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Message from the President

Dear Friends of LAU,

Over the past year LAU has experienced unprecedented levels of growth and development across the institution, thanks to the generous support of those who have been impressed by the university’s mission and achievements in academic innovation and advancement.

The university’s progress has been driven by the generosity of public and private donors around the world, who have enabled LAU to continue evolving according to its five-year Strategic Plan that started back in 2005. I am proud to say that now, as we enter the final year of the plan, the future for our institution is more promising than ever.

We cannot talk about progress at LAU over the 2008–2009 academic year without proudly sharing the public fundraising achievements of the university’s The Legacy and the Promise: A Campaign for Excellence, publicly launched in Beirut in October 2008. The primary goal of the initiative was to achieve our initial target of $40 million, which was reached soon after the campaign started, leading us to revise our target to $65 million. We are determined to achieve this goal through hard work and perseverance.

A great example of this support has been evident with the launch of our new medical school. In the fall of 2009, we are proud to welcome the first class of students to the Gilbert and Rose-Marie Chagoury School of Medicine. These students will be spending the next four years learning from leading faculty, and will benefit from state-of-the-art facilities currently under construction. Their education will be further enhanced by the fact they will be able to train alongside students from our internationally renowned School of Pharmacy and, from the Alice Ramez Chagoury School of Nursing, which will welcome its first students in fall 2010. Notably, all of our medical, nursing and pharmacy students will have the opportunity to work with professionals at LAU’s newly acquired University Medical Center – Rizk Hospital in Beirut, in addition to other leading medical institutions in the region.

The 2008–2009 academic year also marked the creation of the School of Architecture and Design. By grouping our design, architecture and fine arts programs under the same school we are able to provide students with a valuable interdisciplinary approach to their education as well as enhanced resources.

Full accreditation for LAU is also on the horizon as the university has made great progress in order to meet the stringent standards and recommendations of The Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC), firmly setting the university on a course to becoming a world-class institution with enhanced academic programs that meet the standards of American higher education.
LAU is experiencing an institutional renaissance in which academic excellence, increased support from the public and private sectors, and donors, combined with mutual understanding, diversity and tolerance, are all contributing to the university’s growth.

The dynamism of the university’s growth is supported by continued development and implementation of the latest information technology to foster education. We are currently implementing the smart classroom project that will equip 52 classrooms on both campuses with advanced multimedia technology by the end of spring 2010. In addition, a portal project is under way to manage the university’s key business and academic applications enabling faculty, staff, students and alumni to streamline their electronic applications and needs.

After a thorough 18-month process that involved image assessments, research, consultation and testing, LAU is set to become the first university in the Middle East region to formally launch a branding initiative, which will unveil a new visual identity that encapsulates the mission and aspirations of the institution as it continues to grow.

Our achievements illustrate a university on the move, and thanks to the efforts of our faculty and staff in Lebanon and New York, more of our friends, donors, prospective students and alumni are learning about how we are growing and what we aspire to accomplish throughout the Middle East and around the world.

Together we can be proud of our achievements in pushing forward a progressive institution like LAU, and further reinforcing our position as an emerging leader in research and education.

Thank you all for your continued support.

Joseph G. Jabbra, Ph.D.
President
Strategic Plan Progress

AUGUST 2004
Dr. Joseph G. Jabbra joins LAU as the new president of the university.

SPRING 2005
Surveys and focus-group interviews conducted as development of the Strategic Plan begins.

MARCH 2005
LAU Board of Trustees approves statements of LAU mission, vision and goals.

SUMMER 2005
Strategic Plan 2005–2010 developed based on LAU’s mission, vision and goals.

JUNE 2007
Board of Trustees approves establishment of the School of Nursing.

JULY 2008
Construction of the state-of-the-art School of Medicine building begins in Byblos.

SEPTMBER 2007
The Marketing and Communications Department (MarCom) is established.

MAY 2008
Construction of the Frem Civic Center begins in Byblos.

NEASC candidacy achieved; comprehensive five-year fundraising plan approved.

Five-year alumni PRIDE plan developed.
LAU’s Goals

As outlined in LAU’s five-year Strategic Plain 2005–2010, the overarching goal of the institution is to function as “one university” with two campuses in an efficient and nimble manner. The university’s strategic goals are:

1. To make LAU a world-class institution of higher learning.
2. To achieve academic objectives while properly nurturing and supporting students.
3. To provide a service-centered environment that stimulates and facilitates: student growth and development; intellectual and professional development for faculty and staff; and scholarly and creative endeavors for faculty, students and staff.
4. To make LAU the higher education employer of choice in Lebanon by instilling a culture of ownership, empowerment, fairness, accountability, integrity and reward for achievement.
5. To strengthen relationships with the extended LAU community.
6. To provide state-of-the-art systems and infrastructure that properly support academic, student and administrative activities and initiatives.
7. To use financial resources in a well-planned and highly effective manner.
Our students have access to one of the largest collections of English-language reference materials in Lebanon.
Implementing Our Mission

Academic Excellence

With the goal of establishing the university as the leading institution of higher education in the region, a considerable increase in investment has fuelled strategic growth and expansion at LAU over the past four years. This has enabled LAU to raise the bar of academic excellence it has to offer. Since 2005, LAU has embarked on an ambitious effort, outlined in its five-year Strategic Plan, to increase recruitment and retention of professional and well-trained faculty while expanding opportunities for students with the introduction of new programs and degree options.

Our acclaimed School of Arts and Sciences has introduced two new degrees for students interested in teaching English as a foreign language and teaching Arabic as a foreign language. We have also launched the new School of Architecture and Design, grouping all architecture, design and fine arts programs that were previously spread across two schools into one. The school will be home to the university’s degree programs in architecture, interior architecture, interior design, graphic design and fine arts. With the creation of this school, the LAU School of Engineering will now be a standalone school better structured to cater to its fast-growing number of students and faculty.

Also this year, thanks to a generous $10-million donation from philanthropists Gilbert and Rose-Marie Chagoury, LAU has welcomed the first class of students at the School of Medicine. We are also preparing to welcome the first students to the Alice Ramez Chagoury School of Nursing in the fall of 2010.

And while over 7,200 students from about 80 countries were enrolled at LAU in 2008–2009, an increase of over 400 from the previous year, we have been able to maintain a comfortable 17:1 faculty-to-student ratio to ensure those who study with us are afforded the individual attention and support required to succeed.

Our institution hosted a comprehensive evaluation visit in November 2009 by a team representing the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges (CIHE–NEASC). LAU has been a candidate for NEASC accreditation since 2007 and has been engaged in a process of self-study over the past two years, to address the commission’s Standards for Accreditation while focusing on key areas identified for development.
Student-Centered Program

By offering a wide variety of advanced academic programs led by highly skilled and nurturing faculty, we have created a venue for students to exchange ideas and learn skills of civic engagement. This is a key priority in every classroom at LAU.

Each year, the university endeavors to further expand the scholarly and professional training opportunities for students while optimizing the curricula to integrate the most modern theories and teaching trends. The academic opportunities available to students continue to grow each year. Students can now choose from 20 different degrees available across about 40 programs from our seven schools.

We have been actively implementing our recently developed Student Enrollment Plan across the university’s seven schools. The plan has the clear goals of managing undergraduate enrollment so that it corresponds with the individual school’s enrollment goals, while maintaining an overall 2 percent annual increase. One way of achieving this is by leveraging financial aid. In addition, the plan aims to enroll more highly qualified new students as well as a more diverse student body by expanding recruitment within Lebanon and internationally. Actively seeking special-skills students such as athletes, writers and artists, as well as student leaders, will also contribute to this diversity.

Finally, the plan has a key goal of increasing student satisfaction and student-centeredness by strengthening areas such as student services, athletics, extracurricular programs, facilities and infrastructure, and mechanisms for feedback and responsiveness to student concerns. Revamping student-employment opportunities, improving the university’s Integrated Advisement Program and streamlining the registration process are also parts of this goal.
Across all disciplines, students benefit from faculty who invest tremendous effort brokering deals with companies and organizations around the world, in order to organize student participation in a wide variety of unique programs and initiatives. In the spring of 2009, three civil engineering majors traveled to Dubai where they gained first-hand experience through a six-week program working on a number of construction sites with the Dubai Contracting Company (DCC), marking a successful first year of the newly established annual DCC training program.

In summer 2009, before the medical school even welcomed its first class, two medical students completed a two-month research-training program at the University of Iowa where they examined potential correlation between certain genotypes and premature birth. Our hospitality management students train at top hotels across Europe and the Middle East, and our journalism students have interned for leading organizations including European Union agencies.

Aside from academics, LAU also hosts over 60 student organizations with wide-ranging interests to help students build strong characters and social skills useful both inside and outside the classroom. Some groups coordinate awareness campaigns and perform charitable work such as NAPHASS, which organizes a range of activities throughout the year, including providing medical care to underprivileged residents of Lebanon.

In addition, a number of sports teams and athletics activities, as well as arts and special-interest clubs celebrate the student body’s talents and diversity. As part of one of the most active theater programs in the region, renowned faculty in the Department of Communication Arts work with students to organize two major annual theater productions, as well as theater festivals and workshops throughout the year.
Implementing Our Mission

As an institution that seeks to offer students the best in terms of education and opportunities, every year LAU raises the bar in its academic offerings, stimulating a continuous stream of student and faculty achievements.

Full-time faculty members continue to grow in numbers, reaching a total of 210 in the 2008–2009 year. Of this number, an impressive 77 percent hold Ph.D.’s. The intimate 17:1 student-to-faculty ratio ensures our students are afforded with more than adequate individual attention to lead long and fruitful careers on the path they choose.

Our university is expanding through the addition of new academic programs every year, the increasingly active performance of specialized centers and institutes, and the opening of two new schools, the Gilbert and Rose-Marie Chagoury School of Medicine and the School of Architecture and Design (SArD). In addition, we are preparing to welcome the first students at the new Alice Ramez Chagoury School of Nursing in fall 2010.

