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Message from the President

Dear Friends of LAU,

Last year was a watershed year for us, as we completed our first five-year strategic plan and received accreditation from the New England Association of Schools and Colleges (NEASC). This year we have moved quickly to consolidate and build on this success. From its earliest roots in 1835 as the “first edifice built as a school for girls in the Turkish Empire” to its current status as one of the region’s preeminent academic institutions, LAU has always been known for boldly breaking new ground. That said, this is palpably a new era for the university.

In March of this year, the Board of Trustees approved the university’s new strategic plan for 2011-2016. This new five-year plan is dedicated to taking LAU to the next level of academic excellence. It emphasizes integrated university planning, and was designed with input from a large number of participants representing LAU faculty, staff, students, and administrators, reflecting the culture of inclusiveness for which we have been repeatedly praised by visiting accreditation committees. The years of preparation for NEASC accreditation rigorously refined our self-review processes. Moreover, the newly established Institutional Research and Assessment Office and the Center for Program and Learning Assessment will be central to the new strategic plan’s goal of raising LAU to new academic heights.

I am also pleased to report progress on other academic fronts. After receiving a glowing initial review last year from a visiting ABET team, all five bachelor’s degree programs in the School of Engineering (Civil, Computer, Electrical, Industrial and Mechanical) this year received full ABET accreditation, as did our computer science program in the School of Arts and Sciences. Other professional programs have initiated the accreditation process while still others have been reaccredited. We have just welcomed new deans to the schools of Business and Arts & Sciences, and continue to recruit top-notch full-time faculty for our rising schools of Medicine and Nursing, as well as for our LAU-affiliated University Medical Center—Rizk Hospital.
Even as we strengthen our reputation for academic excellence, we have renewed and redoubled our commitment to community — at the local, national, and regional level. We have established several major new programs providing full scholarships to hundreds of brilliant but economically disadvantaged students — from Lebanon’s rural regions as well as its refugee camps, and from numerous countries in the Middle East and North Africa. Guided by the canons of social consciousness and merit, our university is open to all, regardless of means. We are proud of our strong commitment to promoting civic leadership and genuine citizenship outside the classroom, indeed beyond the campus walls.

Our financial base remains strong. Our first comprehensive five-year comprehensive campaign, the Legacy and the Promise, has met its goal of $65 million, indeed one year ahead of time. We continue to improve and expand our infrastructure on both campuses, with renovation of existing buildings as well as planning of multi-million-dollar, visionary new constructions.

This is a time to take stock of our success, extend our gratitude to all those who made it possible, and then put our shoulders to the wheel to maintain this momentum. My colleagues and friends of the university, it is with great pleasure that I present you with my 2011 President’s Report.

Sincerely yours,

Joseph G. Jabbra, Ph.D.
President
Our Commitment to Academic Excellence

Strategic planning

Our university’s unusual history puts us in a unique position: we have both the deep roots and resources of an established institution and the unencumbered agility of a newly rising one. LAU has transformed, in an almost breathtakingly brief compass of years, from a liberal-arts school with a regional legacy as a pioneer in women’s education into a fully accredited, major international institution with seven schools.

No one doubts the success of this transformation, but with that success come new challenges. Increasing recognition means increasing expectations. Every advance we make — whether it’s opening a new teaching hospital, winning a major research grant or student-aid grant, inaugurating a new professional school or receiving a new program accreditation — raises the stakes for our continued performance.

When I was entrusted with the presidency of LAU seven years ago, I promised to implement a comprehensive five-year strategic plan for the university. Over the ensuing 11 months we developed the Strategic Plan 2005–2010, which provided a strong sense of institutional direction, focusing on LAU’s expansion, accreditation and sustainability, while setting the precedent for integrated, university-wide planning.

I am proud to say we brought that plan to completion successfully and on schedule. In the words of a visiting member of the Commission on Institutions of Higher Education, “planning has become an integral part of doing business at LAU.”

Our 2009 accreditation by the New England Association of Schools and Colleges (NEASC) was a highlight — perhaps the highlight — of that thrilling half-decade of strategic growth. It culminated years of growing recognition from our academic peers, and has since proven a stimulus for accreditation of individual programs — including, most recently, the bachelor’s degree programs of the entire School of Engineering, as well as the computer science program in the School of Arts & Sciences.

At the same time, the very process for preparing for regional accreditation has bonded and harmonized the university’s many entities more closely than ever before, and — with the help of the newly established Institutional Research and Assessment office (IRA) and the Center for Program and Learning Assessment (CPLA) — created and nourished a culture of assessment and self-review at LAU.

This institutional culture — a combination of restless collective ambition, rigorous self-scrutiny, and increasing transparency — is the foundation for our new, academically focused Strategic Plan 2011–2016. Recognition and achievement are symbiotic: our increasing stature and visibility have galvanized our sense of academic mission, laying the groundwork for the new plan, which was approved in spring of this year. This is not a time to rest on recent laurels; it is a time to build and expand, to consolidate our gains, and to capitalize on the current momentum.
The fundamental goal of this new five-year plan is to take LAU to the next level of academic excellence. Its objectives include the integration of a rich liberal arts education with strong goal-driven science, humanities and career-oriented programs; the recruitment and retention of both a highly competitive and diverse student body, and full-time faculty at the top of their respective fields; the strengthening of outreach programs beyond the walls of the campus and the borders of the country; the targeting and tailoring of LAU’s strengths to national and regional needs; and the expansion and enhancement of LAU’s graduate studies, library resources and research capacity.

The new strategic plan was designed without external strategy consultants, but with direct input solicited from all levels of the university, as well as indirect input from our colleagues in New England institutions involved in the NEASC accreditation. With the new plan comes a renewed emphasis on staggered school-level and institutional planning; local plans at various levels of the university are shaped with an eye to the whole, ensuring harmony and continuity.

Many schools and programs have already begun to fulfill this mandate for ongoing review cycle of all degree programs. In the School of Arts & Sciences (SAS), the B.A. in Communication Arts, the B.A. in English, the B.A. and M.A. in Political Science and International Affairs, the B.A. in Psychology, the B.S. in Biology, the B.S. in Chemistry, the B.A. in Education and the Teaching Diploma are all currently under review.

