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2013 PRESIDENT'S REPORT





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PRESIDENT'S LETTER



Dear Colleagues and Friends of LAU,

It is my pleasure to present you with our annual report. Once more, I am proud to recount LAU's achievements on multiple fronts, as the university continues to forge ahead from one unparalleled success to the next. Over the past year, LAU has reached a number of new milestones, taking the university to new heights of excellence and consolidating our rightful place among the world's leading institutions of higher learning.

Strategic planning has been a part of LAU's culture for close to a decade now, together with an inflexible commitment to continual self-inquiry and internal renewal. The current academically focused Strategic Plan, a blueprint for the years 2011 to 2016, is being implemented with great success. It has guided our internal reassessment as we prepare for NEASC re-accreditation in fall 2014. Resolved to lift LAU to the cutting-edge of educational programming, we have added new curricular offerings in Fashion Design, Gender Studies and Actuarial Studies, as well as an LL.M. in Business among others detailed in this report. As the volume of research and scholarships by our faculty and students increases, we have instituted a new dean for Graduate Studies and Research, further strengthening our graduate programs.

We have been blessed historically with a double legacy, as a modern American university operating in a Middle Eastern country, that boasts millennia of experience in the formation of the educated mind. It is this marriage of deep-rootedness in culture and a forward-looking vision that, in fact, distinguishes us from our competitors. While we devote considerable resources to the renovation and expansion of our Beirut and Byblos campuses, the recent inauguration of our New York Headquarters and Academic Center appropriately symbolizes our American heritage and marks our establishment on the global stage.

As you know, LAU has thrown its cap into the arena of medical education with the Gilbert and Rose-Marie Chagoury School of Medicine and the Alice Ramez Chagoury School of Nursing. This summer, we graduated the first cohorts of medical doctors and nurses, marking yet another signal achievement for the university.

LAU's expansion is all the more remarkable considering the major headwinds we face in terms of political instability and the endemic economic crisis both in Lebanon and abroad. Through responsible stewardship and rational allocation of resources, we have been able to steer the institution to the calm shores of financial sustainability. The university's expanding list of donors has contributed to the great success of our fundraising efforts, in particular of the ongoing Fulfilling the Promise campaign.

The following pages shed light on some of the highlights of this banner year in LAU's history. In all areas, I extend my personal gratitude to those who have made these recent successes possible, in particular the Board of Trustees and the Board of International Advisors, and look forward to working shoulder to shoulder with you as we continue to build our university's future.

Sincerely yours,

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



SPOTLIGHT ON ACADEMIC EXCELLENCE



Fulfilling the Strategic Plan

Our university has undergone several transformations over its storied history. What began as a pioneering school for girls in the Middle East evolved over time into a four-year, coeducational college and finally into a university with campuses in Beirut and Byblos. Today, we have achieved the lofty status of a fully accredited institution of undergraduate and graduate education with regional and international recognition.

Over the past decade, LAU's successes have been greatly supported by the adoption of two consecutive five-year Strategic Plans. The blueprint for 2011-2016 gives priority to the continued development of the university's academic component. Our focus is on ensuring a match between a liberal arts education and the needs of the job market, while promoting civic values that extend outside the campus walls.

The efficient implementation of the current plan has been made possible by the dedicated involvement of the entire LAU community.

In a historic move to build bridges between East and West, the university bought in 2012 a new building in midtown Manhattan to house the LAU Headquarters and Academic Center in New York, which it inaugurated this year. This acquisition marked the arrival of the university, as a key academic player, on the international stage.

The successful expansion of academic offerings was visibly reflected in this year's graduation of the very first class of both our Gilbert and Rose-Marie Chagoury Medical School and Alice Ramez Chagoury School of Nursing. The recent appointment of internationally prominent neurosurgeon Dr. Youssef Comair, as the dean of the School of Medicine, further demonstrates the university's commitment to firmly establishing LAU's leadership position in medical education.

The Strategic Plan seeks to strengthen research capacity in order to ensure LAU's position as a prominent beacon of graduate studies. Recently, the university appointed Dr. Pierre Zalloua, a renowned figure in the field of genetic research, as its dean of Graduate Studies and Research. With invigorated headship, we can look forward to a range of innovative graduate coursework, as well as increased research support.

The success of our curricula would be impossible without continuous self-scrutiny and transparency. The School of Arts and Sciences has, this past year, set the standard in this regard by developing new program review criteria, appraising the M.A. in Political Science and International Affairs and the M.S. in Computer Science. The school is currently in the process of reviewing the M.A. in Comparative Literature, the M.A. in Education, the M.S. in Molecular Biology and the B.A. in Social Work.

