LAU
الجامعة اللبنانية الأميركية
Lebanese American University

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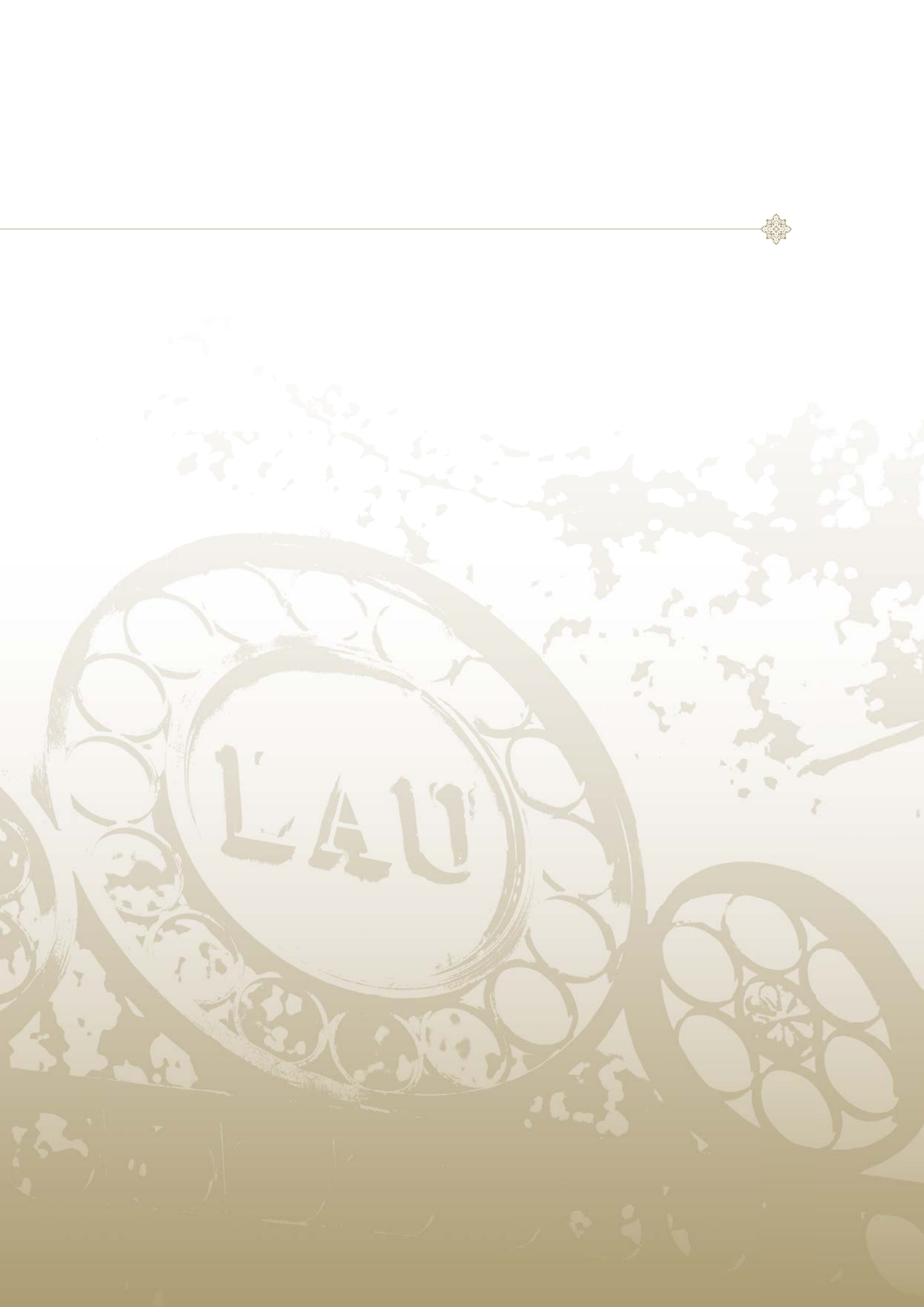
President's
2012 REPORT


LAU

President's 2012 REPORT

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MESSAGE FROM THE PRESIDENT

Dear Friends of LAU,

At this time last year I reported to you that LAU had arrived at a summit, a high noon in an age of growth. Years of commitment to our institution had borne fruit on multiple fronts: institutional accreditation; professional accreditation for a host of individual programs; a major foray into the medical sciences, with the creation of new schools and the transformation of a family hospital into a major research and medical center; and successful completion of LAU's first five-year strategic plan and first comprehensive fundraising campaign.

Cresting a summit means achieving a new sightline, however, with new ranges, peaks and challenges on the horizon. We have already begun implementing a new strategic plan, designed to raise the university to the next level of academic excellence. The plan has implications at every level, from faculty recruitment to allocation of resources for research and graduate studies, to revision of tenure criteria.

Integrated strategic planning has indeed become the root and branch of what visiting accreditation officials admiringly referred to as "the culture of planning" at LAU. Our much-anticipated fashion design program, developed under the auspices of the School of Architecture and Design in collaboration with the renowned designer Elie Saab, will open its doors next fall. Remaining true to our legacy as a regional pioneer in women's education and an academic pioneer in women's studies, we plan to introduce a gender component to degree programs across the board in the arts and sciences, as well as unveil a master's degree in gender studies. Numerous other new offerings are detailed in the body of this report. At a time when many universities are being forced to scale back schools and departments and become more narrowly vocational, LAU continues to expand, and to reaffirm vigorously its investment in the ideal of a liberal arts education.

This investment in humanism extends even to professional education at LAU. The values of technical virtuosity in the clinics, labs and lecture halls of LAU are always inextricable from those of humane healing, social development, community service.

LAU's community engagement expands from the smallest local circles to the widest networks of international reciprocity. The second year of USAID-funded scholarship students – brilliant but disadvantaged, from the country's rural regions and hinterlands – began their fully funded studies this year, as have talented students from several countries in the Middle East and North Africa through our MEPI-funded Tomorrow's Leaders program. The acquisition of a building in midtown Manhattan heralds the transformation of LAU's New York presence into a mini-campus, intended to establish partnerships with top-tier North American universities.

As LAU expands its global footprint, it remains guided by the twin principles of excellence and accessibility. We aim to cultivate, through our growing student, faculty and alumni bodies, an aristocracy of talent in a democracy of means. This is made possible by a sound financial base that withstood the buffetings of

the global financial crisis, as well as by an expanding base of donors who share our vision. The latter range from major donors, to rank-and-file alumni giving back to an institution they love. Grassroots giving is indeed the focus of LAU's new comprehensive campaign, *"Fulfilling the Promise."*

The following report details some of the highlights from this pivotal year in LAU's modern history, as seen through the lens of our ambitious mission. It is necessarily only a selection, but it is one suffused with profound thanks for our Board of Trustees, our Board of International Advisors, our benefactors and associates, our beloved LAU family, and all those who share in the pride of our mission.

With gratitude,

Joseph G. Jabbra, Ph.D.
President
November 2012

Promises to keep...

OUR COMMITMENT TO ACADEMIC EXCELLENCE

Implementing the Strategic Plan

With the successful completion of the 2005–2010 Strategic Plan came a towering list of new goals and aspirations, as well as an upswing in planning and evaluation across the institution. Insights from every area of the university coalesced into the 2011–2016 Strategic Plan, which emphasizes continuous strengthening of the institution's academic core.