The School of Architecture & Design (SArD), in collaboration with the CPLA, organized a workshop on learning assessment, designed as an interim step toward establishing the kind of comprehensive learning assessment system envisioned by LAU’s 2011–2016 strategic plan. Similarly, the school’s Department of Fine Arts and Foundation Studies prepared a self-study of its Bachelor of Fine Arts Program. Carried out with the collaboration of faculty as well as external and internal reviewers, the resulting report will be used by the department to enhance the program and its appeal for prospective students. The school has also started developing its own strategic plan, scheduled for completion by the end of the academic year 2011–12.

In the School of Business, the Bachelor of Science in Hospitality and Tourism Management undertook a self-review, and was externally reviewed this year by the chair of the Department of Hospitality and Tourism Management at Virginia Polytechnic Institute and State University. Implementation of those recommendations, as well as those of previous year’s reviews, are either fully implemented or in progress.
Professional accreditations

LAU moved swiftly to seize the academic momentum resulting from NEASC accreditation. In late September of this year, after years of preparation, self-study and external evaluation, the School of Engineering (SOE) received accreditation for the full suite of its bachelor’s degree programs (in civil engineering, computer engineering, electrical engineering, industrial engineering, and mechanical engineering). The stamp of approval came from ABET, the recognized accreditation agency for college and university programs in applied science, computing, engineering, and technology.

Just a few days later, the SAS’s Department of Computer Science and Mathematics received ABET accreditation for its program in computer science.

We have long known that our programs in engineering and computer science are top-notch. The industries that for years have assiduously recruited our students know this as well. As our institutional visibility increases, however, so too does the need for formal academic peer recognition. We now have the only ABET-accredited computer science and industrial engineering programs in the country, and the highest number of ABET-accredited programs of any Lebanese university.

Progress continues on other accreditation fronts. SARD has recently initiated the application for accreditation of its architecture program by the National Architecture Accreditation Board (NAAB) in the U.S. A departmental strategic plan was created (as mandated by the NAAB) and a steering committee formed. To gain valuable firsthand experience, the school’s interim dean visited two universities in the Boston area presently undergoing NAAB accreditation.

Accreditation is the School of Business’ top priority, targeted by the 2011-2016 strategic plan to take place within five years. The school is planning to pursue accreditation from the Association to Advance Collegiate Schools of Business (AACSB). In June of this year, meanwhile, the school formally became a full member of the European Foundation for Management Development (EFMD), the first step for accreditation from the European Quality Improvement System (EQUIS).

The School of Pharmacy’s Pharm.D. program was reaccredited by the U.S. Accreditation Council for Pharmacy Education (ACPE) in June 2011, for a term of one year. In line with ACPE requirements, the school has completed the curriculum mapping project it initiated in the academic year 2009-2010, and established collaboration agreements with North American universities, hospitals and medical centers, permitting students to complete their clinical rotations in the United States.

The School of Pharmacy remains the only pharmacy school outside the United States to offer an ACPE-accredited Pharm.D. degree, and to hold full membership in the American Association of Colleges of Pharmacy (AACP). 100% of our pharmacy graduates passed the North American Pharmacist Licensure Examination (NAPLEX) in 2010, compared with an average of 95.7% over the previous eight years.

Finally, the newly established Alice Ramez Chagoury School of Nursing (ARCSON) is preparing to pursue accreditation through the Commission on Collegiate Nursing Education.
Growth of programs and departments

At a time when many American universities are implementing hiring freezes and scaling back their offerings, LAU continues to recruit new faculty, expand departments and add new degree programs.

In the School of Arts & Sciences (SAS), the Department of Humanities has developed two new undergraduate programs, the Bachelor of Arts in Arabic Language and Literature and the Bachelor of Arts in Translation, which will be implemented progressively over the next two years. In fall 2011, Humanities began enrolling students in its recently approved B.A. programs in history and philosophy. The highly regarded former LAU Nursery will soon be reopened as the Early Childhood Center, and will operate as a support lab for early childhood education.

The School of Architecture & Design (SArD) has extended offers to one tenure-track professor and five visiting professors, as well as establishing faculty-promotion criteria more appropriate to faculty in the design and fine arts fields. The school also completed its own bylaws, and established its own School Advisory Council composed of eminent local and international professionals, academics and artists. SArD also completed a proposal for a new degree program, the Bachelor of Arts in Fashion Design, which it plans to launch in fall 2012.

Major steps have been taken this year both to expand the School of Business’ full-time faculty and to improve its student-faculty ratios. Four accomplished full-time and two visiting professors joined the faculty this fall, and the school’s 2009 initiative funding graduate students pursuing business Ph.D.s elsewhere — on the condition that they return to teach at LAU — has seeded nine doctoral candidates in British and American universities, and will soon be bearing fruit.

The school has also added the Minor in Economics. While this minor specifically benefits SAS students majoring in Political Sciences and International Affairs, it has been made available to all LAU students, with the intention of making graduates in all fields more intellectually informed citizens on economic matters.

Two full-time clinical instructors joined the nascent Alice Ramez Chagoury School of Nursing (ARCSON) in the fall, one with expertise in maternal-child nursing practice, the other in adult and geriatric nursing. Of the doctoral students whose studies LAU has supported with the proviso that they return and join ARCSON’s faculty, one successfully defended her dissertation in June, and the other defended her dissertation proposal in May, and expects to graduate by summer 2012. A Fulbright scholar with community-health, research and administrative experience has also joined the school for the academic year 2011-2012. ARCSON continues to fine-tune its curriculum, and is offering nine new nursing courses for the academic year 2011-2012. Nursing students began their clinical learning experiences in summer 2011.

The Gilbert and Rose-Marie Chagoury School of Medicine (SOM) held its first white coat ceremony, and introduced its Med III students to their first round of clinical rotations. The school is offering eight-week clerkships in medicine, surgery, obstetrics and gynecology, and pediatrics; and four-week clerkships in psychiatry, primary care, and neurology.
The design for the Med IV curriculum is meanwhile in its blueprint phase, and will emphasize revisiting medicine and surgery, rotations in specialties, sub-internships, and — most importantly — new rotations and electives both within and external to Lebanon. In summer 2011, three SOM students worked in research laboratories at the University of Texas MD Anderson Cancer Center, one of the most prestigious comprehensive cancer centers in the world, and SOM is presently examining its options for placing students in institutions in the U.S., Canada, Europe and the Middle East for electives. The school is also working to establish residency and fellowship programs with the University Medical Center—Rizk Hospital.