The same spirit of constant self-improvement has inspired the revamping of the university's Continuing Education Program (CEP). In the past year, the program increased enrollment by 43 percent, in addition to expanding its certificate-based offerings and establishing new satellites across Lebanon. These efforts were rewarded in the receipt of a prestigious European Union grant.



SPOTLIGHT ON ACADEMIC EXCELLENCE



Ever-Higher Academic Standards

In 2010, LAU achieved the New England Association of Schools and Colleges (NEASC) accreditation, symbolizing the university's rightful place among the leading academic institutions in the world. But we do not rest on our laurels. Bolstered by the support of the entire LAU constituency, our academic leaders are currently vigorously leading the process of internal assessment necessary to achieve NEASC re-accreditation.

At the same time, the university's constituent schools continue to pursue accreditation on the level of individual programs. The continued accreditation of the School of Pharmacy's Doctor of Pharmacy professional degree program by the Accreditation Council for Pharmacy Education (ACPE), in 2012, reaffirmed our status as a regional pioneer in high quality pharmacy education. In 2011, the School of Engineering received prestigious accreditation from the Accreditation Board for Engineering and Technology (ABET) for all its undergraduate programs, as did the School of Arts and Sciences' bachelor program in Computer Science.

LAU's School of Business is on track to achieve accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Not to be outdone, the School of Nursing expects to receive notification of the Commission on Collegiate Nursing Education (CCNE) accreditation in the fall of 2013. The accreditation of the university's architecture program by the National Architectural Accrediting Board (NAAB) is also well underway.





New Horizons in Education

This year more than ever, the recruitment of top-notch faculty has allowed us to introduce new and expanded program offerings in an ever broadening set of subjects.

The School of Architecture and Design has launched its highly anticipated B.A. in Fashion Design in collaboration with the internationally renowned Lebanese designer Elie Saab, bringing Lebanon to the cutting-edge of fashion design training. Meanwhile, the school has also developed minors in Fine Arts and Visual Arts, providing LAU students, who strive to participate in Lebanon's ongoing artistic renaissance, with *avant-garde* training and cultural mentorship.

Building on its 2013 success in graduating the first cohort of medical doctors, the School of Medicine has initiated a post-graduate program. To provide its students with an even broader array of educational opportunities, the school has entered into collaborative exchange agreements with the University of Iowa and Northwestern University.

In 2013, LAU introduced new programs in Actuarial Studies, Dietetics and Bio-Informatics. Our liberal arts base has been enlarged with the launching of new bachelor degrees in Arabic Language and Literature, as well as in Translation. In the sciences, we are in the process of offering bachelor programs in Petroleum Engineering and Chemical Engineering, as well as master's degrees in the same disciplines.

Proud of our heritage as a pioneer in women's education in the Middle East, we have introduced a master's degree in Gender Studies, the first in Lebanon and certainly the most international and academically liberal program of its kind in the region. The program seeks to transform students into researchers and activists, forming new leaders for the region's women's movement and ensuring LAU's legacy as a forward-looking institution for decades to come.



SPOTLIGHT ON ACADEMIC EXCELLENCE



FACULTY PUBLICATIONS



Promoting Research and Scholarship

LAU generously supports research projects and faculty publications through the Schools Research and Development Funds and the recently established New Faculty Seed Fund.

Ever growing numbers of LAU professors across a variety of disciplines receive external funding from such national and international sponsors as the National Council for Scientific Research, the Qatar Foundation and the Fulbright Program, cementing our international competitiveness. Over this past year, external grants supported a wide range of projects, from the purchasing of engineering lab equipment to medical research and the development of artistic initiatives.

This research funding has resulted in the production of an unceasing stream of academic articles in a wide variety of scholarly journals. Numerous members of our faculty serve on the editorial boards of major publications, including but not limited to the fields of computer science, linguistics, finance, economics and business.

Ties with the regional and international scholarly community continue to strengthen, as the university hosted a series of academic conferences in 2013, bringing together hundreds of local and international scholars. These gatherings covered a broad spectrum of topics, such as quality-related issues in Arab graduate programs and recent advances in the various science fields, among many others.



Centers, Institutes and Special Programs

LAU is home to an impressive array of centers, institutes and special programs. These offer opportunities for research, training, development and civic engagement to both students and faculty.

