Embark, explore, discover...

President's Report 2010
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Message from the President

Dear Friends of LAU,

The 2009–2010 academic year has been historic in several respects for our university. First and foremost, I am thrilled to report that LAU has received accreditation by the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC), one of the most esteemed authorities on higher education in the world. This recognition crowns years of collaboration, dedication and visionary ambition at every level of the university, and it reaffirms our sense of mission and our commitment to academic excellence, ethical service, and social inclusiveness. NEASC accreditation marks moreover a major milestone in the continued expansion of LAU’s international reputation beyond the boundaries of the Middle East. With it, we join the league of top-tier universities.

It has been a watershed year for medical education in particular. As the first class of 25 students completed its first year in the Gilbert and Rose-Marie Chagoury School of Medicine, the newly inaugurated Alice Ramez Chagoury School of Nursing welcomed its first freshmen. Meanwhile, the recently acquired University Medical Center – Rizk Hospital (UMC–RH) continues its transformation into a state-of-the-art teaching and research facility. The School of Pharmacy’s Pharm.D. program was reaccredited by the U.S. Accreditation Council for Pharmacy Education (ACPE) this year, and it continues to be a regional flagship; it is indeed the only ACPE-accredited program outside the United States. The School of Engineering and the Computer Science Program at the School of Arts and Sciences have received campus visits from the Accreditation Board for Engineering and Technology (ABET), and await accreditation.

This has been a year of many other firsts. The first “smart classrooms” — 52 of them — are now installed and fully operational; the Seat and Bench Naming Campaign was officially launched, widening and deepening our donor community; and the university’s first comprehensive branding initiative was implemented.
This year has also seen a major recognition and expansion of LAU’s social mission, with a grant of over $6.9 million from USAID providing full scholarships to highly talented but economically disadvantaged students from all regions of the country to study here. Our undergraduate recruitment efforts are thereby strengthened, and LAU is better positioned than ever before to fulfill its commitment to diversity and inclusiveness.

We find ourselves, in brief, at an inspiring and transformative moment in the history of our university. Many organizations, institutions and individuals are seizing this opportunity to join LAU in its campaign to be a regional leader in higher education. Thanks to the generosity of public and private donors around the world, LAU maintains the highest standards of teaching and research, and equips students for prosperous careers and positions of leadership after graduation.

Through the LAU Campaign for Excellence: The Legacy and the Promise, we are well on our way to reaching our fundraising target of $65 million. LAU is a university on the move. I salute and extend my gratitude to all of you who are making this momentum possible, and with great pleasure I present you with my 2010 annual report.

Thank you all for your continued support.

Joseph G. Jabbra, Ph.D.
Institutional Accreditation

LAU received full accreditation from the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges (CIHE–NEASC) for a period of five years, effective November 2009. This marks a major milestone in the university’s regional ascendance, and comes after years of hard work and a transformative process involving the entire university community, including faculty, staff, students, alumni, administration, the Board of Trustees and the Board of International Advisors.

NEASC is not only recognized by the U.S. Department of Education; it is the oldest regional accrediting association in the United States. It develops and regularly reviews standards for educational institutions of all levels, accrediting over 230 colleges and universities in the six-state New England region as well as other institutions across the globe. As it happens, NEASC accreditation for LAU came at the same time as reaccreditation for Harvard University and Yale University. LAU is proud to join this international community of top-quality higher education institutions.

This coveted institutional recognition opens many doors to future projects and collaborations with other prestigious institutions and individuals, and paves the way toward additional accreditations and reaccreditations for programs within the university’s various schools.
Strategic Plan Achievements

Another milestone this year was the completion and fulfillment of the university’s Strategic Plan 2005–10. This five-year plan focused on fostering excellence in all facets of university life; addressing student needs; increasing outreach to alumni; improving teaching through curriculum and program reviews; and fostering scholarship through mentorship, budgetary incentives, and increased tenure-track faculty hires. It also called for an overarching university financial plan integrating academic, enrollment, fundraising and facilities plans, and for a five-year capital expenditures plan for major expansion and renovation projects on both campuses. The next Strategic Plan will focus on consolidating and expanding the university’s commitment to academic excellence.

Some of the principal achievements from the Strategic Plan 2005–10 include the following:

- Receiving NEASC accreditation, reducing teaching load, improving faculty recruitment and training, reviewing curricula, implementing the new liberal arts curriculum and enhancing the use of IT in teaching.
- Establishing the Institutional Research and Assessment Office, as well as the Center for Program and Learning Assessment; launching program reviews, a major initiative of learning assessment.
- Improving the recruitment and retention of students, as well as creating strategic enrollment-management and financial aid plans.
- Delivering a market-driven, competency-based job classification and compensation system, fostering an employment culture focused on career development and enrichment, introducing a new grade and salary scale commensurate with the Lebanese employment market, and adopting a University Pay Plan to help categorize all positions according to the appropriate pay grade.
- Establishing shared governance among faculty, staff and students.
- Implementing smart classrooms and an IT Disaster Recovery system, and generally enhancing computer skills within the university community.
- Creating the Marketing and Communications Department and establishing a brand identity for the university.
- Increasing outreach to alumni through professional networking, restructuring alumni chapters, and improving the LAU alumni website.
- Developing a plan for increased fundraising, supporting revenue diversification, and reducing LAU’s reliance on tuition.
- Preparing master plans for facilities development on both campuses; and developing an overarching university-wide financial plan integrating all academic, enrollment, fundraising and facilities plans.
- Establishing the Gilbert and Rose-Marie Chagoury School of Medicine and the Alice Ramez Chagoury School of Nursing.

The Strategic Plan 2010–15 is due for completion and submission to the Board of Trustees by March 2011. In light of NEASC’s recommendation that LAU consolidates its planning practices, a newly formed steering committee (and several subcommittees) will ensure the involvement of all university constituencies in developing the new strategic plan.
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.

SEPTEMBER 2007
Five-year alumni PRIDE plan developed.

MAY 2008
The Marketing and Communications Department (MarCom) is established.

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

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

Board of Trustees approves Strategic Plan 2005–2010.

Faculty Senate established.

NEASC self-study completed; Integrated Student Advisement Program implemented; Staff Advisory Council created.

First pre-medical students admitted to LAU’s Gilbert and Rose-Marie Chagoury School of Medicine.

LAU’s Goals

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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.
Established in 1835, Lebanese American University is rooted in a tradition of offering exemplary education that is second to none.

As the only university in the MENA region accredited by the New England Association of Schools and Colleges, LAU understands that quality and standards in education matter most.

Recently, the university has witnessed unprecedented growth with the foundation of three new schools in merely two years, underlining its commitment to excellence.

As LAU marches forward, it will continue setting new milestones and celebrating achievement, reinforcing its reputation as a major force in higher education for the region.
Implementing Our Mission

LAU is committed to academic excellence, student-centeredness, the advancement of scholarship, the education of the whole person, and the formation of students as future leaders in a diverse world.

Academic Excellence

Academic excellence is the centerpiece of the university’s vision. With a growing number of accreditations (of both the university itself and individual programs), the formation of new schools and programs, as well as its highly skilled faculty and talented students, LAU continues to distinguish itself as one of the leading institutions of higher education in the region.

LAU is committed to attracting the most talented and ambitious students irrespective of socio-economic background. The Financial Aid and Scholarships Office has increased assistance to students through merit-based scholarships, work-aid programs, loans and grants. For the 2010-2011 LAU has 81 full-tuition merit scholarships; 38 on the Beirut campus, and 43 on the Byblos campus; this represents an approximate increase of 45% of merit scholars that LAU had in previous years.

Students pursuing any of the 20 degrees offered in LAU’s seven schools have access to 40 programs that rank among the best currently available at any Lebanese institution of higher education. This year’s addition of the Alice Ramez Chagoury School of Nursing — and the degree of Bachelor of Science in Nutrition — attests to the university’s commitment to continued academic growth.

The newly attained NEASC accreditation is evidence of the university’s commitment to excellence. Through continual review, the university’s schools ensure that their curricula remain at the cutting edge. Similarly, high standards ensure the accreditation or reaccreditation of individual programs. The Pharm.D. program was recently reaccredited by the Accreditation Council for Pharmacy Education, and the School of Engineering and the Computer Science Program recently received campus visits from the Accreditation Board for Engineering and Technology.

Considerable increases in donor giving have allowed the university to maintain its reputation for prominent faculty and cutting-edge scholarship, as well as to recruit students from diverse backgrounds based on academic achievement and leadership potential rather than financial resources.

LAU students are earning ever-increasing recognition and distinction beyond the walls of the university. Teams of LAU mechanical and industrial engineering students came in first, second and third place at the District J American Society of Mechanical Engineers Student Design Competition, and an LAU computer-programming team placed sixth out of 45 teams at the Arab and North Africa Regional Programming Contest held in Egypt. A graphic design student won a Studio El Fan contest to design the best logo for the talent-scout television show, while a computer science student won a prize from the Software Design Consulting Group for developing a computer application that identifies songs whistled into a microphone.
Advancement of Scholarship

LAU faculty members remain at the forefront of their respective areas of research. The university actively supports faculty research and publication through the University Research Council’s mandate and the Faculty Development Fund. LAU faculty members have also won millions of dollars in external grants this year, to pursue cutting-edge research in subjects ranging from genetics and diabetes to energy-efficient video streaming in wireless networks.

LAU’s centers and institutes play a vital role in keeping the university community informed of and involved in leading scholarship, research and academic discussion, as well as cultivating and expanding LAU’s ties to the international scholarly community.

LAU’s libraries have long been renowned for special collections on women’s studies, education, and Islamic art and architecture, as well as the oldest children’s library in the country. The library system has taken great strides this year, progressing in its mission to advance access to information with expanded electronic resources. With one of the most impressive journal collections in the region, the libraries boast 132 full-text online journal databases, 52,098 full-text electronic journals, 50,000 electronic books, and 393,000 print books. LAU is planning, moreover, to have 70 percent of its journals and magazines available online by 2013.