Faculty recruitment at the hospital continues vigorously. Just this spring, UMC–RH brought on board a widely recognized scholar and physician from Harvard to chair its Department of Dermatology, as well as a distinguished cancer specialist from the University of Texas’ M.D. Anderson Center to serve as chief of surgery and head of hepatobiliary surgery.

Thanks to record enrollments in recent years, LAU’s increasingly prestigious Summer Institute for Intensive Arabic Language and Culture (SiNARC) offered its first spring module in 2011, in addition to its regular summer and fall sessions.

In line with the new strategic plan’s mandate, individual schools have created school advisory councils to set and manage criteria for recruitment and promotion.

The appointment of new deans for the School of Arts & Sciences and the School of Business in fall of 2011 brought the Beirut and Byblos branches of both schools under a single leadership, thereby completing the cross-campus unification of all schools. A longstanding goal of the university, this consolidation has a direct academic payoff, strengthening programs, streamlining planning, providing greater academic autonomy to the schools and facilitating their individual accreditation processes.
Advancement of scholarship

LAU actively promotes research, scholarship, and academic exchange, as well as cultivates and expands LAU’s ties to the international scholarly community. The university supports faculty research and publication through the University Research Council Mandate and the Faculty Development Fund. Faculty members meanwhile continue to win major external research grants, including Fulbright Research and other awards.

Major LAU books and studies have been published this year on topics ranging from the Lebanese diaspora in Australia, domestic migrant worker rights, mental disorders in Burj el-Barajneh refugee camp, and peace promotion through education.

LAU hosts numerous conferences, symposia and lecture series each year, many of which directly stimulate new research and publications. This year saw the publication of, Politics, Culture and the Lebanese Diaspora, a major collection of essays stimulated by the Institute for Migration Studies’ inaugural conference. The Department of Humanities’s Ameen Rihani symposium in January included the world’s top Rihani scholars and inaugurated the international centennial of the Book of Khaled (the first Arab-American novel).

With the collaboration of the École Polytechnique de Montreal, the School of Engineering in December 2011 hosted the 18th IEEE International Conference on Electronics, Circuits and Systems, the flagship regional conference for electrical engineering. LAU also signed an agreement this year establishing the Mounir Khatib Endowed Engineering Lecture Series, which will address research topics not typically covered in lecture courses.

The university’s 22 centers, institutes and special programs provide instruction and training, organize and host international conferences, publish journals and working papers, facilitate collaboration between faculty with intersecting interests, and stimulate continued research. This has been an active and fruitful year for many of them. The Institute for Women’s Studies in the Arab World (IWSAW) — the region’s oldest institute devoted to academic research on women, founded in 1973 — hosted several lectures and book launches. “Veils: a Photographic Overview,” a major exhibition originally conceived and assembled by IWSAW, was launched in January at the Fifth Avenue Presbyterian Church in midtown Manhattan, New York. And this fall, IWSAW’s prestigious quarterly publication Al-Raida officially became a refereed academic journal.
In addition to its monthly cultural forum, the Center for Lebanese Heritage hosted several major events honoring renowned figures in Lebanese letters, including the late Shibli Mallat, the “poet of the cedars”; and Karam Melhem Karam, “the prince of the Arab novel.”

The Institute for Migration Studies (IMS) held a book launch for a major new study of the Lebanese community in Australia in spring 2011, as well as — together with IWSAW and the NGO KAFA (Enough) Violence Against Women — a launch for two groundbreaking new studies on domestic migrant worker conditions in Lebanon. IMS hosted a series of brown-bag talks at LAU Beirut, and collaborated with Johannes Gutenberg University in Germany to organize a conference on Palestinian, Lebanese and Syrian migration since 1870.

In late 2010, LAU’s Institute for Media Training and Research (IMTR) hosted a week-long workshop for 13 journalists from Iraq, which included lectures from major journalists and professors in the field. As part of its Distinguished Journalist Series, IMTR also hosted a lecture by former CNN journalist and LAU alumna Octavia Nasr on the role of new media. In spring 2011, IMTR held a week-long media and gender workshop designed to empower ten female journalists from Iraq.

The Institute of Family and Entrepreneurial Business (IFEB) established the Family Business Leaders Network, which has organized several conferences and gatherings this year. IFEB research this year has also led to several publications (book chapters and conference proceedings) and awards.

In November 2010 and July 2011, the Institute for Banking and Finance (IBAF) offered training seminars to top bank executives and other financial professionals in Lebanon and Syria.
Scholarships and student recruitment

LAU is more committed than ever to admitting the most talented students in the country and the region, regardless of need.

Last fall, LAU was awarded a $6.9-million USAID grant for the University Student Assistance Program (USAP), which was established to provide full LAU scholarships for promising and ambitious but economically disadvantaged graduating seniors from public high schools in each of Lebanon’s 26 districts. This year Student Development and Enrollment Management not only administered that grant, but also successfully applied for a similar USAID grant for the 2012-2013 academic year. The two grants total over $14 million, and fully underwrite the education of 105 talented Lebanese students. These are youths for whom a full scholarship to study at LAU is a once-in-a-lifetime opportunity. The benefits, however, are reciprocal: these matriculates bring with them not only raw talent and ambition but also new cultural and socioeconomic perspectives; with them on board LAU becomes both more worldly, more meritocratic, and more visionary in its promise.

The USAID/USAP program is indeed part of the university’s larger push — mandated by the 2011-2016 strategic plan — to increase scholarship monies to continue attracting the best students in Lebanon. Broad recruitment efforts and scholarships aimed at needy and qualified public-school students and top Baccalaureate exam students, along with increased Entrance and Merit scholarships, have produced an exceptional incoming class this year. Both the overall enrollment and the average SAT scores of this fall’s class are up from last year’s.

At the same time, our university is increasingly an educational beacon for talented students beyond the country’s borders. Our Tomorrow’s Leaders scholarship program, administered by the University Enterprise Office, has received $2.4 million in renewed support from U.S. government’s Middle East Partnership Initiative, providing 18 academically gifted students from various countries in the region with fully financed education.

