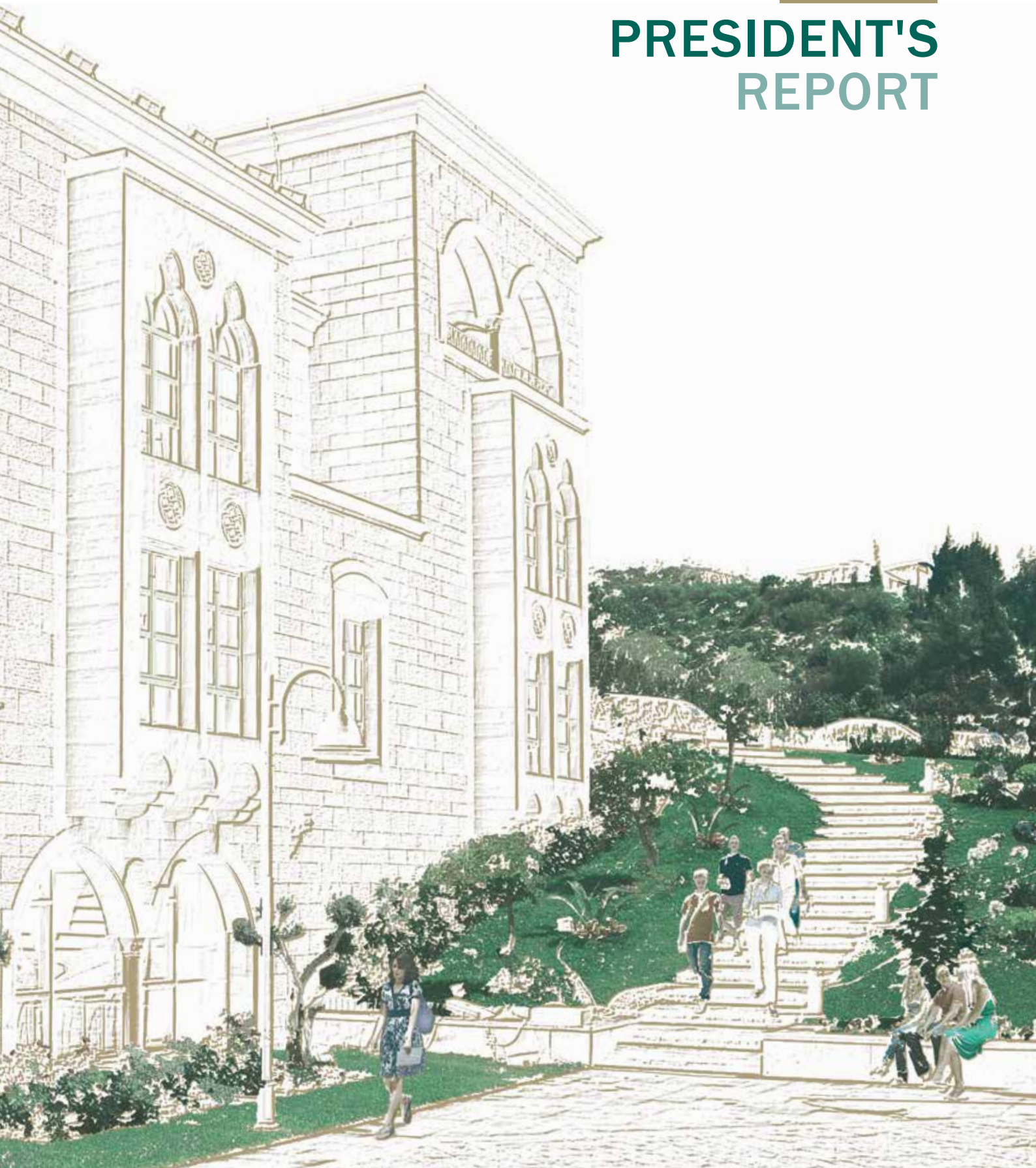
2015

PRESIDENT'S REPORT



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MESSAGE FROM THE PRESIDENT

Dear Friends of LAU,

Once more I am pleased to present you with my annual report detailing LAU's successes over the past academic year. As you know, Lebanon is living through a difficult period. Yet LAU continues to surge forward, largely due to the admirable loyalty of our extended university community.

The result is indisputable: As of 2015 LAU — which increased its enrollment against all odds — definitively holds a leading position among institutions of higher learning in Lebanon and claims ever-greater visibility on the international academic scene. Along the road, we have already implemented over 90 percent of our current Strategic Plan and are on track to complete it by 2016.

Of the many milestones reached in 2014-2015, allow me to emphasize the significant grant of nearly $18 million LAU received from USAID, for the purpose of recruiting in the next three years more than 170 young disadvantaged scholars, with full scholarship, room and board, books and computer, and pocket money. This grant fits beautifully with our commitment to ensuring that, regardless of their means, qualified students may attend LAU. Another major grant of $1.3 million from the American Schools and Hospitals Abroad program (ASHA) has been directed towards the improvement of facilities at LAU Medical Center-Rizk Hospital (LAUMC-RH), itself an invaluable health care facility dedicated to serving our students and the community. A similar grant of $1.2 million from ASHA has been earmarked for the acquisition of new equipment for our different schools.

Our students enjoy access to academic excellence of such a high standard that LAU was recently ranked second among similar institutions in the MENA region by Times Higher Education for the research quality of its faculty. Our schools continue to introduce innovative curricula as part of our culture of constant self-assessment, our drive for continuous self-improvement and our mission to adapt our offerings to the education of the whole person and to market needs. The dozen or so new degree programs detailed in the pages that follow provide our students with invaluable learning opportunities and international exposure.

At LAU, research and learning are never divorced from service to society. In one shining example, diverse members of LAU's community joined together to climb Mount Kilimanjaro to raise funds for the development of a unique exoskeleton that will help paralyzed individuals attain mobility. And broader social goals of peace and tranquility were well-served when the United Nations Association of the United States of America (UNA-USA) handed LAU the responsibility for running the Global Classrooms International High School and Middle School Model UN conferences.

The recent naming of the School of Business as the Adnan Kassar School of Business solidifies LAU's position as a regional leader in business education; the School of Pharmacy, in turn, continues to shine as the only regional program with accreditation of its Pharm.D. program by the Accreditation Council for Pharmacy Education (ACPE), a status lately renewed for another eight years. I am also extremely proud to announce that LAU has very recently received notification of the university's full reaccreditation by the New England Association of Schools and Colleges (NEASC), for the maximum period of ten years.

In June 2015, Lebanon's major talk show on LBCI, Kalam Ennas, devoted an entire program to LAU. The show's host Marcel Ghanem introduced the university and its impressive achievements to his audience as a symbol of "the republic of hope." It is my sincere wish that, as you read the pages that follow, you too will appreciate LAU as a beacon of hope and positive change.

Yours,

Joseph G. Jabbra, Ph.D.
President
Lebanese American University

SPECIAL FEATURE:
MODEL UNITED NATIONS

On May 15, 2015, the United Nations Association of the USA (UNA-USA) handed our university the responsibility for running two of its major programs: the Global Classrooms International High School Model UN Conference and the Global Classrooms International Middle School Model UN Conference.

The hand-over was announced by Chris Whatley — executive director of UNA-USA — in the storied General Assembly Hall of the United Nations, in front of a crowd of 1,600 international student participants gathered for the 2015 Global Classrooms Model UN (MUN) Conference.

Since the mid-1940s, MUN has gathered students from all over the world to engage in simulations of the General Assembly and Security Council. In the process, they learn about diplomacy, international relations and the inner-workings of the United Nations, while acquiring critical public speaking, debate, leadership and teamwork skills.

Over the years, LAU's representatives to the MUN have gone from one success to the next. In 2014, LAU's delegation to the 15th Annual Global Classrooms Model UN in New York won six awards out of six. This brought the total number of MUN awards LAU teams have received to 54, a record scarcely matched by any other participating university. This past year alone LAU's MUN efforts involved 2,610 high school and middle school students, as well as 112 LAU student trainers across 165 schools in Lebanon.

While the handover of responsibility for Global Classroom programs is a recognition of LAU's meritorious participation in the MUN agenda, Lebanon's turbulent history and the instability that continues to affect the Middle East and North Africa provide a poignant background to the decision. More than other young people, LAU students appreciate the urgency of training young global leaders and peacemakers.

UPDATES FROM
LAU'S CONSTITUENT SCHOOLS

A. School of Arts and Sciences

The School of Arts and Sciences (SAS) is home to some of LAU's oldest programs, representing the core of the university's liberal arts tradition. The school offers a rigorous and high-quality student-centered education, aimed at developing informed citizens who will have a positive impact on our increasingly complex world.

1. ACADEMICS

- **Expanding Learning Horizons**

SAS is constantly adding new curricula, firm in the belief that LAU must respond to local and global needs by developing programs that are in line with the requirements of the communities the school serves.

In Fall 2014, SAS launched a new B.A. in English studies, an innovative program characterized by a special emphasis on creative writing skills. The school also inaugurated an M.A. in migration studies, one of very few programs in the world offering an interdisciplinary graduate degree in this area, with a focus on the Middle East.

Other new degree programs include B.A.'s in journalism, performing arts, and television and film, all of which will be offered as of Fall 2015.

The International Dance Day Festival

The school's education pledge

- **Partnerships**

SAS's evolving partnerships — with other universities both in Lebanon and abroad, NGOs, social and government institutions and international corporations — provide students and faculty with unprecedented opportunities for learning and career advancement.

> LAU is proud of SAS's ongoing student exchange agreement with the Institut d'études politiques de Paris (Sciences Po) and with the German Academic Exchange Service (DAAD).

As of 2015, partnerships with outside universities include — but are not limited to — an arrangement between the Department of Humanities and the University of Manchester (U.K.) for enhancing the

UPDATES FROM LAU'S CONSTITUENT SCHOOLS

B.A. in translation program and developing research projects, as well as a research cooperation agreement between SAS and the School of Education and Communication at Jönköping University (Sweden) in the fields of international migration and social work.