The Institute for Women's Studies in the Arab World recently transformed its flagship publication, *Al-Raida*, into a biannual, peer-reviewed journal and it launched a project to train Lebanon's government personnel on human rights-based approaches to treating female detainees. The Center for Lebanese Heritage has been vigilantly collecting and documenting Lebanon's cultural heritage, as well as organizing regular conferences dedicated to the country's remarkable cultural, artistic and literary treasures. Our Institute for Migration Studies also continues to serve as an umbrella for Lebanon-related research projects, sponsoring research on the global role of the Lebanese diaspora.

LAU's Institute of Family and Entrepreneurial Business actively contributes to the university's curricula in business and related social sciences, convening this year a series of conferences, in partnership with Lebanon's major family businesses, to deliberate the challenges facing this sector of the economy.

This year has seen the reactivation of the university's Institute for Human Resources. The institute acts as a platform for exchange and ongoing dialogue between students, academics and business executives, so as to bring business practices and university teachings together. Here, as in all aspects of the LAU culture, the boundaries between academia and the outside world are as fluid as ever.

In May 2013, we reactivated the Early Childhood Center (ECC), a pioneering facility for early childhood education on the Beirut campus. The ECC is the only childhood center in the Arab world within the walls of an academic institution. It serves as a training site for LAU's education majors while providing optimal learning surroundings for the children themselves.



SPOTLIGHT ON ACADEMIC EXCELLENCE



Attracting a World-Class Student Body

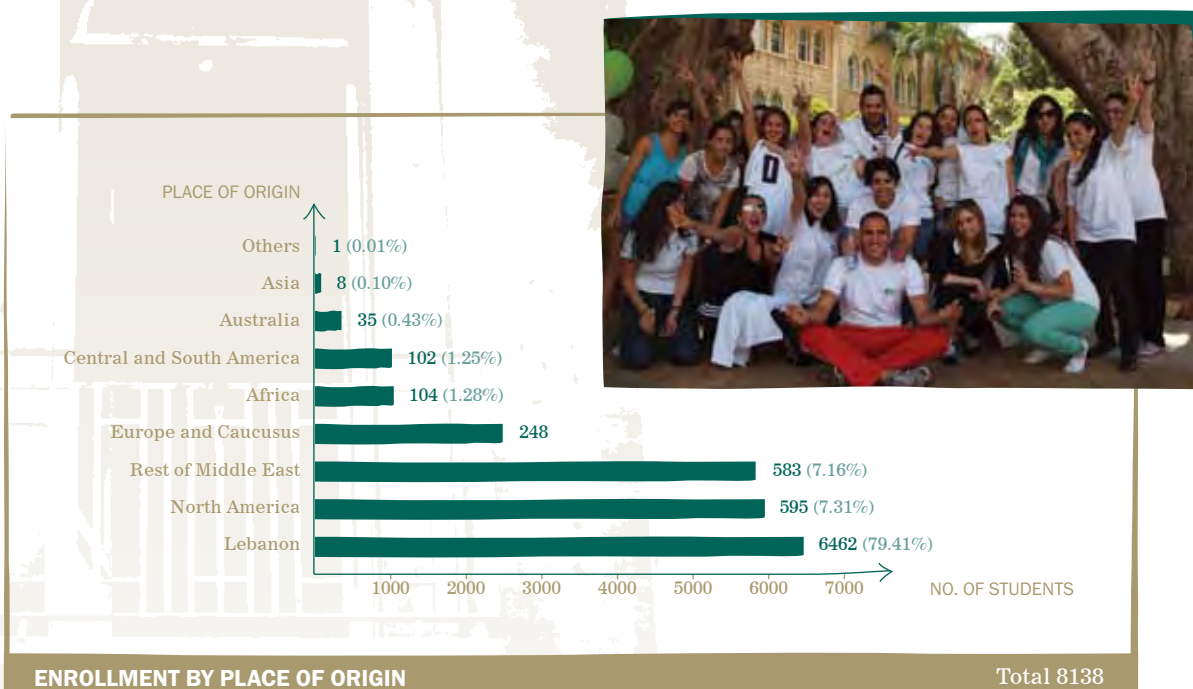
While investing considerable resources into transforming the university into a leading research institution, LAU never loses sight of its greatest pride and priority: the qualified student body, from Lebanon and around the world, who come to our campuses attracted by our concentrated programs and holistic educational ethics. In addition to more than 6,400 students from Lebanon, this year we welcomed over 1,700 students from North Africa, North America, Europe, Australia and beyond.

This fall, LAU spent an unprecedented \$18.8 million in student financial aid, most of it supported by donors' grants and scholarships. With these funds, the university assisted 30 percent of the student body through Entrance, Honor and Merit Scholarships, Athletic and Talent Scholarships, work-aid, loans and other types of grants.