In spring of this year, LAU signed a memorandum of agreement with Lebanon’s National Council for Scientific Research (CNRS) to provide full scholarships plus stipend to the top students from each of the four branches of the Lebanese Baccalaureate (General Science, Life Science, Sociology and Economics, and Humanities).

Thanks in large part to a generous gift from a private donor, we have also established several full scholarships for promising students from Palestinian refugee camps across Lebanon. Meanwhile, the Financial Aid and Scholarships Office continues to increase regular assistance to students through merit-based scholarships, work-aid programs, loans and grants.
LAU and the Community

Intellectual and ethical responsibilities are interwoven at LAU. Even as we expand our regional and international reputation for academic excellence, we are building our national reputation as a progressive institution passionate about — and responsive to — the needs of the community.

This responsibility takes many forms — from our commitment to a demographic diversity and a rich, varied student life to our fostering of local activism and civic engagement, from our cultivation of student leaders and our pursuit of international outreach and exchange programs to our efforts to design socially responsible curricula and disciplinary approaches in our new Schools of Medicine and Nursing. Ultimately, our goal is to send our graduates into the world as scholars, citizens, leaders and professionals with a sense of deep, passionate investment in the fate of their country and community.

While community responsibility has a long history at LAU, it has reached new heights in recent years, culminating with the creation of an Office of Outreach and Civic Engagement in 2010. Established by Student Development and Enrollment Management (SDEM), the OCE unit is galvanizing students and faculty alike, fostering a dynamic and extracurricular sense of community on campus, connecting LAU to sister institutions abroad, and stimulating leadership, community activism, and social and environmental awareness at the national and local level.

Leadership and civic engagement

Lebanon is a cultural, linguistic, and geographic crossroads between East and West, and LAU graduates are positioned as natural ambassadors. Whatever avenue of professional life they choose, as recipients of an American education in the heart of the region’s most cosmopolitan capital, they present the best face of each culture to the other.

LAU fosters student leadership in countless ways, and at every stage of the university experience, from application for admission to the day after graduation. The students admitted through the USAID-funded USAP program, for example, were selected partly on the basis of their promise in professional fields — engineering, business, nursing, computer science, nutrition, education, and communication arts — deemed highly relevant to Lebanon’s future.

Similarly, the MEPI-funded Tomorrow’s Leaders program renewed this year recruits its recipients — promising but needy students from various countries in the Middle East — with the understanding that they will return upon graduation to contribute their talents and experience to the development of their home countries.

Every year LAU’s NGO Fair exposes students to causes that animate their sense of justice and civic responsibility, which then carries over into other activities. This year LAU students have participated in a variety of awareness and fundraising campaigns, focused on specific issues such as autism, domestic violence, deforestation and residual cluster munitions in southern Lebanon.

This spring, LAU hosted youth leaders from nine universities in Lebanon participating in the United Nations Development Program (UNDP) “Volunteerism and Youth Activism” peace-building forum. LAU students also traveled across the country conducting leadership-training workshops for students in Tripoli, Sidon, Bsharre and Baakline.

LAU students are distinguishing themselves as leaders in their chosen fields, and are increasingly looking for ways to make their studies socially and environmentally relevant. Our student chapter of the American Society of Mechanical Engineering (ASME) won the Best Student Section in ASME District J this year, for example, and our student chapter of the Institute of Industrial Engineers (IIE) won the gold award. The School of Engineering is signing a memorandum of understanding with Shell Global for the Department of Industrial and Mechanical Engineering (IME) to participate next year in Shell’s Eco-marathon, an annual event challenging students to build a vehicle traveling...
the furthest distance using the least amount of fuel. This year, the annual IME-hosted Design and Manufacturing Day featured the successful unveiling of a touristic solar car.

The OCE unit affords extensive volunteering opportunities. LAU has over 200 student volunteers involved in programs and activities ranging from LAU–UN Day to the Youth Leadership Program at the Continuing Education Program’s summer school to the increasingly prominent Global Classrooms – Model United Nations program.

Also through the OCE unit, student leaders have participated in high-profile activist causes and events, ranging from the “One Day on Earth” campaign (a United Nations media and environmentalism project) to the White Ribbon and UNiTE campaigns opposing violence against women to the establishment of youth leadership schools in partnership with the Safadi Foundation.

LAU’s Global Classroom – Model United Nations program continues to be a spectacular success, winning top prizes all over the world. It is a source of special pride for the university as a whole and the OCE unit in particular. The number of students participating this year is up to 1300 from last year’s 1100, and the program has expanded to include a middle-school component.

The GC–MUN program is just one of the ways LAU reaches out to talented students who have yet to begin their university years. The School of Arts and Sciences, for example, this year selected and invited 33 talented high-school students to participate in its Computer Science Summer Institute on the Byblos campus, where they learned a wide range of IT skills.

The Continuing Education Program (CEP) signed a partnership agreement with the Safadi Foundation to offer educational programs in Tripoli, and has partnered with the Lebanese Development Network to offer a capacity-building program for financially strapped NGOs.
Student life

We believe that quality of student life is central to the university experience. This is manifest not only in our approach to personal, academic and career counseling. It is a pervasive ethos, guiding everything from campus regulations to the planning of new facilities to the institutional use of social media.

On the Byblos campus, the recently inaugurated Frem Civic Center promises to be a vibrant hub of student life. At LAU Beirut, plans are underway to create a multi-use student center, which will include a fitness center, music room, guidance offices, advising services, student lounges, and a cyber café. As the Nicol Hall cafeteria is renovated to become an outdoor patio dining area, it too promises to be a convivial social space.

With student wellbeing in mind, as of fall 2011 both campuses have become smoke-free. Our health services personnel regularly advise students on issues of body weights, cardiovascular health, and the ill effects of smoking, while our counseling services address challenging issues such as depression, family problems and learning disabilities.

LAU keeps an eye on students’ career track well before graduation. Every year students at every level are exposed to career fairs, recruitment presentations, CV and cover-letter writing workshops, and so on. The university actively encourages student groups and cultural clubs, hosting over 60 of them.

The university years are a time of synergy. Intellectual development nourishes emotional development, which in turn shapes the social self and fosters creativity, which then further stirs the intellect. Our vision of education is therefore a holistic one, in which personal, social, and creative development is interwoven with academic training.