In 2008, LAU's internationally recognized architecture program renewed its accreditation by the French Ministry of Culture and Communication, allowing our students to pursue professional careers throughout the European Union upon graduation. Also, with programs that were previously grouped under the former single School of Engineering and Architecture, the newly established School of Architecture and Design combines all fine art, design and architecture programs to enhance the students’ learning experiences by placing more emphasis on individual programs within a broad and multidisciplinary field.

Our School of Pharmacy is a full member of the American Association of Colleges of Pharmacy (AACP), and the Doctor of Pharmacy (Pharm.D.) program at LAU is the only one outside the United States that is accredited by the Accreditation Council for Pharmacy Education (ACPE). As a result, our Pharm.D. graduates are eligible for licensure as pharmacists in most U.S. states.

Progress has also been made at improving the already renowned engineering and business programs. Engineering labs were recently restocked thanks to a grant from the U.S. Agency for International Development (USAID) that has helped our students achieve a series of impressive feats, including the construction of a solar-powered car. Separately, an agreement with an internationally renowned hotel chain will guarantee students from the hospitality management program, which remains one of LAU’s most popular programs, full-time positions with the company after completion of a six-month training internship.

The university is committed to making education accessible to everyone and as such each year the Financial Aid and Scholarship Office makes a commitment to assisting students through merit-based scholarships, work-aid programs, loans and grants. During the 2008–2009 academic year, 476 LAU students benefited from USAID and 54 students received merit scholarships—a number that has almost doubled for the 2009–2010 academic year with 90 merit scholarships awarded in the fall of 2009. The number of MEPI Grants has increased significantly, from six awarded in the 2008–2009 academic year to 22 granted in the fall of 2009. In addition, 200 incoming LAU students have been awarded a new Entrance Scholarship in the fall of 2009. In total, for the 2009–2010 academic year, LAU has increased its financial aid budget by 5 percent, to reach $14.29 million, which will be granted to around 2,000 students.
With a thorough awareness that education takes place as much outside the classroom as it does inside, LAU supports dozens of student groups, clubs and extracurricular activities to encourage civic engagement. The university officially recognizes over 60 such groups with widely varying interests, ranging from a handful of cultural clubs celebrating LAU’s rich ethnic and religious diversity, to outreach organizations with the aim of lending a helping hand, to special-interest and sports clubs such as music, cinema, debating, skiing and photography.

Both LAU students and alumni regularly prove their commitment to social change. Last year a pharmacy student, who is the president of the First-Aid Club at the Byblos campus, developed an award-winning blood donor database, which now runs throughout the country. Separately, our alumni and the wider LAU community throughout the region have been dedicated to social change by creating various social-awareness associations, including Tammana, an association that grants the wishes of children with critical illnesses in Lebanon; KunHadi, an association that raises awareness about road safety; Toufoula, an organization committed to building dream rooms for children with cancer; and Beytuna which empowers women living in precarious circumstances by developing their job skills and educating them about health care and sanitation.

Through the encouragement and support of the many mentors throughout the LAU community, our students have learned to display limitless care and compassion for their peers and the community.

We also believe that LAU holds a responsibility to protect its students and look out for their psychological health and well-being. For this reason, the university provides counseling services to students who need and ask for help, allowing them to continue pursuing their personal and academic goals while leading wholesome lives.

Education of the Whole Person
Formation of Future Leaders

As host to over 60 official student clubs and organizations, LAU has long served as an institution of inspiration and encouragement to students eager to take an active role in improving their societies. With respect and admiration for those who are making a difference, LAU is dedicated to preparing students for facing the challenges and obstacles they may encounter as the next generation of leaders in Lebanon and throughout the world.

Each year, LAU provides over 1,000 engaged high-school students throughout Lebanon with a venue to build their oratory, diplomatic and negotiation skills as they participate in a number of simulations organized by the university’s Model United Nations (MUN) program. In 2008–2009, the Alwaleed Bin Talal Humanitarian Foundation donated $100,000 to equip the MUN offices on the Beirut and Byblos campuses. The amount also covered the expenses of the seven training sessions, during which 50 LAU students taught close to 1,100 high-school students about UN principles as well as communication, negotiation and conflict-resolution skills. As a result of the new sponsorship, the program was renamed AL WALID GC–LAUMUN, which stands for Alpha Leadership Web for Arab Leaders in International Diplomacy Global Classrooms–LAU Model United Nations. In May 2009, several high-school students from Lebanon representing LAU’s MUN team earned three honorable mentions during the 10th annual international MUN High School Conference at the UN headquarters in New York. LAUMUN was also selected as one of the top five MUN programs in the world, defeating more than 200 participating delegations representing dozens of countries.

A key achievement over the 2008–2009 academic year through LAU’s University Enterprise Office (UEO) has been with its Tomorrow’s Leaders program, that offers grants to students from MENA countries who show outstanding leadership skills, but may otherwise not have the opportunity to study in an American education system. The program is funded by the U.S. State Department’s Middle East Partnership Initiative in collaboration with UEO, and in the 2008–2009 academic year, extended full scholarships to six students from Egypt, Yemen and Palestine, who began their undergraduate studies at LAU’s Byblos campus in September 2008.

Over the summer of 2009, a collaboration involving several of the university’s professional institutes hosted a group of 20 participants from four Gulf countries to take part in a two-week workshop aimed at building leadership skills. It was the first stage of the two-year Young Women Leaders Program at LAU funded by a $500,000 grant from the U.S. Middle East Partnership Initiative. The participants have returned to their home countries with their new skills, some cash, and goals of implementing sustainable projects while building a network of active leaders throughout the region who share a vision of empowering women.

With well over 100 members, the two-year-old No Apathy Pharmacy and Health Awareness Student Society (NAPHASS) operates with the mission of helping the most disadvantaged members of the society. The group organizes campaigns, projects and gets involved with the community in outreach projects. Members of the society actively volunteer their time, skills and knowledge to serve the people of Lebanon through a number of events and awareness campaigns.
Building the Foundation

School of Arts and Sciences

As a core school at LAU, through which all students pass for foundation courses before continuing on to their specialized degrees and majors, the School of Arts and Sciences has grown into the largest school at the university and is renowned for its rich scholarship and expansive list of top-notch academic programs.

Thanks to generous funding from the European Union, LAU was recently able to construct, through a €3.4-million grant, a wastewater treatment plant in Byblos which, in addition to serving university communities through its efficient and innovative water-reuse system, has been able to provide students with a cutting-edge facility to train and learn skills of the 21st century. Last year, the School of Arts and Sciences also won a $500,000 award from the U.S. Middle East Partnership Initiative to implement a progressive two-year program with the objective of empowering women’s rights advocates in the Gulf region. The first stage of the program was set into motion over the summer on the Beirut campus where 20 participants from four Gulf countries underwent an all-encompassing collaborative training offered by several of LAU’s large assortment of professional institutes.

Together, the projects represent just a sample of the key accomplishments spearheaded by the School of Arts and Sciences in an effort to be the regional leader in progress and development, but which could have only been made possible through the care and goodwill of benevolent donors eager to witness our societies move forward.

Among the school’s other recent achievements, its Molecular Microbiology Laboratory on the Byblos campus became the only lab outside Europe to be certified by SeqNet.org, a network of 57 labs from 29 European countries working together to investigate suspected outbreaks of microbial pathogens. The certification allows lab students to study bacteria that cause various illnesses ranging from minor skin infections to severe diseases and recommend measures to control the spread of infections.

Whether working in a lab or studying in a classroom, our students are cared for and guided by the school’s diverse and dedicated faculty and researchers who challenge them to think critically while helping develop their writing and communication skills. Across our departments, the academic curriculum has been designed to equip students with the knowledge and technical abilities required to succeed, laying the foundation for long, prosperous futures.
The school’s Journalism, Radio/TV/Film, and Theater programs under the Department of Communication Arts have established themselves as leading programs in the region. The Department of Communication Arts holds the International University Theatre Festival, which is in its 13th year, attracting participants and audiences from across the region. The success of the festival is an inspiring reflection of how the weeklong annual event has evolved into a high-standard festival for thespians in the Middle East. This year’s festival featured over 200 performing arts students, faculty and professionals from throughout the Middle East, North Africa, and Europe. Throughout the year, the department works with its students to maintain an active schedule of performances, workshops and festivals and regularly collaborates with cultural institutions and embassies to enrich the arts curriculum with regular exposure to new ideas and cultures.

Offering one of the strongest Radio/TV/Film programs in the region, the department marks great achievements each year with the successes of its faculty and students alike. Most notably, this year a current student’s film was screened at the world-renowned Cannes Film Festival. In order to promote cultural exchange, the department also collaborated with the Embassy of Romania in the spring, to present a weeklong Romanian film festival held at the Beirut campus.

Each year the best LAU journalism students participate in top European and regional training programs and internships, such as with leading news broadcasters and European Union agencies. This year the chair of our Department of Communication Arts was invited by the Iraqi Journalism Summit to represent Lebanon at the Baghdad conference organized by the International Federation of Journalists, recognizing the important role that LAU and its journalism program play in the region.
Following years of success and outstanding achievement, LAU’s world-class architecture, interior design, graphic design and fine arts programs have been united under the newly established School of Architecture and Design (SArD). Strategically planned to retain the greatest elements from its previous grouping as departments under the former School of Engineering and Architecture and the School of Arts and Sciences, the new school also carries a goal of placing emphasis on creating individual programs within a broad and multidisciplinary field.

Last year, the provost appointed two committees to oversee the efficient development of SArD, a Steering Committee charged with planning the school’s structure, enrollment, faculty resources, facilities and budget, and a Search Committee to hire a dean. Both committees achieved their goals before the end of the 2008–2009 academic year, and an acting dean has been appointed to the school.