For the third year in a row, we have been able to rely on the U.S. Agency for International Development's (USAID) University Scholarship Program to provide financial assistance to deserving students recruited from public schools in some of the poorest areas of Lebanon. In 2013, USAID supported LAU with a record \$9.5 million, benefitting 85 new students with tuition, room and board, books and computers, as well as pocket money.

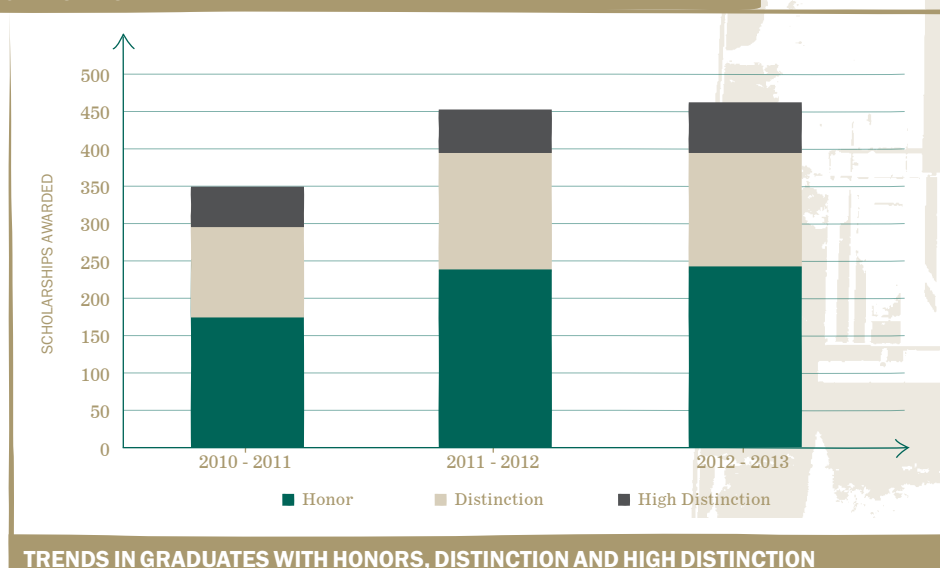
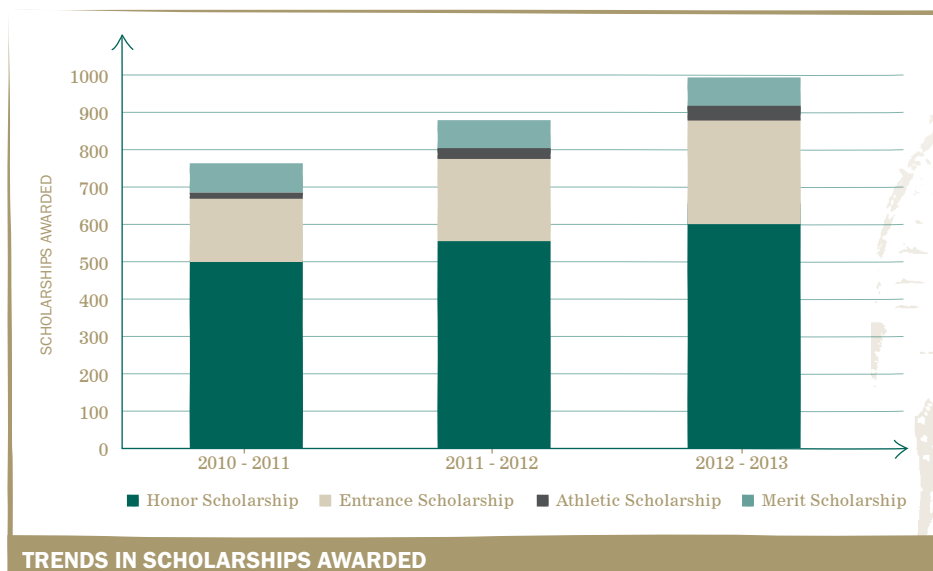
In another landmark achievement in student financial assistance, the Middle East Partnership Initiative's Tomorrow's Leaders Program (MEPI-TL) graduated its second cohort of LAU students. This U.S. State Department-financed program has allowed the university to recruit gifted students from the Middle East and North Africa.

LAU's mission privileges a student-centered approach to higher education. As such, we have expanded the number of full-time academic advisors on the Byblos and Beirut campuses from three to nine. The latter partner



with students' faculty advisors to provide students with the best possible guidance, as they shape their curriculum and move toward their chosen career.

All this investment into our students is paying off in impressive ways. In 2013, Student Honor Society ceremonies recognized the academic achievements of over 600 excellent students, who successfully maintained a 3.5 GPA after the completion of 60 or more credit hours.