With numerous student plays staged every year, opportunities abound to participate in LAU’s celebrated theater scene. Casting is open to students of any academic major. The university’s creative writing programs are similarly renowned, with several former students in recent years going on to publish acclaimed novels.

LAU’s athletics teams are distinguishing themselves more than ever before. In this year alone, LAU has come out on top in rugby, taekwondo, kick-boxing, handball, women’s futsal, women’s volleyball, tennis, track and field, and men’s basketball.

We are committed to maintaining and increasing the socioeconomic diversity of our student body. As of this spring, 2134 students — 25% of all LAU students — benefitted from Entrance, Honor, and Merit scholarships, work-aid, loans, and/or grants. SDEM also created a new position in the New York Office, a Federal Financial Aid Coordinator, to focus on financial aid available to American students through the U.S. Department of Education.

The SDEM office indeed plays a central role in the quality of student life at LAU. It cultivates students’ development at every stage of their time here, from freshman orientation to academic advising, athletics, student honor societies, study abroad, professional and NGO fairs, career placement services, on through to graduation.

At the administrative level SDEM enhanced student life in several ways this year. It created three new websites — one for recruiting prospective students, one for addressing the needs of current students, and one for financial aid and scholarship information. Student elections have been reformed in line with a one-student, one-vote prerogative.
International outreach and exchange

This year LAU became an official member of two prestigious international networks of higher education, the Institute of International Education (IIE) and the Council on International Educational Exchange (CIEE). These memberships link LAU to over 300 universities worldwide and raise our visibility as an institutional destination for foreign students.

Our students are increasingly availing themselves of LAU’s myriad study-abroad opportunities. The OCE unit facilitates LAU’s international exchange programs, providing both logistical support and student advising. Ten students were nominated or chosen this year as for various Fulbright scholarships, and four students were chosen to attend Sciences Po in Paris. LAU has signed exchange agreements and memoranda of understanding with eighteen institutions of higher education abroad, including Sciences Po; Richmond, the American International University in London; Ruprecht-Karls-Universitaet, Heidelberg, Germany; the University of Michigan; the University of Massachusetts, Amherst; the Ecole Speciale D’Architecture in France; and the University of Camerino in Italy.

SINARC’s increasing recognition brought the attention of James Madison University, Virginia; this year JMU held its summer language program in Beirut for the first time, as a joint venture with SINARC. The two programs ran side-by-side at LAU, with students attending weekly lectures on current affairs together and visiting popular tourist sites around Lebanon.

The Department of Humanities has meanwhile established a Foreign Language Program, offering German, Spanish, Latin, Italian and Chinese courses for various levels of proficiency.
Ethics and the life of the mind

The pursuit of knowledge is not an isolated activity at LAU. It is embedded in a community context, a context of human connectedness and humane responsibility. It takes place not only in libraries, laboratories, classrooms, and lecture halls, but also in activists’ meetings, in rural medical clinics, in model United Nations debate forums, at NGO fairs and in the online forums of social media.

Our university is steeped in the liberal arts tradition, and for us this ethos is a natural extension of that. Even as our professional schools turn to address concretely the challenges and realities of the 21st century, they have their roots in — and draw their strength from — the knowledge, modes of thought, and ethical systems rooted in humanistic learning.

The new School of Medicine’s integrated curriculum, for example — along with its emphasis on social medicine — instills emerging physicians with a strong sense of responsibility to their community. Developed through a ten-year partnership with Partners Harvard Medical International (PHMI), the curriculum relies on small-group, self-directed learning, and aims to produce physicians with humane insight into their patients’ health from both an individual and a societal vantage point. This approach — in which the physician is both a wise, perceptive healer and a highly trained clinical scientist — is at the cutting edge of medical education today.

The new School of Nursing is closely integrated with the School of Medicine, and shares its philosophy. It is making strides in the area of interprofessional education, boasting a forward-thinking curriculum that emphasizes collaboration in courses, laboratory and clinical experience between students in the university’s medicine, nutrition, pharmacy and social work programs. Graduates of all the health professions programs will thus enter their practice with the confidence and experience to be equal partners in a health care team, thereby raising both the quality of health care. For nursing in particular, this will raise the status and draw as a profession in a region suffering from an acute shortage of nurses.

This kind of social awareness goes to the heart of what education is all about at LAU. The social, political, ethical and environmental challenges vexing today’s Middle East are acute, and for knowledge production — the combination of specialized training and the development of critical thinking skills that we call higher education — to be valid, vital, and authentic, it must take place in the thick of them, rather than in an ivory tower apart. A willingness to tackle them is central to the life of the mind.

When LAU engineering students, for example set their sights on an international prize for building a maximally fuel-efficient vehicle, the exercise fuses their intellectual ingenuity, competitive spirit and awakening sense of environmental responsibility into a single ambition.

Similarly, when LAU’s Institute for Peace and Justice Education (IPJE) holds a book launch for a newly published anthology of essays by peace-education pioneers, edited by a prominent and beloved faculty member, it tells students — and the LAU community in general — about something more than a new book. It tells them that visions of a better world are integral to what their university does, not some kind of feel-good adjunct to it.

In other cases, intellectual responsibility to the community takes more subtle shape, with scholars moving beyond the gates of the university not so much to confront social ills directly as to trace and elucidate their complexity. This spring, for example, LAU’s Urban Planning Institute — together with the School of Architecture and Design, in collaboration with the University of Applied Arts in Vienna — launched “Urban Strategies-PoroCity-Beirut,” an ongoing project which has students from both universities delving into the political, cultural, and architectural history of Beirut’s sometimes ideologically fraught suburbs. The same institute hosted a related lecture by a prominent American academic about the influence of sectarianism on the urban infrastructure of Beirut.

Meanwhile, SAS will soon be offering a master’s degree in women’s studies, to be coordinated by the Institute for Women’s Studies in the Arab World. As part of the new academic strategic plan, moreover, IWSAW is designing and adding a gender component to a whole range of degree programs in the humanities and social sciences.
Digital rendering of the soon-to-be-unveiled School of Medicine and Nursing complex.
Building our Base

If the spirit of a university lies in the pursuit of knowledge and wisdom, the flesh, blood, and bone sustaining it consists of physical resources, technological hardware and human talent. With enrollments at their highest in the university’s history, and two new professional schools spearheading its foray into the field of medical education, LAU is at the crest of a massive growth phase. One of the university’s chief challenges at present is to find ways to continue expanding facilities and widening our footprint despite unprecedentedly high land prices, especially in Beirut.