The Department of Social Sciences Partners with:

Institution	Purpose of Partnership
George Mason University, USA	Enhancing teaching and research in conflict analysis and resolution
Institut de recherche pour le dévelopment, France	Research in the fields of social sciences and migration
Ruhr University Bochum, Germany	Launching joint Ph.D. program titled "From Responsibility to Protect to Responsibility to Assist"

SAS Partnerships with Non-Academic Institutions, across Departments:

Communication Arts	Arab Reporters for Investigative Journalism
	Samir Kassir Foundation
Education	Hariri Foundation for Sustainable Human Development
	DYSLEXIA INTERNATIONAL
Natural Sciences	The Diet Center
	Makassed Hospital
	Bahman Hospital
	Clemenceau Medical Center

2. RESEARCH AND THE TRANSFORMATION OF SOCIETY

- **Projects**

An emphasis on encouraging and fostering research, discovery and independent inquiry lies at the heart of SAS. The school's faculty and students are continually engaged in research and other initiatives with the goal of changing the world for the better, as part of LAU's overall commitment to serving the society around us. Increasingly, these efforts are gaining recognition in the form of international competitive grants and other outside funding. Presented here are some highlights:

Associate Professor of Computer Science Sanaa Sharafeddine recently received a grant from the Qatar National Research Foundation for a project titled "Scalable Multimedia Multicasting Mobile Solutions for Smartphone Users in Dense Environments," carried out in partnership with the American University of Beirut (AUB) and the Qatar Mobility Innovation Center.

The Education Department and the university's Continuing Education Program (CEP@LAU), together with several outside partners, received €1.2 million World Bank funding for designing and delivering a professional development program for school principals and administrators.

Chemistry professor Ahmad Kabbani played a crucial role in an international team effort to develop graphene, a super-conductive substance that has the potential of revolutionizing the electronics industry, while Associate Professor of Biology Sandra Rizk demonstrated the cancer-preventing qualities of the fermented drink kefir.

- Initiatives and Institutes

In November 2014, SAS hosted a conference dedicated to "Religion and Political Values," in partnership with Adyan and Konrad Adenauer Stiftung.

In March 2015, veteran CNN reporter Jim Clancy gave a presentation on the A-Z of the profession followed by a no-holds-barred Q&A session.

In 2014-2015, SAS continued its tradition of showcasing the research and talents of its faculty and students through sponsoring an ever-widening range of academic conferences and talks by local and international experts on a variety of subjects in the arts and sciences, both on the departmental level and through its institutes.

3. STUDENT ACCOMPLISHMENTS

SAS students reaped ample recognition this past academic year for their scholarly and extracurricular efforts. Examples are numerous, of which we can highlight communication arts student Stephanie Abou Habib, who won an award in the regional student film festival at Notre Dame de Louaize for a short film that she shot for the school's filmmaking course. Her colleague Mira Sahib won a €20,000 scholarship and production grant from Filmakademie Baden-Württemberg (Germany). Computer science student Hussein Bawab released an educational software application on the App Store, immediately ranking among the top 200 apps globally in the education category. Meanwhile, 15 nutrition students demonstrated their professional readiness even before graduation by assisting the Ministry of Economy's food inspectors in their duties across the country.

4. NATURAL SCIENCE FACILITIES GET A FACELIFT

The Natural Sciences Department implemented several upgrades at both the Beirut and Byblos campuses. These included the completion of a new biology/nutrition lab. In Byblos, former medical school labs were converted to biology teaching labs. The department is also in the process of establishing additional cell culture facilities on both campuses.

Furthermore, the Natural Sciences Department obtained new equipment for biology, chemistry and physics, and also upgraded the computer facilities and workstation for use by biology students in Byblos.

UPDATES FROM LAU'S CONSTITUENT SCHOOLS

B. School of Architecture and Design

Our School of Architecture and Design (SArD) embraces an overall vision of staying at the forefront of artistic and creative trends, both globally and locally. University-wide, in 2014-2015 the school continued to act as a pioneer in exchange programs, being committed to the idea that students should be provided with maximum international exposure while remaining faithful to their own roots.

1. ACADEMICS

- **New Programs**

Following on the successful launch of the new B.A. program in fashion design in 2013 — which was put together in collaboration with internationally renowned fashion guru Elie Saab and in partnership with the London College of Fashion — SArD has moved ahead to institute graduate-level degrees. The Mutaz and Rada Sawwaf M.A. in Islamic Arts and Architecture program admitted its first students in Spring 2015. This program, which concentrates on the study of the local and regional Islamic heritage, is almost unique in the region.

The school is working on the launching of an M.A. in visual narrative and is considering the creation of three other master's programs in the near future. All of the planned graduate degrees will have an international component, wherein students will be required to spend at least one term studying abroad.

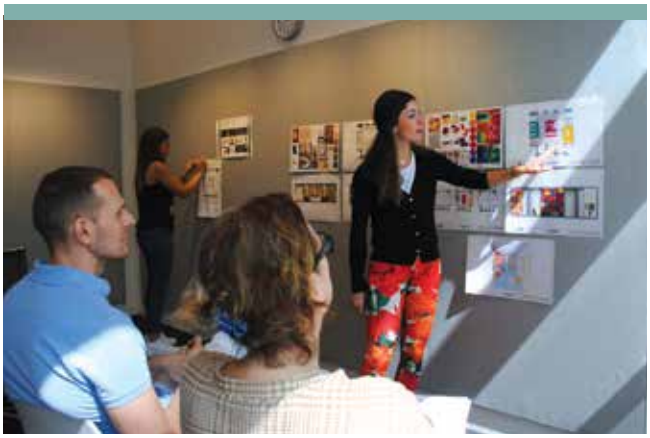
- **NAAB and NASAD Accreditation**

SArD's program in architecture is midway through the process of obtaining accreditation from the National Architectural Accrediting Board (NAAB), having been granted official candidacy status in 2014. All other programs in the school have initiated the process of accreditation through the National Association of Schools of Art and Design (NASAD).

- **Partnerships**

The Department of Architecture and Interior Design has added two exchange agreements to its roster in 2014, with the Università degli Studi di Firenze, Italy and the Université de Montreal, Canada.

The Department of Design has launched its "Adopt a Creative" program in partnership with Leo Burnett Company, Inc., a major international advertising company with offices in Lebanon. The program pairs final year students with experienced professional designers to guide them on their final projects and is another fine example of LAU's efforts to bridge the gap between academia and the corporate world.



Students of the Interior Design program took part in a workshop in New York at the New York School of Interior Design.

2. RESEARCH AND THE TRANSFORMATION OF SOCIETY

Umayyad Itinerary project

Exhibition of the "Islamic Architecture in India"

- **Projects, Initiatives and Institutes**

Throughout the year, the school hosted numerous lectures, workshops and exhibitions organized by the various departments and institutes, with subjects ranging from the restoration of ancient archeological artifacts to the contemporary art form of comic arts.

SArD's Urban Planning Institute (UPI) is a key stakeholder in the international EU-sponsored Umayyad Itinerary project which will culminate in the building of an interactive museum in Anjar, devoted to the Umayyad culture.

In 2014-2015, UPI took part in the project "Byblos100 Resilient City" together with the Department of Architecture and Interior Design. UPI contributed a consulting role to the organization of activities, workshops and conferences dedicated to the creation of sustainable policies aimed at revitalizing the unique historical municipality.

In October 2014, the Institute for Islamic Arts and Architecture held an exhibition titled "Islamic Architecture in India," featuring photos by Indian film-maker, art historian and photographer Benoy K. Behl.

3. STUDENT RECOGNITION

SArD students at LAU are not known for waiting until graduation to begin accumulating local and international recognition of their creative endeavors. Across all departments this past year, they brought home prizes and awards from one competition after another.

Students of the Department of Architecture and Interior Design won several awards, including the 2014 Omrania-CSBE student award for architectural design. They also brought home first, second and third prizes in the UN Habitat program's competition to design a new building for the Union of Municipalities in Zahrani, in addition to winning two first prizes in LAUMC-RH's initiative to remodel the hospital's pediatric floor.

UPDATES FROM
LAU'S CONSTITUENT SCHOOLS

Bensimon shoe design exhibition

Liban Pack LAU winner

Students from the graphic design program participated in a shoe design competition sponsored by the French lifestyle brand Bensimon, winning the honor of having their designs exhibited in Paris in July 2015.

Design students bagged all three prizes from the LIBAN PACK Structural Award competition for the best package design.

4. FACILITIES UPGRADES

SArD has seen the recent restructuring of its workshops in Byblos and Beirut, and the acquisition of new equipment for the photography and graphic design labs.

To better meet the rapidly growing needs of SArD's expanding programs and activities, the school is slated to expand its presence on the Beirut campus in the recently purchased Gezairi Building. Currently, architectural plans are being finalized for the building's complete renovation. In the meantime, as of September 2014 the Gezairi site's already renovated spaces accommodate the studios and sewing lab of the B.A. in fashion design.

5. INTERNATIONAL RECOGNITION OF FACULTY CREATIVITY

Night prayers,
by Chaouki Chamoun

Beirute, by Christine Kettaneh

SArD faculty continues to make waves not just in Lebanon but abroad, bringing back prizes from international competitions while exhibitions of their artwork appear increasingly in premier European and Asian locations.

Retiring fine arts instructor Chaouki Chamoun staged a spectacular solo exhibition of his artwork in Paris in May 2015.

Fine arts instructor Christine Kettaneh won the Arte Laguna Art Prize for sculpture and installation at the Venice biennale, where the jury chose just six winning artworks out of 120 entries from 44 countries.

C. Adnan Kassar School of Business

In April 2015, the school was named the Adnan Kassar School of Business (AKSOB), in recognition of a $10 million donation by Adnan Kassar, chairman and major shareholder of Fransabank.

1. ACADEMICS

- **Innovative New Curricula**

In addition to its new M.A. in applied economics, AKSOB has recently begun offering a Blended Executive M.B.A. (Blended E.M.B.A.), designed specifically for executives residing outside of Lebanon who wish to continue working while pursuing advanced professional education.

The school is currently designing several new degree programs, including an M.Sc. in HR management, an M.Sc. in finance, a B.S. in business leadership and innovation, and a B.S. in operations management. New courses to be offered in the near future include business analytics, real estate management, forensic accounting and international service management.

UPDATES FROM LAU'S CONSTITUENT SCHOOLS

• **Accelerated Accreditation**

LAU's business school is on track to achieve accreditation in record time. In Summer 2015, AKSOB's second progress report was accepted by the Association to Advance Collegiate Schools of Business (AACSB). The school was invited to submit its Initial Self-Evaluation Report and plans to do so in November 2015.