Our goals are straightforward and attainable: to imbue career-oriented programs with the principles of a liberal arts education; to recruit and retain a highly competitive and diverse student body; to maintain a faculty that pairs cutting-edge research with a responsibility to students; to increase opportunities for social and community outreach, instilling civic values that reach beyond our campuses; to nurture programs and initiatives that respond to national and regional needs; and to bolster graduate programs and research capacity.

The successes of our first plan, crowned by the achievement of the New England Association of Schools and Colleges (NEASC) accreditation, demonstrated that what separates hubris from ambition is not the scale of plans, but rather the preparation, dedication and resource deployment that realizes them.

The individual minds at LAU are brilliant in their own right, but when working in conjunction with one another they become a force to be reckoned with. Therefore, we employ a bottom-up approach to planning that encourages participation, creates a sense of personal investment in the university's future, and capitalizes on all areas of expertise within the community. In other words, we strive to turn energy into synergy.

An important step for our institution will be the establishment of a standing committee on academic integrity in the coming year. With information technology at an unprecedented level of sophistication, we must ensure that our students understand the central role of honesty and originality in the academic process, as well as in their everyday life. As most of our students have reached adulthood in the digital age, we need to foster media literacy and self-scrutiny. Another guiding light for LAU is the University Assessment Committee, whose purpose is to ensure that we achieve our full potential in terms of institutional assessment and continuous self-improvement.

In fact, self-review has become a watchword at LAU. The bachelor's programs in English, communication arts, political science/international affairs, education, and biology, as well as the M.B.A. and E.M.B.A. programs, have all undergone evaluation this year. As a result, the Department of English Language Instruction was recently instituted — consolidating intensive, remedial and freshman English courses under its umbrella — aiming to promote students' language proficiency and communication skills, for academic as well as professional purposes.

Complementing this wave of accreditation and self-review, our office of Institutional Research and Assessment has begun conducting a series of workshops introducing LAU constituents to the concept of assessment. Through such activities, we intend to elicit an evidence-based decision-making culture throughout the university.

These changes are but a sample of the initiatives we are pursuing under the 2011–2016 Strategic Plan, whose philosophy permeates this report as well as our vibrant campuses.

Pursuing Further Accreditation

Following the process that led to NEASC accreditation, faculty and executive leaders took the pursuit of further recognition, this time at the program level, into high gear.

In 2011, the School of Engineering received accreditation from the Accreditation Board for Engineering and Technology (ABET) for all its undergraduate programs — including the Industrial Engineering program which is the only ABET-accredited degree in Lebanon — as did the School of Arts and Sciences for its bachelor's degree in computer science. The latter was the first in Lebanon to receive such distinction.

Several more programs are likewise engaged in efforts toward international accreditation.

The School of Business has been granted approval by the Association to Advance Collegiate Schools of Business (AACSB) to begin the pre-accreditation process. The school is working on a standard alignment plan and rigorous self-evaluation reports, a necessary first step. The AACSB was founded nearly 100 years ago by a group of prestigious business schools, including Harvard, Wharton and Columbia. Its accreditation represents the highest standard of achievement for business schools worldwide, and less than 5 percent of the world's business programs have earned it.

In August, the National Architectural Accrediting Board, the sole agency authorized to accredit U.S. professional degree programs in architecture, approved LAU's Bachelor of Architecture for eligibility, putting it on the path toward accreditation. The program is already accredited by the French Government, which allows graduates to practice in the European Union.

As reported in the previous edition of this publication, the Accreditation Council for Pharmacy Education (ACPE) reaccredited our School of Pharmacy for six years. Indeed, the ACPE considered the school's practices so noteworthy that this year the school was asked to contribute narratives to the American Association of Colleges of Pharmacy's website. Our full membership in the latter makes our Pharm.D. graduates eligible for licensure as pharmacists in most U.S. states and territories. The school remains the only ACPE-accredited institution outside the United States.

The Alice Ramez Chagoury School of Nursing (ARCSON) has initiated the accreditation process with the Commission on Collegiate Nursing Education, an autonomous U.S.-based accrediting agency recognized by the U.S. Secretary of Education. ARCSON has prepared a self-study for submission and a site visit is scheduled for spring 2013.

School of Architecture end of year exhibition

2012 Open Arab Robotics Championship

Expanding Academic Opportunities

At LAU, every year brings new opportunities to an eclectic student body marked by a wide array of academic interests. By recruiting and retaining skilled professors, LAU has laid the groundwork for new and expanded offerings that cater to our students' needs for deeper knowledge in a wider set of disciplines.

The School of Architecture and Design is preparing to launch its highly anticipated fashion design program in fall 2013. With the support of renowned designer Elie Saab and future affiliations with renowned schools of fashion in Europe and the United States, this program promises to bring to the Middle East a world-class education in the field. The curriculum will expose students to international trends through regular workshops by international designers and recruitment of prominent fashion designers as visiting faculty. In addition to retaining Lebanese talent within the country, our ultimate goal is to attract budding designers from the fashion centers of the world to come and study in Beirut.

Our liberal arts base is expanding with the addition of new bachelor's degrees, one in Arabic language and literature and the other in translation. Both programs have been approved by the Lebanese Ministry of Education and Higher Education and preparations are underway for their launch in spring 2013.

In keeping with the spirit of our heritage as pioneers in women's education, we are introducing a master's degree in gender studies that is in the final stages of approval by school and university councils. In addition to a core curriculum, the program will allow students in other programs to take elective courses in a discipline at the vanguard of academia, one that is sure to come increasingly into focus as the dust from the revolutions of the Arab Spring begins to settle.

At the heart of our mission is the synergy of different cultures and backgrounds. Accordingly, we have established a minor in conflict resolution, a vital topic in the context of Lebanon's ethos as a society that must continue to embrace peaceful solutions to political and social problems if it is to endure.

A bachelor's degree in bioinformatics, the first of its kind in Lebanon, will be introduced as an interdisciplinary major, integrating elements from computer science, biology and mathematics. It will soon be submitted to the Lebanese Ministry of Education and Higher Education for official endorsement.

An executive master's degree in insurance management and actuarial mathematics to be offered jointly by the schools of Business and Arts and Sciences is also being developed. In addition, a feasibility study is in progress for a bachelor's degree in performing arts with areas of focus on theatre, dance and music. Finally, having graduated its first nutrition class in spring 2012, the Department of Natural Sciences has established an internship that enables graduates to become licensed dieticians in Lebanon.