Thanks in part to a generous donation of materials by the SABRE Foundation, acquisitions of books and other research materials totaled almost 15,000 this year. Meanwhile, LAU’s sophisticated international inter-library loan and document-delivery service makes even more material available for faculty and student research.

The growth of LAU’s library system continues into the foreseeable future, with construction of the Gibran Khalil Gibran Library soon to begin on the Byblos campus. As LAU’s library resources expand, so does the university community’s reliance on them; the academic year 2009–2010 saw a 14 percent increase in visits to the libraries, and a 15 percent increase in the total number of library transactions.
Student-Centeredness

By structuring programs and facilities around the needs of students, preparing them for life after university, offering guidance and counseling services, and encouraging them to form associations as well as cultivate their individual talents, the university affirms its belief that vitality of student life is central to the university experience.

In addition to top-tier faculty and quality instruction, LAU aims to provide students with high-tech facilities (such as the recently installed state-of-the-art smart classrooms) and innovative programs (such as the Standardized Patient Instructor program at the University Medical Center – Rizk Hospital) that optimize their experience of higher education.

The restructuring of the schools of Architecture & Design and Engineering into two separate entities ensures that students in these fields receive a more focused education. Alternately, the introduction of a School of Nursing alongside the School of Medicine aims rather to integrate the two fields — exactly as they are integrated in a hospital setting — allowing students the hands-on experience of working as a doctor–nurse team. Along with the incorporation of the School of Pharmacy, this approach allows for continual interaction between the various fields of health care education.

At this year’s annual career fairs on both campuses, around 190 prestigious local and multinational companies set up stands, allowing students to inform themselves professionally and to network. Recruitment presentations meanwhile took place throughout the year on both campuses, as did workshops on CV and cover-letter writing techniques, job-interview tips, and the art of networking, cultivating students’ professional skills and exposing them to post-graduate opportunities.

LAU looks to the well-being of its students even when it comes to everyday life and socializing on campus. The university hosts over 60 student groups and cultural clubs. Thanks to a generous donation from Alwaleed Bin Talal Humanitarian Foundation, the Byblos cafeteria recently underwent a complete renovation.
Because the richness of one’s university years involves so much more than classes and coursework, LAU’s vision of education is holistic. Through internships, training opportunities, seminars led by experts, student theater productions, and comprehensive fitness and athletics programs, the university ensures that personal, social and creative development is coupled with academic achievement in the LAU experience. By equipping students not only with a degree, but also with skills and sensibilities beyond those learned in the classroom, LAU prepares its graduates for challenges outside the university gates, for lives of service and intellectual reflection.

Internships and training programs allow students to step into the shoes of their future professions, while introducing them to a network of potential employers and assisting them in bridging the gap between university and the job market. Students who are part of the work aid and financial aid programs work in campus departments and offices, thus gaining skills and experience in actual work environments.

Lectures and seminars by leaders in various fields keep students abreast of their disciplines beyond the scope of the curricula, and provide them with the opportunity to meet some of the central figures in their future careers. The Alumni Relations Office offers a lecture series that brings renowned LAU alumni back to the university to provide invaluable insight into what it takes to succeed in their respective fields.

LAU’s renowned theaters are active year round with student productions, and participation is open to students of any academic major. In addition to staging several successful productions this year, theater students had a chance to hone their performance skills in a workshop on improvisation taught by the American comedian Tim Orr.
Formation of Future Leaders

The greatness of a university is measured not only by the scholarship it fosters but also by the leaders it mints, and by the civic service and public prominence of its graduates. LAU encourages students to show an interest in civic engagement and volunteer work, and to join student groups with liaisons to charities, NGOs and civil society groups. Students are invited to join training, co-curricular learning, and public-leadership development programs, as well as to participate in the kind of extracurricular activities that stimulate a moral and civic consciousness extending beyond their university years.

This year, the UNESCO Club (Beirut campus) and the Civic Engagement and Pulse clubs (Byblos campus) collaborated with the local NGO arcenciel in a recycling project raising money for wheelchairs for the handicapped. Other student groups raised $9,000 for a local drug rehabilitation-and-prevention foundation and $2,000 for the Children’s Cancer Center of Lebanon. Still others demonstrated humanitarian leadership by raising substantial amounts of money for the victims of Haiti’s earthquakes, and $40,000 for Tammana, an association that grants wishes to 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, a group that empowers women in precarious circumstances by developing job skills and health care and sanitation awareness.

The first annual LAU NGO Fair took place in May on the Byblos campus. Approximately 70 NGOs were present, drawing students’ attention to the importance of volunteerism, internships and active engagement in civil society.

LAU offers programs specifically focused on leadership, such as the two-year Young Women Leaders program, funded by a $500,000 grant from the Middle East Partnership Initiative (MEPI), which develops sustainable projects while building a network of regional leaders dedicated to empowering women. Also supported by MEPI, the Tomorrow’s Leaders Scholarship Program offers grants to students from MENA countries to study at LAU, while participating in a leadership program.

LAU’s Model United Nations (MUN) program is in its fifth year, with generous support from the Alwaleed Bin Talal Humanitarian Foundation. This year, MUN gathered 1,400 pupils from 125 high schools in Lebanon for training and simulation of real-world conflict management and negotiation.

In April, 20 LAU students participated in the 19th Annual Harvard World Model United Nations conference held in Taiwan, with two students receiving diplomacy awards. In May, a delegation of five LAU-trained high school students participated in the 11th International UNA–USA Model UN Conference in New York, coming home with six awards. And in September, an LAU student was selected from hundreds of international applicants to serve as one of five secretariat officials in the second annual Global Model United Nations Conference 2010 in Malaysia.

LAU students meanwhile showed athletic leadership, taking gold medals at the 2010 Inter-Universities Taekwondo Championship. Equally impressive was the university’s rugby team, which became the first in Lebanon’s history to play a perfect season of the National Rugby League Championship. Several LAU sports teams returned with trophies from the Eurosade tournament in Spain, including the women’s and men’s basketball teams, who won first place. LAU also won the National Badminton Championships of the Lebanese Federation of University Sports (FSUL) for the second time, and the men’s title in the FSUL National Tennis Championships.
Building the Foundation: Schools

School of Arts and Sciences

As a university conceived in the liberal arts tradition, LAU believes that nurturing the creativity and critical thinking of students and faculty is of the utmost importance. Its oldest school, the School of Arts and Sciences (SAS), exemplifies this tradition.

With an eye to accreditation standards, the school reviewed the B.A. in Psychology and the B.S. in Chemistry programs this year, while the School Advisory Council set up guidelines for aligning courses in the Liberal Arts Curriculum. The Department of Computer Science and Mathematics submitted its self-study to the Accreditation Board for Engineering and Technology (ABET) in June, and received the requisite evaluation visit from the latter in November.

The school also launched new academic programs this year, including minors in Legal Studies, Environmental Science (offered jointly with the School of Engineering), Psychology and English. The Department of Natural Sciences launched a new B.S. in Nutrition program, which began in spring 2010 for current students. The three-year undergraduate degree includes two optional courses that allow students to complete their hospital training and become registered dietitians.

The Department of Natural Sciences hosted events and led initiatives relating to environmental protection, including the Fifth Environmental Symposium of the German–Arab Scientific Forum for Environmental Studies. In February, the department organized a discussion between government and civil society representatives about the urgent need for Lebanon to address climate change. There were departmental lectures on green buildings, electronic waste, and renewable energy, and the school hosted a discussion about the consequences of the use of toxic chemicals in agriculture in Lebanon.

This has been an active year for academic conferences in SAS. The school hosted part of November’s Seventh Arab Conference for Antimicrobial Agents, the Department of Computer Science and Mathematics hosted LAU’s first Middle East Mathematica Conference, and the Department of Natural Sciences held its third annual Molecular Biology Poster Conference. Meanwhile, the Department of Education held a regional conference on inclusive education and diversity in early years, stressing the importance of advancing the rights of children regardless of their backgrounds or disabilities.
A joint effort of the Student Development and Enrollment Management office and the Natural Sciences Department, the 12th Science and Arts Fair attracted more than 900 students from 38 schools in Lebanon.

Theater remains one of LAU’s great strengths. Numerous student plays were staged this year, in addition to two major productions directed by faculty. Some of these productions went on to festivals, both local and international, including the fifth University Theater Festival in Morocco. Others featured at the Communication Arts Department’s 13th International University Theatre Festival, which included over 20 theater productions, concerts, workshops, installations and discussions from different countries.

Together with the Gibran National Committee, the school arranged a conference on Khalil Gibran, hosting more than 10 literature scholars from around the world. Several guest lectures were also hosted by the Graduate Program in Comparative Literature. In association with LAU’s Institute for Women’s Studies in the Arab World and Diwan Ahl el Kalam, SAS also celebrated Beirut’s designation as World Book Capital for 2009 with a seminar featuring 11 prominent women writers and poets from different Arab countries.
The new School of Architecture and Design (SArD) has advanced in a number of ways this year, in terms of its disciplinary paradigm, its level of accreditation, planned expansions of its faculty and degrees offered, high-profile conferences and events held, and an exceptional standard of student exhibitions.

The school exemplifies LAU’s vision of enhancing learning through multidisciplinary education, and has been making great strides in its curricula. Previously, its programs fell under the School of Engineering and Architecture and the School of Arts and Sciences. The new school fosters an interest in interdisciplinary studies in the fields of architecture, interior design, graphic design, and fine arts, allowing students to benefit from a strong core program as well as specialized study in their field of choice. Interdisciplinarity encourages designers, for example, to minor in fine arts, enriching their creative resources.

The school developed bylaws this year, establishing a better physical and intellectual framework to enable it to expand further in the future. Due to large increases in enrollment, the school is expecting to add 10 new faculty members, some of whom will replace departing visiting faculty and retired faculty members.