• **International Partnerships**

On the individual level, our faculty regularly enter into joint research initiatives with top researchers in all fields of business. Meanwhile, AKSOB continues to enjoy fruitful academic exchange partnerships with several universities abroad, among them Cornell University and the American Business School of Paris, providing both students and faculty with the opportunity to learn and collaborate with colleagues abroad. We are particularly proud of the school's relationship with Philipps-Universität Marburg in Germany, which has resulted in a joint M.Sc. in Economics of the Middle East (E.M.E.A). This is a unique master's program designed for students who want to achieve a solid foundation in economic analysis while also acquiring specific knowledge about the economies of the MENA region.

2. ADVANCING KNOWLEDGE

All through the most recent academic year, AKSOB faculty presented findings at top conferences in their respective fields and released publications in A* and A-rated journals with increasing frequency, testimony to the school's commitment to excellence in research. The school research and development council has awarded a total of 81 grants to AKSOB faculty.

In the 2014-2015 academic year, the Department of Economics successfully applied for a research grant as part of the SAHWA project funded by the European Commission. The project explores youth prospects and perspectives in the context of the Arab Spring in five Arab Mediterranean countries.

• **Bringing the Business World to LAU**

Firm in the belief that bringing the expertise of real-world entrepreneurs to LAU students is key to the latter's professional education, AKSOB hosted the Business Summit lecture series over the past year, bringing numerous top business and industry leaders to the Beirut and Byblos campuses who are not only interested in sharing their knowledge but in hiring our graduates. Prior to every lecture, intensive CV writing seminars, and interviewing skills and techniques workshops were held to increase students' competitiveness and employability.

• **Institutes**

The Institute for Banking and Finance is actively engaged with the Union of Arab Banks in offering specialized courses aimed at training bank personnel throughout the Arab World. Future plans include the development of an Islamic finance specialization and the offering of a variety of workshops, seminars and specialized Islamic finance courses.

The Institute of Hospitality and Tourism Management Studies invited numerous world-renowned hospitality industry leaders and academicians to share their experiences with LAU students, all the while maintaining active relationships with industry professionals and providing training opportunities for LAU business students.

The Institute of Family and Entrepreneurial Business hosted a number of lectures and workshops dedicated to the issues particularly facing family businesses in Lebanon.

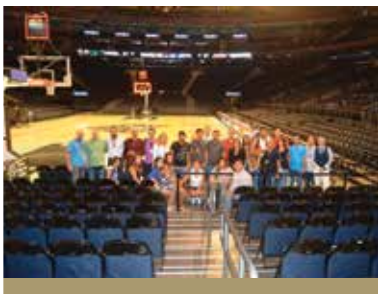
The school hosted an AACSB workshop for the organization's school of business deans from Lebanon and the region.

The student-based hospitality club in collaboration with the U.S. embassy organized "Discover USA at LAU."

3. FOCUS ON STUDENTS

Education at AKSOB continues to embrace active learning technologies through the use of electronic mediums such as video conferencing and state-of-the-art educational software. The school enjoys an advanced online trading room that allows our students to experience global stock trading in real time. Outside the classroom, students have access to training opportunities provided by top firms in Lebanon and abroad, pursuing internships with, for example, the Dubai Air Show and Formula 1.

Closer to home, business students continue to be at the forefront of LAU's engagement with the broader society, as AKSOB mandates courses in civic engagement and 15 hours of community service from all undergraduates. This has so far involved more than 750 students serving their immediate communities and the country by volunteering at LAU-approved NGOs. Throughout, they are well-served by AKSOB's Career and Placement Office which actively works to place our graduates in meaningful jobs right after graduation.



UPDATES FROM LAU'S CONSTITUENT SCHOOLS

In July 2015, two hospitality students — Elie Saade and Hiba Stouhi — were declared winners of the annual competition held by the Lebanese Academy of Gastronomy for students of Lebanon's hospitality management schools.

Marketing students participated in a project commissioned by Leo Burnett, in which they sought to identify and understand youth consumer behavior.

In 2014-2015, M.B.A., E.M.B.A., LL.M. and undergraduate business majors visited the LAU New York Academic Center, where they attended specially-designed courses and visited numerous corporate headquarters as well as the New York Stock Exchange.

D. School of Engineering

The School of Engineering (SOE) at LAU is guided by the core values of integrity and transparency, academic excellence, inclusiveness and diversity, environmental stewardship and effective leadership. Over the 2014-2015 academic year, these values shone through the entire spectrum of the school's activities.

In 2014, SOE experienced an increase of over 14 percent in applications to our undergraduate program.

1. ACADEMICS

- **Interdisciplinary and Green Curricula**

We are pleased to announce that after the successful launch of the B.E. in petroleum engineering, the School of Engineering is implementing the B.E. in mechatronics, a multi-disciplinary professional engineering major that combines mechanical, electrical and computer engineering.

Most spectacularly, in January 2015 SOE launched the first-ever online professional diploma in green technologies (PRO-GREEN), in collaboration with AUB and the American University in Cairo (AUC), with the backup of a consortium that includes seven other partners from the Middle East and Europe.

Besides introducing new degrees and diplomas, SOE moved in a pioneering direction by establishing online courses for some of our existing programs. At the same time, to strengthen the research skills of our students, the school implemented an undergraduate research course across all programs.

- **Partnering for Our Students' Futures**

SOE maintains exchange agreements with a number of internationally renowned universities and corporations that allow for exchange opportunities and internships. This year, the school's list of partnerships was expanded by the signing of an agreement with the international business powerhouse CME, in which the company will offer several LAU engineering students internship positions each year and the opportunity to participate in the Capstone Design Projects presentations of the Electrical and Computer Engineering Department, among other joint initiatives.

2. RESEARCH AND THE TRANSFORMATION OF SOCIETY

In February 2015, a team of students and staff went on an expedition to climb Kilimanjaro in a fundraising and promotional effort to support the Department of Mechanical Engineering's exoskeleton research and development project.

SOE's commitment to cutting-edge research that has a discernibly positive effect on society can be seen across a series of initiatives and projects that the school's faculty engaged in during the year 2014-2015, a number of them resulting in the receipt of significant outside funding.

> SOE successfully secured funding from the EU-Tempus funding scheme of approximately €108,000, for the development of an interdisciplinary program on climate change and sustainability policy (CLIMASP).

While all engineering faculty continue to make tremendous advances in addressing some of the world's most significant challenges — as evidenced by a growing body of published journal papers and conference papers — three projects in particular stood out over the past academic year as stellar examples of research with social impact:

First, Grace Abou Jaoude worked with several international partners on assessing earthquake-induced landslide hazards in Lebanon, supported by a research fund of $100,000 that she received from the Partnerships for Enhanced Engagement in Research (PEER) Program. Second, John Khoury served as the Co-Principal Investigator on an Associated Research Unit in the field of IT and Engineering, sponsored by the Centre national de la recherche scientifique (CNRS) in the

UPDATES FROM LAU'S CONSTITUENT SCHOOLS

amount of $34,000. Last but not least, Gabriel Bazi participated in a team that won a Federal Highway Administration (FHWA) grant of $30,000 for a project that seeks to predict vehicle fuel economy and other vehicle operating costs.

The School of Engineering is at the cutting edge of medical technology, working with Phoenix Industries on the development of an advanced exoskeleton system.

3. STUDENT ACCOMPLISHMENTS

Student initiatives this year included various projects that dealt with real-life problems facing the Lebanese community. In addition to engaging in cutting-edge research in the context of the SOE curriculum, LAU engineering students competed in numerous local and international events, winning prestigious prizes for their ideas and designs, some of which have since been transformed into new business ventures. Of the numerous examples, we would like to share only a few:

Student Sabine Oussi's capstone project landed first place in the "Simulation & Software" category of the IEEE Lebanon Communications Student Competition (LCSC) 2014. Meanwhile, two SOE undergraduates participated in conducting a major survey related to congestion pricing of a proposed highway in Jounieh. The results provided crucial data for a research project that was later accepted for publication in the Journal of Transportation Engineering. In addition, an industrial engineering graduate student worked in 2014-2015 on a research project in collaboration with the United Nations Development Program (UNDP) to determine the mobility cost for users of road transport in Lebanon.

A team of four undergraduate SOE students (Michelle Mansour, Joyce el-Beyrouthy, Maha Yazbeck and Bassel Kassem) won the 2014 Global Design for UNICEF Challenge by designing the Incubaby, a low-cost tele-medicinal incubator for premature babies that was also ranked first by the judges in the National Instruments Graphical System Design Musabaka 2015-Student Design Contest.

Students Charlie el-Khoury and Nicolas Zaatar won the Lebanese Microsoft Imagine Cup for designing the "Quadrofighter," a flying robot firefighter.

In April 2015, SOE organized the first annual Engineering Week on the Byblos campus.

E. Health Sciences Education at LAU

LAU boasts three schools devoted to the health sciences: The Gilbert and Rose-Marie Chagoury School of Medicine, the School of Pharmacy and the Alice Ramez Chagoury School of Nursing. With state-of-the-art research and training facilities, the schools have been at the forefront of establishing LAU as a regional leader in health sciences education and practice.

1. EXPANDING CAPACITY

As LAU's medical school expands, significantly more residents have been joining its roster (moving from 33 residents in 2014 to 59 this year), some of them in newly added fields (psychiatry and neurology). At the same time, the faculty body continues to grow, as the number of full-time instructors has tripled in five years. While the number of students accepted annually remains the same, the number of applicants increased by approximately 26 between 2014 and 2015, a sure indicator of SOM's rising selectivity and competitiveness.

The SOP is currently developing a new graduate program for a M.Sc. in pharmaceutical development and management, in an effort to present a balanced program that looks not just at clinical practice but at the ways in which drugs are manufactured and delivered to the market.

In the past academic year, the SOP instituted an overview of the safety measures in place at its teaching and research laboratories. This resulted in the implementation of new precautionary methods, such as adding second emergency exits, improving the ventilation system, and the installation of hoods, eye wash stations and safety showers.