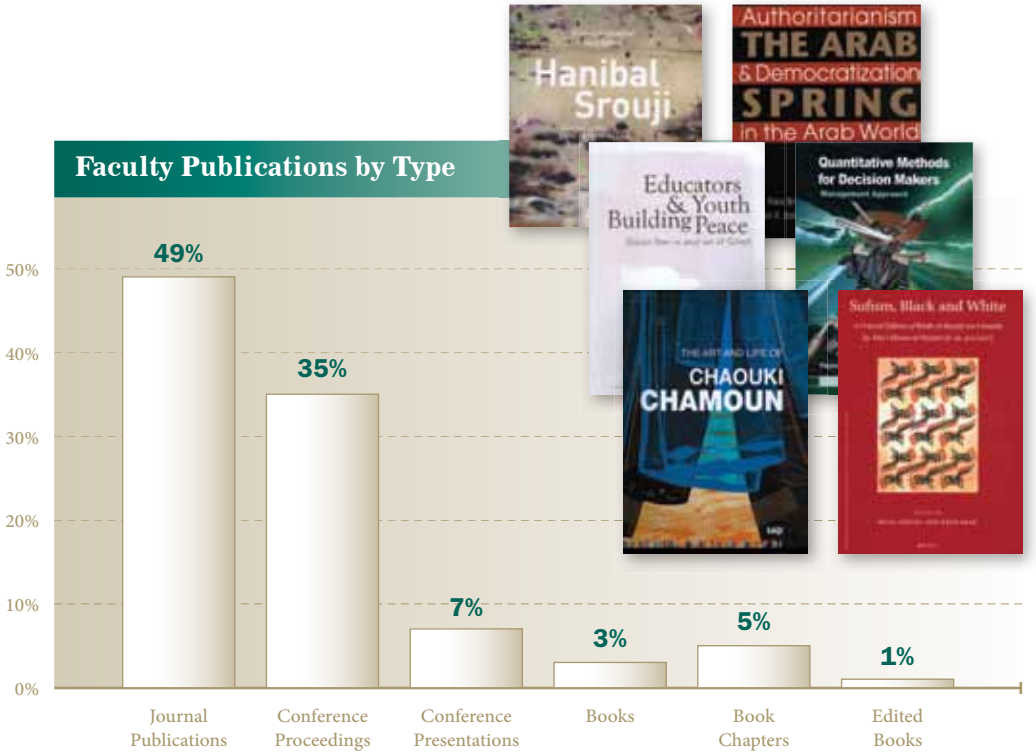
Advancing Research and Scholarship

LAU actively promotes research, scholarship and academic exchange, while cultivating and expanding its ties to the international scholarly community. With the generous assistance of the University Research Council and the Faculty Development Fund, the university supports research projects and faculty publications. The establishment of the New Faculty Seed Fund, designed to encourage junior faculty to pursue research, creative, or scholarly programs with the potential for further professional development, is another indicator of the university's commitment to its academic prowess. In addition, faculty members continue to win major external research grants, including Fulbright Research and other awards.

Over the past year, LAU professors have been published in a variety of scholarly journals, while some sit on the editorial boards of major publications. Three faculty members from the School of Engineering were recently appointed associate editors of some of the most prestigious journals in their respective fields.

A growing number of professors across a variety of disciplines, including pharmaceutical sciences, chemistry, computer science, education and engineering have been selected to receive grants and awards from various national and international entities. This year, Social Sciences professors won grants worth more than $300,000 each for their research in political science and migration studies, respectively. An engineering faculty member has also received a $100,000 grant under the Partnerships for Enhanced Engagement in Research (PEER) program for research on the hazard of earthquake-generated landslides in Lebanon.

Major books and studies authored by LAU faculty have been published this year in topics ranging from the administration of intravenous medicines to Islamic banking to software systems, highlighting the diverse and specialized expertise of LAU's faculty.



Bridging the Gap Between Academia and Industry

LAU's School of Engineering recently signed an agreement of collaboration with Lebanese Industrial Research Achievements, a program that seeks to connect industry, academia and research centers. The partnership is expected to foster new fact-finding projects and to attune the engineering curriculum to industry needs and the job market.

Additionally, our School of Pharmacy has signed an experiential education agreement with Benta SAL, a prominent local pharmaceutical and medical manufacturing company. This partnership will expose LAU students to a professional work environment at an early stage, giving them an edge in their job search later on.

LAU delegation visiting Benta SAL laboratories

Press conference with the Lebanese Industrial Research Achievements

Centers, Institutes and Special Programs

Home to 22 centers, institutes and special programs, LAU is awash with opportunities for learning, research, training, development and civic engagement that greatly expand on the university's academic offerings.

The ***Institute for Women's Studies in the Arab World (IWSAW)*** is transforming its flagship publication, *Al-Raida*, into a refereed journal. Meanwhile, the institute's civic engagement and community service efforts continue unabated. IWSAW hosted the Arab International Women's Forum in September, and will soon launch a two-year project to train Lebanon's Internal Security Forces on human-rights–based approaches to treating detainees and prisoners, with a particular focus on women.

This year witnessed the 10th anniversary of the ***Center for Lebanese Heritage***. Since its inception, the center has organized 71 conferences and symposia and hosted speakers from 14 countries, including Egypt, Morocco, Italy and the United States. The center continues to preserve, protect, and publicize Lebanon's remarkable cultural, artistic, and literary heritage.

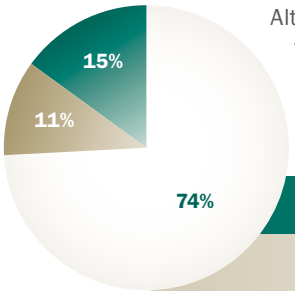
Lebanon's ancestry is closely tied to its itinerant people. In February, LAU's ***Institute for Migration Studies*** hosted an international conference discussing the relationships between diasporas and their homelands, and the impact of diasporas on international and domestic politics, economics, and society.

Playing a growing role in the regional media scene, LAU's ***Institute for Media Training and Research*** offered a broadcast journalism workshop for Iraqi journalists in May. The event was one in a series of three weeklong workshops.

Academics and scientists from around the world converged in Byblos in November for a groundbreaking conference exploring the roots of violence in Lebanon and new ways of fostering reconciliation and dialogue. The conference was organized by LAU's ***Institute of Diplomacy and Conflict Transformation*** in collaboration with the Centre for Lebanese Studies at the University of Oxford and the Guerrand-Hermes Foundation for Peace.
As part of the program titled "Reach a Child – Teach a Child," the ***Institute for Peace and Justice Education*** brought together elementary school teachers from various schools in North Lebanon in October for a teacher development program. The two-year project aims to train instructors on how to serve as references for interactive, child-centered instructional strategies, positive classroom management skills and constructive, non-punitive approaches to discipline.

INSTITUTE FOR WOMEN'S STUDIES IN THE ARAB WORLD

Recruiting a World-Class Student Body



Although we have seen extraordinary development in our faculty, facilities and finances, the greatest success has been the expansion of our student body. Qualified students come from Lebanon and the world to LAU, attracted by its challenging programs and broad-based educational ethic.

Applicants by Nationality 2011-2012

Lebanese Arab International

Undergraduate applications for the 2012–2013 academic year rose by 5.8% at the Beirut campus (to 3,122) and by 22.9% at the Byblos campus (to 1,228). This is excluding over 1,000 specialized applications received for the second class of the USAID-funded University Scholarship Program. In accordance with our strategic goals, enrollment has leveled off at the Beirut campus while robust growth has continued at Byblos. The average SAT score for fall 2011 was 1481, up slightly from the previous year; and it increased by 2.4% in the fall of 2012. Enrollment management remains a major priority for the university and every effort is being made to ensure sustainable, long-term growth.

This year we have increased the financial aid budget to support the 2,390 students (29% of the student body) who benefit from scholarships, work-aid, loans and grants.

The inaugural class of the University Scholarship Program has surpassed even the loftiest of expectations. The $6.9 million grant, funded by the U.S. Agency for International Development (USAID), allowed LAU to offer a free education, enhanced by means of leadership, outreach, and civic education training, to 52 students recruited from public schools in some of the poorest areas of Lebanon. We are proud to report that 43 of the students have attained cumulative GPAs above 3.0 (24 of them above 3.5) and that all of them are involved in clubs, volunteerism, and civic engagement both on and off campus.