SArD’s Architecture Program is currently accredited by the French Ministry of Culture and Communication, meaning that its Bachelor of Architecture is officially equivalent to the French DEA, enabling our graduates to pursue professional careers across the European Union.
Building the Foundation

The school hopes next to receive accreditation from the National Architectural Accrediting Board (NAAB), the sole accrediting authority for architectural degrees in the United States.

Also on the horizon is a new B.A. in Fashion Design. The school has formed a committee to design a curriculum for this degree, which will be licensed by the Ministry of Education and Higher Education and the Board of Regents of the New York State Education Department.

The Graphic Design Department worked with the Italian Cultural Institute in Lebanon to organize the international “Poster4Tomorrow” exhibition featuring poster designs promoting freedom of expression, and its weeklong Design Exchange ’09 conference brought together leading international graphic designers to present talks, exhibit works and conduct workshops. The department also hosted the semiannual graphic design student exhibition, screened a film about the sustainability of design products, hosted a lecture on the art of Islamic calligraphy in graphic design, and held its end-of-year exhibition of final-year students’ print and digital-media projects.

The school hosted its second annual student photography exhibition, exhibitions of architecture projects and work from fine arts students, and a lecture and exhibition organized around the theme of architecture, time and technology.

The Traveling Studio Program continues to provide fourth-year architecture students with the opportunity to travel abroad in summer to study examples of classical and contemporary architecture and design.
The School of Business continues to be a school of choice for those looking for high-quality education in the various areas of business and economics. Around 39 percent of LAU’s student body is enrolled in the school, attending courses that equip them with analytical, quantitative and theoretical skills.

The school continually introduces contemporary issues in all of its major fields and facilitates integration of the local business community into a global setting by advancing English-language business education in the Middle East.

The school is currently pursuing accreditation through the Association to Advance Collegiate Schools of Business (AACSB), the oldest and largest business accreditation association in the world, which provides the gold standard by which business education is measured. AACSB accreditation will mark a high point in the growth of the school’s international reputation.

In light of the time frame involved in AACSB accreditation, the school is in the interim exploring the option of accreditation from the European Quality Improvement System (EQUIS), a leading international system of quality assessment, improvement and accreditation of higher education institutions in management and business administration.

In October 2010, the school signed letters of intent with the Qatari construction giant Al Jaber Group, providing for the LAU Executive Master of Business Administration (E.M.B.A.) degree to be offered in Qatar, along with an executive-training program that could lead to an E.M.B.A. Faculty from the School of Business will travel to Qatar to facilitate both programs.

The school founded in 2002 — and has sponsored since — the academic journal Review of Middle East Economics and Finances, published by Berkeley Electronic Press. This year a member of the journal’s editorial board, Dr. Christopher A. Pissarides, was awarded the Nobel Prize in Economics.

The school’s Hospitality Management Program has maintained its relationship with Kempinski Hotels, an internationally renowned German chain, which guarantees students full-time positions with the company upon completion of their six-month internship. In March, the InterContinental Hotels Group (IHG) sent a recruitment delegation to visit LAU Beirut, and recently initiated a program for hospitality graduates to rotate between three eight-month management positions at various IHG hotels across the Middle East and Africa.

Industry relationships are integral to the school’s advancement, as are relationships with donors. The school has dedicated a luxury suite on the Beirut campus to philanthropist Sheikh Essam Fayez Makarem, in gratitude for his support and his generous donation of $65,000.
Implementing Our Mission

Building the Foundation
School of Engineering

This is an exceptionally vibrant time for the School of Engineering as it strives to become the premier school of its kind in the region. The school has recently seen significant growth in its faculty and staff, as well as student enrollment. Curricular reviews and other initiatives have helped to align the school’s programs with criteria set by the Accreditation Board for Engineering and Technology (ABET), which recently conducted evaluation visits for all the school’s programs.

The school is steadily gaining recognition in other countries. For the second year in a row, six civil engineering students were sponsored by the Dubai Contracting Company to participate in an intensive internship program in Dubai, where they worked alongside peers from Syracuse University in New York. The school’s Memorandum of Understanding with Dar Al-Handasah has secured additional student internships and provided industry-driven design projects to final-year industrial and mechanical engineering students.

Under partnership agreements, the Department of Civil Engineering has selected two of its best students to receive the Yabroudi Scholarship every year for the past three years. With Mr. Yabroudi’s sponsorship, the department also conferred CIE Best Achievement Awards on three students with top GPAs, and the Best CIE Design Project Award on three students completing final-year projects.

External scholarships, aid and equipment donations were up this year, reflecting the confidence professional firms and other universities have in LAU’s engineering programs. Over 18 students were offered financial aid from engineering firms and organizations, and Syracuse University will be supporting two LAU fellows this year. Two burst testing machines and an incline impact tester (valued at $149,000) were donated under the UN Industrial Development Organization’s Market Access and Compliance for Lebanese Exports (UNIDO–MACLE) Project.

Three student teams representing LAU’s Industrial and Mechanical Engineering Department won first, second and third place in this year’s District J American Society of Mechanical Engineers (ASME) Student Design Competition.

The Industrial and Mechanical Engineering Department hosted the third annual Design and Manufacturing Day, where over 350 engineering students displayed some 60 projects. For the second consecutive year, the LAU student chapter of the Institute of Industrial Engineers (IIE) won the IIE Chapter Recognition Silver Award for effectively promoting the field of industrial engineering.

Faculty guidance in the Master of Science in Engineering (M.S.E.) programs has led to the publication of graduate-student papers in highly respected journals. This in turn broadens the horizons of doctoral study for these master’s students, many of whom are now going on to pursue Ph.D.s at Cornell University, Purdue University, Syracuse University, and University of New Mexico.

LAU has initiated a partnership with the Engineering Information Foundation (EIF) in New York to study Lebanese schoolgirls’ views of the engineering field, and to encourage them to enter it. EIF has given the School of Engineering a $15,000 grant to implement the Recruitment and Retention of Women in Engineering project.
Gilbert and Rose-Marie Chagoury School of Medicine

One year since accepting its first students, the Gilbert and Rose-Marie Chagoury School of Medicine has already begun to leave its mark on medical education in the region.

The school is in the process of developing its $31-million, 15,500-square-meter complex. This state-of-the-art building, under construction at LAU Byblos, has been made possible by the munificence of philanthropists Gilbert and Rose-Marie Chagoury. When completed in September 2011, it will rank among the world’s most advanced medical school facilities, featuring a state-of-the-art anatomy suite, a clinical-skills-assessment center, multidisciplinary labs, a simulation center equipped with both common and complex simulators, video streaming from off-site medical centers, video conferencing, an electronic library, dedicated research laboratories, and a 24-hour cyber café.

The school’s 10-year partnership with Partners Harvard Medical International (PHMI) has resulted in a well-developed program, advanced even by Harvard’s standards. It has been designed to create a new physician, one superbly trained in the skills of 21st-century medicine but deeply invested in the role of a wise and merciful healer. The integrated curriculum — relying on small-group, self-directed learning with a focus on the patient, rather than the disease — is geared to develop the physician’s depth of character and insight into human nature. The school is also developing multidisciplinary clinical and research centers to address the most urgent health needs of the Lebanese and Middle Eastern community.

As part of a planned visiting-faculty program aimed at supporting and evaluating the new teaching program, consultants have reviewed the modules delivered thus far, conducted faculty-development sessions, and interviewed faculty candidates and student applicants. The program also included a visit from a Harvard Medical School professor of pathology who taught the new medical students renal pathology, delivered grand rounds at the University Medical Center – Rizk Hospital (UMC – RH), and evaluated the pathology teaching program at the school.
Building the Foundation

The School of Medicine is complemented by the established Pharmacy School and the newly opened Alice Ramez Chagoury School of Nursing, which together will benefit not only from the UMC – RH (the university’s principal clinical facility) but also from the Rafik Hariri University Hospital and the Clemenceau Medical Center, with which LAU has affiliation agreements.

Together, these facilities buttress the school’s emphasis on social medicine and community involvement. Medical students, faculty members and staff visited the Ministry of Public Health’s Byblos District Health Center, the Lebanese Red Cross, and other medical and community centers in Byblos in order to gain a ground-level understanding of the local community. The school’s social medicine curriculum is rooted in the notion that social, economic and political forces profoundly influence the occurrence, scope and course of most diseases. The social medicine approach therefore involves understanding the impact of these forces on health, disease and medical practices. On World AIDS Day in December, the school, in collaboration with the university’s Health Services and Guidance offices, hosted two informational and awareness lectures about AIDS and HIV in Lebanon.

The school also organized a two-day workshop to develop the medical students’ negotiation and communication skills, and — together with the Byblos Guidance Office — the Byblos Health Day in June, where it provided citizens with general health information, as well as free blood-pressure and blood-sugar tests administered by LAU medical students.

In March, the school hosted 10 deans from medical schools across Lebanon and the Middle East to discuss the challenges facing the development of medical programs in the region, with a hope of reaching a plan to move forward. Though only a year old, the school and its faculty have already favorably impressed research donors. A research team led by Dr. Pierre Zalloua has been awarded a grant of over $1 million by the Qatar National Research Fund to identify susceptibility genes for Type II Diabetes, a rapidly spreading disease afflicting the Middle East.

Going into its second year, the school received 166 applications for new first-year students, and has admitted 33 students for the 2010–2011 academic year, as planned.
The Alice Ramez Chagoury School of Nursing opened its doors in fall 2010, and recently matriculated its first class of 13 undergraduates. The Bachelor of Science in Nursing (B.S.N.) was established as part of an effort to address the shortage of qualified nursing staff in Lebanon. The school is contributing to the growth of quality nursing education by developing a curriculum combining innovative clinical training with a liberal arts core, and offering students attractive financial aid packages. As the new school prepares to pursue accreditation through the Commission on Collegiate Nursing Education in the near future, it is fine-tuning its curriculum and activities accordingly.