UPDATES FROM
LAU'S CONSTITUENT SCHOOLS

• **Accreditation News**

We are thrilled to announce that in February 2015 the SOP Pharm.D. program received an eight-year renewal of its accreditation by the Accreditation Council for Pharmacy Education (ACPE), reflecting LAU's increasing stature as a regional player in the health sciences field. To this day, LAU offers the only doctor of pharmacy program that is ACPE accredited outside the United States. The accrediting team was particularly impressed by the program's comprehensive assessment plan, the intricacy of the curricular mapping, and by the depth and breadth of the introductory practice experiences required of the students in the program's first three years.

SOM has taken an important step on the way toward eventual accreditation by signing an agreement with the National Board of Medical Examiners (NBME), an American institution that administers many of the licensing exams necessary to obtain American Board specialty certification.

• **The Clinical Simulation Center**

LAU's Clinical Simulation Center (CSC) on the Byblos campus is playing an ever-increasing role in the teaching activities of the health sciences schools.

The CSC occupies a privileged place in the School of Nursing's educational arsenal, providing not only training for LAU nursing, medicine and pharmacy students but also continuing education for already practicing health professionals from all over Lebanon.

In February 2015, nine registered nurses from the Bellevue Medical Center completed an intensive training course at the center, which included "train-the-trainer" modules allowing them to go back to BMC and deliver the training to their colleagues.

The School of Medicine has made full use of the CSC for outreach activities aimed at improving the healthcare situation in Lebanon. Over the course of the academic year 2014-2015, SOM — in collaboration with both the orders of Physicians and of Nurses — organized a series of workshops on the subject of organ donation, bringing together medical professionals from all over the country to Byblos where they exploited the CSC to its full potential as an educational tool.

• **Expanding Our Network of Affiliations**

The School of Medicine continues to expand its list of affiliations with other universities, hospitals and similar institutions in Lebanon, the region and internationally. In the U.S., we are happy to announce that LAU now has an affiliation agreement with the University of California-Davis, a top American medical university. The agreement allows for the exchange of faculty and opens the door for medical students and residents to take up clerkships at UC-Davis as well as research opportunities. Over the past year, SOM has also activated its affiliation with the University of Iowa (UI), allowing LAU's medical students to travel to Iowa City to conduct research and the university's residency training directors to receive hands-on experience through residency training at UI.

Following up on a recent agreement signed with Benta Pharma — which aims at providing LAU students with hands-on experience in industrial pharmacy — the SOP entered into a similar partnership in Spring 2015 with the pharmaceutical manufacturer Algorithm. The new partnership allows Pharm.D. students to complete their experiential education and training at Algorithm's facilities, giving them access to the company's laboratories, equipment, services and personnel.

Regionally, SOM recently signed an agreement with AUC, allowing their biology students and other pre-med students to study medicine at LAU, making up for the fact that AUC does not have its own medical school.

This past year, the medical school activated and strengthened its affiliation with the Clemenceau Medical Center as well as with the Mount Lebanon Hospital, ensuring enhanced training opportunities for LAU's medical residents and students. In the meantime, SOP's ongoing partnership with the Lebanese Ministry of Public Health permits our students to obtain hands-on training at government-run medical facilities.

• **Partnering with the Makhzoumi Foundation**

The School of Pharmacy signed a memorandum of understanding with the NGO Makhzoumi Foundation in Beirut in November 2014. The new partnership permits pharmacy students to train and collaborate on patient care delivery at the foundation's healthcare facilities. The agreement also envisions the potential for research collaboration.

As of May 2015, School of Medicine students have access to the facilities, equipment, services and personnel of the Makhzoumi Foundation, as well as the opportunity to provide its patients with care while gaining the experience so necessary for their training as top-notch doctors.

2. ADVANCING HEALTHCARE KNOWLEDGE AND TECHNOLOGY

• **International Conference on Medical Education**

In November 2014, SOM hosted the first international conference on medical education to be held in Lebanon, an impressive achievement for one of the country's youngest medical schools that brought together more than 300 participants and representatives from all the medical schools in the country. The event will be followed up by a second such conference in Fall 2015, which will be devoted to the topic of "Evidence-Based Medical Education."

UPDATES FROM LAU'S CONSTITUENT SCHOOLS

• **Upgrading the LAU Hospital Facilities**

LAU's schools of medicine, pharmacy and nursing rely on the facilities of the LAU Medical Center-Rizk Hospital (LAUMC-RH) for training and research purposes, giving LAU the distinction of being one of the few medical schools in Lebanon with its own teaching hospital.

In late October 2014, the American Schools and Hospitals Abroad program (ASHA) granted $1.3 million to the LAU Health Foundation, which, in turn, directed the gift towards LAUMC-RH, for the purpose of providing lifesaving supplies, rehabilitating a front-line primary trauma care facility and training medical staff. In the medium term, the hospital is in the midst of a $15 million renovation project. Staff training has intensified, with the introduction of a continuing education program for the hospital's nurses.

The renovation of the emergency room and the radiology, dermatology and dialysis centers has already been completed, as well as that of the neonatal intensive care unit. This year has seen the creation of a wound care center, along with the introduction of a triage process in the emergency room and an increase in the available physical therapy treatment rooms.

The revamping of the hospital website to bring it in line with international standards is in full swing. A branding initiative to promote the hospital's new logo and visual identity is proceeding in parallel with the development of a communication plan aimed at promoting LAUMC-RH to patients and the public at large.

• **Serving Society, Locally and Regionally**

Assistant Dean of the School of Nursing Myrna Abi Abdallah-Doumit has been chosen by the Lebanese government to take part in a scientific committee that seeks to enhance the quality of nursing care in the MENA region by developing a common nursing curriculum to be used across the Middle East.

SOP faculty and students have been at the forefront of the fight against tuberculosis (TB). Clinical assistant professors Hanine Mansour and Lamis Karaoui reviewed the efficacy of Bedaquilin (a new medication recently developed to combat Mutli-Drug-Resistant TB) while the school's students worked with the Lebanese Ministry of Public Health in the development of a medication pamphlet for the country's TB patients.

LAUMC-RH this year launched a childbirth education program.

3. FOCUS ON STUDENTS

• **Interprofessional Education**

Studies have shown that collaboration among health professionals from all disciplines contributes to safer, more effective care. Over this past year, our health sciences students have received training through the schools' innovative Interprofessional Education program — which is run in collaboration with the School of Arts and Sciences' nutrition and social work faculty — learning to work competently and confidently as members of interdisciplinary healthcare teams.

• **The Nabha Dispensary**

In July 2015, a medical dispensary and clinic in the Bekaa Valley town of Nabha was reopened thanks to the efforts of SOM's class of 2016, bringing primary health care access to 8,000 local residents.

• **Reducing the Gender Gap in Nursing**

LAU is breaking boundaries and creating new standards in the nursing profession, with the percentage of male students in our nursing program now noticeably higher than in the United States (22 percent versus 16) and rising.

ARCSON's health fair

ARCSON encourages male students to enroll in nursing.

• **Students at the Forefront of Social Service**

The Student Society of Health-System Pharmacy (SSHP) chapter at the SOP launched the "Ambulatory Care Setting Pharmacy Practice Model Initiative," providing medication therapy management for refugees at the Ajialouna dispensary.

The Lebanese Pharmacy Students' Association (LPSA) — founded by an LAU student — provided free blood glucose tests and counseling to the Lebanese population at several locations on World Diabetes Day. Outreach activities also included working with high school students nationwide to raise awareness about the dangers of addiction, and joining the HOME Mobile Clinic to bring free medical care and counseling to patients in underprivileged areas of Lebanon, among others.

The School of Nursing integrates community service into the very curriculum of the bachelor's in nursing degree. As part of their class work, ARCSON students this fall organized a health fair in the old city of Byblos to raise awareness of the need for regular checkups and cardiac health.

This past year, the Nursing Club received the Byblos campus's Most Persistent Club award for its numerous activities, including awareness campaigns on breast cancer, HIV and mental health, as well as clothing and food drives for the needy.

NURTURING OUR STUDENTS

LAU's student-centered philosophy is widely recognized as one of the university's distinguishing strengths, both in Lebanon and the region. This commitment to serving students begins even before they are enrolled in our programs: this past year, we restructured our admissions process, centralizing the previously campus-based Admissions Office services and creating a new Student Recruitment unit.

In addition to offering a stellar educational curriculum and extracurricular environment preparing young people for their professional careers, we take our responsibility to nurture our students' path toward maturity seriously by providing them with financial aid that will allow them to begin their adult lives with minimal debt, if any.

Once enrolled, students find an ever-increasing array of advising and counseling services, as well as two campuses teeming with student organizations dedicated to developing their members' talents and interests outside the confines of the classroom.

A. Financial Aid

As part of the university's effort to attract the region's best and brightest students, Student Enrollment and Development Management (SDEM) consolidated the Financial Aid and Scholarships offices into one central unit to ensure quicker and more efficient student services. In the meantime, the university's solid financial position made possible significant increases in financial aid across the board.

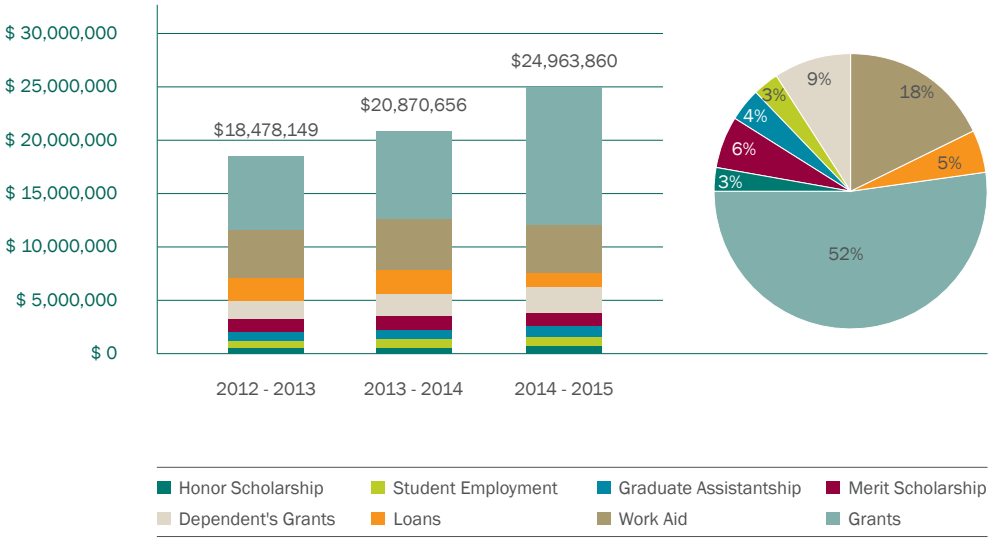
In total, in 2014-2015 LAU supported almost 3,000 students with entrance, honor and merit scholarships, work-aid, loans and/or grants. We were also able to rely on the Free Application for Federal Student Aid (FAFSA) loan program to provide assistance to 39 students.