SPOTLIGHT ON ACADEMIC EXCELLENCE



Global Encounters

Reflecting our rootedness in the Lebanese character, LAU is deeply committed to fostering cross-cultural academic exchange. More than ever, we extend opportunities for our students to take courses abroad and welcome international students on our campuses with open arms.

This year, LAU's Outreach and Civic Engagement unit (OCE) held numerous activities to inform students of the wealth of educational exchange opportunities available to them, as well as launching a newsletter promoting the university's exchange programs.

LAU continues to participate in European exchange programs, hosting increasing numbers of students from Europe while sending our own to the Old Continent through the Erasmus Mundus' WELCOME, Dunia Beam and MEDASTAR projects.

We are also delighted to announce the continued expansion of our educational partnerships in North America, through the Global UGrad Program. In addition, this year some of our students spent time in intensive leadership programs at U.S. colleges, sponsored by MEPI.

At present, students in various design majors have the opportunity to take selective courses at IUAV University of Venice, ESA Paris, Domus Academy Milan and the Université de Montréal. The university, in the meantime, has developed an exchange agreement with the Ecole Polytechnique de Montréal.

Our young scholars continue to be successful in obtaining the prestigious Fulbright scholar grant. This year, out of a total of 13 Lebanese recipients, four were from the LAU family.

LAU's renowned Summer Institute for Intense Arabic Language and Culture (SINARC) continues to draw students from around the world. In addition, SINARC is providing tutorials to an ever-increasing number of diplomats from various foreign embassies based in Beirut. The program has also established a long-term exchange agreement with St. Andrew's University in Scotland.





A Synergy between Academia and Industry

At LAU we strive to match our students' skills to the needs and expectations of the workplace. For this reason we constantly seek out partnerships with local employers, who offer students hands-on opportunities. The university's School of Pharmacy and the Lebanese Ministry of Public Health signed an agreement allowing our students to apply their skills in government-run medical facilities. Concurrently, to accommodate its growing student body, the School of Nursing has increased its Clinical Affiliation Agreements to 13 hospitals and community health agencies throughout Lebanon.

While the School of Architecture and Design requires all students in its professional programs to undergo internships at internationally known companies, the School of Engineering requires its undergraduate majors to register for a six-credit professional experience course during the summer semester.



REACHING OUTSIDE THE IVORY TOWER



A New Generation of Leaders

LAU's educational mission includes a deep commitment to the formation of leaders for an increasingly diverse, interconnected and complicated world. The university offers innumerable opportunities for leadership training and practice, both to its own students and to aspiring trailblazers outside campus walls in Lebanon and abroad.

LAU STUDENTS TAKING CHARGE

Indefatigable and dedicated, LAU students are constantly engaging outside of the classroom in activism, philanthropy, science and politics.

In May 2013, architecture students received first prize at the international iChange competition about climate change. Earlier this year, pharmacy students won third place for their treatment plan of a psychiatry case at the American Society of Health-System Pharmacists' Clinical Skills Competition in Las Vegas. Also in the field of science, a Department of Computer Science and Mathematics student took home first prize at the second annual New York University-Abu Dhabi International Hackathon for Social Good in the Arab World.

TEDxLAU, the university's affiliate of the global movement Technology, Entertainment, Design (TED), has emerged as an especially effective vehicle for promoting the exchange of innovative ideas. Over the past year, this initiative facilitated numerous events in Beirut, focusing on concrete ways in which our students can positively affect the outcomes of continuing social turmoil.



LEADERSHIP TRAINING AND OUTREACH

In addition to blazing exciting trails themselves, LAU students, faculty and staff generously share their leadership expertise with others outside the university family.

For several years now, the university has hosted the Global Classrooms Model United Nations (GC LAU MUN) program. Since its inception in 2006, this initiative has grown by leaps and bounds and this year involved 1,750 students from 131 schools across Lebanon.

Another milestone was reached with the successful completion of Lebanon's second annual Model Arab League (MAL), held on the university's Beirut campus and involving 300 students from 35 schools across the country.



REACHING OUTSIDE THE IVORY TOWER



Civic Engagement

At LAU, we nurture not only academic talent but also excellence in service and a commitment to social connectedness with Lebanon.

OCE has undertaken a number of activities across campus aimed at raising awareness about the importance of individual engagement in social change. This past spring, the unit spearheaded the 4th LAU NGO Fair, bringing 78 NGOs to our campus and giving students the opportunity to familiarize themselves with the work of these stellar organizations.