New facilities for medical education

LAU now encompasses seven schools spread over two campuses: the School of Architecture & Design, the School of Arts & Sciences, the School of Business, the School of Engineering, the School of Pharmacy, the Gilbert and Rose-Marie School of Medicine, and the Alice Ramez Chagoury School of Nursing.

These last two are LAU’s newest schools, and represent the university’s audacious expansion into the field of medical education, a move buttressed by the acquisition of majority shareholder position in the University Medical Center—Rizk Hospital. UMC–RH is a large, four-building medical campus in the heart of Beirut, which LAU is currently transforming into a comprehensive university hospital, clinical teaching and research facility.

UMC–RH has been designed to support LAU’s schools of Medicine, Nursing, and Pharmacy, provide the clinical environment and services for teaching and training for health care students and professionals, launch clinical pharmacy services, and support academic research programs. Its transformation from a decades-old city hospital into a comprehensive, state-of-the-art university medical center is well underway.

UMC–RH will be home to several centers of excellence, including for advanced radiology and imaging, dialysis, endoscopy, dermatology, ophthalmology, IVF and cardiology.

Although the schools of Medicine and Nursing continue to operate at present in temporary facilities on the Byblos campus, the state-of-the-art, 15,500-square-meter, $31-million medical complex under construction on the Byblos campus is moving toward completion. The School of Medicine and Nursing building will take its place among the most advanced medical facilities in the world, and is certain to be a strong draw for SOM and ARCSON applicants in 2012-2013 and beyond.
LAU’s Facilities Management Department is currently executing several capital projects and several major renovations on both campuses.

The long-awaited Frem Civic Center, which sits high on the Byblos hilltop campus overlooking the Mediterranean, was officially inaugurated in June 2011 in a ceremony attended by members of the Frem family, LAU leaders and other dignitaries. The $8.5-million building houses a number of LAU institutes, offices of the School of Business, temporary faculty offices, a simulation teaching lab for the School of Nursing, and a conference center consisting of a 167-seat lecture hall, two conference rooms and a large multi-purpose hall, all equipped with state-of-the-art audio-visual smart facilities. The center serves, moreover, as a major hub for courses and seminars on topics related to citizenship, leadership and ethics.

This is indeed a transformative moment for the entire Byblos campus. In addition to the vast, ambitious School of Medicine and Nursing building scheduled for completion in spring 2012, construction continues on a $25-million infrastructure project in the valley adjacent to the campus and extending to the heart of it, which will provide waste water treatment plant, water pumping and storage, nine megawatts of standby electric power, and heat and air conditioning through underground tunnel systems. Construction of a $14.3-million, five-story, 19,000 square-meter underground parking facility to accommodate around 625 cars is also underway.

On the Beirut campus, LAU’s long-anticipated Memorabilia Gallery was inaugurated on the ground floor of Orme-Gray Hall in late April. Several major renovations are also underway on the Beirut campus. As part of a comprehensive space reallocation plan, the Faculty Apartments Building and Shannon Hall are being upgraded to house administrative offices. The basement of the former is being transformed into LAU’s largest data and IT center, and the latter will house an early childhood center for SAS’s Department of Education.

Visionary construction projects are meanwhile in the offing on both campuses.

Atelier Pagnamenta Torriani, a New York-based architectural firm, has been retained to plan and design the Gibran Library on the Byblos campus, scheduled for completion during the academic year 2014-2015. Khatib & Alami have begun designing the Engineering Workshops and Labs building, also at LAU Byblos.

In Beirut, the Learning Resources Center (LRC) will be transformed into a state-of-the-art student center, including student clubs’ offices, multi-purpose recreational rooms, a new gym and a cyber café adjacent to the Nicol Hall cafeteria, which will be upgraded and expanded over the LRC patio to become a modern dining facility.

Perhaps most spectacularly, a $40-million, 18,000-square-meter Arts & Sciences Building on the Beirut campus will house labs, studios, classrooms, faculty offices, as well as a gallery, conference center, and parking.

The Beirut campus will also soon see the execution of a major infrastructural project upgrading the electrical installations of the campus and building a central eight-megawatt backup power plant.
Information Technology infrastructure

The IT Department has introduced a number of systems upgrades that directly benefit faculty, students, and the entire LAU community.

IT has installed a high-performance computer specifically for the use of academic researchers, which speeds up the processing of complex formulae from days to hours.

The online registration system (Banner) has been upgraded to handle increased load at the beginning of each semester. IT is also in the process of making schedule and grades information on Banner accessible from students’ smartphones. IT has also introduced software that integrates with Banner to provide conflict-free classroom and exam scheduling.

Other services have been automated and streamlined. A new online deferred payment service, eliminates the need to queue for hours in front of the business office. IT is in the final stages of moving student and alumni email to a “cloud” service provided by Microsoft, allowing an identical user experience — and effortless sharing of calendars, contacts, and notes, plus smartphone synchronization — whether one is working on a personal or public computer or on a smartphone.

All classrooms in Byblos and over half of those in Beirut have been equipped with smart technologies, and video-conferencing equipment has been installed in 14 conference rooms and offices spread over Beirut, Byblos, and New York. A plan is underway to convert all classes in LAU to smart by the end of this academic year.

Meanwhile, IT’s Portal Project — now in a pilot phase, to be implemented in phases through 2012 — unifies LAU’s major business and academic applications, allowing faculty, staff, students and alumni to log in to a single webpage with LAU content personalized and curated.

Also underway is the continuous upgrade of network infrastructure in Beirut, Byblos, New York and UMC-RH, the improvement of network security through revised information security regulations and a new Identity and Access Management system, the creation of a data warehouse to function as LAU’s institutional memory, and a new document management system to prevent lost records and eliminate the need for file cabinets.

LAU’s Human Resources Department is collaborating with the Job Assessment Committee (JAC) to review and fine-tune the organizational structures of various departments, and plans to research and implement an automated performance management system during the 2011-2012 academic year. The system will incorporate both management-by-objective (MBO) and competency-based-management (CBM) business processes, and will include a detailed training program.