Following on the footsteps of similar awards in the previous years, this year LAU received $5,697,555 from the USAID's University Scholarship Program (USP VI), for the purpose of recruiting 45 academically qualified and financially needy students from public schools across Lebanon.

TRENDS IN FINANCIAL AID BUDGET

	2012-2013	2013-2014	2014-2015
Honor Scholarship	$360,000	$540,000	$720,000
Student Employment	$696,290	$821,734	$852,107
Graduate Assistantship	$954,450	$864,050	$967,205
Merit Scholarship	$1,260,000	$1,335,600	$1,389,025
Dependent's Grants	$1,702,200	$2,062,721	$2,334,000
Loans	$2,102,310	$2,228,451	$1,293,342
Work Aid	$4,508,000	$4,778,481	$4,495,890
Grants	$6,894,899	$8,239,619	$12,912,291
TOTAL	**$18,478,149**	**$20,870,656**	**$24,963,860**

TRENDS IN FINANCIAL AID BUDGET BY TYPE



B. Advising and Emotional Well-Being

In 2014-2015, LAU strongly ramped up the advising and counseling available to our students, all conducted in a family-like, caring environment. The university inaugurated a One Stop Student Center (OSSC), with the mandate of advising and registering newly admitted students before the start of the semester. The OSSC's nine Academic Advisors provided one-on-one advising to all entering students, helping them efficiently register for their courses. Furthermore, two academic advisors — one on each campus —were tasked to follow up closely on the progress of the freshmen, reaching the highest-ever number of at-risk students.

LAU's professional counselors provided more than 250 students with deeply attentive, personalized assistance in dealing with numerous emotional and psychological issues. Meanwhile, the office of Student Development and Enrollment Management instituted a comprehensive new

NURTURING OUR STUDENTS

communications strategy aimed at recruiting and retaining students through innovative channels such as the Student Portal, videos, websites, email, SMS messaging and social media. This, together with the advising and counseling efforts, constituted a comprehensive retention strategy and in fact led to the lowest rates of attrition on record.

C. Spreading their Wings Outside the Classroom

The number of student clubs and other extracurricular activities at LAU continues to rise at an impressive pace. A typical day at either Byblos or Beirut this past year found students engaged in club-sponsored lectures, hiking trips, music events, charity fundraisers, festivals and debates.

In June, the Beirut campus was once more transformed into a stage as the university hosted the 17th International University Theater Festival, bringing together experienced faculty members, student actors and directors from Europe and the Middle East to produce high-quality plays that drew audiences from across the country.

The Spring Fiesta

The 17th International University Theater Festival

D. After LAU — Ensuring our Students' Futures

As always, the university's Counseling and Career Placement services continued to be effective in helping the graduating class find gainful employment as quickly as possible after graduation. Throughout the year, both campuses were abuzz with workshops preparing students for job interviews and other skills relevant to the modern workplace environment. Between them, Byblos and Beirut hosted 60 local and international companies during their respective internship fairs. The results are encouraging, as more and more of our students are finding themselves hired right out of the classroom.

HAVE YOU ALREADY FOUND A JOB OR INTERNSHIP? (before graduation)

		YES	NO
AY 2010-2011	N	618	753
	%	45%	55%
AY 2011-2012	N	781	650
	%	55%	45%
AY 2012-2013	N	737	766
	%	49%	51%
AY 2013-2014	N	783	768
	%	50%	50%
AY 2014-2015	N	828	798
	%	51%	49%

*Retrieved from the annual Exit surveys administered to graduating LAU students

POSTCARD
FROM NEW YORK

Since its inauguration in 2013, LAU New York Headquarters and Academic Center (LAU NY) has shown itself to be an unparalleled platform for global educational outreach and cross-cultural dialogue. The center serves various constituencies — LAU students and faculty, the students and faculty of local universities, diplomats, the Lebanese/Arab diaspora and media personnel, among others — resulting in tremendous visibility for LAU both nationally and internationally.

In 2014-2015, LAU NY hosted six workshops and courses led by SArD and AKSOB faculty in cooperation with U.S. experts and held 14 public events. On May 11, 2015, the Headquarters and Academic Center held its fourth annual gala at the New York Athletic Club, overlooking Central Park, the proceeds of which were earmarked for LAU's Institute for Women's Studies in the Arab World (IWSAW).

LAU NY hosted a series of events under the title "The Arab-American Experience," aimed at dispelling stereotypes and promoting cross-cultural understanding.

In July 2015, the center held the Global Outreach and Leadership Development (GOLD) student conference, bringing together 60 Lebanese and American high school students together for training in leadership and diplomatic skills.

One of the courses led by AKSOB

The Arab American Experience poster

The GOLD student conference

EDUCATION
OUTSIDE THE WALLS

A. SINARC

In its 16th year, our Summer Institute for Intensive Arabic Language and Culture (SINARC) has developed into a premier destination for students desiring to learn Arabic while gaining a true understanding of the region's social and cultural dynamics. While continuing to offer its standard program at the Beirut campus, SINARC has expanded over the past year to offer classes at LAU NY, reaching students from local universities such as Columbia, NYU and CUNY, among others. In Beirut, as of 2016 SINARC will offer a new Winter Break program in addition to its long-established summer, winter and spring offerings.

SINARC students hike to the highest peak in Jabal el Makmal.

CEP@LAU signs MOU with the General Union of Arab Chambers.

B. The Division of Continuing Education Program (CEP@LAU)

CEP@LAU recently expanded its existing roster of certificate-based programs at the post-secondary and post-baccalaureate levels by adding a two-level Food Safety Certificate program (the first of its kind in Lebanon), as well as diplomas in trade and strategic planning, among others.

In June 2015, LAU signed a memorandum of agreement with the General Union of Arab Chambers that allows CEP@LAU to provide training, workshops and other programs to the members of chambers in Arab countries. The new center will add to the existing CEP@LAU outreach centers in Zahle and in Tripoli.

In Summer 2015, CEP@LAU introduced new English for Lawyers and English for Healthcare courses, adding to existing English programs designed to serve the various professional communities.

EDUCATION
OUTSIDE THE WALLS

C. Outreach and Leadership Academy (OLA)

In February 2015, LAU launched a new center — the Outreach and Leadership Academy (OLA) — in the southern city of Sidon (Saida), in partnership with the Hariri Foundation for Sustainable Human Development. Since 2011, LAU and the Hariri Foundation have together trained over 2,000 middle and high school students through several joint initiatives, including the Leadership and Constitutional Education Academy, the Moderation and Justice Academy for Leaders and the LAU Model Arab League. OLA is now the South Lebanon headquarters for these initiatives, all devoted to education, empowerment and civic engagement on the school level, and is connected to more than 50,000 students and 5,500 teachers in Sidon alone.

A few months into its existence, the academy has already welcomed more than a dozen LAU-run workshops and other activities.

LAU EXECUTIVE CENTER @solidere

Since its launch in 2014, the LAU Executive Center@ Solidere in downtown Beirut has hosted hundreds of students enrolled in the M.B.A. and E.M.B.A. programs, as well as workshops on a variety of topics. Most recently, the Solidere facilities have welcomed students in the newly created Executive M.A. in actuarial sciences.

REGIONAL AND INTERNATIONAL PARTNERSHIPS

In addition to the many regional and international partnerships maintained by LAU's constituent schools, the university constantly pursues new and ever further-reaching collaboration with educational, professional and government institutions, all for the sake of enhancing our positive impact on the wider society and providing our students and faculty with opportunities for research and learning that are second to none.

A. University Enterprise Office

Once again this year, UEO curated exceptional students from the MENA region who are studying at LAU through the Middle East Partnership Initiative Tomorrow's Leaders program (MEPI-TL), a scholarship that offers youth with leadership potential a fully-funded opportunity to attend LAU.

In Spring 2015, UEO also welcomed approximately 20 participants from the MENA region to the LAU campus for four weeks of intense training in leadership, democracy, communication and conflict resolution as part of the MEPI-Leaders for Democracy Fellowship program, in partnership with Syracuse University.

In Summer 2015, UEO and IWSAW jointly organized the international conference "Women Leaders as Agents of Change," in partnership with MEPI. The conference attendees included marquee speakers from all over the world along with MEPI-TL students and alumni from 14 MENA countries.

For the tenth year running, UEO provided academic coverage and advisory services to the Scientific College of Design (SCD) in Muscat, Sultanate of Oman, contributing to the transformation of SCD into one of the best design colleges in the Gulf Region. Plans are afoot for the creation of a formal LAU hub for graduate education in Oman, to shore up the needs of SCD and the Sultanate for graduate programs in design and management.

This year MEPI-TL launched the My Passport, My Visa initiative with the objective of lifting entry restrictions in MENA countries for MENA citizens.

Through the Drive to Parliament initiative, MEPI-TL is now assisting its female alumnae to launch election campaigns for parliament in their countries of origin, currently helping the first alumna candidate for Lebanon.

B. Exchange Programs

As of the 2014-2015 academic year, LAU boasts a fully funded and staffed Study Abroad Office, which has been working with the seven constituent schools to streamline the coordination of existing academic exchange programs across the university. All while constantly investigating new international opportunities for our students, the Study Abroad Office devotes itself to managing a number of existing programs, such as Erasmus-Mundus and Erasmus +.

INSTITUTES AND CENTERS

Besides the institutes and centers associated directly with the university's constituent schools, LAU houses a number of specialized research institutions that also serve as hubs for intellectual debate and dialogue with the broader community, both in Lebanon and internationally.

A. Institute for Women's Studies in the Arab World

Founded in 1973 as a reflection of LAU's origins as an all-female educational institution, IWSAW has emerged as a pioneering research center for issues related to women in the Arab world. In its quest to empower women through development programs and education and to inspire policy changes in favor of women's rights in the region, the institute has had a highly productive academic year, starting with the launch of a master's degree in women and gender studies in Fall 2014, the first of its kind in Lebanon.