Our schools responded enthusiastically to the call to serve, with the School of Pharmacy hosting civic education workshops for its faculty and students and the School of Business requiring all students enrolled in the B.S. in Business to participate in a civic engagement course involving several hours of community service. Student-driven initiatives included fundraising to benefit disadvantaged students from the MENA region and volunteer work amidst local migrant workers.





LAU - A Platform for Dialogue

As an American university operating in perhaps the most open society in the Middle East, LAU is uniquely poised to serve as a platform for dialogue between cultures. This is of crucial importance in the context of the transformations being wrought across the region by the ongoing Arab Spring, where different visions of the Middle East's future are being contested in both peaceful and violent ways.

REACHING OUTSIDE THE IVORY TOWER



Academic and Executive Knowledge-Sharing

As LAU makes its mark in the area of innovative academic programming, in 2013 we have entered into consulting agreements with a number of academic and non-academic institutions. Our University Enterprise Office (UEO) has been actively involved in assisting in the structural review of the College of Social Work at the Princess Noura University in Riyadh.

Also in the Middle East, our School of Architecture and Design continues to offer guidance to the Scientific College of Design (SCD) in Muscat, Oman. Since 2004, LAU has been engaged in monitoring SCD's bachelor programs in Communication Arts, Interior Design and Graphic Design, providing both academic supervision and practical administrative advice.

Extending our academic exchanges, LAU's architecture program has begun a collaborative project with Cottbus University in Germany to develop a 'Green Curriculum in Architecture' under the auspices of the German Academic Exchange Service (DAAD).



Student Culture

As part of our commitment to the education of the whole person, we foster a campus environment with a lively student culture, offering a wide range of opportunities to develop their interests outside the classroom.

Our major theater productions continue to provide LAU students with an experience of professional standards within the realm of the university. The productions involve a maximum number of students and faculty members across departments, as well as our graduates, professionals from the community and students from different universities and institutes in Lebanon.

LAU student athletes had another banner year in competitions abroad, as well as many successes on the home field. Our players fared spectacularly in international tennis, martial arts, basketball and swimming competitions, conquering the heights of athletic prowess from Ibiza to Belgrade.



Ensuring our Students' Future

LAU's student-centered educational philosophy extends naturally into assisting students in finding employment post-graduation. This year, Internship and Career Fairs on both campuses hosted dozens of local and international companies eager to recruit our students for jobs while still in college and beyond.

Exit surveys of the class of 2013 have found that 49 percent of LAU graduating students have already found jobs, a stellar achievement in a global economy still gripped by the after-effects of the 2008 financial crisis. Among other success stories, the entire 2013 School of Nursing cohort was fully employed only a few months after graduation.

GROWTH AND INNOVATION IN INFRASTRUCTURE



A University for the 21st Century

Since our founding in 1924, LAU has experienced steady expansion and progress. Ninety-one years ago we operated small classes on rented premises. Today, the university is rooted in a thriving multi-campus community of thousands of students, faculty, scholars and staff. Armed with generous external support and efficiently shepherded financial resources, we effectively continue to rise to the challenge of running a large-scale operation with great success.

Renovation and building projects of an impressive scale are underway on both campuses. We are on the verge of achieving our goal of bringing all our classrooms, dorms and labs in line with international standards.

In Beirut, the Student Center has been entirely renovated into a state-of-the-art hub for the socialization and exchange of ideas that are so essential to a lively intellectual culture. The adjacent cafeteria has also been completely revamped and transformed into a modern and dynamic dining facility.

Renovation of Shannon Hall has been completed, providing modern offices for faculty and staff, as well as a home for the Department of Education's revived ECC.

As LAU continues to spread its wings, the acquisition of additional property allows us to adapt to ever-growing needs for classroom and office space. The recently acquired Gezairi building, to house the School of Architecture and Design, reflects our dedication to harmonized expansion with cutting-edge accommodation. Meanwhile, plans are being developed for an entirely new structure for the School of Arts and Sciences.

Award-winning architecture firm Atelier Pagnamenta Torriani is finalizing the design for the new Byblos library, which is expected to be completed in 2015, while work continues on the School of Engineering's labs and workshops building, which we anticipate will also open its doors in the same year.

Echoing our commitment to a "green" environment, we are building a new underground parking garage in Byblos, allowing us to dedicate substantial space to grass and landscaping that is expected to reach completion by spring 2014.

Finally, infrastructure upgrades are underway on both campuses. In Byblos, LAU is building new power and water facilities, a wastewater treatment plant and a spacious storage facility. In Beirut, the project consists of upgrading electrical systems and the construction of a new modern Data Center in the basement of the Faculty Apartment Building.