The Nursing Day held in March introduced over 250 high school students to the school, providing them with information about nursing as a career and informing them of the special LAU scholarship fund created for the nursing program. All nursing students will receive a 50 percent scholarship for all three years of the B.S.N. program, with those unable to afford the other half being eligible for further financial aid. A proposal was presented to the University Medical Center – Rizk Hospital (UMC – RH) for a bursary program for nursing, and the hospital approved six 40 percent scholarships to students, with the expectation that they will work at the hospital for three years after graduation.

The school’s interdisciplinary approach to nursing education is unprecedented in the Middle East. Nursing students will study with students enrolled in medicine, nutrition, pharmacy and social work, in classroom, laboratory and clinical settings. Students from LAU’s B.S.N. program will graduate with the professional confidence to work as equal partners of the health care team. They will be ready to collaborate in planning, delivering and evaluating patient care, thereby improving the quality of health care in the region while offering sensitive and ethical assistance.

The school’s cooperative education program (co-op) is equally inclusive. This work-based form of learning alternates periods of class study with planned, career-related summer work experiences, through which students will grow personally and professionally. LAU’s nursing students will also have learning experiences in community settings throughout Lebanon, and thus will have a chance to interact with various patient populations, examine differences and similarities in health care settings, and acquaint themselves with a variety of nursing and health care providers.

The first class of students will be using the recently completed Frem Civic Center on the Byblos campus as temporary facilities until construction of the School of Medicine and Nursing building is complete. UMC – RH in Beirut is the school’s main clinical site. The school’s faculty has been spending time with each nursing unit at the hospital to get acquainted with the current state of nursing practices, and determine what needs to be done to ready the units for summer and fall 2011.
This is a period of remarkable growth for the School of Pharmacy, with significant increases in faculty (nine full-time members in 2006 versus 21 today), reaccreditation of its Pharm.D. program, new partnerships with American universities and pharmacies, and over 600 students now enrolled in its programs.

The school’s Pharm.D. program was reaccredited in January 2010 by the U.S. Accreditation Council for Pharmacy Education (ACPE), the principal accrediting agency for professional degree programs in pharmacy and providers of continuing pharmacy education. ACPE reaccreditation reflects the LAU School of Pharmacy’s continued standards of excellence.

LAU’s Pharm.D. is the only ACPE-accredited program outside the United States. ACPE accreditation status allows Pharm.D. graduates to sit for the North American Pharmacy Licensure Examination (NAPLEX) in order to practice in most U.S. states. Since earning ACPE accreditation in 2002, all of LAU’s students who have sat for the NAPLEX have passed it, with an average score nearly 20 percent higher than the U.S. national average.

A new ACPE guideline states that all clinical rotations must be completed in the United States, effective fall 2010. The school thus has signed agreements of collaboration with the University of Michigan, University of Toledo in Ohio, Methodist Hospital in New York, and Saint Michael’s Medical Center in Newark, as well as with three privately owned pharmacies in New York for community pharmacy training. Such experiences will expose LAU students to international research opportunities and pharmaceutical care in different cultural contexts.

The school remains the only one outside the United States to hold full membership in the American Association of Colleges of Pharmacy, and is one of the only ACPE-accredited schools to offer both the B.S. in Pharmacy and the Pharm.D. degrees.

LAU students who are part of the No Apathy Pharmacy and Health Awareness Student Society (NAPHASS) hosted the university’s Pharmacy Day in collaboration with the Guidance Office in Byblos, educating the LAU community on effective drug use and the Influenza A (H1N1) epidemic. As part of their community outreach, pharmacy students from NAPHASS also spent time at the SOS children’s village in Kfarhay, North Lebanon. Besides entertaining the children through games and other activities, they used the opportunity to educate them about the risks of unsupervised use of medications.
University Medical Center – Rizk Hospital

The University Medical Center – Rizk Hospital (UMC–RH) is a four-building medical campus located in the heart of Beirut, and is the principal LAU-affiliated clinical teaching and research facility. UMC–RH was acquired by an LAU-affiliated corporate entity in June 2009, and is undergoing major restructuring, expansion and renovations to transform it into a comprehensive 250-bed university hospital featuring several centers of excellence.

An advisory council will soon be in place to provide guidance, examine directions, and ensure the validity and viability of UMC–RH’s goals. The council will consist of experts in the fields of business, hospital management, and health sciences.

Through its partnership with the Lebanese American Diagnostic Services S.A.L., the hospital concluded negotiations in July for the purchase of state-of-the-art radiology equipment to furnish a radiology and imaging center of excellence. Construction is well under way, and the center is expected to be fully operational by spring 2011. The hospital also finalized a satellite affiliation-and-partnership contract with a local ophthalmology group. This will provide UMC–RH with an advanced ophthalmology clinical facility while reducing equipment costs, and will ensure that the ophthalmology service at UMC–RH maintains its edge.

The UMC–RH administration has completed the hospital’s first-ever HR Study, aimed at revamping the HR structure to provide employees with equitable standards, retention incentives and advancement opportunities, and is now implementing the results of that study.

The Department of Nursing at UMC–RH employs approximately 250 nursing staff, including 150 professional registered nurses. These nurses integrate biomedical, psychosocial, behavioral and socio-environmental perspectives, and the department sponsors a staff-development program for them.

With the assessment committee evaluating UMC–RH departments and physicians having concluded its mandate this year, around 40 medical doctors were invited to join the School of Medicine as full-time clinical faculty members, and a number of others were offered part-time positions. The LAU School of Medicine is collaborating with UMC – RH to provide the best clinical training opportunities for the medical students.

Volunteers have been training at UMC–RH since September as part of the School of Medicine’s Standardized Patient Instructor (SPI) program. The first of its kind in Lebanon, the SPI program is interdisciplinary, involving faculty from the Department of Communication Arts, in an effort to create realistic medical-examination scenarios that help students develop and enhance their clinical and communication skills. In October, a Faculty Development Program was conducted by the Partners Harvard Medical International team to introduce newly appointed UMC–RH clinical faculty to the innovative curriculum and new ways of teaching applied in the School of Medicine.

The hospital is currently conducting an English Training Program (through the university’s Continuing Education Program) in order to develop the English-language skills of hospital staff.
Building the Foundation
Building the Foundation: Centers, Institutes and Special Programs

LAU’s 22 centers, institutes and special programs, headed by renowned faculty members, offer extensive opportunities for research and training.

Institute for Women’s Studies in the Arab World (IWSAW)

The Institute for Women’s Studies in the Arab World was established in 1973 as the first institute devoted to academic research on women in the region. This year, it initiated a database (in Arabic and English) on women who have played an important role in Lebanese society; developed a guide for working with women prisoners, funded by the United Nations Population Fund (UNFPA); and developed an awareness brochure for female domestic workers in Lebanon, with support from the Foundation to Promote Open Society. The institute hosted a literary seminar about readings in the Bible and the Quran; a dialogue with Arab women writers; lectures on the political progress of women, interdisciplinarity and the emergent field of gender and women’s studies in the region, and international prostitution and human trafficking; and a symposium on women in local governance. An inaugural gala dinner held in New York City raised money to help establish the Sarah Lanman Huntington Smith Fund to create scholarships and support the institute. IWSAW continues to publish its quarterly journal Al-Raida, which promotes research on the condition of women in the Arab world, especially with respect to social change and development.

Summer Institute for Intensive Arabic Language and Culture (SINARC)

For over a decade now, LAU’s Summer Institute for Intensive Arabic Language and Culture has been attracting a diverse group of participants from around the world to its two intensive Arabic-language programs: a six-week summer program and a 15-week fall program. Interested students descend upon LAU’s campus to enjoy language programs complemented by courses on Lebanese dialect; lectures on current events, politics, history, society and culture; as well as trips to historical, cultural and touristic sites throughout Lebanon. Due to a record number of participants this summer (164), the program will expand next year and offer spring courses for the first time.

Continuing Education Program (CEP)

The Continuing Education Program offers courses, diplomas and certificate programs providing academic, technical and professional training for students, professionals and adult learners. The CEP’s offerings are complementary to the curriculum or degree programs, and many courses and certificate programs are run on and off campus after working hours. This year saw a record number of CEP enrollments (1,889), for a variety of courses ranging from foreign-language instruction to advanced accounting to standardized-test preparation. CEP is also engaged in various outreach programs, including offering courses at the University Medical Center – Rizk Hospital, the Safadi Cultural Foundation, and the Makassed Philanthropic Association. The CEP Summer Camp, which brings together children from diverse backgrounds for several weeks of sports, games and educational activities, attracted over 300 children in 2010, almost twice as many as the previous year.
University Enterprise Office (UEO)

The university’s projects throughout the Middle East and North Africa (MENA). The Tomorrow’s Leaders (TL) Scholarship Program, supported by the U.S. Department of State’s Middle East Partnership Initiative (MEPI), continues to grow under this office, supporting students from MENA countries who possess outstanding leadership skills (many of them coming from underprivileged backgrounds). This year, UEO welcomed its second class of 15 new TL students. The program is designed to build the leadership skills of students, placing a heavy emphasis on civic activism, entrepreneurship and women’s participation (over half of the students are women). The program has been awarded an additional $2.4-million grant by MEPI, allowing another class of 18 students to begin studies at the university in the 2011–2012 academic year. UEO was also involved in establishing three education and training programs in Qatar, including an LAU Executive Master of Business Administration (E.M.B.A.) degree, an executive-training program that could lead to an E.M.B.A. and a program to train teachers and principals at Qatari independent schools. Furthermore, UEO has guided and assisted in the growth and development of the Scientific College of Design in Oman (SCODE), which has turned into a successful college with a student body of over 800. LAU signed a three-year extension contract with SCODE in March 2010.