IWSAW hosted numerous lectures, workshops and other gatherings throughout the year. These included — but were certainly not limited to — a four-day conference focusing on contemporary women's issues in the Middle East, the launch of a flagship project on access to justice for women and girls in the Arab region, a panel discussion on women in governance and a national campaign aimed at eradicating all discriminatory laws against women in Lebanon's economic and social domains.

IWSAW launches the "Look Where We Are, Still" campaign on International Women's Day.

CLH hosts a lecture on Lebanese poet May Ziade.

B. Celebrating Lebanese Heritage

"Lebanese" is not just an adjective but an immutable part of the identity of our university. Reflecting this, LAU's Center for Lebanese Heritage (CLH) organizes lectures, seminars and other events dedicated to the cultural creativity and intellectual heritage of this diverse and historically fascinating country. The first Monday of every month from September to June this past year, CLH continued its tradition of a presentation on a specialized topic drawing audiences from all over Beirut and celebrating different aspects of Lebanon's heritage.

Besides publishing annually an anthology of the monthly presentations, CLH launched a new journal in Fall 2014, titled *Mirrors of Heritage*.

OUTREACH
AND CIVIC ENGAGEMENT (OCE)

Since 2010, more than 5,500 LAU students engaged in community service and outreach coordinated by the Outreach and Civic Engagement unit of the university, reaching more than 15,000 external beneficiaries through various volunteering efforts, projects and programs. This report has already mentioned LAU's recent takeover of the United Nations Global Classrooms International Model UN conferences in New York, the international GOLD conference in New York and the newly implemented Outreach and Leadership Academy in Sidon. Yet these are only a few of many spectacular community-oriented activities carried out by our students, staff and faculty.

For four years now, LAU has partnered with the Hariri Foundation to implement the Model Arab League program in Lebanon. The latest program was dedicated to the theme of "Arab Integration" and hosted more than 700 students from 65 participating schools from all over the country.

Hundreds of LAU faculty, staff and students took part in the Beirut Marathon this academic year, running in support of the "One Lebanon" initiative. Later in the year, a 38-member team from LAU ran the Beirut Marathon's Women's Race in Byblos old city, with the raised funds going to the "MySchoolPulse" charity.

LAU'S ATHLETICS

LAU's student athletes continued to make their alma mater proud throughout the academic year 2014-2015, as they represented the university at dozens of national and international tournaments across a variety of sports and brought back numerous first place trophies. This year, students trained in a newly renovated four-level facility in Beirut that includes an indoor swimming pool, basketball, volleyball and tennis courts, multi-purpose rooms fitted for dance, table tennis, boxing, taekwondo and aerobics and two outdoors tennis courts.

The men's basketball team won Lebanon's yearly University Sports Conference competition for the fifth year in a row, the first team in the country to do so.

SOME HIGHLIGHTS

This year, the men's futsal team brought back first prize from Les Parisiennes Tournament in France, followed closely by the women's team which placed second. Students also ascended the podium in basketball, beach volleyball and tennis at the Eurokonstantia International Sports Tournament in Germany. Not to be outdone, the swim team won two consecutive championships in Lebanon in 2014 and 2015, as well as international tournaments in Belgrade, Zagreb and Brussels. Our women's teams have been scoring particularly spectacular successes, for example by bringing back the first place trophies from the University Sports Conference's championships in volleyball and tennis.

INSTITUTIONAL BACKBONE

A. Libraries

The LAU Libraries are comprised of four separate facilities: The Riyad Nassar Library in Beirut, the Byblos Campus Library, the Health Sciences Library (also in Byblos) and the LAU NY Library. A brand new facility in Byblos — the Gibran Khalil Gibran Library — is under construction and will accommodate the expanding needs of students, faculty and staff based on that campus.

The libraries encompass an ever-increasing print collection of approximately 529,302 volumes and 718 print periodicals, including several special collections. These resources are supplemented by a constant expansion of subscriptions to various online databases and interlibrary services that provide our students, faculty and staff with access to millions of records. The library website was redesigned this year, simplifying the process of locating information and allowing librarians to better promote new and little-known services to the LAU community.

The libraries ramped up services to health sciences students and faculty by providing them with ClinicalKey, a search engine specially tailored to clinical needs.

B. Fostering Institutional Research: DIRA

Now that LAU has achieved accreditation on the university level, the Department of Institutional Research and Assessment (DIRA) is focusing its energies on ensuring that the university moves forward in international rankings, an effort that met with stunning success this year as LAU was ranked second in the MENA region for research impact by Times Higher Education. In the meantime,

INSTITUTIONAL BACKBONE

DIRA itself is rapidly becoming a hub for networking between institutional research professionals: representatives from over 100 universities in the region met at LAU Byblos in March to exchange expertise and information about institutional research.

C. Technological Leaps Forward

This past year, the IT department consolidated all hardware support divisions into one and completely revamped IT Helpdesk, providing easier access to information technology services and better tracking of service requests. IT also provided faculty and staff with Office 365 cloud platform, implemented shared calendars and rolled out the collaboration feature of the faculty and staff portal across the university. The department furthermore supported the university's enrollment efforts by implementing a portal page for prospective students.

IT also completed a new state-of-the-art Data Center facility in Beirut in order to house the LAU IT systems and mission-critical computing infrastructure, all while adopting a state-of-the-art document management solution that addresses the needs of the Registrar's Office.

Focusing on our students, IT developed an online GPA calculator system that allows students to perform what-if scenarios to determine what their GPA is likely to be in the future and to calculate the grades they must earn in order to raise their GPA to desirable levels. In close collaboration with the facilities management and protection offices, IT deployed emergency phones in Byblos.

IT launched Eduroam, an international roaming service that allows LAU students, faculty and staff to use their LAU email credentials to gain internet access at member institutions of higher education anywhere in the world.

In December 2014, Ellucian — providers of the Banner Student Information System — awarded LAU the "Enabling Student Mobility Award 2014." LAU received this honor for being the first university in the region to supply its students with the Ellucian Platform Edition Mobile Application which enables them to view their grades, classes and final exam schedules, among other informational services, by means of its smart devices.

D. Human Resources — We Couldn't Do Without Them

The quality of a university depends crucially upon the quality of the faculty and staff that man its ramparts. Our Human Resources office continues to work tirelessly to position LAU as a leading employer of choice in Lebanon and the region. As of Fall 2015, HR has restructured and staffed the department in such a way as to allow it to grow from a personnel department to a full-blown human capital development department, specifically by adding new employee relations and staff development units.

Furthermore, in 2014-2015 HR operations were standardized university-wide, alongside the launching of several Business Process Reengineering (BPR) Initiatives to fine-tune internal HR processes. The Human Resources Department played a vital role in upgrading the organizational structures of various LAU departments and designed a new employee performance appraisal system for non-teaching staff. All of these activities were well-served by the introduction of the office's new and interactive website.

E. A World-Class Learning Environment

Even in a country known for the constant reinvention and reconstruction of physical space, LAU stands out as an institution where physical facilities are under constant improvement and renovation, all with the purpose of providing our community with a learning, teaching and research environment that fully meets the needs of the 21st century.

The restructuring of the 15,000 m^2 Gezairi building — which will accommodate the School of Architecture and Design — is well underway and is expected to be completed by Spring 2017.

In Beirut, two important projects have progressed into the design phase: the Irwin Hall renovation process (including the upgrade of its theater), and the revamping of the Gulbenkian Theater.

The Beirut Infrastructure Upgrade project was completed in Spring 2015, providing the campus with a new power plant, an upgraded medium voltage electrical grid and a new modern data center in the basement floor of the Faculty Apartment building.

On the Byblos campus, we are pleased to announce the completion of the Byblos Underground Parking project, which is now in full working order. At the same time, the campus's Outdoor Parking Lots underwent a major upgrade to provide parking space for around 800 cars.

The recently renovated Byblos Tohme-Rizk building, which accommodates SDEM and Finance offices, received EDGE-certification (Excellence in Design for Greater Efficiencies), making it one of the first buildings in the world and the first office building in Lebanon to secure this certification by the International Finance Corporation of the World Bank.

Also in Byblos, the construction of the Engineering Workshops and Labs building is proceeding as scheduled and is expected to be completed by Fall 2016. The design of the new Byblos Library and Central Administration complex has been finalized; the invitation to tender was launched in Fall 2015. The project is planned for completion in phases through Spring 2017.

A major project to upgrade the Byblos campus infrastructure and the building systems has just been approved, with completion expected in Spring 2016.

ADVANCING LAU ON ALL FRONTS

A. Cultivating Friendships

The vast and varied successes detailed in this report are the direct result of the loyal support of our extended donor community. This year as never before, the generosity of our supporters underpinned financial aid and programs on both campuses with an unprecedented flow of monetary and in-kind gifts.

The teams of the Beirut and New York development offices continued working together to promote LAU's comprehensive "Fulfilling the Promise" campaign. Having achieved the initial goal of $50 million 15 months ahead of schedule, we raised the target to $100 million. The public launch of the campaign was in June 2014 and has resulted in almost $98 million raised so far.

In addition to the $10 million gift from Adnan Kassar that was tied to the naming of the "Adnan Kassar School of Business," we are grateful for the gift of $500,000 from Jacques Saadé, president of the international shipping company CMA CGM, toward the blood bank lobby at LAUMC-RH which has been renamed in his honor.

For the fourth year in a row, the Development Office embarked on a senior class gift campaign for the Class of 2015, inviting graduating students on both campuses to donate $10 each to their soon-to-be alma mater with the purpose of raising scholarship funding. Trees honoring the class were planted as part of the campaign, one on each campus.

The Advancement Services unit continued its indefatigable efforts to strengthen ties between LAU and our external constituency, most notably this year by employing social media to streamline alumni and giving records. In addition to increasing the mailing list by 6.6 percent and the email database by 12.5 percent, Advancement Services worked closely with the Development Office to launch the university's second annual Phonathon in February 2015, an effort that resulted in resounding success in securing pledges for LAU's future. The Development Office, in turn, once more passed ISO 9001:2008 British Standards Institution certification, with a recertification valid for the next three years.

The third LAU fundraising gala dinner took place in Beirut on December 11, 2014, with "Donate to Educate" as its theme, raising approximately $1 million in scholarship funding for needy and deserving students. Last but not least, the Development Office's Spring Appeal for 2015 sought to raise funds to educate students with special needs.