A Beacon for Middle Eastern Studies in Manhattan

The inauguration of LAU's New York Headquarters and Academic Center in midtown Manhattan is a monumental achievement and a watershed in the university's transformation from a regional to an indisputably international player in the field of higher education.

From hereon in, American students will have a unique educational opportunity to gain an insight into the Middle East with courses offered on such topics as Arabic Language, Culture Studies and Islamic Banking, among many others.

The expansion in Manhattan will be enhanced by a series of planned partnerships with top local institutions, such as Columbia University and New York University, involving cross-enrollment in addition to other types of academic exchange.



PRESS CLIPS: LAU IN NEW YORK



GROWTH AND INNOVATION IN INFRASTRUCTURE



Bringing LAU to Downtown Beirut



At LAU, we constantly seek out ways to bring the university closer to the society we serve. It is therefore fitting that as of this year, we established a new Executive Center in the historical quarter of downtown Beirut, helping to promote the area as a focal point of the capital's urban life while expanding the university beyond the traditional campus model.

The establishment of the LAU Executive Center@Solidere has been made possible through the generosity of the urban development firm Solidere, which has provided the center's location rent-free, and has financed the renovations necessary to prepare the space for educational purposes. The Executive Center is now equipped with three large modular classrooms, two studios and an executive training room, as well as faculty and staff offices. Currently, the university offers EMBA and CEP courses at this exciting new location.





Modern Facilities for Health Sciences Education

As of fall 2013, the Pharmacy, Medical and Nursing schools are housed in the new Gilbert and Rose-Marie Chagoury Health Sciences Center on the Byblos campus, an impressive 15,500 square-meter complex that provides all the facilities and support needed for our students in the health sciences to develop into world-class professionals.

The acquisition of LAU's University Medical Center-Rizk Hospital (UMC-RH) buttressed our expansion into the field of medical education. In order to maximize the potential of this healing and learning environment, the hospital is currently undergoing extensive refurbishment and re-equipment, to be completed by 2015. Even now, UMC-RH maintains standards of excellence in radiology, dermatology, dialysis and endoscopy. More specialized medical units – ophthalmology, IVF and cardiology – are planned for the near future.



Cutting-Edge Information Technology

The university's success depends heavily on integrating the latest technology into the classroom, indeed, into every aspect of our operations. The past year has seen several breakthroughs in this area, from an exponentially increased number of "smart" classrooms and conference rooms to innovative smartphone applications designed to maximize the learning and research experience. Our IT office has developed the Portal Project, a system giving students access to personalized information in one easy step, with faculty and staff access following soon.

Meanwhile, the university introduced Single-Sign-On for web applications, automated processes for the CEP program and upgraded its Banner SIS and Blackboard e-learning systems, bringing standards of productivity and efficiency in line with global best practices. The introduction of a Health Care Simulation Management System allows our Medical and Nursing students to develop practical experience on multiple simulation platforms before testing their skills on patients.



RESPONSIBLE STEWARDSHIP



Sound Financial Management

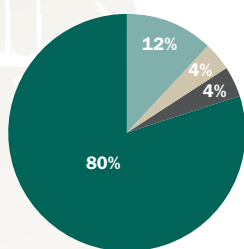
LAU's financial soundness is the result of steady and thoughtful stewardship, which has allowed us to weather the global crisis in excellent shape. Indeed, the university's expansion rests on a well managed and growing endowment, as well as the unwavering enthusiasm of our outside donors.

LAU's finance department continuously monitors relevant indicators and proactively seeks ways to further improve the university's financial standing. It also works hand-in-hand with constituents to ensure satisfactory implementation of plans while maintaining healthy cash flows and financial stability.

The university's endowment, which stands at \$355 million (September 30, 2013), is performing well relative to policy benchmarks and scored a positive return of 17 percent this fiscal year (ending September 30, 2013).

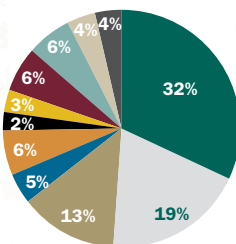
LAU's operational efficiency and effectiveness have contributed to its financial stability. While liabilities showed normal growth and debt ratios remained well below industry averages, the university's assets grew substantially. Our net assets showed a remarkable jump, reaching \$705 million by September 30, 2013, while our fixed assets (property, plant and equipment) stand at \$225 million as of the same date.