Center for Lebanese Heritage (CLH)

The Center for Lebanese Heritage collects and archives materials relating to Lebanon’s heritage, and works with experts across a range of disciplines including literature, history, fine arts and photography, music and performing arts. In October 2009, the center dedicated an event to Tyre after the city’s inclusion in a well-known international travel guide as one of the world’s oldest cities. From January to June, CLH held monthly lectures on the Rahbani brothers, the Lebanese composers best known for their work with Fairouz. The Arabic poetry festival in January was another highlight, as was February’s English creative-writing workshop.

Center for Program and Learning Assessment (CPLA)

The Center for Program and Learning Assessment focuses on ongoing quality improvement by promoting teaching-learning and classroom-outcomes assessment practices. CPLA manages the Teaching Learning and Outcome Assessment (TLOA) Project, generously funded by the Ford Foundation and LAU. In November, the center hosted the first regional conference on “Program and Learning Assessment in Higher Education,” which was attended by 45 participants from more than 10 universities in the region. CPLA now has a dedicated website with an interactive discussion area for faculty members from various universities to discuss assessment issues, share their experiences, and develop optimal practices for a local context.
Writing Center

The university’s first Writing Center was inaugurated in LAU Beirut’s Nicol Hall in May, adding to the Arts and Sciences School’s student-support initiatives. The aim of the center is to have free, hour-long one-on-one sessions between students, faculty members, and graduate assistants, promoting a culture of writing and helping students develop into more thoughtful, independent and rhetorically effective writers.

Cisco Academy Training Center Institute

The Cisco Academy Training Center Institute offers IT-related courses to students and instructors. The center has been supported by generous funding from the Cisco Learning Institute at IT giant Cisco Systems. It operates on three levels: locally, offering courses to college students; regionally, dealing with curricula and instructor training; and serving as an academy training center to train the trainers of regional academies. The center was awarded the 2009–2010 Best Outstanding Contribution Award from the Cisco Networking Academy during a two-day regional conference at LAU Byblos in April that brought together over 100 information and communication technology specialists from across the Arab world. The center was chosen above 700 other Cisco academies.

Cooperative Learning Center

The Cooperative Learning Center at the School of Business provides free tutoring sessions to small groups of business students, using a variety of learning techniques to improve their understanding of certain subjects and help them improve their grades. The center aims to prepare students for their quizzes, exams and home assignments.

Institute for Banking and Finance (IBAF)

Now in its 13th year, the Institute for Banking and Finance arranges seminars and talks for bankers and the wider professional community in the Middle East. This year, these included “Branch Manager Skills,” “Characteristics of Highly Effective Leaders,” “Getting the Most from Key Staff Members Using the DISC Assessment,” “How to Hire the Best Employees,” “How to Measure and Improve Internal and External Customer Services,” “The Use of New Technology Tools for Selling Financial Services,” and “Developing and Leading with Emotional Intelligence.” The seven seminars attracted around 230 participants, including several LAU Executive Master of Business Administration students.

Institute of Diplomacy and Conflict Transformation (IDCT)

The Institute of Diplomacy and Conflict Transformation develops curriculum materials and service learning for LAU faculty members and students. It is a non-profit organization established in 2005 that is affiliated with the School of Arts and Sciences. It aims to employ a progressive definition of diplomacy in its efforts to create a culture of peace that would reduce violence and increase justice.
Building the Foundation

Institute of Family and Entrepreneurial Business (IFEB)

The Institute of Family and Entrepreneurial Business assists family businesses in preparing for the future. This year, IFEB conducted a conference entitled “Managing Family Wars,” with a keynote address by Lebanese Minister of Tourism Fadi Abboud, as well as three seminars (“Family Wars: Managing Conflict and Risk in the Family Business,” “Building Family Business Intelligence,” and “Success of Multi-Generational Family Business”) sponsored by the Indevco Group.

Institute of Hospitality and Tourism Management Studies (IHTMS)

The Institute of Hospitality and Tourism Management Studies researches issues relating to hospitality and tourism development, and studies how tourism can become an important contributor to the wealth of Lebanon. Over the past year, IHTMS succeeded in establishing cooperative agreements with local and international hotels in order to create additional training opportunities for students.

Institute for Human Genetics (IHG)

The Institute for Human Genetics will be a center for genetics research that will make available a wide range of reliable, validated assays for analyzing changes in gene expression. The center plans to provide analyses to determine the existence of genetic risk factors for common and rare diseases and drug reactions, and generate a comprehensive description of well-defined states of complex diseases in order to study the causes of these diseases. The institute’s core unit, the Genomics and Proteomics Lab, has already received major support in grants and equipment for the development of genomics, proteomics and glycomics research, and as a regular member of the SeqNet organization for microbial sequencing has the only SeqNet-accredited molecular microbiology lab outside the European Union.

Institute of Islamic Art and Architecture (IIAA)

The Institute of Islamic Art and Architecture studies the architectural and visual culture of the Islamic world. In May, the Institute hosted a lecture by Dr. Sussan Babaie entitled “Domestic Architecture and Cosmopolitanism: Cairo, Isfahan & Aleppo (17th and 18th Centuries).”
Institute for Migration Studies (IMS)

The Institute for Migration Studies conducts studies on migration, and is a resource center for the study of migration and its impact on the region. This year, IMS submitted a research report on marriage patterns and family identity among Arab migrants to the Qatar National Research Fund, and published two books: Politics, Culture and the Lebanese Diaspora and On Being Lebanese in Australia: Identity, Racism, and the Ethnic Field. The institute is in the middle of a three-year project, funded by a $350,000 grant from the International Development Research Centre (IDRC), to research the impact of the Lebanese diaspora on conflict perpetuation and peace building in Lebanon.

Institute for Peace and Justice Education (IPJE)

The Institute for Peace and Justice Education endeavors to promote peace, justice, democracy and humanity. In January, it organized an outdoor presentation with Beirut for the Ethical Treatment of Animals on the Byblos campus to raise awareness of the plight of abused animals in Lebanon. In August, it held the sixth annual Summer School on Conflict Prevention and Transformation, attended by 20 Lebanese and Palestinian students who participated in activities aimed at introducing them to new ideas, providing them with technical skills, and instilling in them values of cooperation, trust and tolerance.

Institute for Water Resources and Environmental Technologies (IWRET)

The Institute for Water Resources and Environmental Technologies researches technological resources of the Middle East in the areas of water resources, environmental protection, and agriculture. It aims to initiate new ideas and venues for applied research in areas such as water resources planning and management, saltwater intrusion in coastal aquifers, drip irrigation technologies, groundwater remediation, recharge zone mapping, wellhead protection, identification of aquifer resources using environmental tracers, reuse of recycled wastewater and wastewater-treatment technologies, and optimization of agriculture production in runoff agroforestry systems.

Software Institute

The Software Institute promotes research and development, and provides advanced training and education on modern software engineering practices, methodologies and technology. In July, together with the School of Arts and Sciences, it organized an intensive weeklong course on biomedical informatics, designed to introduce participants to current technologies used to improve the quality of medical treatment and health services.
Teacher Training Institute (TTI)

The Teacher Training Institute provides professional development activities and a forum for networking for educators in Lebanon and the region. Together with Michigan State University, the institute organized a three-part series of workshops on Teacher Certification in Educational Technology for a group of 18 teachers from 10 public and private schools across Lebanon. The workshops aimed at helping participants integrate technology in the classroom and introducing them to basic computer skills, before moving on to more advanced online tools that could be used for teaching, such as blogging and wikis.

The Institute for Media Training and Research (TIMTAR)

The Institute for Media Training and Research is a leading institute for training journalists and other media specialists. This year’s highlights included a presentation by Robert Fisk, the renowned Middle East correspondent for the British daily newspaper The Independent, as well as the three-day “Arab Popular Culture and the Media” conference, organized in collaboration with the Department of Communication Arts, which attracted over 40 academics, scholars and researchers from around the world. The institute also hosted 11 veteran journalists from Iraq for the first comprehensive journalism-training course of its kind in the region. TIMTAR, in collaboration with a regional PR network, held the second Beirut Public Relations Forum in July, which explored strategic issues in the region’s PR industry through a series of presentations, panel discussions and workshops.

Urban Planning Institute (UPI)

The Urban Planning Institute assists communities in need of guidance and support, and aims to help the ministries of Public Works and Transport, Municipal and Rural Affairs, Agriculture, Environment, and Tourism. This year, UPI and the Department of Architecture and Interior Design hosted an international exhibition that presented the results of a research project at the University of Manchester about the relationship between the urban environment and socio-political conditions in four cities with different types of conflict: Belfast, Beirut, Berlin and Amsterdam.
1835
American Presbyterian missionaries establish the American School for Girls in response to a lack of available education for girls in the region.

1924
The school becomes the American Junior College for Women, with a founding class of eight students.

1933
The cornerstone of LAU’s oldest building, Sage Hall, is laid and the college is moved to its present location.

1948–49
The name of the college is changed to Beirut College for Women (BCW).

1950
The Board of Regents of the University of the State of New York grants BCW a provisional charter, allowing it to offer the B.A., A.A. and A.A.S. degrees.

1991
Courses begin at the Byblos campus.

1994
The Board of Regents approves the university’s new name of Lebanese American University. The charter is amended to include master’s degrees. LAU has three schools: Arts & Sciences, Business, and Engineering & Architecture. The School of Pharmacy also opens this year.

1996
The Lebanese government officially recognizes the new name and status.

1999
The charter is amended once again to allow LAU to grant the following degrees: Bachelor of Engineering, B.S. in Pharmacy, and Doctor of Pharmacy (Pharm.D.).

2002
The Pharm.D. program becomes the only program outside the United States to earn accreditation by the Accreditation Council for Pharmacy Education (ACPE).
1955
BCW’s charter becomes absolute and the college adds B.S. degrees.

1970
The Lebanese government recognizes BCW’s bachelor’s degrees as equivalent to the License.

1973
The college becomes co-educational and changes its name to Beirut University College (BUC).

1975–1990
Despite low attendance during the civil war, the college maintains operations by holding courses north and south of Beirut.