ADVANCING LAU
ON ALL FRONTS

B. Keeping Up with Alumni

LAU's graduates are known for their strong attachment to their alma mater, an emotion that contributes in tangible ways to the growing strength of our institution. Over this past year, we have significantly expanded the global alumni network with the establishment of new chapters in Nigeria and Paris, bringing the total number of alumni organizations to 39.

Both campuses were the sites of alumni reunions in 2014-2015, as alumni came back for business networking events as well as educational lectures and workshops. The Alumni Mentoring Program is now in full swing, and our students are benefiting from their predecessors' professional knowledge, experiences and networks.

C. Trumpeting our Successes

2014-2015 was another banner year for LAU, and we have made every effort to share our good news far and wide. The Public Relations and Media office continues to promote the university through all available channels, increasingly making use of information technology and social networks such as Facebook, Instagram, Pinterest, YouTube, and Twitter, all while working with print media, radio shows and television programs to bring the spotlight on LAU.

The Marketing and Communications Department (MarCom) is engaged in round-the-clock branding efforts to ensure that LAU is duly recognized as an internationally competitive, modern and transformative university that blends together Middle Eastern heritage with American educational tradition. To that end, and in addition to continuing its tradition of producing promotional materials across LAU's constituent units, MarCom embarked on two initiatives this year meant to ensure that LAU maintains and grows its position in an increasingly competitive environment. Specifically, MarCom has focused on comprehensively revamping the main LAU website and working with a renowned consultant on assessing the university's branding strategy.

The editorial team at MarCom once again produced several highly regarded issues of its flagship publication, *LAU Magazine and Alumni Bulletin*, reaching 30,000 readers worldwide with each printing.

LOOKING AHEAD

As we take stock of the past academic year, we may say with no exaggeration that 2014-2015 has been an exceptional year for LAU. Our beloved university continues to thrive despite an often-challenging environment. More than that: in the face of political, social and economic tensions both in Lebanon and the region as a whole, LAU stands out as a beacon of progress and hope, an institution dedicated to educating young people who will go on to become leaders in their local communities, bringing with them the energy of youth combined with the spirit of positive change. For your support of this “republic of hope” we are truly grateful.

FINANCIAL REPORT

A. Going Forward — Maintaining Financial Wellbeing

Excellence does not come free! Sustaining our motto of being "second to none" requires colossal investments in all respects and on all fronts. We recognize that growth cannot be achieved without a sound financial basis exhibiting a constantly positive dynamic. The challenging political and economic milieu that LAU operates in has worsened steadily over the past year. Despite this, careful stewardship has allowed us to move forward, taking bold decisions while remaining fully aware of the need to navigate rough waters. Against all odds, we are committed to LAU's thriving future. This requires vigilant attention to our endowment, growing it to a level that guarantees the continuity and wellbeing of the university. Our modus operandi is characterized by a sharp eye on the present and yet a sharper eye on the future. The university's comprehensive enterprise risk management system tolerates no loose ends and combines well-designed financial practices with a rigorously efficient allocation of resources without compromising the operational flexibility of the university.

B. The Overall Picture

LAU's operational efficiency and effectiveness have contributed to its financial stability. While liabilities showed normal growth and debt ratios remained well below industry averages, the university's assets flourished and touched the $1 billion stratum. Our net assets grew by approximately 4 percent, reaching $809 million on September 30, 2015. LAU recently underwent a full external audit, passing it with flying colors. Our operating budget for the academic year 2015-2016 stands at $168 million, an increase of about 5 percent from the previous year.

LAU's finance department actively follows fundamental indicators and continually explores ways to further improve LAU's financial standing. The department does so while working closely with key university constituents and making sure that the implementation of university plans proceeds in tandem with the maintenance of healthy cash flows and financial stability.

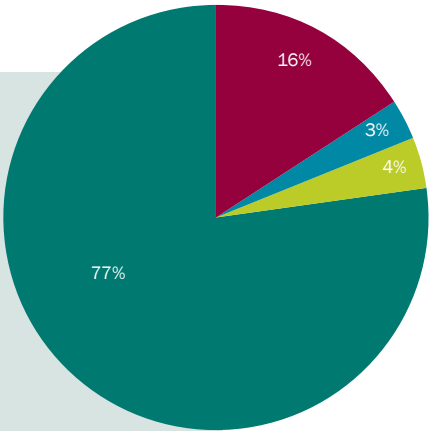
LAU's investment portfolio — which stood at around $403 million as of September 30, 2015 — comfortably outpaced underperforming markets.

As part of its oversight of LAU's financial resources, the Board of Trustees approved in September 2015 a revised five-year financial plan that aims at maintaining efficiency and positive cash flows in the annual operating budget, growing the endowment at an acceptable pace and securing the resources necessary for the execution of LAU's capital plan (estimated at $333 million over a five-year period).

Our operating budget for the academic year 2014-2015 stands at $160 million, an increase of about 7 percent from the previous year. As a result, and despite the university's decision to freeze the tuition for the 2015-2016 fiscal year, we are able to support the many initiatives and projects currently in place toward strengthening our levels of academic excellence.

FINANCIAL REPORT

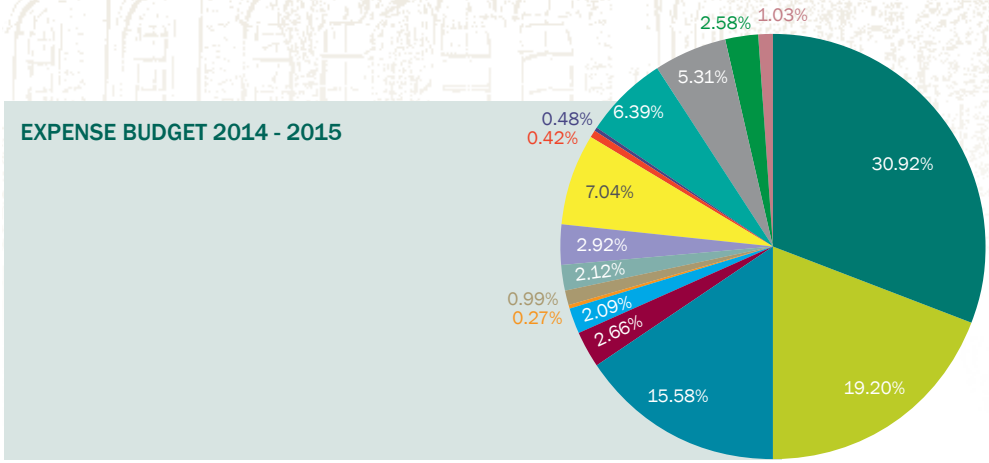
REVENUE BUDGET 2014 - 2015



Tuition | Endowment income | Other revenue | Developmental goals

Revenue Budget for 2014/2015	US Dollars
Tuition	123,437,512
Endowment income	6,000,000
Other revenue	5,655,080
Developmental goals	25,129,320
Total	**160,221,916**

EXPENSE BUDGET 2014 - 2015



Expense Budget for 2014/2015	US Dollars
Teaching Compensation	49,553,033
Non-Teaching Compensation	30,761,780
Financial Aid	24,963,860
Supplies	4,262,142
Books & Electronic Resources	3,346,031
Transportation	433,060
Communication	1,578,825
Travel & Conferences	3,394,409
Utilities	4,675,538
Contracted Services	11,287,462
Entertainment & Public Relations	676,313
Other Expenses	767,160
Depreciation	10,244,671
Contingency & Transfers	8,500,000
Other Projects Budget	4,132,632
Debt Service Charges	1,645,000
Total	**160,221,916**

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The Yvonne Shehadeh and Son Walid Jamil Shehadeh Endowment Scholarship Fund
The Simon Siksek Endowment Scholarship Fund
The Ethel Stoltzfus Memorial Endowment Scholarship Fund
The James L. Stoltzfus Memorial Endowment Scholarship Fund
The Janet and William A. Stoltzfus, Jr. Endowment Scholarship Fund
The William Stoltzfus Memorial Endowment Scholarship Fund
The Sukkar Family Endowment Scholarship Fund
The Nehme and Therese Tohme Endowment Scholarship Fund
The Kevork Toroyan Endowment Scholarship Fund
The Abdulaziz Al-Turki Endowment Scholarship Fund
The Abdallah Yabroudi Endowment Scholarship Fund
The Joe and Wafa Yammine Endowment Scholarship Fund
The Hanneh Salim Zakhem Memorial Endowment Scholarship Fund
The Karen Lorenz Ziadeh Endowment Scholarship Fund

The Endowment Fund Program

Endowment Funds other than Scholarships

Albert G. Albert Library Fund
Elizabeth Elser Duncan Memorial
General Endowment School - Business School
Institute for Banking & Finance
Mounir Khatib Endowed Engineering Lecture Series
MedGulf Chair in Actuarial Sciences Endowment Fund
Mutaz and Rada Sawwaf Masters in Islamic Art and Architecture Endowment Fund
Presbyterian Legacy Lecture Series Endowment Fund
Presidential Awards Endowment Fund
Sarah Lanman Huntington Smith Endowment Fund

FUNDS, SCHOLARSHIPS AND DONATIONS

Scholarship Grants

The following Annual, Merit and Designated grants were established to support the Financial Aid program to needy and deserving students during the academic year 2014-2015