Trends in Financial Aid Budget: 2003-2012

Recruiting a World-Class Student Body

A subsequent USAID grant allowed us to recruit another class: From over 1,000 applicants, 53 have been admitted. Furthermore, in September, USAID awarded LAU yet another grant, this one worth $9.5 million, to recruit 85 students from public schools across all of Lebanon's districts for fall 2013. Recruitment for the third group has begun and we are confident that the applicant pool will be as strong as the previous ones. The grants cover full tuition, room and board, books, a computer, and pocket money for every recipient until graduation.

Another milestone for students receiving assistance is the graduation of the first group of 12 students from the Middle East Partnership Initiative's Tomorrow's Leaders program. Launched in 2008, the U.S. State Department-financed program has allowed LAU to recruit talented students from the Middle East and North Africa, and provide not only a world-class education, but also special activities to develop professional and interpersonal skills. These young men and women will return home carrying with them the knowledge and values necessary to create more prosperous and open societies.

Last but not least, around 70 high school students took part in three simultaneous summer camps at LAU focusing on computer science, chemistry and media/communication arts, respectively. At each camp, two scholarships were granted to top students committed to enrolling in that major upon their matriculation at LAU. Another 35 gifted and computer-savvy high school students enhanced their skills at LAU's Computer Science Summer Institute in Byblos. Seven winners received LAU scholarships.

Middle East Partnership Initiative's Tomorrow's Leaders Program

Chemistry Summer Camp at LAU Beirut Campus

Attracting Unparalleled Talent

Nursing students during their training at UMC-RH

A crucial counterpart to the growth of a student body with a thirst for knowledge is the recruitment of top-notch faculty and staff.

At the request of the Board of Trustees, a benchmark study on compensation has been conducted in conjunction with the American University of Beirut, the American University of Cairo and the American University of Sharjah. In addition, a recently reorganized scale, varying by discipline, has allowed LAU to compensate faculty in line with regional standards.

The School of Business welcomed 16 new faculty members this year. The majority of these scholars hail from top U.S. and European institutions. They bring a superb level of expertise, qualitative teaching, innovative academic research, and the latest in international trends — all of utmost importance to a school embarked in an accreditation process.

The revamped University Medical Center–Rizk Hospital has required significant increases in the number of health professionals, many of whom will serve in joint positions between the hospital and the schools of medicine, nursing and pharmacy.

For the few past years, LAU has been generously supporting the post-graduate education of alumni who come back to serve at LAU. This initiative is now bearing fruit, as two Ph.Ds. have returned to teaching positions at the Alice Ramez Chagoury School of Nursing.

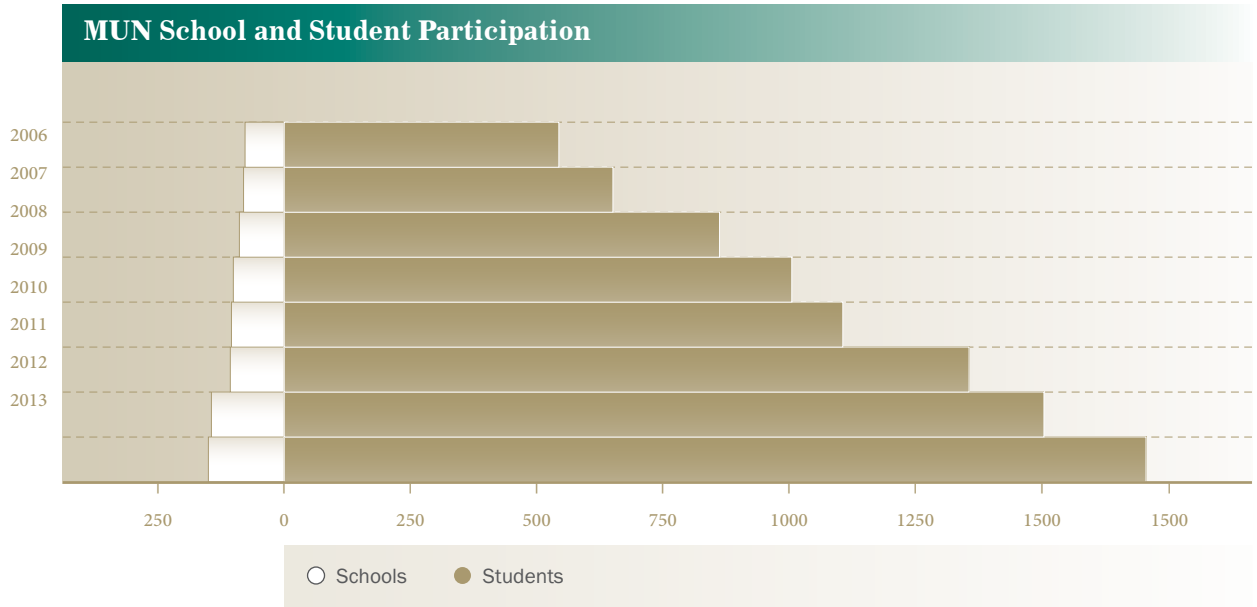
Leading a New Generation

Tireless and dedicated, LAU students have made their mark not just academically, but in activism, philanthropy, science, and politics. Whether delving into scientific innovations or tackling international crises through our Model United Nations (MUN) program, LAU students are at the forefront of movements that will shape the future of our nation and the world at large.

The Outreach and Civic Engagement (OCE) unit was created in 2010 with the goal of fostering a spirit of compassion and social activism. It quickly spearheaded LAU's involvement with the community and reinforced our reputation as an institution without walls. In a mere two years, OCE has catalyzed the involvement of hundreds of students in activities as diverse as the Beirut International Marathon and a UN conference on cluster munitions. The office has introduced a great variety of opportunities, notably through NGO fairs that expose our students to over 90 organizations.

The above-mentioned MUN program is one of our flagship extracurricular activities. It is the largest high school and middle school conference in Lebanon. Each year, LAU students train hundreds of aspiring leaders in the intricacies of global politics, conflict resolution, peace education, public speaking and leadership. Our students also hone their skills by participating in collegiate competitions around the world. This year, an LAU delegation won the prestigious Secretary General's award at the UNA-USA Global Classrooms conference, held at the UN headquarters in New York.

Another milestone was the launch of Lebanon's first Model Arab League (MAL), in partnership with the Hariri Foundation for Sustainable Human Development. A three-year memorandum of understanding underwriting the program has provided MAL training for over 400 students at Sidon's Rafic Hariri High School during the first year. During the second year, it will spread to nearly 100 middle and high schools in the Sidon School Network. Thereafter we aim to carry the program to other Arab countries.



On an academic level, two of our biology students reached the final round of the Global Innovation in Science and Technology (GIST) competition this year after pioneering the use of silver nanoparticles to purify food items, significantly delaying spoilage. Their work earned them a grant to develop their research as well as a trip to Istanbul, where they presented their ideas at the Global Entrepreneurs Summit.

As part of our new strategic plan, we seek to go green by embracing alternative energy. In fact, our students are keen advocates of green technologies. This summer, a team of nine engineering students participated in the Shell Eco-marathon Asia in Kuala Lumpur, a competition of student teams from around the world to design, build, and test ultra-efficient vehicles. During the annual Beirut Science Days, two projects resulting from the concerted efforts of engineering students and faculty members were exhibited: a prototype of a solar-powered airplane and a solar-powered vehicle designed to transport tourists through the streets of Lebanon. Both projects demonstrated a sophisticated understanding of alternative energy.