1985
The Board of Regents in New York amends the charter to transform the college into a multicampus institution.

2005
LAU embarks on a five-year strategic plan based on five pillars: excellence in academic and other facets of university life, student-centeredness, increased role of alumni, promotion of LAU as a major learning center in the region, and effective use of financial resources.

LAU’s Board of Trustees resolves to establish the School of Medicine.

2007
The New England Association of Schools and Colleges (NEASC) grants LAU accreditation candidacy status.

In September 2007, LAU’s Board of Trustees approves the establishment of the School of Nursing.

2009
The Gilbert and Rose-Marie Chagoury School of Medicine welcomes its first class of students.

The School of Engineering and the School of Architecture & Design are restructured.

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

2010
NEASC grants LAU full accreditation.

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

The School of Pharmacy’s Pharm.D. program achieves reaccreditation by ACPE.
Making It Possible

Student Development and Enrollment Management (SDEM)

Enrollment at LAU continues to grow, with the student population of 7,813 for 2009–2010 representing an 8.7 percent increase over the previous year. Admissions Office activities and recruitment initiatives such as the YOU@LAU activity have contributed to this increase.

In its effort to continue attracting the country’s top students, LAU awarded 301 new Entrance Scholarships for Fall 2009. It retains its top academic achievers by rewarding them with Honor Scholarships; 736 students benefited from such rewards in spring 2010.

Because the university believes that education should be available to all, it offers financial aid to qualifying students in the form of scholarships, grants, loans, student work aid, and graduate assistantships. LAU increased its financial aid budget by five percent to $14.29 million, affecting the lives of approximately 2,000 students. The number of Middle East Partnership Initiative (MEPI) Grants has also increased significantly over the last year, with 22 granted in the fall of 2009. In total, 741 students benefited from grants and 1,587 students benefited from work aid in spring 2010. Work aid is offered to all LAU students who benefit from financial aid. Student Employment, managed by the Financial Aid and Scholarships Office (FASO) in coordination with the Student Development unit, has been revamped, allowing 270 students not necessarily receiving financial aid to join the Student Employment program in spring 2010.

Still other ethical initiatives advance the university’s mission to educate students from all socioeconomic backgrounds. $8,612,365 was granted for the University Student Assistance Program (USAP), an undergraduate scholarship program established to support promising public high school students with high financial need from each of Lebanon’s 26 districts, with gender-balanced representation. This became effective on September 29, 2010. A little over 80 percent of the grant was generously contributed by the U.S. Agency for International Development (USAID), with the remainder donated by the university. Beneficiary students will receive full tuition for the duration of their undergraduate degree at LAU, including funding for housing, books and stipends. This program will help prepare talented, low-income public school students for careers in high-demand fields, and equip them with the skills to become future leaders.

Regular career fairs as well as LAU’s first annual NGO Fair introduced students to post-graduation opportunities. Moreover, LAU is the only Lebanese university that provides its students with access to the Vault Online Career Library, the world’s leading source of career information.

The SDEM unit designed a new central entity, the Outreach and Civic Engagement (OCE) office, to integrate civic engagement with extracurricular activities and to encourage students to broaden their horizons both within and outside Lebanon. The office of Study Abroad and International Exchange Program falls under this unit. OCE began in October 2010.

SDEM launched a comprehensive and user-friendly new website in fall 2010, providing access to information about different areas of interest within the unit.

As of fall 2010, LAU shifted from a credit-based to a term-based tuition structure for undergraduate students. The new system, in which students taking between 12 and 18 credits pay a fixed fee, has been an important student request for years. It provides financial savings and is designed to encourage students to enroll on a full-time basis, to take advantage of LAU’s extensive financial aid program, and to complete degrees within the timetables recommended by programs.
Human Resources and University Services

The division comprises the offices of Human Resources (HR), Facilities Management, Information Technology (IT), and Business Services, and is responsible for construction, operations and maintenance.

Human Resources

Because LAU prides itself on its highly regarded faculty and staff, the Human Resources Office is tasked with managing their satisfaction and retention. HR is currently developing a new performance-review process to reward achievement, and encourage and assist employees to strive continually to enhance their skills.

The new Human Resources Management System (HRMS) has undergone a segregation-of-duties process between the HR and Finance departments, which became effective in August 2010. This important project was achieved with the cooperation and hard work of all concerned parties in the departments of Finance, HR and IT.

Although an HR study for non-teaching staff was conducted and implemented in 2008, the Strategic Plan committee will consider revisiting this study during the new academic year to rectify any anomalies.

Furthermore, the training, development and performance management of non-teaching staff are currently under review, with an eye to analyzing and reengineering the existing processes that govern these key areas. Once reengineered, HR will explore and implement an automated performance-management system, incorporating a combination of both management-by-objectives and competency-based-management business processes. A new detailed training program will facilitate talent-management and succession-planning initiatives.
Facilities Management

LAU’s Facilities Management Department continues to play an integral role in the university’s ambitious expansion projects on both campuses. In 2007, the Board of Trustees approved a number of large construction and renovation projects, totaling approximately $202 million, and the majority of these projects are now under way.

To support LAU’s fast-paced expansion in Byblos, an entirely new infrastructure project is under construction in a valley next to the campus. It will include centralized power plants, a chilled-water system, and a wastewater-treatment plant, as well as utility lines, cables and drainage pipes implemented via a tunnel system throughout the campus.

Several key projects form the core of the Byblos master plan, including construction of a 15,500-square-meter, $31-million building for the School of Medicine and the School Nursing, which began in 2008 and is expected to be completed by fall 2011; and the newly completed and soon-to-be-inaugurated Frem Civic Center, which will house a number of LAU’s institutes as well as offices for the School of Business and the School of Arts and Sciences, and serve as a hub for courses, seminars and conferences on topics such as ethics, leadership, citizenship, transparency, tolerance and democracy.

The first phase (core and shell) of the new 19,000-square-meter, five-story Byblos underground parking facility is due for completion by February 2011. When completely finished in 2013, the garage will accommodate 625 cars. Another new addition will be the Gibran Khalil Gibran Library and administration building. This building is currently under design, and will be located next to the medical school building. It is due for completion by 2015 and will function as an information commons — a one-stop location for teaching and learning, with full electronic links to the Riyad Nassar Library on the Beirut campus.

The School of Engineering can also look forward to a new building to centralize its operations. The engineering workshops and labs are currently being designed by Khatib & Alami, who have been remarkably generous in donating their engineering and architectural expertise.

Additional student rooms in Byblos Dorm B are currently being designed in response to the increased demands on dormitories. In summer 2011, 18 new rooms will be ready for occupancy. In addition, and thanks to a generous donation by the Alwaleed Bin Talal Humanitarian Foundation, the Byblos cafeteria has just been renovated and equipped with new food-display counters, furniture, lighting fixtures, and IT equipment for a cyber-café corner. The Facilities Management Department has also proposed to extend the existing cafeteria by covering and enclosing the adjacent external patio, thereby providing approximately 100 more seats to accommodate growing student enrollment.

Several critical projects have taken place on the Beirut campus over the past year. These include renovations in Orme-Gray Hall to house dorms and offices, and renovation of the chemistry labs in Sage Hall. The Orme-Gray main lobby has been renovated to house LAU’s first memorabilia shop. The basement of the former Faculty Apartments Building in Beirut will soon be renovated to become the main data center in LAU. This renovation is part of the Beirut Infrastructures Project, which will also upgrade the main campus standby power plant. A plot of land across from the Business Building was also recently purchased, and preparation for the construction of a new building for the School of Arts and Sciences there is currently under way.

Meanwhile, on the Beirut campus, major renovations will take place in the Faculty Apartments Building, Sage Hall Physics and Biology labs, Shannon Hall, and major parts of the Safadi Fine Arts Building. The TV Studio will soon be relocated to Nicol Hall, and the entire four-story LRC building — along with the adjacent cafeteria — will be transformed into a modern student center.
**Information Technology**

LAU is a digital pioneer in Lebanon and the region. The world-class IT environment on both campuses fosters teaching, learning and research by providing robust, reliable and secure IT systems and services, ensuring that students’ educational experience is enhanced by current technologies.

Thanks to an American Schools and Hospitals Abroad (ASHA) grant of $550,000 awarded by the U.S. Agency for International Development (USAID), the IT Department has installed “smart classrooms” on both campuses. These rooms are equipped with an array of digital tools, including multimedia LCD projectors, digital audio and video equipment, and high-speed internet, ensuring optimal communication and collaboration between teachers and students.

Two smart conference rooms have also been completed and named after their generous donors: Najla Atiyah and the late Jamil Iskandar. An additional 18 smart rooms, including 12 classrooms, will be equipped as part of the new Frem Civic Center building in Byblos.

Meanwhile, a new online university portal page is in the works. As a first phase, the Alumni Portal (NetCommunity) was launched in April. The complete portal will be launched in the coming year. This project will secure a user-friendly software solution that unifies, extends and manages the university’s major business and academic applications.

IT continually upgrades the network infrastructure in order to improve quality, bandwidth and availability. The department has established a state-of-the-art data center in Byblos, fully redundant with the campus servers, and will be similarly refurbishing the data center in the Faculty Apartments Building on the Beirut campus by summer 2012.

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 to begin in spring 2011 and be completed by fall 2012. Furthermore, the department plans to design a University Data Warehouse, to be implemented by the academic year 2010–2011. This will be the main repository of data — both current and historical — and will serve as a strategic tool for the university’s decision-support system.

Other key IT developments in progress include a document-management system designed to prevent lost records, save storage space, and eliminate the need for file cabinets. It will archive all documents for faster access, as well as steer the university toward a paperless environment. This environmentally friendly initiative will be completed by 2012. Another future initiative includes a radio-frequency tag system, which will identify all university assets, library books and media in order to ensure an up-to-date inventory.