Regardless of which path SArD students decide to take, they will benefit from access to the latest technology and interdisciplinary resources, and will be guided by a deeply knowledgeable faculty prepared to arm them with a strong skill set supported by theoretical knowledge developed through an advanced curriculum.

LAU’s eminent Architecture program renewed its accreditation last year by the French Ministry of Culture and Communication, enabling our students to continue pursuing professional careers across the European Union upon graduation.
In line with our institution’s mission to afford our students with a comprehensive education using the latest theories and modern technologies, the School of Architecture and Design will provide wide exposure to contemporary international design ideas inside and outside the classroom. Our dynamic courses are supplemented with a wide variety of activities that include conferences, symposia, workshops and special seminars, often with the honored presence of distinguished professionals in their fields.

In May, a diverse cross section from architects of six international architecture firms based in Berlin participated in a symposium and exhibit organized by the school, then called the School of Engineering and Architecture, entitled “Berlin: Nomad Architects.” Held on LAU’s Beirut campus, the event featured selected works of architects, originating from India, Italy, Lebanon, New Zealand, Spain, the United Kingdom and the United States, who shared their nomadic experiences with students, faculty and professionals.

Teaching our students to appreciate multiculturalism and be citizens of the world is important to LAU, and through an active program that promotes cultural exchange and dialogue, our Graphic Design program has made tremendous achievements in stimulating a positive discourse. Last spring, during a visit by a leading Italian architecture and design instructor, students learned how to create a visual guide about Beirut’s landmarks. Separately, three design students and their instructor represented LAU as the only delegation from Lebanon to attend the renowned Kuala Lumpur Design Week. The school also provides students with opportunities to travel abroad each summer to examine classical and contemporary architecture and design through its thrilling and unique traveling studio program.
LAU’s School of Business aims to develop future business leaders who can work in both the public and private sectors. Emphasis is placed on students’ communication and problem solving skills within a business framework. The program instills the necessary leadership, creativity and integrity required to facilitate disciplined economic growth. At the same time, the School of Business promotes key values consistent with the university’s core principles of serving the greater good.

The School of Business offers undergraduate and graduate degrees. Undergraduates choose from a range of specializations allowing them to develop expertise in several areas of business. These include accounting, banking and finance, economics, management, marketing, and others. Graduate students at the School of Business have the option to pursue either a standard Master of Business Administration (M.B.A.), or to train in the rigorous Executive M.B.A. program, both of which prepare them for responsible management and leadership roles in Lebanon, the Middle East and throughout the world. These programs are available on both the Beirut and Byblos campuses where students receive a professional and well-rounded education from an experienced and professional faculty who offer exceptional classroom training.

As a genuine indication of success at the School of Business, in the 2009–2010 academic year, an impressive 45 percent of the total number of students enrolled at LAU — over 3,200 — are taking advantage of the many unique and stimulating opportunities the School of Business offers. The school boasts a particular expertise in Islamic banking. Students are given a practical education by linking developments in the real financial world to its curriculum. The school is working with Al Baraka Bank to develop the first M.B.A. in Islamic Banking in the country.

Believing deeply in the mission of our Business School to develop future business leaders who will serve Lebanon and the Middle East, the gracious Mohammed bin Rashid Al Maktoum Foundation made LAU a partner in one of the foundation’s charitable projects. Beginning last year, the Al Maktoum Foundation has started to provide full scholarships to up to six M.B.A. students who have exhibited outstanding merit and scholarship, and share an interest in serving the region.

LAU’s award-winning Hospitality Management program benefits from renowned faculty who have cultivated relationships with industry-leading firms. As a result, the program provides dozens of students each year with the opportunity to train at some of the most prestigious hotels around the world. This year, close to 20 students trained in China, Egypt and Malaysia at hotels including the Ritz-Carlton, the Four Seasons, Mandarin Oriental and the Sheraton.

With renowned faculty, regular speakers, excellent relationships in the regional business community and a dynamic course offering, the School of Business has built a reputation as a leading regional business school. Again, the goal is to produce leaders equipped with the knowledge and skills to assist both the private and public economic sectors, encompassing roles in government, NGOs, nonprofits and charities.
School of Engineering

Previously established as the School of Engineering and Architecture, a strategic decision was made to divide it into two distinct schools this year, expanding the opportunities available to develop programs while awarding students with more individual attention and allowing them to excel through their respective programs.

Ranked among the top of its kind in the Middle East, LAU’s School of Engineering is home to a variety of innovative programs designed to prepare and position students for successful careers, affording them with experience and tools required to meet the ever-changing needs of the market.

Based on the American liberal arts education system, the school’s cutting-edge curriculum provides the ideal learning environments required to empirically test modern theories inside the school’s various state-of-the-art laboratories which, thanks to a generous grant from the U.S. Agency for International Development, were recently updated and restocked with the latest technological tools and instruments.

Believing in LAU’s core mission, many prominent engineering firms have welcomed the idea of offering scholarships for students across different engineering fields in order to help build stronger leaders for the future. Over 18 students are receiving financial aid from a number of engineering firms and organizations in order to complete their undergraduate studies at the School of Engineering.

Recruitment of the school’s distinguished faculty members, who have achieved international recognition in scholarship and practice, continues to grow each year, reflecting the school’s commitment to maintaining a comfortable teacher-to-student classroom ratio. Through the faculty’s supportive guidance, engineering students achieved a number of remarkable accomplishments last year including the construction and successful flight of an intricately designed remote-controlled aircraft.

Last spring, a pair of engineering students also helped build a solar car inside one of the laboratories at LAU Byblos, later showcasing it at the school’s annual Science and Arts Fair. The car, built with a $4,000 grant by the International Society for Optics and Photonics, fascinated observers who watched the efficient machine whisper as it ceremoniously made tours around the campus, presenting just a sample of the possibilities offered at LAU’s School of Engineering.

Over the past year, the School of Engineering launched an annual training program for students in the Civil Engineering program, with three LAU students completing six-week internships at a leading contracting company in Dubai. In the Department of Industrial and Mechanical Engineering, students and faculty made great progress in the design and development of airplanes, and this summer successfully flew a model they built at an airport in the north of Lebanon.

The school’s relatively new Computer Engineer (COE) graduate program has been enormously successful with many graduate students going on to publish articles and research in the top international journals. In addition, student chapters of professional societies exist, such as the LAU chapter of the international Institute of Industrial Engineers (IIE), which was awarded with a Silver award for its achievements over the 2008–2009 academic year, following on from a Bronze award it received in the 2007–2008 academic year.
The new Gilbert and Rose-Marie Chagoury School of Medicine (LAUMS) opened its doors in the 2009–2010 academic year, welcoming its first students and marking a historic achievement for the Lebanese American University. Building upon decades of accomplishments and successes at LAU, the new state-of-the-art medical school promises to carry on a legacy of academic excellence at the institution, with success further assured in part by a partnership with Partners Harvard Medical International (PHMI), an academic health care delivery organization providing professional and educational services to medical and research institutions worldwide.

The ten-year collaborative agreement LAU has made with PHMI is helping us to develop critical intellectual resources and professional expertise to guarantee our medical school delivers premium education to our students. Three PHMI delegates who visited LAU last May exhibited excitement and sheer amazement with regard to the tremendous progress already made and remarkable efficiency and organization of the carefully selected faculty and staff.

Last April, the school held its first faculty meeting, bringing together the 108 researchers and doctors chosen to join LAUMS on the basis of their impressive merit and scholarship in medicine. Together, the founding faculty members, who were recruited from the United States, Canada, the United Kingdom, Lebanon and other Arab countries, bring to the school diverse and formidable backgrounds in all sub-specialties of medicine.

The school’s 14,500-square-meter, $31-million state-of-the-art complex, still under construction at the LAU Byblos campus, will be ranked among the world’s most advanced medical school facilities in the world, making use of the latest and most innovative technologies available. Made possible by the generosity of philanthropists Gilbert and Rose-Marie Chagoury, once completed, LAUMS will be equipped with a skill assessment center, multidisciplinary labs, a surgical procedure simulation room, video streaming from off-site medical centers, videoconferencing, an electronic library and a cyber café open 24 hours-a-day, seven days a week.
Complemented by the established School of Pharmacy and the newly established Alice Ramez Chagoury School of Nursing, the new School of Medicine is among the first of its kind to educate students from the three interlinked disciplines together, offering the potential to build medical teams from the moment students step foot into the classroom. Students will benefit from the unique experience to train together alongside some of the world’s most prominent researchers and physicians at the reputable University Medical Center – Rizk Hospital in Ashrafieh, recently purchased by LAU, as well as the Clemenceau Medical Center and the Rafik Hariri University Hospital.

Attesting to the unshakable commitment to prepare our students for their academic and professional futures, LAUMS sent two medical students over the summer to participate in a research-training program at the University of Iowa. Even before the medical school officially opened, our students were already gaining valuable skills and experience working inside a modern lab where they were tasked with researching the genetic and environmental causes of premature birth. The students remarked that the program, while equipping them with a useful technical background, more importantly gave them an insight into the precious value of human life.

Staying true to the university’s mission to serve the people of Lebanon and the Middle East, LAUMS boasts an integrated, forward-looking curriculum that is focused on the patient, rather than on the disease. This philosophy instills within our students a unique depth of character and insight into human nature. Respecting this, LAUMS has developed for students a small-group, self-directed and patient-based course of study to achieve the objective of training a new type of doctor — one who believes deeply that a medical professional is, above all, a merciful healer.
Alice Ramez Chagoury School of Nursing

Officially approved by LAU’s Board of Trustees in 2006, the groundbreaking Alice Ramez Chagoury School of Nursing is scheduled to open its doors in fall 2010 to undergraduate students from around the world seeking professional experience and education to meet the persistent need for high-quality and humane health care. Once opened, the school will offer a Bachelor of Science in Nursing degree that prepares students for demanding careers in the field through an advanced, well-rounded and intellectually challenging curriculum that places stress on patient-care while instilling the core values to serve society as benevolent and ethical professionals.