At the forefront of community outreach, the School of Architecture and Design is encouraging students to apply their knowledge and skills to real-life problems, such as proposing urban renewal projects. In collaboration with the municipalities of Batroun, Byblos and Jounieh, architecture students undertook comprehensive analyses of these growing urban zones, proposing ideas and offering urban restoration solutions that would encourage viable community development while preserving the historic fabric of the cities.

Model Arab League Award Ceremony

Beirut Science Days

Engaging with the Community

LAU is distinguished for its holistic education. Our high academic standards are coupled with a sense of social responsibility, two characteristics that equip our graduates to function effectively as global citizens.

No university can be an island. We recognize that beyond our gates, the harsh realities of poverty, civil strife and violence affect the lives of many. The university community is passionately engaged in fighting these ills, as well as the indifference and ignorance that often exacerbate them. Over 15 percent of our undergraduate student body is involved in some form of community service.

WEcycle, a student-led project that helps women in North Lebanon turn trash into saleable handicrafts, has been named one of five international winners in the Coca-Cola/INJAZ al-Arab Ripples of Happiness competition. Under the supervision of OCE and the University Enterprise Office, the project also encourages high school students in Tripoli to collect useful waste for the artisans, an act that enhances their awareness of environmental problems — and possible solutions — in Lebanon.

Meanwhile, students of Medicine, Pharmacy and Nursing began regular visits to the Volunteer Outreach Clinic in the Shatila refugee camp in the outskirts of Beirut. Working with the under-served has been a transforming experience for our students, who have learned first-hand about the social, political and economic factors of health. Their involvement reaches beyond the clinic, with regular home visits and awareness activities. A growing number of international students have been joining this endeavor.

Medical students during their community work at Shatila refugee camp

CEP and Safadi Foundation inauguration ceremony

Our institutes are playing a leading role in the community as well. The School of Business's Institute of Family and Entrepreneurial Business has conducted panel discussions and forums for local, and especially family, business owners, helping them navigate the complexities of corporate governance and succession. Through this and similar programs, LAU is promoting the vitality of ethical and effective businesses in Lebanon.

A regional leader in women's studies, IWSAW continued to raise awareness of women's rights through various activities this year, culminating with the Arab International Women's Forum in September. The event drew 140 participants from the Middle East and focused on empowering women and bridging the gender gap in the Arab World.

As every LAU graduate knows, education is a lifelong journey. The Continuing Education Program (CEP) at LAU has expanded dramatically this year, increasing its certificate-based offerings to include Certified Public Accountant (CPA®) and Project Management Professional (PMP®), among a series of newly established business skills and human resources certificates and diplomas. To offset the disparity between the capital and the rest of the country, CEP established its first satellite program in Tripoli in January, in partnership with the Safadi Foundation. The program is now offering a host of specialized workshops, professional certificates and post-graduate degree programs to Lebanon's second most populous city and its surrounding areas. In April, the success of the Tripoli office led to an agreement for another center in the southern city of Nabatieh, in partnership with Adel Osseiran Vocational School. These new operations, in addition to the one recently established in Zahle, will play a vital role in the development of their respective communities.

Enriching the Student Experience

LAU provides extensive services to its students to ensure their physical health, emotional wellbeing, academic success and professional development. Thousands have availed themselves of on-campus health and counseling services, seeking assistance on a range of issues from flu prevention to chronic procrastination.

In addition, through the work of the Career Guidance Office, hundreds of job postings have been circulated on our campuses and dozens of companies from Lebanon and abroad participated in internship and career fairs, including top-tier multinationals such as Deloitte, Ernst & Young and Google.

LAU student athletes had a banner year in competitions abroad, as well as numerous victories at home. The handball team claimed victory in the face of stiff international competition in Belgrade, Serbia. Three swimmers brought home gold medals from the first International Championship for Universities and Colleges tournament held in Leuven, Belgium. LAU was crowned “Champion University” in Ibiza, Spain at the Eurolbiza 2012 Student Sports Tournament, among more than 750 athletes from 14 countries.

An athlete’s ultimate aspiration is competing in the Olympics, and for LAU student Karen Chammas that dream became a reality at the London Games. Competing in the 63-kg division of Women’s Judo, Chammas represented Lebanon on the world’s largest stage.

On a different kind of stage, LAU hosted the 14th Annual International University Theater Festival in the summer, attracting 130 students from universities across the Arab world for four days of short film screenings, musical performances, and theater productions directed and performed by students. The festival was a platform for students from Tunisia, Morocco, Egypt, and Lebanon to exchange ideas about theater and art.

In June, students had an opportunity to observe their teachers’ works during LAU’s first fine arts faculty exhibition, which attracted art aficionados from across the country. In addition, as believers in the power of art, students and alumni have embellished Beirut through street art projects and competitions.

Student organizations such as the Pharmacy School’s No Apathy and Health Awareness Students Society (NAPHASS) are working towards a healthy future for graduates and for the community. This year, NAPHASS held numerous outreach campaigns, including a Pharmacy Day that familiarized people with various health issues such as smoking cessation, drugs and safe driving, influenza prevention and treatment, and obesity. The group has also visited nursing homes, a children’s cancer center and numerous local schools to promote healthy practices.

Spring 2012 LAU Major Theater Production, *Fantasia Opus3*

SINARC students during a field trip

Discovering the World

It is only through experiencing the world that one can truly understand it. LAU continues to extend opportunities for Lebanese and international students to spend semesters abroad.

The OCE held various activities on campus to inform students of the wealth of opportunities available to them in this regard. The first activity, held in April, drew 15 embassies representing top study-abroad destinations. In addition, LAU is an active partner in the European consortium Erasmus Mundus. A number of LAU students have been involved in international outreach leadership programs in Russia, Greece and the United States, including the Fulbright Visiting Student Program.

LAU has always had its share of Fulbright scholars. In recent years, students have been increasingly successful in obtaining the prestigious grant. This past summer, out of a total of 15 Lebanese recipients, five were from the LAU family.

International academic exchange has a positive influence on architecture and urbanism, removing geographical and linguistic barriers, forging cultures, and boosting creativity. Cognizant of that, the Department of Architecture and Interior Design sent four students to the Ecole Spéciale d'Architecture in Paris this year.

In that spirit, we have had the pleasure of hosting 18 international students since the signing of our agreement with the Institut d'Etudes Politiques de Paris (Sciences Po) in 2010. In the same span, 23 LAU students went to study in Paris. They described the experience as extremely enriching, saying they have returned with more self-confidence, maturity, responsibility and a sense of independence.

As we expand our programs and raise our academic standards, we increasingly attract outstanding students from around the world. Many of them come to participate in the renowned Summer Institute for Intensive Arabic Language and Culture (SINARC) program, which has continued its impressive string of successes. The 2012 summer session hosted 88 students in spite of the ongoing political turmoil in Syria and elsewhere. The program now operates year-round and makes LAU a premier location to study Arabic. A group from James Madison University came to the Beirut campus for a four-week summer session, and during the academic year, students from Sciences Po and the University of St. Andrews in Scotland flexed their language skills at SINARC.

Foundation for the Future...

EXPANSION, DEVELOPMENT AND INNOVATION

Constructing Tomorrow's University

Since our foundation in 1924 as a college for women, our institution has been characterized by an unwavering spirit of growth and development. What started as small classes on rented premises is today a thriving multi-campus community of thousands of students, educators, researchers and staffers. In 2012, with enrollment at an all-time high, we face the challenge of building, securing, equipping and maintaining adequate space and infrastructure on an unprecedented scale. Thanks to generous external support and well-managed financial resources, we are confident in our ability to rise to this challenge.