HR has also moved toward final implementation of the Human Resources Management System (HRMS), and has developed and launched a new, highly interactive website catering to the needs of staff and faculty.
THE CLOSING FIGURE
AS OF SEPTEMBER 30, 2011, IS
$67,602,916

GOAL $65 Million
Responsible Stewardship

LAU’s financial soundness, stability and stewardship have provided the ballast we need to withstand multiple concussions to the global economy in recent years. Our bold expansion in recent years — creating new schools, recruiting new faculty, adding new degree programs and building new facilities — has been backed by a healthy, growing endowment and all strong, continued investment confidence on the part of our donor community.

Fundraising

LAU’s Campaign for Excellence — the Legacy and the Promise has concluded triumphantly, having exceeded its target of $65 million. The Legacy and the Promise represents LAU’s first comprehensive five-year fundraising campaign, and it has been an unqualified success. Indeed, its initial target of $40 million was so quickly reached that we raised the bar midstride by $25 million, and are concluding the campaign ahead of schedule.

Even as we celebrate its completion, however, we have already laid the groundwork for our next campaign. The new campaign will combine cultivation of major donors with large-scale grassroots fundraising and assiduous rekindling of alumni relationships in an attempt to broaden LAU’s donor base.

LAU’s Advancement division works to develop and maintain the essential relationships between LAU and the key constituencies — including alumni, corporations, government officials, philanthropists and foundations — that enable its academic and community mission.

Advancement this year raised $9,332,515 from 437 donors. Individual events have proved particularly successful; the second annual Gala Event in New York City, for example, drew $234,643 in donations for the Sarah Lanman Huntington Smith Endowment Fund.

In addition to monetary gifts, the division continues to focus on planned giving in accordance with the strategy introduced last year, focusing on IRA donations, wills and bequests. A new website has been created to provide information on planned giving opportunities to alumni and friends, along with a targeted mailing.

As the university’s donor base continues to expand, Advancement has introduced a rating system, refined its donor cultivation strategies and researched and identified prospects in order to pair them with campaign priorities (such as creating a large endowment for financial aid). Collaboration with deans of schools and directors of institutes has been key to the fundraising strategy.
Alumni outreach and university communications

LAU continues to increase the number of its alumni chapters worldwide, which is up to 32 now from last year’s 30. In addition to outreach efforts aimed at existing alumni, the Alumni Relations office is now working to introduce itself to new students, taking part in fall orientation as well as providing services to students at other points during their time at LAU.

The annual homecoming week and alumni dinner in July were both big successes, with hundreds of attendees. Rima Daniel Hourani (’70), a well-known philanthropist and longtime friend of LAU, and Ricardo Karam (’96), a TV personality and talk-show host, were awarded the Alumni Recognition Award and Alumni Achievement Awards, respectively.

Advancement continues to expand LAU’s web presence, revamping existing school websites and creating new ones, while providing greater integration and navigability.

While continuing to update the university’s online news site twice a week, the division has introduced a detailed plan to revamp and upgrade the site to include a greater diversity of content, including op-eds, profiles of LAU’s thought leaders, faculty Q & As, and multimedia material including lecture podcasts.

Content on the news site will thenceforth be hyperlinked to and integrated with content from LAU Magazine and Alumni Bulletin, which continues to be published quarterly. As Advancement’s New York office continues to augment LAU’s Facebook, Twitter, and Youtube presence, social media will increasingly be used to drive traditional news and magazine content, and vice-versa.

Following last year’s successful rebranding initiative, Advancement has moved to consolidate LAU’s modern visual identity this year with the introduction of a visual identity style guide. The division also played a role in the university’s new memorabilia store, which included the production of LAU-branded material.
Maintaining healthy finances is the sine qua non for achieving LAU’s ambitious plans in an unstable political environment. The LAU Finance Department is continuously monitoring the dynamic environment, and working hand-in-hand with other university constituents to assure seamless implementation of these plans while maintaining healthy cash flows and financial stability.

The university’s operating net assets continued the growth of previous years. Though markets remained extremely volatile this year, LAU’s endowment is performing well relative to policy benchmarks, and the board’s investment committee is vigorously managing it through a long-term investment strategy and active monitoring.

The university’s operational efficiency has contributed tremendously to its success and hence its financial stability. This year the university secured a $22-million loan from Bank of Beirut to fund construction of the Medical School Building and its underground parking facility, and a $10-million loan from Fransabank to equip the radiology center at UMC-RH. The loans were granted in Lebanese pounds for a period of nine years, at an advantageous variable interest rate assessed at 4% for the first year.

In fall 2010, LAU replaced the credit-based structure of tuition fees with a term-based structure, in which full-time students pay a fixed fee and part-time students pay per credit. The new system provides greater transparency, rewards students in good standing, and mitigates perceptions of LAU as unduly expensive. The new system is both a financial and public-relations success, and has been very well received by students and parents.

The financial administration is continually and proactively researching ways to further improve LAU’s financial standing and support its ongoing quest for excellence.

The operating budget is set and managed by the respective departments and offices. Implementation is monitored by the Budget Office to ensure compliance with limits. Regular follow-up of the Capital Budget is executed in coordination with the Facilities Department. Below are highlights of LAU’s operating budget for 2010/2011:

### Revenue Budget 2010 - 2011

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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</thead>
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<tr>
<td>Tuition</td>
<td>89,683,583</td>
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<td>Endowment income</td>
<td>9,182,000</td>
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<td>Other revenue</td>
<td>4,599,584</td>
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<tr>
<td>Developmental goals</td>
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<td><strong>Total</strong></td>
<td><strong>111,839,817</strong></td>
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### Expense Budget 2010 - 2011

<table>
<thead>
<tr>
<th>Category</th>
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<td>Teaching Compensation</td>
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<tr>
<td>Non Teaching Compensation</td>
<td>21,936,590</td>
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<td>Financial Aid</td>
<td>15,282,694</td>
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<td>Supplies</td>
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<td>Contracted Services</td>
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<td>Travel &amp; Communication</td>
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<td>Utilities &amp; Taxes</td>
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<td>Depreciation</td>
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<tr>
<td>Contingency &amp; Transfers</td>
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<tr>
<td>Debt Service Charges</td>
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<tr>
<td>Other Expenses</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>111,839,817</strong></td>
</tr>
</tbody>
</table>
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The Lebanese American University has made every effort to create an accurate listing of all contributors. If your name has been inadvertently omitted, or incorrectly spelled, please accept our apologies.