Currently, the school is undergoing a process of recruitment, scouting for the best-educated nursing professionals from the United States, Canada, Europe and the Middle East to build a team of faculty who are not only superbly skilled and bear distinguished credentials, but more importantly who, share our vision and values of providing compassion and care for the patient with no bounds.

The establishment of the new School of Nursing was in part made possible through a $3.5-million donation from philanthropists Gilbert and Rose-Marie Chagoury, a couple of exceptional generosity, kindness and spirit. Named in honor and commemoration of Gilbert Chagoury’s mother Alice, the nursing school is envisioned to complement LAU’s schools of Medicine and Pharmacy, offering students across the disciplines an opportunity to take advantage of their multidisciplinary curricula, to learn and train alongside each other in classrooms and labs, creating the potential to build health care teams from day one.

In the words of Dr. Kamal Badr, founding dean of the medical school, “The principal driving force behind this vision is to co-create the nursing and medical curricula and develop a new model of joint physician-nurse training experience.”

With a strong background, an impressive body of work, a track record in community engagement and dynamic research interests, Dr. Nancy Hoffart has been appointed as the new dean of the School of Nursing, joining LAU from Northeastern University.

Both the medical and nursing schools will be housed on LAU’s Byblos campus, where construction of the state-of-the-art facilities is scheduled to be completed next year.
School of Pharmacy

Established in 1993, LAU’s School of Pharmacy has earned a reputation as a world leader in clinical pharmaceutical practice as evidenced through a number of remarkable achievements. As part of its mission, the school endeavors to produce pharmacists entrusted with advanced skills, knowledge and values to serve society with care and compassion.

Located on the Byblos campus, the school offers two degree programs: a five-year program leading to a Bachelor of Science in Pharmacy degree, and a six-year Doctor of Pharmacy program, which in 2002 earned accreditation by the distinguished Accreditation Council for Pharmacy Education (ACPE) and is the only ACPE-accredited Pharm.D. program outside the United States.

The Doctor of Pharmacy degree program also qualifies students to take the rigorous North American Pharmacy Licensure Examination (NAPLEX), which entitles graduates to practice pharmacy inside the United States. Since earning ACPE accreditation, 100 percent of LAU students who have sat for the NAPLEX have passed, with an average score nearly 20 percent higher than the U.S. national average.

The school also remains the only one of its kind outside the U.S. to hold full membership to the world-renowned American Association of Colleges of Pharmacy, underlining the impressive measure of trust, credibility and international recognition LAU’s School of Pharmacy receives.

Once enrolled, pharmacy students begin learning to disseminate new information about medication and the ever-changing health care systems with a thorough understanding of drugs and diseases in preparation for their careers. The comprehensive curriculum is designed to promote interaction between pharmacists and other health professionals, training students to act an intelligent and effective role with regard to patient health care during times of emergency.

Exhibiting values of empathy and care honored at the School of Pharmacy, a group of students recently established NAPHASS, the No Apathy Pharmacy and Health Awareness Student Society, as a student organization seeking to spread goodwill and offer medical care to needy individuals in the country. With an impressive membership that has climbed to over 100 since its founding less than three years ago, the group actively volunteers its knowledge and skills, organizing events and awareness campaigns. In addition, the school and NAPHASS worked together to organize the fifth annual Pharmacy Week in October of last year, themed, “Educate Before You Medicate,” to allow students to apply their knowledge about proper medication use, cancer prevention, smoking cessation, healthy nutrition, and other medical issues.
Building the Foundation
Centers and Institutes

Entering the 2009–2010 academic year, the Lebanese American University proudly boasts a total of 19 specialized centers and institutes, including the University Enterprise Office, the Continuing Education Program, and SINARC. LAU’s centers and institutes hold conferences, workshops, seminars and community outreach programs throughout the year, providing students, faculty and professionals from around the world with training, knowledge and access to information and resources. The university’s centers and institutes are:

Center for Lebanese Heritage (CLH)
The interdepartmental Center for Lebanese Heritage (CLH) collects and archives materials relating to Lebanon's heritage, and works with experts across a range of disciplines including literature, history, fine art and photography, music and performing art. Funded through LAU and the generosity of private donors, the center welcomes contributions of culturally and historically significant items. In the 2008–2009 academic year, the center celebrated the centennial anniversary (1908–2008) of the birth of Lebanese engineer Ibrahim Abd El Al, with a conference to remember his achievements. In addition, this year CLH collaborated with the German Institute for Oriental Studies in Beirut to publish Dr. Michel Geha’s Short Story Book in Lebanon. The 800-page book includes selected short stories, biographies and publications' lists of 94 writers, who were invited to the Beirut campus to receive their copies on January 23, 2009.

Center for Program and Learning Assessment (CPLA)
Established in December 2008, LAU's Center for Program and Learning Assessment (CPLA) focuses on improving teaching through promoting teaching/learning and classroom outcomes assessment practices. The center is designed to be a regional pioneer in providing support for faculty in their work to adapt, develop and test skills in teaching/learning outcomes assessment. In the beginning of this academic year, CPLA received a generous two-year $200,000 Ford Foundation grant in support of its mission. During 2008-2009, the center held its two first workshops on the Beirut campus, attracting faculty members from higher education institutions in Lebanon and the region to set and assess learning outcomes at different levels (from classroom to institution). The center is currently managing the Teaching Learning and Outcome Assessment (TLOA) Project generously funded by the Ford Foundation. This project places a special focus on liberal arts and general education. Over the 2009–2010 academic year, the center will hold two workshops engaging faculty from across the region and will host the first regional conference on “Program and Learning Assessment in Higher Education,” in November 2009.

Continuing Education Program (CEP)
The Continuing Education Program (CEP) Office at LAU offers courses, diplomas and certificate programs that provide academic, technical and professional training for students and professionals through tailored courses at flexible times. In the 2008–2009 year, CEP re-evaluated its curricula and expanded its offerings, in cooperation with LAU’s academic departments and faculty, and added preparatory courses for professional certification tests in financial analysis, accounting, information systems auditing, information security management, and human resources. Also, in January 2009, the Lebanese Ministry of Social Affairs awarded CEP the offering of on-site English courses for close to 35 ministry employees over a nine-week program, which was run by three LAU faculty members. In addition, CEP has been running, since 1982, the popular annual Summer Camp for children aged 6–12. This year 150 children were enrolled in the camp that ran from July 6–August 14, 2009.
Cisco Academy Training Center Institute (Cisco)
The Cisco Academy Training Center Institute at LAU was established in October 2004. Cisco provides a range of IT-related courses to students and instructors. The center has been supported through generous funding from the Cisco Learning Institute at Cisco Systems in order to train instructors in Saudi Arabia and from LAU. In April 2009, Cisco held a two-day conference in Byblos for the networking community in the Middle East and North Africa. As one of only 22 Cisco Certified Network Associate Training Centers for Security Curriculum, in the 2008–2009 academic year, the center delivered the first instructor-led course for “Cisco-Certified Network Associate Security” worldwide, and became a regional academy for Cisco Certified Network Professionals.

Institute for Banking and Finance (IBAF)
Every year, the Institute for Banking and Finance (IBAF) at LAU offers a range of seminars and talks for bankers and the wider professional community in Lebanon. For the 11th year running, in July 2009 IBAF gave training seminars on “Bank Risk Management Before and After the Financial Collapse,” “How to Become a Highly Effective Leader,” “How to Create and Lead a High-Performance Organization,” “Leading High-Performance Teams,” and “Leading Organizational Change,” among others.

Institute of Diplomacy and Conflict Transformation (IDCT)
The Institute of Diplomacy and Conflict Transformation (IDCT) develops curriculum materials and service learning for faculty and students at LAU. The institute works with several international and non-governmental organizations to develop educational kits to be distributed to Lebanese schools, and regularly holds courses, lectures, conferences and workshops. In May 2009, the institute organized a simulation exercise for 33 LAU international affairs students who were taught about conflict resolution. IDCT organized the simulation in collaboration with the Political Science/International Affairs program at LAU Byblos, and with the support of the United Nations Development Program and Berghof Foundation. The institute organized the first annual Human Rights Film Festival in November 2008, screening 25 films from Lebanese student filmmakers.

Institute of Family and Entrepreneurial Business (IFEB)
This institute provides high-quality development programs to assist family businesses prepare for the future, and is increasingly facilitating communication between faculty, management specialists, company executives, students and the wider business community. Each year, IFEB organizes activities to train family businesses that constitute most of the Lebanese business landscape. The institute held two seminars in March 2009 for family business owners and managers, about how to adapt to market changes and financial crises and thrive by keeping their families united and building proper long-term strategies.
Institute of Hospitality and Tourism Management Studies (IHTMS)
The Institute of Hospitality and Tourism Management Studies (IHTMS) in the School of Business at LAU researches issues relating to what affects hospitality and tourism development, and how tourism can become an important contributor to the wealth of Lebanon. In 2009 IHTMS has been promised to receive a grant of LL25 million from the Lebanese Ministry of Tourism, to fund the development of a website with photos and recipes of traditional Lebanese food. The project was tackled during a round-table discussion called “Food is Identity” organized by IHTMS with the collaboration of the ministry and the Syndicate of Lebanese Restaurants in late November 2008 at LAU. IHTMS is mentoring undergraduate and graduate LAU students who will be responsible for the site’s development. The institute periodically releases indices, trend tables, and other travel and tourism-related data.