Large-scale projects are underway in Byblos and Beirut to ensure that classrooms, dorms and labs are on a par with international standards. Substantial funding — $241 million over the next few years — has been allocated toward that goal.

An active and involved student body such as ours deserves special places to socialize, mingle, make new friends, study, do group work, and exchange ideas. With that in mind, the Beirut campus' LRC building and the adjacent Nicol Hall cafeteria are being revamped. The $6.2 million project will include, beside the cafeteria, a fitness center, recreation rooms, offices for student clubs and a cybercafé, offering an ideal student-centered area.

Meanwhile, almost all floors of Shannon Hall and the Faculty Apartments Building are being converted into much-needed office space for faculty and staff. A new data center will be installed in the basement of the Faculty Apartments Building to host and safeguard major academic and administrative data systems.

The lower level of Shannon Hall is being transformed into an Early Childhood Center under the Department of Education. Slated to open in 2013, it will offer a high-quality, stimulating environment for children, including observation booths for parents, teachers and researchers and an enclosed outdoor art workshop for children to play in natural light.

Architectural plan for the new Arts and Sciences complex on the Beirut campus

Atelier Pagnamenta Torriani has finalized the conceptual design for a new library on the Byblos campus

In addition, the university has acquired the former headquarters of shipping company Gezairi Transport. Located one block from the Beirut campus, it comprises a main building with a three-floor penthouse, a large theater, and offices. The property also includes a school, which Gezairi donated after relocating to Downtown Beirut. As LAU continues to spread its wings, the acquisition of additional properties will be a necessity.

With the goal of greening the Byblos campus, both internally and externally, LAU has decided to build a new five-story parking garage underground, leaving more space for grass and landscaping. Phase I of the 600-car lot, which will include a bomb shelter on its lowest level, has been completed, while Phase II is under design review to incorporate a modern parking management system and is expected to be ready in fall 2013.

An upgrade of campus infrastructure is also well underway. New power facilities are being built to provide the Byblos campus with nine megawatts, a centralized chilled-water air conditioning plant, a central boiler plant for heating, a wastewater treatment plant, a water pumping plant, a main central water storage reservoir, and a power substation. The Beirut electrical infrastructure is being revamped to generate an additional six megawatts. This project includes a dedicated uninterrupted power supply system to the previously mentioned data center.

Also in the process of reconstruction are the students' on-campus living quarters. To accommodate the influx of students to Byblos, Dorms C has been converted from an aging faculty apartments facility into a set of modern dormitories housing around 50 students. The project included major upgrades to the building's electrical, mechanical and IT infrastructure.

The pace of construction will accelerate in the coming years. Award-winning architecture firm Atelier Pagnamenta Torriani has finalized the conceptual design for a new library on the Byblos campus to accommodate up to 500 students at a time. It is expected to open its doors by the end of 2015. In the meantime, excavation for the construction of the School of Engineering's labs and workshops building has begun in Byblos. Its completion is anticipated to coincide with the opening of the new library.

Within five years, the School of Arts and Sciences in Beirut will be relocated to a new 18,000-square-meter complex on a recently acquired lot.

New Facilities for Health Sciences Education

LAU will soon have a new feather in its cap with the opening of the new Chagoury Health Sciences Center in Byblos, a spectacular 15,500-square-meter complex built specifically for the needs of our health sciences programs. It will host the Gilbert and Rose-Marie Chagoury School of Medicine, the School of Pharmacy and the Alice Ramez Chagoury School of Nursing. Set to open in 2013, it will provide ample room for students of these disciplines to share expertise and develop into top-notch professionals.

Contributing to LAU's expanding medical proficiency is the University Medical Center–Rizk Hospital (UMC–RH). Formerly a private hospital, the five-building complex in the heart of Beirut was acquired by the university in 2009 and is being extensively refurbished to provide a clinical environment for the teaching and training of students and to support academic medical research. Current renovations are expected to reach completion in 2015. In a short time, UMC–RH has attained standards of excellence in radiology, dialysis and endoscopy, with more specialized medical units — dermatology, ophthalmology, IVF and cardiology — planned for the near future. The hospital is getting equipped with the latest technology and recruiting renowned health care teams, to offer superior care in a compassionate environment where patient safety and comfort matter.

The Gilbert and Rose-Marie Chagoury Health Sciences Center set to open in 2013

UMC-RH state-of-the-art Diagnostic Imaging Center

A New Home in New York

LAU has a new address in the bustling borough of Manhattan. With the acquisition of a three-story building at 211 East 46th Street, the university aims to enhance its profile in the United States. The purchase is a major strategic achievement and it represents a pivotal moment in LAU's growth. Its function as a satellite campus will allow LAU students to study in the U.S., and American students to draw on LAU's resources even if they are unable to travel to Lebanon. This unprecedented level of international reach and reciprocity demonstrates how far LAU has come as a global university, a horizon undreamed of at its founding.

Crucial to the expansion in Manhattan are a series of planned partnerships with top universities such as Columbia University and New York University that will furnish cross-enrollment and other types of exchange. Simultaneously, LAU will offer courses in areas of academic strength, including Middle Eastern studies, gender studies, Islamic banking, Arabic language and literature, conflict resolution, and comparative law. The building is undergoing renovations and a complete internal redesign and is expected to be completed in spring 2013.

LAU has a new address in Manhattan, NY

Learning at the Speed of Light

The central role of technology in higher education is an important emerging trend. The past year has brought several advances in this area, from “smart classrooms” to smartphone applications, tools of great benefit to students, faculty and researchers.

In line with the strategic plan and in order to support a culture of assessment-based decision making, LAU contracted with TK20 to track and consolidate its strategic plan, NEASC accreditation and assessment activities as they progress.

We’ve seen a dramatic improvement in LAU’s connectivity in the past year, with an 82% increase in available bandwidth on campus improving download and upload speed and meeting the growing traffic demands of research and cloud services. The portal project, a system that gives personalized information to students, faculty, staff, and alumni, will be launched in spring 2013.

We have also expanded and improved key aspects of our web presence by promoting our social networks, adding options to make donations online, giving students and alumni a greatly improved email system, and creating new websites, namely School of Architecture & Design, Memorabilia Gallery, Marketing & Communications, Commencement, Human Resources and an interim site for the School of Business.

Existing technologies have been improved. Enhancements of the Curriculum Advising and Project Planning System have streamlined the student experience. Additionally, a smartphone app that gives students the ability to access news, calendars, class schedules and grades while on the move has been downloaded by more than 4,600 students, allowing continuous connection with LAU.

Equipped with computers, specialized software and audio-visual devices, our 63 "smart classrooms" — 30 in Beirut and 33 in Byblos — are revolutionizing our teaching methods. This year we've seen a growing number of classrooms equipped with audience response technology. A pilot test of this "clicker" system showed how professors can rapidly poll their students, giving them a chance to follow their progress and identify difficulties. Such tools have also been integrated into the Chagoury Health Sciences Building from the ground up, and by the beginning of 2013, all classrooms will be similarly equipped.

LAU's library system has also been a nexus of technological improvement. Through partnerships with international organizations such as the Online Computer Library Center, which helps libraries locate, acquire, catalog, and lend materials, our libraries on both campuses are now capable of placing an astonishing collection of books, journals, and scholarly publications within reach of the LAU community. This emphasis on digital accessibility is coupled with an ever-expanding corpus of printed material, including renowned special collections on women's studies, Islamic art and architecture, and education.