IT has also been developing a classroom- and exam-scheduling system that provides conflict-free schedules for rooms, instructors and students; strict adherence to institutional, departmental and instructor-scheduling rules; and date-driven scheduling. Student registration and registration-information security have been optimized, allowing registration for summer I, summer II and fall pre-registration to be concluded in record time.

IT will also implement an enterprise asset management system to automate all aspects of campus operations and the maintenance of assets. This project is expected to be completed by fall 2011.

In addition to the above mentioned developments, in October 2009, the online-education software giant Blackboard and its regional partner ISB held a summit at LAU, in collaboration with the IT Department, to discuss the growing need for — and ways to integrate — technology in education. Participants discussed the globalization of education and the role of technology in expanding access to education — topics central to the department’s vision.
Business Services

The Business Services Department was created during the last academic year in order to consolidate, centralize and simplify various departments and staff functions in the area of business. It oversees four key offices: Auxiliary Services, Purchasing, Hospitality and Supply (including warehousing and university assets).

The university is in the process of recruiting an executive director for the department who will lead the above areas and work on centralizing and automating the university’s purchasing offices.

As part of the department’s larger memorabilia initiative, the university will open a memorabilia store by spring 2011. Major efforts have been directed to this end, including setting up a task force to select memorabilia items and branding materials with the LAU logo. Another of the department’s projects is the reorganization of the telephone operator service. An automated university answering system has been introduced, increasing efficiency. Meanwhile, the Purchasing Office is being reorganized so as to centralize the duties of several purchasing officers.
University Advancement

LAU’s University Advancement division encompasses the offices of Alumni Relations, Development, Government Relations, Marketing and Communications, Public Relations, and Advancement Services. Its aim is to develop and maintain relationships between LAU and its key constituencies, including alumni, corporations and foundations, thereby securing the support that enables the university to fulfill and enhance its educational mission.

Alumni Relations Office

LAU graduates approximately 1,500 students annually and has over 30,000 alumni around the world. The Alumni Relations Office plays an integral role in maintaining a relationship between alumni and their alma mater, as well as introducing prominent alumni to current students.

LAU alumni are spread across 30 chapters worldwide, including a new chapter in Montreal. In addition to Alumni Reunions and the Homecoming Weekend, these various chapters organize their own gatherings, including everything from annual dinners to theater and poetry evenings. This year saw Cairo’s first alumni gathering and the second annual gathering of alumni of North America, held in Las Vegas. The Alumni Relations Office meanwhile has arranged lectures on campus aimed at keeping alumni connected to contemporary developments and the life of the university.

Many chapters have also contributed generously to the university’s Campaign for Excellence: The Legacy and the Promise, holding gala dinners and other events to assist in the fundraising effort. Donations from the Riyadh, Abu Dhabi and Dubai alumni chapters have resulted in a classroom, computer center and conference room being named after them, and the Toronto chapter has contributed annually for the past several years. Indeed, an entire floor of the Business School building on the Beirut campus is now named after alumni chapters.

While depending on alumni for generous contributions, the office also offers them attractive opportunities. This year, the Alumni Relations and Guidance offices co-organized the fourth annual Business Networking Cocktail Reception with the participation of HR directors of prominent businesses and LAU graduates from the past 10 years, allowing alumni the chance to connect with others in their fields of interest.
The Alumni Relations Office recently participated in the New Students Orientation Program, introducing students to the Alumni Association and the ways it will benefit them after graduation. It also recently launched the LAU Alumni NetCommunity, which reunites old friends and lost classmates, and an official Facebook page. It is currently working on a new logo for the Alumni Association.

The office is presently developing a group medical insurance policy for alumni in Lebanon and the Middle East.

This year, Minister Dr. Selim El Sayegh (1983), Lebanese Minister of Social Affairs, and Emily Abi Rashed Nasrallah (1956), novelist, journalist, lecturer and teacher, were recognized through the Alumni Recognition and Alumni Achievement awards.

Development Office

As part of its contribution to the university’s Campaign for Excellence, the Development Office works to secure financial support for the university through donations from individuals, companies and foundations. Working with current and prospective donors, the office seeks both annual and endowment gifts to support scholarships, professorships, educational program development, facilities renovation and construction, and other priorities of the university.

In addition to monetary support, LAU works with donors interested in planned gifts (including wills and bequests), as well as gifts of stocks and in-kind gifts such as real estate, books and art.

Over the past year, the Development Office raised $7,994,955 from 468 donors. These include the new Saudi Binladin Group Annual Sponsorship Grant, which will amount to $1 million and will be supporting 15 engineering students and a number of architecture students at any given time. The Annual Fund is another important fundraising initiative, giving alumni and friends the opportunity to support LAU.
The first annual LAU gala dinner in New York City honored prominent Lebanese Americans and raised over $80,000 for the Sarah Lanham Huntington Smith Endowment Fund, benefitting LAU’s Institute for Women’s Studies in the Arab World. Meanwhile, the LAU Seat and Bench Naming Campaign allows donors to name a seat in the Irwin Hall Auditorium in Beirut or the Selina Korban Auditorium in Byblos for $500, or a bench on one of the campuses for $5,000. Over 100 people have participated so far, contributing over $125,000.

LAU’s acquisition of the University Medical Center – Rizk Hospital (UMC – RH) has also opened new fundraising opportunities. The Development Office is in the process of identifying the hospital’s key needs, in order to seek from international donors the support necessary to position UMC – RH as the premier teaching and treatment facility in the region.

LAU Campaign for Excellence

The Campaign for Excellence: The Legacy and the Promise is the university’s first comprehensive fundraising campaign, an endeavor that aims to nurture the university’s relations with its partners and support LAU in its journey toward academic excellence. Its four core priorities are student support, academic support, facilities and the annual fund.

Publicly launched in October 2008, the university’s five-year fundraising drive will provide financial support to qualified applicants, ensuring the continued diversity of LAU’s student body. These funds will allow the university to admit as many qualified students as possible, regardless of their ability to pay tuition.

As a direct result of this campaign, LAU recently increased the number of merit scholarships it provides more than fourfold (from 10 to more than 40), dramatically enhancing the opportunities available to talented applicants. There has also been an increase in the number of endowed scholarships.

The number of donors for 2010 now stands at 468, representing an increase of more than 17 percent from last year. LAU has already raised over $55 million through the campaign and is well on its way to reaching its target of $65 million.
Government Relations

The Government Relations team’s work on behalf of LAU has helped the university to build and maintain valuable and fruitful relationships with individuals within the U.S. State Department and U.S. Agency for International Development (USAID), as well as with various elected officials within the House of Representatives and the U.S. Senate.

As a result of this work, LAU President Dr. Joseph G. Jabbra and other university representatives regularly meet with U.S. government officials to remind them both of the importance of supporting a university such as LAU, and of the general significance of American education abroad.
Marketing and Communications Department

This year, the Marketing and Communications Department (MarCom) implemented LAU’s revamped visual identity and brand attributes to serve as the centerpiece for campus communications in the years to come — one of the major requirements of LAU’s 2005–2010 Strategic Plan. This branding initiative was the result of a two-year, research-based communication and marketing effort to encapsulate the university’s unique identity in today’s competitive world of higher education. LAU’s new visual identity — including a new university logo and seal — was officially unveiled in January 2010. MarCom has since moved on several fronts to consolidate and implement the university brand, producing forms, stationery, brochures and web features that strategically feature it, as well as providing branding support to events, fairs and conferences held by LAU’s various schools and departments.

Moreover, MarCom has played an integral role in expanding and improving LAU’s web presence. It is in the process of revamping all existing school websites, and creating and maintaining sites for the new schools and departments that previously had no web presence. Websites for the schools of Arts and Sciences, Engineering, Medicine, Nursing, and Pharmacy are now complete, while those of the School of Architecture & Design and the School of Business are currently being redesigned. MarCom has also improved navigation on the university’s homepage, adding new features to it as well as regular news and information updates.

To streamline and better support all of the university’s marketing and communication needs, MarCom is in the process of creating a unique site for the LAU community, where schools, offices, centers and institutes will be able to request services and download key tools such as the university’s official visual and editorial style guides.

Meanwhile, a newly launched social media program provides the LAU community with a communication portal, using Facebook and Twitter to distribute university news and information. Web traffic on these pages is growing rapidly as students and alumni use them to share ideas, exchange advice on potential job opportunities, and connect in other ways. Newly added interactive features and dynamic content include live chats and videos, and plans for the near future include Foursquare and a university YouTube channel. The latter will feature interviews with faculty and administrators, as well as clips from campus lectures and guest speakers. LAU-sponsored groups have meanwhile been added to LinkedIn.

As LAU’s web presence expands through social media, the university’s homepage is becoming a comprehensive hub of LAU-related news. Its sections for news and upcoming events are attractively designed, intuitively navigable, and regularly updated.

MarCom received a prestigious honorable mention from the Council for Advancement and Support of Education (CASE) for its LAU Magazine & Alumni Bulletin. CASE is the premier global professional association serving educational institutions and the advancement professionals working on their behalf in alumni relations, communications, development, marketing and allied areas.
Media and Public Relations Office

The Relations and Media Office is a key instrument in promoting LAU in Lebanon and abroad through print and broadcast media. By following its media-outreach plan and highlighting its activities and research, LAU continues to consolidate its stature throughout Lebanon and the region, while achieving increasing recognition in Europe and the United States. The recent NEASC accreditation has allowed the office to promote the university with unprecedented confidence.

The office maintains the university’s relationships with state officials as well as foreign ambassadors. Events taking place in the Kingdom of Saudi Arabia, the UAE, Oman, Kuwait, Egypt and elsewhere this year have parlayed LAU’s growing reputation for academic excellence into increased support for and commitment to the university.

The office also hosted its annual dinner to thank local and international media, and to introduce them to LAU’s points of excellence, broadening the relationship between the university and various media organizations and individuals.