Institute of Islamic Art and Architecture (IIAA)
The Institute of Islamic Art and Architecture (IIAA) is dedicated to the study of architectural and visual culture in the Islamic world and aims to fuel the study of the subject while increasing awareness of it within LAU and the wider community by bridging the work of international and regional scholars. In the spring of 2009, the institute held a conference on the development of architecture in the Middle East from the late 19th century to the present, entitled “Venues of Tradition: Architecture in the Middle East Between Identity and Modernity.” At the conference, invited history and architecture experts presented their perspectives on the influences of modernism, globalism and orientalism on the development of architectural transitions in the Middle East.

Institute for Media Training and Research (IMTAR)
The newly formed Institute for Media Training and Research (IMTAR) at LAU represents the consolidation of two institutes that have been active at the university for a number of years, the Beirut Institute for Media Arts (BIMA) and the Institute for Professional Journalists (IPJ). In November–December 2008, IMTAR trained senior Kuwait News Agency editors on advanced journalistic skills and new media terminology in Sharm-El-Sheikh, Egypt, and collaborated with leading foreign correspondents in the region. In January 2009, the institute held the Lighting Lamps Exhibit of the portrayal of the Middle East by political cartoonists, as part of the Media in Society project launched by the British Council with the Guardian Foundation and the BBC World Service Trust. In June 2009, IMTAR organized a public relations forum for the MENA region entitled “Creating the Strategic Value,” in Beirut, under the patronage of the Minister of Information and PR agency Trans-Arabian Creative Communications. IMTAR has developed a program framework that includes lectures, workshops, conferences, research, and community outreach projects.

Institute for Migration Studies (IMS)
The Institute for Migration Studies (IMS) at LAU aims to be an interdisciplinary research institute on the study of migration as well as a resource center for graduate students and scholars interested in the study of migration and its various impacts on Lebanon and other countries in the region. In September 2008, IMS was awarded a three-year $342,000 grant by the International Development Research Centre to conduct research on the Lebanese diaspora’s impact on Lebanese politics and migrant political activity in Australia, Canada and the United States. In April 2009, a series of lectures was launched to raise awareness on migration to and from Lebanon and the Arab world, and on the local, regional and international role of the Lebanese diaspora. The series of lectures is part of a larger initiative by the institute to raise awareness on the importance of these issues in Lebanon and the region.
Institute for Peace and Justice Education (IPJE)
The Institute for Peace and Justice Education (IPJE) is committed to promoting peace, justice, democracy and humanity by raising awareness of issues surrounding poverty, socio-economic injustices, access to education, and the values of global citizenship. The institute regularly releases publications based on its research. In November 2008, the institute awarded the 2008 Unsung Hero Award, an annual award of $6,000 given to an organization chosen by a hero selected from one of the nominees submitted to the institute each summer. The objective of the award is to recognize a Lebanese citizen who is working outside the spotlight to sustain, rebuild, and heal their country. In August 2009, IPJE held its fifth annual Summer School on Conflict Prevention and Transformation education and training program, attracting 30 participants from across Lebanon, Palestine and Egypt.

Institute for Water Resources and Environmental Technologies (IWRET)
The Institute for Water Resources and Environmental Technologies (IWRET) aims to research technological resources in the region, in the areas of water resources, environmental protection and agriculture technologies, while initiating new ideas and venues for applied research in a range of areas. These include water resources planning and management, drip irrigation technologies, and reuse of recycled wastewater and wastewater treatment technologies.

Institute for Women’s Studies in the Arab World (IWSAW)
By facilitating networking and communication and by extending ties with international organizations and universities working on gender issues, IWSAW is widely recognized as a leading institute on the study of women in the region. Established in 1973, the IWSAW aims to spearhead academic research on women in the Arab world, to develop and integrate women’s studies in the LAU curriculum, to empower women through development programs and education, and to serve as a catalyst for policy changes regarding the rights of women in the region. Throughout the 2008–2009 academic year, IWSAW worked actively to promote awareness of domestic and gender-based violence in Lebanon. In November 2008, the institute partnered with the NGO KAFA to hold an awareness event called “16 Days Activism Against Gender Violence,” at which literature was distributed, films were screened, and signatures were collected in support of a draft law that criminalizes domestic violence in Lebanon. In March 2009, the institute held a seminar about domestic violence, in an effort to build a network of experts and organizations to deal with gender-based violence. Earlier that month, on International Women’s Day, the institute held a ceremony honoring the role of over 2,000 women soldiers in the country.
Summer Institute for Intensive Arabic Language and Culture (SINARC)

Each year, LAU’s Summer Institute for Intensive Arabic Language and Culture (SINARC), held on the Beirut campus, attracts a diverse group of participants from around the world. Offering two intensive programs each year, a six-week summer program and a 15-week fall program, SINARC caters to students at all levels of Arabic, from beginner to advanced. In summer 2009, SINARC witnessed record participation drawing over 100 international students — almost double the number of students that enrolled in summer 2008. SINARC’s increasingly popular program has received large media coverage in the United States this year as it offers participants a dynamic learning experience in which Arabic language instruction is complemented with courses on Lebanese dialect. In addition, students are offered weekly lectures on topics of current events, politics, history, society and culture, as well as trips to historical, cultural and touristic sites throughout Lebanon.

Software Institute

By promoting research and development and providing advanced training and education on modern software engineering practices, methodologies and technology, the Software Institute supports cooperation between the university and the software industry and acts as a catalyst for policy development on issues related to advancing the software industry.

Teacher Training Institute (TTI)

Established in 1991, the Teacher Training Institute (TTI) provides professional development activities and a forum for networking for educators in Lebanon and the region. TTI regularly conducts conferences, in-service workshops, consultations for local and regional educators, annual exhibitions of education books and resources, seminars and community service activities. The institute organized a series of three educational technology workshops in partnership with Michigan State University, in March 2009. Over the summer of 2009, TTI partnered with local NGO Teach For Lebanon to hold a six-week seminar to train 18 new graduates from various Lebanese universities who will go on to teach Lebanon’s most disadvantaged primary-school students in poverty-stricken villages throughout the country.

Urban Planning Institute (UPI)

The Urban Planning Institute (UPI) serves the various rural and urban communities of Lebanon in need of guidance and support, and aims to assist the ministries of Public Works and Urban Planning, Municipal and Rural Affairs, Agriculture, Environment and Tourism. UPI has contributed to a range of community projects and services over the 2008–2009 academic year, including the landscape design workshop working with numerous public parks in Lebanon.

University Enterprise Office (UEO)

The University Enterprise Office (UEO) at LAU serves the function of offering a strategic advisory and coordination role for the university’s projects throughout the Middle East and North Africa. A key UEO achievement over the 2008–2009 academic year has been with the Tomorrow’s Leaders program, which offers grants to students from MENA countries that show outstanding leadership skills, but may otherwise miss out on the chance to study in an American education system. As part of the program, which is funded by the U.S. State Department’s Middle East Partnership Initiative in collaboration with UEO, six students from Egypt, Yemen and Palestine received the scholarships for a full degree program, and have begun their studies at LAU’s Byblos campus in September 2008. In line with the university’s historical commitment to advancing the position of women in the region, two-thirds of the selected students will be female. UEO staff plans to enroll at least 35 participants within three years.
How Far We’ve Come: 1835–2009

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 in Beirut.

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 — Lebanese American University. The charter is amended to include master’s degrees. LAU has three schools: Arts & Sciences, Business, and Engineering & Architecture. During this year, the School of Pharmacy also opens.

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.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1955</td>
<td>BCW’s charter becomes absolute and the college adds B.S. degrees.</td>
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<tr>
<td>1970</td>
<td>The Lebanese government recognizes BCW’s bachelor’s degrees as equivalent to the License.</td>
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<tr>
<td>1973</td>
<td>The college becomes co-educational and changes its name to Beirut University College (BUC).</td>
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<tr>
<td>1975–1990</td>
<td>Despite low attendance during the civil war, the college maintains operations by holding courses north and south of Beirut.</td>
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<td>1985</td>
<td>The Board of Regents in New York amends the charter to transform the college into a multi-campus institution.</td>
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<tr>
<td>2002</td>
<td>The Doctor of Pharmacy program becomes the only one outside the United States to earn accreditation by the Accreditation Council for Pharmacy Education.</td>
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<tr>
<td>2005</td>
<td>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.</td>
</tr>
<tr>
<td>2007</td>
<td>The New England Association of School and Colleges (NEASC) grants LAU accreditation candidacy status.</td>
</tr>
<tr>
<td>2009</td>
<td>The Gilbert and Rose-Marie Chagoury School of Medicine welcomes its first class of students.</td>
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GOAL $65 Million

RAISED $40,430,549
Showcasing Our Growth

The Legacy and The Promise:
A Campaign for Excellence

Publicly launched in October 2008, the fundraising drive for the university’s five-year Campaign for Excellence entitled “The Legacy and the Promise” has helped LAU achieve monumental feats only made possible through the generosity of over 1,100 donors to date. The initiative collected over $36 million in donations during the campaign’s two-year planning period, of which the second year preceding the public launch was the “quiet phase,” and raised its goal of $40 million to a new target of $65 million.

With more than 1,000 alumni in North America, in February 2009 we launched the first comprehensive North American fundraising campaign at a gala dinner in Los Angeles, which was a key event in promoting LAU in the United States. In the Middle East, we continued to celebrate the public phase of the campaign through April and May 2009, reaching out to thousands of alumni in the region, with a series of regional launches in the Eastern Province of the Kingdom of Saudi Arabia, Abu Dhabi, and Muscat. Around the world, these key events attracted guests that included members of our Board of Trustees, Board of International Advisors, as well as alumni, friends of the university and members of the local communities.

The finances will be used to enhance several areas of the university, particularly student support through financial aid and merit scholarships. By providing financial support to qualified applicants, not only can we ensure a diverse student body, but we are also able to provide access to education and equal opportunities to members of underprivileged communities. Many donors have chosen to give generously toward student financial aid and scholarships, with some committing to covering full-time tuition fees of students in addition to offering them job opportunities to start their careers upon graduation.