Advancing Technology in Health Care

The university hospital is also getting a hardware upgrade, purchasing the latest technologies to train LAU's students and assist its staff. The Healthcare Simulation Management System (HCSMS), a cutting-edge, multi-platform system of learning tools and simulation solutions, will allow healthcare students to acquire crucial experience before treating real patients. Supporting the system is a high-capacity data center to handle the growing needs of all health science disciplines for years to come.

Creating a Stronger LAU ...

RESPONSIBLE STEWARDSHIP

Securing our Future

Our university's financial soundness, stability, and stewardship have provided the ballast to withstand multiple concussions to the global economy in recent years. Our bold expansion has been backed by a healthy, growing endowment and continued investment confidence on the part of our donor community.

Vigilant attention to the management of our finances has allowed the university to continue growing at a vigorous pace. The university's financial position remains strong. Our net assets have increased by $88.9 million, to a total of $625.8 million. Our operating budget for 2012–2013 now stands at $138 million, and has not seen a deficit in eight years.

The Board of Trustees' Investment Committee continues to diligently monitor the endowment portfolio, and we strongly believe that our investment philosophy, strategy and target asset allocation are properly positioned to limit short-term losses and serve the long-term growth objective of the endowment.

Finances

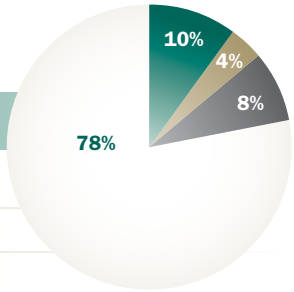
Maintaining healthy finances is key to achieving ambitious plans in an unstable political and financial environment. LAU's Finance department continuously monitors relevant indicators and proactively seeks ways to further improve LAU's financial standing. It also works hand-in-hand with university constituents to ensure satisfactory implementation of plans while maintaining healthy cash flows and financial stability.

LAU's endowment, which stands at $298.5 million (June 2012), is performing well relative to policy benchmarks, and scored a positive return of 14.4% this fiscal year.

LAU's operational efficiency has contributed to its financial stability. While liabilities showed normal growth and debt ratios remained well below industry averages, LAU's assets grew substantially. LAU's net assets showed a remarkable jump, reaching $625.8 million by September 30, 2012, a 16% growth over last year. As mentioned previously in this report, this year was marked by key capital acquisitions in New York and Beirut.

LAU Revemue Budget 2011-2012

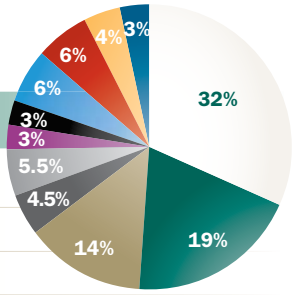
Highlights of Operating Budget 2011–2012



REVENUES	US DOLLARS
Tuition	95,397,991
Endowment income	10,310,400
Other revenue	4,847,300
Developmental goals	12,582,784
TOTAL	**123,138,475**

LAU Expense Budget

Highlights of LAU's Expense Budget



EXPENSES	US DOLLARS
Teaching Compensation	39,169,092
Non -Teaching Compensation	23,793,302
Financial Aid	16,819,918
Supplies	5,743,861
Contracted Services	6,823,877
Travel & Communication	3,307,033
Utilities & Taxes	3,340,489
Depreciation	7,546,531
Contingency & Transfers	7,500,000
Debt Service Charges	5,062,500
Other Expenses	4,031,872
TOTAL	**123,138,475**

Giving to LAU

LAU owes its success in great part to the conviction and support of numerous donors, whose generous monetary and in-kind gifts have sustained financial aid and other initiatives of direct benefit to students and faculty.

Our first comprehensive five-year campaign, "The Legacy and the Promise," exceeded all expectations, raising a total of **$67 million**. In the same spirit, we have swiftly laid the groundwork for our next campaign. *"Fulfilling the Promise: LAU Campaign for Academic Excellence"* is in full swing, albeit in its silent phase.

"Fulfilling the Promise" will provide **$50 million** for various projects throughout the university, allocated as follows: **$18 million** for facilities, **$12 million** for endowed academic chairs, **$8 million** for research, **$6 million** for student support and **$6 million** for special initiatives.

The new campaign combines cultivation of major donors with large-scale grassroots fundraising and assiduous rekindling of alumni relationships, in an attempt to broaden LAU's donor base. Success in this new campaign will require us to find new reserves of dedication and talent within ourselves as well as unprecedented levels of assistance from our alumni and friends.

Gala dinner Dubai & Northern Emirates Alumni Chapter

LAU's gala dinner in Beirut, the first of its kind by an institution of higher education in Lebanon

The University Advancement division is working to develop and maintain the essential relationships between LAU and its constituencies — including alumni, corporations, government officials, philanthropists and foundations — that enable its academic and community mission.

Advancement this year raised **$19,529,427.64** from **1,074 donors**. LAU is heartened and energized by the tremendous support it continues to receive from individual donors. In that regard, the highlight of the year was LAU's gala in Beirut, the first of its kind by an institution of higher education in Lebanon. This extraordinary event drew more than 850 friends of the university, who gave in all more than $7.5 million to support financial aid and scholarships. During the dinner, an auction by Sotheby's of London featuring works by Lebanese artists generated $297,000. The evening culminated with an announcement by the chairman and CEO of Société Générale de Banque au Liban (SGBL) of a $6 million donation to build a new athletics center on the Byblos campus.

Another successful first was an initiative to have graduating seniors get their own "Class of 2012" trees by giving back to LAU. In the run-up to the commencement exercises, 505 students gave more than $5,000 to be channeled to financial aid. In return, their collective effort was recognized through the planting of commemorative olive trees on both campuses.

Keeping in Touch

LAU's alumni network plays a vital role in promoting the university, supporting various initiatives and acting as stewards to students and recent graduates. The university keeps in touch with its alumni via 36 chapters worldwide, reaching out through award-winning publications, social networks, emails, and direct interactions at special events.

This year the Abu Dhabi and Dubai chapters organized their gala dinners around the concept of honoring individuals who have made important contributions to their culture and community. Thanks to the large pool of attendees, the events raised a significant amount of money for scholarship and student support.

In Lebanon, the Alumni Relations Office has continued its successful "Keep Learning" program with a lecture series on the Beirut Campus, which has attracted hundreds of alumni, students, faculty members and friends of the university.

Efforts to maintain a bond between alumni and their alma mater culminated in Homecoming Week, a seven-day celebration that offered a range of activities on both campuses. It concluded with the annual alumni gala dinner that brought together over 1,000 LAU graduates, family members and friends from around the world.

As part of a plan to promote a different group of alumni every year and inspired by the success of a book fair organized in 2010, the Alumni Relations Office hosted a film festival in collaboration with the Department of Communication Arts and 18 alumni filmmakers. Featuring internationally acclaimed films and documentaries, the event celebrated both the successes of LAU graduates and the talents of the burgeoning Lebanese film industry.

Promoting our Institution

Online media are the vital channels through which we serve and communicate with a wide array of audiences — students, faculty, staff, alumni, and prospective students, to name a few. Over the past year we have continued to expand and improve our web presence while involving different LAU departments in the publishing process, which resulted in more accurate and timely information and a better experience for our visitors.