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.
The Endowment Scholarship Program 2010–2011

The following funds were established to provide ongoing financial aid to needy and deserving students:

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- The Rev. Samuel Habib Memorial Endowment Scholarship Fund
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<td>The Edith Newton Memorial Endowment Scholarship Fund</td>
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The Endowment Scholarship Program 2010–2011

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The Endowment Scholarship Program 2010–2011

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Scholarship Grants 2010–2011

The following Annual, Merit and Designated grants were established to support the Financial Aid program to needy and deserving students during the academic year 2010–2011:

Abdallah Yabroudi Designated Scholarship Grant
Abdallah Yabroudi Engineering Scholarship Grant
Abdallah Yabroudi Nursing Scholarship Grant
Adibeh Kaddoura Kaz’un Annual Scholarship Grant
Ahmad Abou Ghazaleh Memorial Scholarship Grant
Ali Abdullah Jammal Memorial Scholarship Grant
Alumni Association Oman Chapter Annual Scholarship Grant
Alumni Association Riyadh Chapter Annual Scholarship Grant
Association Philippe Jabre Designated Scholarship Grant
Azeez Shaheen Annual Scholarship Grant
Bank Audi Annual Scholarship Grant
BankMed Annual Scholarship Grant
BLOM Bank Annual Scholarship Grant
Byblos Bank Designated Scholarship Grant
CAT International Annual Scholarship Grant
Daad Ghossoub Designated Scholarship Grant
Elie Kai Annual Scholarship Grant
Haas Mroueh Memorial Scholarship Grant
Islamic Association for Specialization and Scientific Guidance Designated Scholarship Grant
Joseph J. Jacobs Memorial Scholarship Grant
Kamil Sarieddine Annual Scholarship Grant
Khalil Kanaan Annual Scholarship Grant
LAU School of Arts and Sciences Annual Scholarship Grant - Byblos Campus
Mary Taylor Alexander Annual Scholarship Grant
Mike Ahmar Designated Scholarship Grant
Rima Hourani Designated Scholarship Grant
Rotana Hotel Management Corporation Merit Scholarship Grant
Salim Hachach Annual Scholarship Grant
Saudi Binladin Group Scholarship Grant
Shahe Khatchadourian Annual Scholarship Grant
Sonia Hajar Annual Scholarship Grant
Suad Hoss Annual Scholarship Grant
UMC-RH Nursing Scholarship Grant
UNRWA Designated Scholarship Grant
USAID- University Student Assistance Program
USAID Scholarship Grant
Walid Joumblatt Scholarship Grant
Naming Seat or Bench at LAU

The Lebanese American University acknowledges with gratitude the following contributors who made generous donations towards naming a bench or a seat at LAU:

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Alumni Association, Saudi Arabia Eastern Province Chapter
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Adailat Jayyousi Atawni
Ziad and Lina Cheikh
Layla Saleebey Dagher
Bahia Juma Fakhro
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**Naming a Seat at Selina Korban Auditorium**
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**Naming a Seat at Irwin Hall Auditorium**
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Salwa Kassab Abla
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Ghada T. Abou Assaly
Lana S. Abou Teen
Abdallah and Lina Al-Khal
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Naji M. Sayegh
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Robert M. Shafie
Hussain J. Sharaf
Hiam Fanous Sinno
Aida Himadeh Younis
Bahaa S. Zaher
How Far We’ve Come: 1835 – 2011

1835
American Presbyterian missionaries establish the American School for Girls in response to a lack of available education for girls in the region.

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

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

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

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

1991
Courses begin at the Byblos campus.

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

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

1999
The charter is amended once again to allow LAU to grant the following degrees: Bachelor of Engineering and Pharmacy, and Doctor of Pharmacy.

2002
The Doctor of Pharmacy (Pharm.D.) program becomes the only program outside the U.S. to earn accreditation by the Accreditation Council for Pharmacy Education (ACPE).
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1955</td>
<td>BCW’s charter becomes absolute and the college adds B.S. degrees.</td>
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<td>1970</td>
<td>The Lebanese government recognizes BCW’s bachelor’s degrees as equivalent to the License.</td>
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<tr>
<td>1973</td>
<td>The college becomes co-educational and changes its name to Beirut University College (BUC).</td>
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<td>1975–1990</td>
<td>Despite low attendance during the civil war, the college maintains operations by holding courses north and south of Beirut.</td>
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<td>1985</td>
<td>The Board of Regents in New York amends the charter to transform the college into a multi-campus institution.</td>
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1985
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.

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

2009
The School of Engineering and the School of Architecture and Design are restructured.

2010
The Gilbert and Rose-Marie Chagoury School of Medicine welcomes its first class of students.

2011
LAU embarks on Strategic Plan 2011–2016, built around six pillars and focused on taking LAU to the next level of academic excellence.

2011
School of Engineering’s bachelor’s degree programs in civil engineering, computer engineering, electrical engineering, industrial engineering and mechanical engineering receive ABET accreditation, retroactive to October 1, 2009.

2011
School of Business and School of Arts and Sciences come under a single leadership across both campuses, completing the unification of LAU’s seven schools.
Our Vision For the Future

With the achievement of regional accreditation of the university by NEASC, the professional accreditation of engineering and computer science programs by ABET, the successful completion of the university’s first five-year strategic plan, the founding of the schools of Medicine and Nursing, the acquisition of UMC—RH, and the drawing to a close of the first comprehensive fundraising campaign, we have closed an illustrious chapter in LAU’s history. With the launch of the new five-year strategic plan focused on academic excellence, we open a new chapter.

It’s a thrilling time to be part of this university. Our international visibility — both of the institution itself and of the thought leaders we are blessed to have among our faculty ranks — is greater than ever before, and so is our momentum, our sense of purpose. At this juncture in history, all eyes are on this region. The message we send back is one of tolerance, communal responsibility, and the spirit of free inquiry.

In a climate of global economic instability, we feel both fortunate and proud to have withstood the buffeting and remained financially strong. At the same time, it is precisely in such a climate of uncertainty — as many university budgets are mercilessly slashed — that the value of liberal education and the life of the mind must be vigorously reaffirmed.