Another pillar of the campaign is academic excellence, which ensures academic support to encourage educational and professional development, and recruit and retain excellent faculty members. A key element in this effort is the creation of additional endowed academic chairs. The number of full-time faculty members at LAU has doubled since 1992, but in order to reach our goals we must continue to progress.

Developing new facilities is also a key goal of the campaign, and in order to facilitate the work, research and training of our students, faculty and staff, we need to continue upgrading and modernizing our classrooms, labs, buildings and enhanced workspaces. Recognizing this need, the campaign has also drafted a plan for facilities development, aimed at campus expansion and improvement of existing physical resources in both Beirut and Byblos.

In Beirut, we are enhancing the School of Business by updating the infrastructure needed to keep pace with ever-changing educational needs. The facilities in the School of Business building are in the process of being fitted with “smart classrooms” to fully integrate technology into the teaching and learning process, ensuring that students have access to the latest instructional techniques and master various technologies that will be an integral part of their adult lives. Many alumni chapters have chosen to donate towards the enhancement and upgrading of computer centers as well as the creation of smart classrooms, for which we have bestowed our thanks by naming selected rooms or facilities in the School of Business building after them.

In Byblos, two new remarkable facilities are under way that include the 12,500-square-meter Gilbert and Rose-Marie Chagoury School of Medicine structure, and the Frem Civic Center which will become the focal point for courses, seminars and conferences on topics such as ethics, leadership, citizenship, transparency, tolerance and democracy.
The Branding Initiative

After a thorough 18-month process that involved image assessment, research, consultation and testing, LAU is poised to become the first university in the Middle East to undertake a branding initiative. Scheduled for a public launch in early 2010, the initiative will unveil a new visual identity that will encapsulate the mission and aspirations of the institution.

A focused team of internal and external constituents achieved monumental progress over 2008–2009 on LAU’s branding initiative as they worked vigorously on the strategic project aimed at enhancing the university’s feel, perception and identity.

The ambitious undertaking led to the development of a new brand portfolio that includes vivid descriptors and visual elements that. Once implemented, these will help the university highlight its points of excellence while capturing the essence of LAU as a time-honored institution with deep-seeded roots and heritage, as well as one on the move with cutting-edge programs and unique opportunities.

The branding initiative is a major requirement of LAU’s strategic plan and in late 2007, the university’s upper management entrusted the Marketing and Communications Department (MarCom) to lead this initiative. The initiative encompassed 18 months of research, assessment and testing by a branding task force that included MarCom, a steering committee composed of internal constituents and Mind the Gap, a leading Beirut-based branding agency. Together, the task force collaborated to combine the agency’s marketing and branding expertise with MarCom and the steering committee’s solid understanding of the university’s history, culture and distinguished academic programs.

Spearheading the project, the task force executed a SWOT analysis in 2008–2009 to thoroughly examine and review university documents and publications, and held consultative meetings and interviews with top LAU management, and major internal and external stakeholders to get a sense of the values, messages and goals at the core of the institution.

Ensuring that no voice went unheard, a variety of methods were employed to gather information from nearly 700 stakeholders including students, faculty, staff, alumni, prospective students and their parents, and the general public through one-on-one interviews, focus groups and surveys on both the Beirut and Byblos campuses with active collaboration of Academic and Student Affairs.

The vast amount of information that was gathered from the stakeholders was carefully scrutinized as the branding task force endeavored to assess the image of LAU, identify vivid descriptors, and garner opinions concerning the university’s logo, seal and other elements in order to develop and design a new brand portfolio that reflects the institution’s distinct traits and characteristics in line with the vision and aspirations of the stakeholders.
Student Development and Enrollment Management

Formerly known as Student Affairs, LAU’s office of Student Development and Enrollment Management (SDEM) maintains a number of critical roles at the university regarding student enrollment, recruitment, advising, retention, activities, athletics, and student aid. SDEM continually strives to introduce new mechanisms and strategies to improve its efficiency and is using a strategic management plan based on market research with regard to student needs and concerns.

Our new Strategic Enrollment Management Plan is dedicated to planned growth and diversifying our student body while raising the admissions criteria. It will be integrated across the university’s seven schools, in correlation with the individual school’s enrollment goals.

As part of the plan, financial aid and scholarships will be leveraged to respond to institutional goals. The need-based component of financial aid will be complemented by an academic rating system for incoming students, creating a matrix that places students on a financial aid grid after they have been assigned an academic and a need-rating.

Believing deeply that education should be available to all, LAU offers financial aid, student employment and assistantships to qualifying students in the form of scholarships, grants, loans, student work-aid and graduate assistantships. Around 1,700 students received assistance during 2008–2009, and approximately $15 million has been allocated for the 2009–2010 year to help students cover their education costs.

Recently, SDEM adopted an integrated online counseling program to simplify advising, allowing easier and more convenient student access. With the system in place, students are notified of their academic standing and are contacted if they slip into academic probation, creating a tight relationship between students and their advisors.

Student-centeredness is at the heart of LAU’s strategic plan and as such, the Strategic Enrollment Management Plan is committed to increasing student satisfaction. We are working towards achieving this by improving our integrated advisory program, our student support services, and by strengthening the mechanisms for ongoing feedback from students and responsiveness to their concerns, opening the lines of communication. In addition, we are improving extracurricular programming, strengthening athletics, and ensuring that facilities and infrastructure are conducive to learning.

Our strategic efforts are improving the education and university experience that we are able to offer to an increasingly diverse student body year after year. As a testament to the success of the SDEM office and its strategies, LAU continues to witness enrollment steadily increase on both campuses each year. In 2008–2009, 7,214 students were enrolled at LAU, an increase of approximately 6 percent — or 400 students — over the previous academic year. Close to 20 percent are citizens of other countries. Last year, 1,355 students enrolled at LAU were nationals from 80 different countries throughout the world, illustrating a valued aspect of the university’s rich cultural diversity.
Human Resources and University Services

The Human Resources and University Services division forms the backbone of LAU, providing human, technical and physical support to our faculty, staff and students. The division is made up of the Human Resources (HR), Information Technology, Facilities Management and Business Services offices, and is organized to implement three main functions: planning, construction, and operations and maintenance. Together, the teams integrate their resources to collaborate on a number of initiatives at our fast-expanding university.

Human Resources

To maintain this type of working environment at LAU, HR invests tremendous efforts reviewing job classifications, titles, duties and recruitment practices to create fair and consistent procedures on both campuses. The office is also developing a new performance review process to award achievement and encourage employees to continually strive to enhance their skills.

In the spring of 2006, HR initiated a two-year Job Classification and Compensation Study to compare positions at LAU with similar positions at other institutions in Lebanon with the aim of delivering a market-driven, competency-based job classification and compensation system, and of creating an employment culture focused on career development and enrichment.

In the development of a competency-based management system, LAU adopted a new approach, in which the employee’s focus was set on the specific competencies that were most needed to accomplish the specific job’s main tasks and responsibilities.

Implemented in October 2008, the HR study helped push forward key LAU goals that include increasing the university’s competitive edge, boosting an employment culture of fairness, equity and transparency, as well as improving employment retention rates.
Facilities Management

The Facilities Management Department handles thousands of requests each year, ranging from the inevitable day-to-day maintenance problems, to more ambitious projects including facility construction. In September 2007, a number of large construction and renovation projects were approved by the Board of Trustees totaling approximately $112 million, many of which have entered the construction phase over the past year.

Remarkable progress has been made on some of those projects that include:

- LAU Medical School Building: Construction began on the $31-million complex in the summer of 2008 in Byblos and will be completed by fall 2011.
- The Frem Civic Center: Construction began in May 2008 on the center which will be used to house a number of LAU’s institutes and is scheduled to be completed and inaugurated by April 2010.
- New Byblos underground parking facility: The first phase of construction on this project is scheduled to be completed by fall 2010. The first phase of the underground parking consists of executing the core and shell of the structure and will be completed by the end of fall 2010.

To accommodate the growing needs of the expanding Byblos campus, a new infrastructure project is also under way which include centralized power plants, a chilled water system, waste water treatment plant, and will provide utility lines, cables and drainage pipes throughout the campus through a tunnel system.

At the Byblos campus, the Engineering Lab building and the new library are both currently in the design phase.

In Beirut, several critical projects have been undertaken over the past year including a strengthened power supply, renovations to the Orme Gray building to house dorms and offices, and a new lab in Sage Hall. A plot of land just across from the business building was also recently purchased and plans to excavate and construct a large building are currently being developed.

After having completed the Byblos master plan Facilities Management is currently working on completing the Beirut master plan, which will be completed by March 2010. The Beirut space re-allocation plan was prepared, submitted and approved over the past academic year and is currently being implemented in stages; this plan, shall respond to the short-term space needs of all university entities and will consolidate interrelated functions in adjacent facilities and offices.

The Facilities Management Department has also engaged a Technical Monitoring Office to oversee the design, execution and commissioning of the new facilities at LAU and ensure that they are in compliance with internationally recognized safety, fire, environmental and building codes.
Information Technology

The Information Technology (IT) department provides robust, reliable and secure IT systems and services that foster a productive environment for LAU’s students, faculty, and staff. The IT Department continuously implements and utilizes technologies that support teaching, learning, research and the administrative processes.

The IT environment at LAU is highly representative of how LAU is meeting its “one university, two campuses” goal. IT is centralized through the hierarchy and connects the Beirut and Byblos campuses and the New York Office into one entity. There is one university network connecting LAU to the internet and to all internal systems and services including the centralized IT Help Desk. The main university academic and administrative areas are supported by centralized systems that are unified by function.