In the print rubric, the quarterly LAU Magazine and Alumni Bulletin continues to bring significant developments, people, and events at LAU to the attention of alumni and other readers locally and internationally. Each issue spotlights an aspect of Lebanese culture or society, with a series of feature articles illuminating the topic and its consequence to local and global affairs.

Capitalizing on this publication's engaging content, the Marketing and Communications Department has enriched the LAU homepage with excerpts from it. The department continues weekly updates of the university's news section of the website with informative articles about the achievements and activities of LAU's various entities. The department highlights the university's strengths through news, photo essays, Q&As, and opinion pieces by faculty members. This mission is furthered by the assiduous contributions of the Media and Public Relations Department, thanks to which LAU figures in news media and other channels of wide public reach.

In April, the Advancement unit in New York launched LAU Matters, a quarterly print and online newsletter designed to inform LAU alumni and friends in North America about initiatives, fundraising, and alumni activities. As of fall 2012, LAU Matters will become the newsletter of *"Fulfilling the Promise,"* the new campaign, with North American and Middle East/European editions.

LAU Quarterly Magazine

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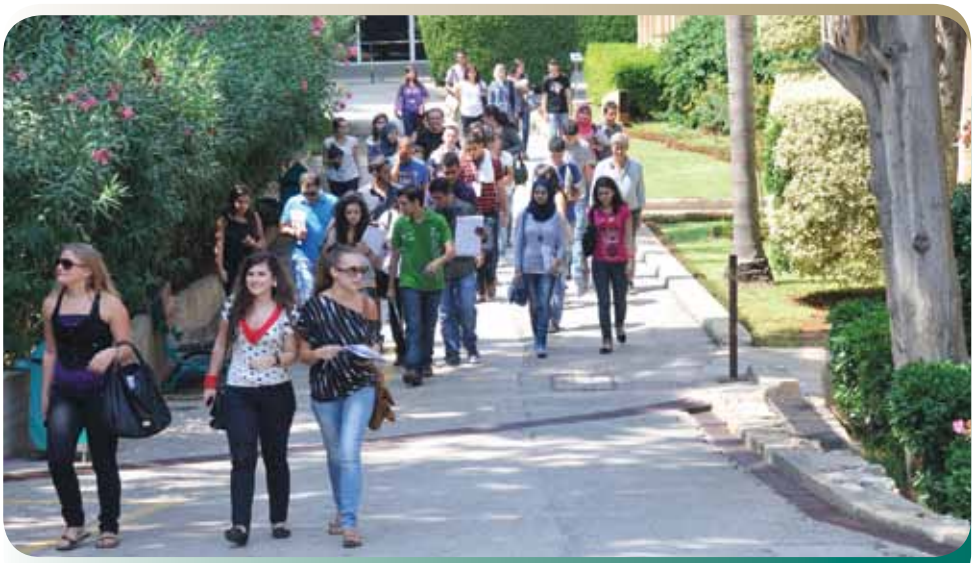

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Tarek M. Judeh
Samir F. Kadi
Salma Hamieh Kanaan
Mona Kazzaz
Lubna Rida Kalot
Naziha Hamzeh Knio
May S. Koleilat
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Mazen S. Masri
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Anita Farah Nassar
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Marwan H. Noueihed
Grace Aoun Noujaim
Amal Khoury Nublat
Samir and Laure Obeid
Maher A. Raham
May S. Saab
Nabila Saab Raydan
Nuha Farraj Rice
Nada A. Saab
Youssef K. Safa
Nabil D. Salah Eddine
Naji M. Sayegh
Roula M. Sayegh
Samira Kanso Sayegh
Robert M. Shafie
Hussain J. Sharaf
Hiam Fanous Sinno
Annie V. Tabakian
Aida Himadeh Younis
Bahaa S. Zaher
Siham Haidar Zein

NAMING A SEAT AT SELINA KORBAN AUDITORIUM – BYBLOS

Nadra M. Assaf
Gisele and Najib Azar
Nuha E. Azar
Nicole Maamari Barghoud
Camille Boustani
Hadi Boustani
Nabil Boustani
Georges K. Chahda
Fadi Chammas
Maroun N. Daccache
Nabil R. Emad
Ramzi P. Emad
Wissam F. Fawaz
Camille B. Ghorra
Irma K. Ghosn
Joseph T. Hage
Mireille Rayess Jaoude
Eddy Yervant S. Juvelekian
Fouad Kahale
Fadi Kahale
Fadwa Boustani Kahale
Choucrallah K. Karam
Pierre-Michel J. Karam
Joseph F. Khalifeh
Sami Korban
Antoine L. Lahoud
Victoria Fattouh Nasr
Wijdan H. Ramadan
Hikmat Rizk
Samer S. Saab
Adeline F. Saliba
Mars E. Semaan
Josiane F. Sreih
Abdallah Zakhem
Rony M. Zeenny

OUR VISION FOR THE FUTURE

As the new strategic campaign, *"Fulfilling the Promise,"* enters its public phase, the atmosphere at LAU is electric. The past year's accomplishments have charged the air with energy, making it clear to all that LAU is a university on the move towards greater and greater heights.

The reasons for this success are many, but key among them is the university's instinct of response and adaptation. Events in the region emphasize the deep necessity of change; an

institution that grounds itself in the mud of the past cannot survive. Far from this condition, LAU is enjoying a thrilling momentum and it can affirm the value of liberal education and intellectual life as never before.

Nimble and responsive, our institution adapts to meet the shifting needs of the present, and to ensure the continuity of its respected education into an uncertain but bright future.

LAU TIMELINE 1835 - 2012

1835

American Presbyterian missionaries establish the American School for Girls in response to a lack of available education for girls in the region.

1924

The school becomes the American Junior College for Women, with a founding class of eight students.

1933

The cornerstone of LAU's oldest building, Sage Hall, is laid and the college is moved to its present location.

1948–49

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

1950

The Board of Regents of the University of the State of New York grants BCW a provisional charter, allowing it to offer the B.A., A.A., and A.A.S. degrees.

1991

Courses begin at the Byblos campus.

1994

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 three schools: Arts & Sciences, Business, and Engineering & Architecture. The School of Pharmacy also opens this year.

1996

The Lebanese government officially recognizes the new name and status.

1999

The charter is amended once again to allow LAU to grant the following degrees: Bachelor of Engineering and Pharmacy, and Doctor of Pharmacy.

2002

The Doctor of Pharmacy (Pharm.D.) program becomes the only program outside the U.S. to earn accreditation by the Accreditation Council for Pharmacy Education (ACPE).

BCW's charter becomes absolute and the college adds B.S. degrees.

1955

The Lebanese government recognizes BCW's bachelor's degrees as equivalent to the License.

1970

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

1973

Despite low attendance during the civil war, the college maintains operations by holding courses north and south of Beirut.

1975–1990

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

1985

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

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

LAU acquires majority holdings of Rizk Hospital, and begins developing the University Medical Center – Rizk Hospital.

2010

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

The Alice Ramez Chagoury School of Nursing welcomes its first class.

2011

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

School of Engineering's bachelor's degree programs receive ABET accreditation.

School of Arts & Sciences' B.S. degree program in computer science receives ABET accreditation.

Frem Civic Center inaugurated on the Byblos campus.

2012

The Medical Sciences building - Byblos campus is inaugurated to host the LAU schools of medicine, pharmacy and nursing.

The fashion design program under the School of Architecture and Design is officially recognized by the Ministry of Higher Education.

LAU acquires a new building to host its North American operations in midtown Manhattan.

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