To facilitate and enhance its outreach efforts, LAU has enlisted a New York-based PR service to focus on North American media. The university also works closely with its New York office and the Marketing and Communications Department to communicate with foreign media in the Middle East. The office also has an ongoing relationship with the Public Relations Society of America.
LAU’s Advancement Services office provides support and information for Alumni Relations, Development, Relations and Media, MarCom and other LAU departments that communicate with external constituent groups. The office records and deposits all gifts of cash, in-kind and matching gifts, research grants, and pledges to the university; manages the alumni and donor database; researches and identifies donor prospects; manages gifts and scholarship grants distribution, in coordination with the Comptroller’s, Business Services, and Financial Aid and Scholarships offices; and provides statistical, demographic and financial reports to authorized departments and individuals.

This year, Advancement Services devised a mechanism to ensure speedier distribution of Endowment Scholarship Funds to needy and deserving students. In collaboration with the IT Department, it also developed an automated system for transferring graduates’ data from one database to another, significantly reducing its annual workload of manual data entry. The Beirut office also organized a three-day online training seminar for its New York staff, to optimize their use of the relevant software.

LAU’s Advancement units have collaborated in developing a new quarterly electronic newsletter and website dedicated to regularly updating the university’s donors and friends about the status of its fundraising campaign, including information on how their gifts have been invested. These initiatives have all been developed with the assistance of Advancement Services and the Development Office.

This year, Advancement Services ensured that its reporting mechanisms were streamlined, and its databases current, accurate and accessible to university staff and schools as well as alumni chapters worldwide. Strengthening LAU’s internal reporting capacities is a vital component of the Campaign for Excellence’s Communications Plan.
Established in 2008, the Institutional Research and Assessment Office (IRA) is charged with establishing a central university database, and ensuring the integrity and reliability of information to support decision making, planning and policy formation.

The office has assisted numerous university programs with their academic program reviews and accreditation files, and compiled data for a variety of regulatory and research entities as well as for the 2009 Institutional Self-Study for NEASC accreditation. This year, the office published its first annual fact book.

IRA has overseen a variety of research studies, including the National Survey for Student Engagement (NSSE), which analyzed and interpreted trends of student engagement in educationally purposeful activities across schools and over multiple years. The assessment process involves documenting, evaluating and disseminating findings, which are then used to improve a given program’s operations and student learning, and to inform decision making.
President’s Circle and Retirees’ Circle

Two years ago, LAU community members began brainstorming for ways to promote the university’s mission, ideals and aspirations, leading to the formation of the President’s Circle and the Retirees’ Circle in 2009.

President’s Circle

In order to help LAU further its mission, the President’s Circle promotes the university among social groups, provides critical resources for programs and activities to meet the needs of LAU students, and extends a helping hand to the president when required.

The basic criterion for membership to the circle is care for and loyalty toward LAU, with a large focus on fundraising and promotion of the university.

The President’s Circle will soon be launching a volunteer program at the University Medical Center – Rizk Hospital (UMC – RH). The program will include opening and operating a gift shop, enhancing services in the kitchen and cafeteria, and assisting the UMC – RH chaplain in her program supporting patients and families in need.

Retirees’ Circle

The Retirees’ Circle allows those who built their careers at LAU — top-level officers, faculty and staff — to remain involved in university affairs after retirement, while acting as the university’s advocates in the greater community. The Retirees’ Circle is the liaison between LAU retirees and the university, as well as a voluntary task force assisting the president in an advisory capacity. Members sponsor and support educational, cultural and social programs of interest to LAU retirees in particular and senior citizens in general. And they encourage retirees to use their experience, knowledge and institutional memory to serve the best interests of LAU.

The circle was officially founded in October 2009, with membership open to all retired LAU faculty and staff. This year, all members were issued ID cards granting them access to LAU’s campuses and libraries.
Finance

LAU’s financial health is the sine qua non of its institutional ambitions and educational mission. The Finance Department continuously monitors the dynamic economic environment, and works closely with other university constituents to assure seamless implementation of university plans, healthy operating cash flows, and a sound, stable financial position.

The university’s total operating budget for the academic year 2009–2010 was $105.3 million, representing an increase of 5.44 percent over the previous year’s budget.

Revenues by Source:

Seventy-seven percent of the university’s revenue comes from student tuition, with other sources of income making up the remaining 23 percent.

Expenses by Function:

Around 53 percent of LAU’s annual operating budget is dedicated to education- and academic-support services. The balance is allocated to administrative, physical plan, and fundraising services necessary for the university’s day-to-day operation.
Expenses by Type:

Salaries and benefits constitute around 48 percent of LAU’s budget, and financial aid around 13.5 percent. The remaining 38.5 percent is necessary to maintain efficiency and state-of-the-art facilities.

The university’s financial plan portrays within a single comprehensive model the various goals and objectives of LAU. It integrates various academic, student enrollment, facilities and fundraising plans into financial projections of LAU in future years.

LAU’s formal financial plan (developed in 2006 and updated in 2007 and 2009) represents continued assurance of the viability of the university’s plans, the strength and stability of its financial position, and its ability to generate the cash flows necessary to uphold maximum liquidity. Its main objectives are: maintaining an acceptable growth of the endowment, successfully executing the $200-million capital plan, expanding facilities space on the Beirut campus, securing financial resources to upgrade the newly acquired university hospital (UMC – RH), maintaining operational efficiency, and securing the annual resources needed to serve academic programs, accreditation requirements, and student-support services and facilities.

LAU is working on a number of capital projects on both campuses, including new library facilities, various infrastructure projects, a new building for the School of Arts and Sciences, dormitories, and facilities for the School of Medicine and the School of Nursing. Funding arrangements have been
properly planned to ensure timely execution of projects. Generous donors in Lebanon and the region are a major source of funding for these projects.

Despite the severity of the world economic crisis that began in 2007 and peaked in 2008, LAU’s endowment scored a notable recovery of 8.6 percent for the academic year ending September 30, 2010. Volatility remains the chief characteristic of the financial markets, however, due to a number of factors. The key components of success in achieving our planned endowment growth include: maintaining operational efficiency through a mixture of operating revenues and endowment spending, growing the endowment by regularly injecting freshly donated funds, and achieving steady annual returns on investments and maintaining endowment-spending rates at set levels.

The Investment Committee of the Board of Trustees is actively monitoring the environment and assessing LAU’s investment strategy, asset allocation, and manager selection and termination criteria in order to make sure that LAU’s long-term endowment objectives are achieved.

In early fall of 2010, Standard & Poor’s (S&P) Ratings Services affirmed its “A-” long-term rating on the university’s outstanding debt with a stable outlook. This excellent rating confirms the university’s financial strength and reflects S&P’s expectation that LAU will successfully maintain unrestricted investments in the United States, while operations at the Lebanon campuses remain positive and demand remains healthy.

Effective October 2009, the university secured bank-loan arrangements for its medical, nursing and Pharm.D. students. These loan arrangements have been made in accordance with the Central Bank circulars and the directives of the Financial Aid and Scholarships Office to provide low-cost financial support to needy students. The loans are in Lebanese pounds, carry a compounded rate of 3 percent with no additional banking charges, and have a flexible repayment schedule of nine years, including a two-year grace period. The university bears all interest incurred by the students for the duration of their enrollment at LAU.

Effective fall 2010, the university shifted its tuition fee structure from credit-based to term-based for all undergraduate programs. The main purpose of this change is to enhance transparency of the tuition structure, facilitate better planning by students and their parents, and alleviate the financial burden on needy students.

Under the new system, all students enrolled with 12 to 18 credits per term will be charged a flat fee, while part-time students taking fewer than 12 credits will be charged per credit. Both the flat fee and the rate per credit are set according to each student’s major and school. Meanwhile, graduate tuition fees remain on a per-credit basis.

LAU has received various awards and grants from several U.S. government agencies. During 2009–2010, LAU was granted approximately $11.4 million from the Middle East Partnership Initiative (MEPI), the U.S. Agency for International Development (USAID), and the Office of American Schools and Hospitals Abroad (ASHA). These funding programs cover the Tomorrow’s Leaders Scholarship Program for students from the Middle East and North Africa, the scholarship programs for needy Lebanese students, and procurement of equipment for the School of Arts and Sciences.

LAU is also a recipient of about $700,000 in grants and contracts from several private institutions. These grants target several subjects of great interest to Lebanon and the region, including conflict resolution, child education and welfare, peace building, information technology, academic development, and promotion of democracy and dialogue among youth.
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If you have any inquiry, please contact Amal Abdel Massih, Director of Advancement Services, by fax at +9611786472 or by email: aafares@lau.edu.lb. Thank you.
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Scholarship Grants

The following Annual, Merit and Designated grants were established to support the Financial Aid program to needy and deserving students during the academic year 2009 - 2010:

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Saudi Binladin Group Scholarship Grant
Sonia Hajjar Annual Scholarship Grant
Tarek Qaddumi Annual Scholarship Grant
USAID- University Student Assistance Program
USAID Scholarship Grant
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Our Vision For the Future

LAU is presently embarking on its second five-year Strategic Plan, which we can be confident will lead to another great leap forward for the university.

With the guiding vision of becoming the leading university in the Middle East, LAU is dedicated to its mission of attaining the highest standards of academic excellence, cultivating student-centeredness, advancing scholarship, educating students beyond the classroom, and training them to be the next generation’s leaders. In earning accreditation from the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, LAU has demonstrated its momentum and its commitment to continued expansion of its presence and reputation beyond Lebanon and the region.

Many of the accomplishments highlighted in this report were made possible by the munificence of donors. Only through its relationship with such philanthropists is LAU able to continue offering world-class education in state-of-the-art facilities. The numerous grants offered by private donors as well as local, regional and international governmental agencies will continue to shape and sustain the life of the university — its students, faculties, resources and reputation — for generations to come.

LAU promises to continue serving its students by providing them with the best education possible, an education that incorporates ethical guidance and public service into the spirit of free intellectual inquiry and the life of the mind. Our graduates will continue to go out into the world as ethical leaders, careful thinkers and compassionate human beings.