Thanks to an American Schools and Hospitals Abroad Grant awarded by the U.S. Agency for International Development, the IT Department is currently implementing a smart classroom project that will equip 52 classrooms across both campuses with advanced multimedia technology by the end of spring 2010. The smart classrooms will facilitate and enhance the in-class learning experience, while promoting a classroom environment that allows for better student-teacher communication and collaboration.

In addition to the Smart Classrooms, IT is developing a host of other plans such as the Portal Project to secure a user-friendly software solution that unifies, extends and manages the university’s major business and academic applications. The first phase of the Alumni Portal was implemented in spring 2009. The Alumni Portal provides an interactive and collaborative platform that connect alumni community members with each other and with LAU. Additional phases of this project are scheduled to be completed by 2011 and will allow faculty, staff, and students to log in to one web page that personalizes and presents application and internet content according to the user’s roles and preferences.

IT will also be implementing Oracle iProcurement, which will automate and improve the efficiency and effectiveness of the entire procure-to-pay cycle. Implementation is expected by summer 2010. In addition, IT is planning to design and implement a University Data Warehouse that will be the main repository of the organization’s historical and current data and that will serve as a strategic tool for the university’s decision-support system to be completed by academic year 2010–2011.

Other key IT developments in progress include a document management system that is designed to prevent lost records, save storage space, and eliminate the need for file cabinets. This environmentally friendly initiative will be executed by 2012.
Business Services

In response to a growing need to consolidate, centralize and simplify the various departments and staff functions in this area, the Business Services Department was created at the beginning of the 2008–2009 academic year in order to oversee four key offices: Auxiliary Services, Purchasing, Hospitality and Supply (including warehousing and university assets). The move to reorganize those departments has led to increased efficiency, and a reduction in redundancies, and is in line with LAU’s goal of maintaining one university with standardized procedures and functions on both campuses in order to better serve the institution.

Key achievements at Auxiliary Services over the 2008–2009 year include the LAU memorabilia initiative, as part of which the university plans to open a memorabilia store. In addition, the telephone operator service is being reorganized and an automated system is being added in order to increase efficiency. In Purchasing, a new organization is being implemented based on centralizing the duties of several Purchasing officers managing a range of products for both campuses. In addition, a new procurement procedure has been prepared and is awaiting approval. Regular purchases are being made with selected preferred suppliers in order to increase efficiency.

At the Hospitality office, increasing efficiency has been the key achievement over the past year with new control checklists being used; a new online requests system for reservation of conference rooms has been implemented for more efficiency. After studying the results of the customer survey conducted at both the Beirut and Byblos cafeterias, a new action plan has been initiated in order to improve services.

Finally, in the newly created Supply office, a mission and operating procedures have been prepared. New warehouses have been assigned in order to centralize supplies and assets, and a modern online request system has been implemented for inventory items. Finally, a University Access and Security Procedure has been drafted in order to classify responsibilities, increase security and prevent losses.
University Advancement

LAU’s University Advancement Division encompasses Alumni Relations, Development, Government Relations, Marketing and Communications (MarCom), Public Relations, and Advancement Services.

Alumni Relations

With over 30,000 alumni around the world, and approximately 1,500 graduates annually, LAU boasts a fast-growing alumni network whose increasing and diverse needs are continuously assessed and addressed by the Alumni Relations Office which plays a key role in strengthening the university’s relationship with its graduates.

Events organized by the office throughout the year are not just social gatherings, but also offer alumni an opportunity to walk down memory lane, meet potential new friends and benefit from valuable networking opportunities.

Every year, the Alumni Reunions and Homecoming weekend brings alumni from around the world together, back to the campuses of their alma mater. At the July 2009 event, which attracted over 800 people, activities included class reunions, the President’s Forum Brunch, the Annual LAU Alumni Dinner and a trip to Qadisha.

The Alumni Recognition and Alumni Achievement awards are presented during the annual Alumni Dinner to individuals recognized for a significant business or professional accomplishment, and for distinguished human services for their community. This year Hala Jabr, president of nine blood banks of the Lebanese Red Cross, and Honey Al Sayed, a well-known radio host in Syria, were honored with achievement awards.

Alumni are increasingly involved in activities organized by the Alumni Relations Office and various chapters around the world. They are also developing a substantial network of giving to each other and back to LAU. A key example of this is during the 2008 financial crisis in the Gulf countries, many alumni who lost their jobs were able to find new jobs thanks to their fellow LAU graduates.
LAU is also helping alumni develop their careers with its Annual Alumni Networking Reception, which brings together alumni and various businesses. This year’s event in May 2009 was the third of its kind and attracted over 45 key companies.

Alumni also benefit from lectures given by faculty and other LAU graduates about various topics, such as “Marketing for Non-Marketers,” held in December 2008, and “Feng Shui,” held in March 2009. The Alumni Relations Office also organizes cultural events. Last year, performances by the Cadence Ensemble and alumna Hiba Al Kawas were held on campus.

Through almost 30 alumni chapters worldwide, alumni are able to keep in touch and meet with each other regularly. Through events such as brunches, picnics and gala dinners, alumni stay in touch with fellow graduates and LAU. For the first time this year, LAU held an Alumni Conference in Florida, bringing together over 50 alumni from different chapters in North America.

Many chapters have also contributed significantly to the university’s The Legacy and the Promise Campaign for Excellence. Gala dinners held by many chapters often result in generous donations to the university. The generosity of the Riyadh and Abu Dhabi alumni chapters in July 2009 in naming a classroom and computer center, respectively, are paving the way for an entire floor in the Business Building on the Beirut campus to be named after alumni chapters.

LAU’s Seat and Bench Initiative is also giving individual alumni (as well as faculty and staff) the chance to leave a permanent mark on their alma mater by naming a seat in an auditorium or a bench on one of the campuses for $500 or $1000. This new initiative embodies the very spirit of LAU that taught alumni in their younger years — a spirit of giving and togetherness.

This year, the Alumni Relations office will be launching the LAU Alumni NetCommunity, which serves to reunite old friends and lost classmates. The exclusive social networking website allows alumni to create profiles; maintain personal blogs; communicate via discussion boards; browse chapter events, registration lists and photos; as well as create and search for job postings and upload CVs.
Fundraising is a key function in advancing LAU’s mission and goals. The role of the Development Office is to secure financial support for the university through donations from a number of private, public and non-profit benefactors. While the majority of the university’s funds come from tuition fees, over the past year the Development Office’s continuous efforts have attracted a number of generous donations that have allowed LAU to further grow and move forward.

In the 2008–2009 year, the Development Office completed the two-year planning period, of which the second year was the “silent phase,” of The LAU Campaign for Excellence: The Legacy and the Promise, the university’s first comprehensive fundraising campaign. While its original goal was to raise $40 million over a period of five years, the Development Office’s focused efforts contributed to the almost immediate success of the campaign, which raised $36 million by the end of the silent phase, and then decided to increase the goal to an ambitious but achievable $65 million.

In October 2008, LAU announced the public launch of the campaign at a gala dinner in Beirut, held in the presence of Prime Minister Fouad Siniora and close to 600 alumni, donors and other community figures. The Development Office also held regional launches to announce the campaign in Oman, Abu Dhabi, and the Eastern Province of the Kingdom of Saudi Arabia, in addition to Los Angeles for the North American community. Thanks to the concerted efforts of our office, we have surpassed the original goal and are well on our way to meeting the new figure by 2012.

Through their continued and generous support, LAU’s donors have been helping us accomplish a number of remarkable feats. Significant increases in donations toward financial aid have enabled us to give disadvantaged students access to a quality education. We have also been able to launch the Seat and Bench Campaign in March 2009, which calls for an annual appeal to alumni, faculty and staff to name a seat or a bench in one of two halls on campuses in Beirut and Byblos (Irwin Hall and Celina Korban Hall, respectively). Individuals can choose to name one of 500 seats for a donation of $500 or one of approximately 75 benches for $5,000. In addition, we have enhanced the opportunity for an academic partnership between the university and businesses or industries by materializing an endowed chair in actuarial sciences. As a result of these initiatives, the division has significantly expanded the university’s donor base. These activities are just a few of the many examples of the extensive efforts piloted by the Advancement Division to raise critical funds for the campaign.

Through its achievements over the past year, LAU’s Development Office has ushered in a new stage of the Campaign for Excellence that was launched in 2009 in North America. The division has undertaken a number of strategic initiatives to set the university on its path to meeting the goals envisaged by the campaign’s strategic plan, focusing on organization, outreach, marketing and fundraising.

By developing a Campaign Communications Plan to inform LAU constituents and the wider community about the campaign while celebrating the achievement of campaign milestones, the Development Office in close collaboration with MarCom, has made great headway in communicating progress at the university.

LAU’s Advancement units have collaborated to develop a new quarterly electronic newsletter and a dedicated website that are both focused on providing the university’s donors and friends with regular updates about the status of LAU’s public fundraising campaign, including information on how their gifts have been invested in the university. These initiatives have all been developed with the assistance of the Advancement Services office and the Development office.
Government Relations

An important element of the university’s Advancement division in the United States is LAU’s Government Relations operation, which is headed by Dr. Graeme Bannerman, veteran Washington, D.C. consultant and Middle East specialist.

The work that the Government Relations team conducts on behalf of LAU has helped the university to build and maintain valuable and fruitful relationships with individuals from within the US State Department and the United States Agency for International Development (USAID), as well as, with various elected officials within the House of Representatives and the United States Senate. As a result of this work, LAU President Joseph G. Jabbra and other representatives of the university regularly meet with U.S. government officials to remind them of the importance of supporting both a university such as LAU and the significance of American education abroad.

Over the 2008–2009 year, the Government Relations team played an integral role in securing a $500,000 grant from the American Schools and Hospitals Abroad (ASHA) program of the USAID. They were also able to secure support from a record number of elected officials who reaffirmed their commitment to American education in the Middle East, with a letter that was sent to Secretary of State Hillary Clinton.