Abdallah Yabroudi Designated Scholarship Grant
Ali Abdullah Jammal Memorial Scholarship Grant
Ali Hashem and Rindala Beydoun Annual Scholarship Grant
Alumni Association Toronto Chapter Annual Scholarship Grant
Alumni Association Washington D.C. Chapter Annual Scholarship Grant
Anonymous Annual Scholarhip Grant
Anonymous Nursing Scholarship Grant
Antoine Romanos Annual Scholarship Grant
Antoun Sehnaoui Designated Scholarship Grant
Association for Specialization and Scientific Guidance Designated Scholarship Grant
Association Philippe Jabre Designated Scholarship Grant
Ayla Naccash Annual Scholarship Grant
Ayoub Rafeh Scholarship Grant
Azeez Shaheen Annual Scholarship Grant
Balsam Al Khalil Annual Scholarship Grant
Bank of Beirut Annual Scholarship Grant
BoB - Oman Annual Scholarship Grant
CAT International Annual Scholarship Grant
Charles Hage Designated Scholarship Grant
CMC Scholarship Grant Program
Daad Ghossoub Designated Scholarship Grant
Dima Healthcare Nursing Annual Scholarship Grant
Donate to Educate Designated Scholarship Grant
Elias Abou Rustom Annual Scholarship Grant
Elias Boutros Sayah Annual Scholarship Grant
Elie Kai Annual Scholarship Grant
Fadi Ismail Annual Scholarship Grant
George Khouri Annual Scholarship Grant
Ghaidaa Rifai Nursing Annual Scholarship Grant
Hajj Abdel Rahman Jamil Hammoud Designated Scholarship Grant
Kamil Sarieddine Designated Scholarship Grant
LAU School of Arts and Sciences Annual Scholarship Grant - Beirut Campus
LIFE Annual Scholarship Grant
Maher Fansa Memorial Scholarship Grant
Mary Taylor Alexander Annual Scholarship Grant
Maya Mroueh Annual Scholarship Grant
Medicap Annual Scholarship Grant
Michel Khallouf Annual Scholarship Grant
MIDIS Group Annual Scholarship Grant
Mike Ahmar Designated Scholarship Grant
Nabil Banna Annual Scholarship Grant
Nabil Zouheir Haddad Annual Scholarship Grant
Peter J. Tannous Annual Scholarship Grant
Peter Taylor Designated Scholarship Grant
Pierre Choueiri Annual Scholarship Grant
Raja & Hani Ali Annual Scholarship Grant

Rima Hourani Designated Scholarship Grant
Said Khalaf Engineering Scholarship Grant
Salam & Maysoon Abou Ghanem Annual Scholarship Grant
Samera Al Rayyes Jawhari Designated Scholarship Grant
Samir Badro Annual Scholarship Grant
Saudi Binladin Group Scholarship Grant
Sonia Hajjar Annual Scholarship Grant
Souheil Hatoum Annual Scholarship Grant
Student Financial Aid Support
Suad Hoss Annual Scholarship Grant
UNRWA Designated Scholarship Grant
USAID - University Student Assistance Program
USAID Scholarship Grant
Varouj Nergizian Annual Scholarship Grant
Walid Joumblatt Scholarship Grant
Western Union Annual Scholarship Grant
Zahir Fansa Annual Scholarship Fund

Naming Seat or Bench at LAU 2014-2015

The Lebanese American University acknowledges with gratitude the following contributors who made generous donations towards naming one or more benches or seats at LAU during 2014-2015:

NAMING A SEAT AT IRWIN HALL AUDITORIUM

Lana Abu Teen
Leen Abu Teen
Hussein N. Fakhreddine
May Koleilat Farchoukh
Abdallah R. Al Khal
Zaher R. Zeid
Oussama M. Zein

NAMING A SEAT AT SELINA KORBAN AUDITORIUM

Nayla Abou Merhi Moujaes

Library Open House Day

Scene from a student theater production

HISTORICAL TIMELINE

American Presbyterian missionary Sara L. Smith establishes the first school for girls in the Ottoman empire.

1835

Sarah L. Smith's investment in girls' education pave the way toward setting up the American School for Girls.

1904

The American Junior College for Women (AJCW) is founded, with a class of eight students.

1924

The cornerstone of LAU's oldest building, Sage Hall, is laid.

1933

The name of the college is changed to Beirut College for Women (BCW).

1948-1949

The Board of Regents of the University of the State of New York grants BCW a provisional charter.

Successive buildings are completed and named in honor of early leaders: Frances Irwin, Winifred Shannon and James Nicol.

1950

1999

The Lebanese government grants LAU a license to operate a medical school and a nursing school.

2002

The Doctor of Pharmacy program becomes the only one outside the United States to earn accreditation by the Accreditation Council for Pharmacy Education.

2004

After extensive renovations funded by the Safadi Foundation, the Safadi Fine Arts Building in Beirut campus is re-dedicated.

2005

LAU embarks on a five-year strategic plan based on five pillars: excellence in academic and other facets of university life, student centeredness, increased role of alumni, promotion of LAU as a major learning center in the region, and effective use of financial resources.

2009

LAU acquires majority holdings of Hôpital Rizk, and begins developing the Lebanese American University Medical Center–Rizk Hospital (LAUMC–RH).

LAU is granted full accreditation by the New England Association of Schools and Colleges (NEASC).

The Gilbert and Rose-Marie Chagoury School of Medicine welcomes its first class of students.

The Lebanese government recognizes BCW's bachelor's degrees as equivalent to the French bachelor's degree or *License*.

1970

The dormitory building is named in honor of BCW presidents Rhoda Orme and Frances Gray.

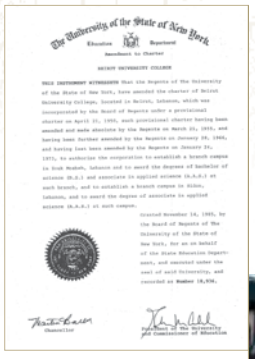
1965

BCW is granted an absolute charter.

1955

The college becomes co-educational and changes its name to Beirut University College (BUC).

1973



The board of Regents in New York amends the charter to transform the college into a multi-campus institution.

1985

Classes begin at the Byblos campus.

1991

The Board of Regents approves the university's new name of Lebanese American University. The charter is amended to include master's degrees. LAU has four schools: Arts & Sciences, Business, Engineering & Architecture, and the School of Pharmacy which is inaugurated this year.

1994

2009-2010

The School of Engineering's undergraduate programs are granted accreditation from the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET). The School of Arts & Sciences' B.S. degree program in Computer Science receives ABET accreditation.

2010

The Alice Ramez Chagoury School of Nursing opens its doors to students.

2011

The Frem Civic Center is inaugurated on the Byblos campus.

LAU embarks on Strategic Plan 2011–2016, focused on taking the university to the next level of academic excellence.

2012

LAU acquires Gezairi Transport's former headquarters to host the School of Architecture and Design.

2013

LAU inaugurates LAU New York in midtown Manhattan.

The Bachelor of Science in Nursing (B.S.N.) is accredited by the Collegiate Commission on Nursing Education (CCNE).

2013 (cont.)

LAU introduces a B.A. in Fashion Design in collaboration with ELIE SAAB and the London College of Fashion.

The university launches the LAU Executive Center@Solidere in downtown Beirut.

2014

The Gilbert and Rose-Marie Chagoury Health Sciences Center is inaugurated to host the Schools of Medicine, Pharmacy and Nursing.

2015

The School of Business is renamed the Adnan Kassar School of Business.

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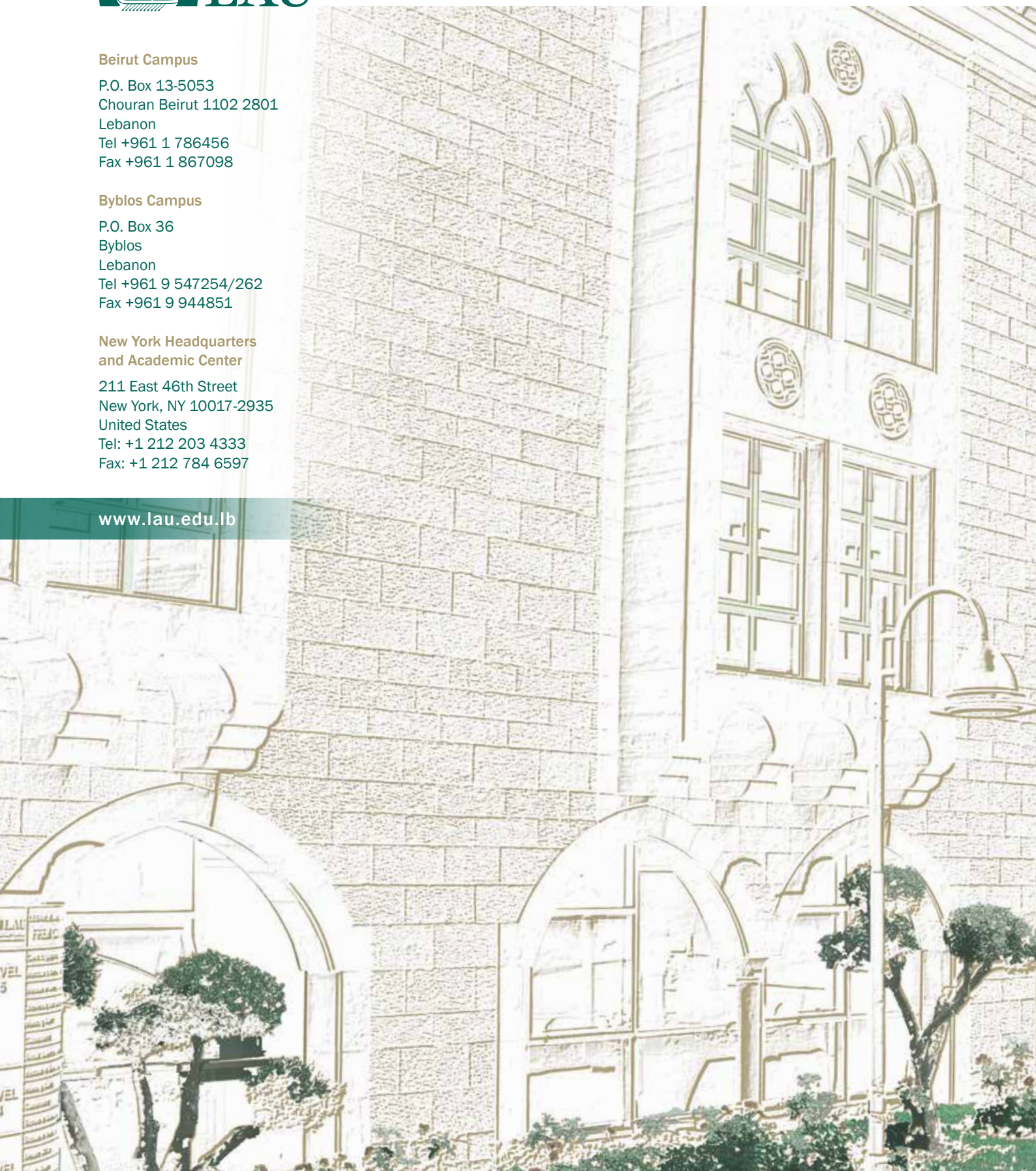
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