The associations that the Government Relations team has forged over the years, and continues to cultivate today, help not only to secure valuable funds and support for the university, but also to develop and garner commitment to LAU — and indeed the entire notion of American education abroad — for future generations to come. LAU’s Government Relations team is a powerful advocate for the work the university does in Lebanon for the people of the Middle East.
Marketing and Communications Department (MarCom)

Providing a wide range of services to LAU in close collaboration with the university community, the fast-growing Marketing and Communication Department (MarCom) is in charge of the university’s communications and marketing strategy. Over the 2008–2009 year, the department has spearheaded a substantial jump in the quality of the content and design of most of LAU’s corporate publications as well as recruitment and informational materials for the Guidance and Admissions offices. It has also provided substantial writing, design and editing services to ensure clear and consistent representation of the university across all communication channels.

By extending its services to all sectors at LAU, MarCom’s responsibilities directly affect the university’s strategic initiatives. As such, its efforts have contributed significantly to the success of the university’s endeavors in the areas of enrollment management, academic excellence, fundraising, alumni relations and community relations.

MarCom has played an integral role in the positioning of LAU’s web presence. Over the past year, the department has completely revamped the main website, the School of Pharmacy website, and created the new School of Medicine website. Entering the 2009–2010 year, the department is in the process of revamping all existing school websites in addition to creating sites for the new schools and departments that previously did not have a web presence. To streamline and better support all of the university’s marketing and communication needs, MarCom is in the process of creating a site for the LAU community, through which schools, offices, centers and institutes can request services and download key tools such as the university’s official visual and editorial style guides.

In addition to web design and development, MarCom oversees LAU’s web news section on the main site. This section has undergone significant development and expansion over the 2008–2009 academic year by enlarging its scope of coverage and diversifying its approach to covering news, events, achievements and success stories by members of the LAU community and ultimately acting as a constructive platform for promoting stories that highlight LAU’s points of excellence.

Over the last academic year, the department produced all the university’s key annual publications including the President’s Report, Academic Catalog, and Focus on LAU, and additionally produced four themed issues of the widely read quarterly LAU Magazine and Alumni Bulletin, which serves as the university’s main print publication with the LAU community around the world. The magazine is distributed throughout the Middle East and North America. In addition, MarCom supported the university’s seven schools, 17 centers and institutes, departments and offices with the production of their promotional materials ranging from content development and editing to design and production, and also with the promotion of their various events through the design and production of branded materials such as invitations, displays and posters.

MarCom has also made great progress with developing LAU’s visual identity over the past year, by coordinating and implementing an institutional branding initiative that defines and sets standards for the university’s image in line with its points of excellence.

In addition, the department undertook a university-wide assessment of all types of internal and external communication channels at the institution in order to gain a better understanding of how to improve communication at LAU as outlined in the strategic plan. With a busy and growing production schedule throughout the year, MarCom expanded its staff headcount. It has completed its hiring of full-time staff and has developed an interdisciplinary external team of contributors to support the department on a project basis.
Public Relations Office

The Public Relations (PR) Office leads an aggressive effort to promote LAU using print and broadcast media in Lebanon and abroad, increasing the university’s global presence, which includes keeping LAU connected to influential statesmen, such as former U.S. President Jimmy Carter when he visited during the Lebanese parliamentary elections in June 2009.

A strategic media outreach plan devised by the office has led to extensive coverage of many events hosted at LAU over the summer including the U.S. Middle East Partnership Initiative-financed Young Women Leaders Program, LAU’s acquisition of University Medical Center – Rizk Hospital, and a variety of other programs and projects launched by the university’s centers and institutes.

Throughout the Middle East, the PR Office is expanding the reach of LAU through a number of pan-Arab publications, satellite television stations, and in-flight magazines such as Middle East Airline’s Cedar Wings. Key highlights of the Public Relations Office this past year include covering the UAE minister’s visit to LAU, and the Teach for Lebanon closing ceremony. The PR Office also covered the commencement exercises ending the 2008–2009 academic year and highlighted the two honorary degree recipients — American chemist of Lebanese origin Dr. Bassam Shakhashiri and Governor of the Central Bank Mr. Riad Salameh — in the media. The PR Office organizes the annual dinner to thank local and international media and to introduce them to LAU’s points of excellence. This year the office sent out over 800 invitations for the dinner.

By working actively with local media in the Gulf region, the PR Office was able to coordinate interviews with President Jabbra, and to promote all activities related to the alumni events as well as the regional launches of the “Campaign for Excellence.”

The office has made a focused effort to promote LAU internationally in Canada and the United States, in local media and among the Arab community, particularly in New York and Los Angeles. The PR Office established a relationship with the Public Relations Society of America (PRSA).

Also, in close collaboration with LAU’s New York Office, over the 2008–2009 year, the PR Office has created a New York-based PR service that focuses on North American media and works closely with the Beirut office on communicating with foreign media in the Middle East region.
Advancement Services

LAU’s Advancement Services office plays an integral role in the leadership of the university and functions as the operational and strategic backbone of the university’s Advancement division. The office provides the knowledge base for LAU’s outreach machine, managing the donor and alumni database, conducting donor research, administering and managing the donor-prospect tracking system, and ensuring the accurate processing, receipt and channeling of gifts, pledges and grants.

Advancement Services uses a database to manage contact details of alumni and donors, update mailing lists, and process cash and in-kind gifts, pledges and grants. It also devises, generates and runs financial and statistical reports that evaluate LAU’s current progress and are used for future planning.

As part of its greater alumni outreach efforts in order to enlarge LAU’s mailing list with reachable constituents, Advancement Services staff attended all alumni activities throughout the year and gathered updated contact information from all attendees. The office also sent a mass email to reach out to lost alumni requesting their updated contact information, and additionally acquired lists of employees who are graduates of LAU, from the Bank of Beirut and St. Mary’s Orthodox School. The office also upgraded the database to a newer version, to integrate the LAU Alumni NetCommunity tool.

This year, Advancement Services devised a new mechanism that it ensured that Endowment Scholarship Funds were distributed to needy and deserving students earlier than in previous years and generated the Endowment Status Reports which donors received during the fall semester.

As the university continues to strengthen its internal reporting capacities, streamlined reporting mechanisms ensure that databases managed by Advancement Services are kept current and accurate, and are accessible to university staff, schools and alumni chapters worldwide. The work of this office has improved the system for sharing information between departments and is a vital component of the Campaign for Excellence’s Communications Plan.
Finance

Healthy finance is a key pillar in LAU’s strategic plan, and underlies the operations of the Finance Department, which actively seeks revenue from diverse sources and benefactors to support the university’s ongoing and upcoming operations, initiatives and projects. The university’s Financial Plan was developed in accordance with the mission outlined in the strategic plan and as such, it promotes transparency and encompasses LAU’s academic, facilities, and fundraising plans.

Attesting to the plan’s success and the university’s ongoing growth, year-on-year LAU continues to increase its budget. The university’s operating budget for 2008–2009 was nearly $100 million, about $14 million (16.3 percent) more than the previous year. The budget has again witnessed a significant increase for 2009–2010, this time by an additional $5.3 million over last year’s figure, for a total of $105,304,000, allowing the university to continue its development, growth and expansion.

Most of the university’s funding is collected from tuition and students fees, private donations, government grants, fund raising and endowment income.

Operating Budget

The University’s operating budget for 2008–2009 was $99,866,000.

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<tr>
<th>REVENUES</th>
<th>USD (000’s)</th>
<th>% OF TOTAL</th>
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<tr>
<td>Tuition</td>
<td>73,599</td>
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<td>Other Educational Student Income</td>
<td>3,006</td>
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<td>Auxiliary Income</td>
<td>170</td>
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<td>Student Association</td>
<td>812</td>
<td>0.81%</td>
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<tr>
<td>Interest Income</td>
<td>600</td>
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<td>Endowment Income</td>
<td>16,324</td>
<td>16.35%</td>
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<tr>
<td>Gifts and Contributions</td>
<td>5,355</td>
<td>5.36%</td>
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<tr>
<td>Total Revenue</td>
<td>99,866</td>
<td>100.00%</td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>USD (000’s)</th>
<th>% OF TOTAL</th>
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</thead>
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<td>Administration</td>
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<td>University Advancement</td>
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<td>Auxiliary Enterprises</td>
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<td>Physical Plant</td>
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<td>Financial Aid</td>
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<td>Contingency and Transfers</td>
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<tr>
<td>Student Association</td>
<td>812</td>
<td>0.81%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>99,866</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Capital Budget

The capital plan is a seven-year plan for construction and renovation projects on both campuses. The estimated capital budget for the plan is $200 million to be executed over the next seven years, and will be funded through external donations and internally available funds. Funding of the capital budget is primarily dependent on generous donations, which culminated in a $65-million comprehensive fundraising campaign that was publicly launched in October 2008.
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Our Vision For the Future

Each year, LAU takes a larger step forward, traveling leaps and bounds toward becoming the leading university in the Middle East across all domains with the introduction of new programs, distinguished faculty recruitments and, this year, the addition of two new groundbreaking schools.

Endeavoring to achieve and maintain excellence in everything the university offers, our Accreditation Steering Committee has made strides over the past year on the road toward accreditation through its assiduous and unrelenting work, which will afford LAU international recognition and ensure the further development and enhancement of our academic programs compatible with the standards of American higher education.

Many of our university’s accomplishments were made possible only through the generosity of donors, allowing LAU to implement and construct a wide variety of projects, as well as the numerous grants afforded to us by American and European government agencies to build creative and sustainable projects.

Recognizing that our university is educating and training the leaders of tomorrow, our students are taught to leave LAU not just with knowledge and skills to succeed and prosper in their careers, but also with a new vision, a sense of compassion and a strong will to serve society, carrying with them values whose impact will make a difference in this world for future generations.
Kindly address your inquiries about this publication to the President’s Office at president@lau.edu.lb.