In August 2013, LAU succeeded in issuing a tax-exempt and taxable bond in the U.S. to finance the acquisition and renovation of the New York Headquarters and Academic Center (\$15.0 million tax-exempt and \$2.50 million taxable). This is a pioneering financing transaction in the U.S. municipal market for a higher educational institution whose operations are entirely outside the U.S. This issue was coupled with yet another achievement; Standard & Poor's rated the bond AA-, which is a three notch upgrade from LAU's previous rating of A-, a fact which provides international recognition of the university's financial health and management.



REVENUES	US Dollars
Tuition	111,214,402
Endowment Income	6,000,000
Other Revenue	5,555,250
Developmental Goals	15,909,130
Total	138,678,782

LAU OPERATING BUDGET FOR 2012-2013



EXPENSES	US Dollars
Teaching Compensation	44,553,789
Non-Teaching Compensation	26,491,547
Financial Aid	18,478,149
Supplies	6,076,267
Contracted Services	8,258,797
Travel & Communication	3,285,114
Utilities & Taxes	4,331,005
Depreciation	8,650,026
Contingency & Transfers	8,500,000
Debt Service Charges	5,062,500
Other Expenses	4,991,588
Total	138,678,782

LAU EXPENSE BUDGET FOR 2012-2013



Giving to LAU

The university's success would be impossible without the loyal support of our extended donor family. Generous monetary and in-kind gifts have underpinned financial aid and programs of immediate benefit to students and faculty on both campuses.

Our inaugural five-year campaign, *The Legacy and The Promise*, raised an astonishing total of \$67 million. Inspired by this success, we swiftly moved into a second, high-gear fundraising campaign, *Fulfilling the Promise: LAU Campaign for Academic Excellence*.

We aspire to raise \$50 million, to be allocated as follows: \$18 million for facilities, \$12 million for academic chairs, \$8 million for research, \$6 million for new initiatives and \$6 million for financial aid. While still in the silent phase, *Fulfilling the Promise* has already accrued close to \$48 million dollars. We have every confidence that the public phase of the campaign will reap equally encouraging results and that LAU will once again exceed its fundraising goals.

The Advancement Services Office and the Development Office are working tirelessly to cultivate and deepen the all-important relationship between LAU and the constituencies essential to the university's academic and social mission.

In March 2013, LAU held its second annual fundraising gala dinner in Beirut, where it formally launched the B.A. in Fashion Design in collaboration with Elie Saab. The sold out event raised over \$1 million toward financial aid. By garnering the prestigious Heist Award for best collateral material for fundraising galas, the dinner added yet another laurel to the university's growing collection of successes. Meanwhile, our third annual gala in New York in September 2013 secured significant endowment funds for the Institute for Women's Studies in the Arab World.

RESPONSIBLE STEWARDSHIP



Keeping in Touch

As part of the effort to keep our alumni deeply embedded in the life of the university, the Alumni Relations office launched an electronic newsletter titled “Alumni Tribune” and organized numerous lectures on topics relevant to our graduates.

LAU's alumni have demonstrated extraordinary loyalty to their alma mater by establishing dozens of chapters across the world. The chapters remain active throughout the year, organizing events ranging from gala dinners, lectures, desert trips, films and picnics to social gatherings and comedy theaters. This year, the university inaugurated the Ghana Alumni Chapter, the first of its kind in Africa.



Sharing our Successes

Working closely with the entire LAU community, in 2013, the Marketing and Communications department (MarCom) expanded and improved key aspects of the university's online presence, ensuring consistent representation and dissemination of our brand across all lines of communication.

Throughout the year, MarCom actively promoted the achievements of LAU's various constituent entities, highlighting the dynamism of the university's life through interviews, photo essays and faculty opinion pieces. In print media, MarCom's award-winning LAU Magazine & Alumni Bulletin gained increased readership in 2013, drawn by the department's innovative editorial approaches.

The Relations and Media office has exponentially increased its online outreach activities promoting LAU through a variety of social media platforms like Facebook, Pinterest and YouTube. The office has produced ten short videos celebrating the strength of the university and continues to ensure daily coverage of LAU's accomplishment in various media outlets.



LAU MAGAZINE ISSUES



VISION FOR THE FUTURE

There is no room for doubt: In 2013, LAU has definitively proclaimed its place as a major and competitive player in the arena of international higher education. The atmosphere at the university is charged with a sense of accomplishment, pride in everything we have achieved and satisfaction in the fruitful results of our efforts.

But there is more to come. With accomplishment comes responsibility – of carefully preserving LAU's solidly established institutional base while nurturing the potential of our students, faculty and staff towards ever-higher heights of excellence.

Resting on our laurels is not an option; using our resources to ensure a world-class education for the future leaders of the Middle Eastern region is the only way forward.



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LAU TIMELINE



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



1835

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



1924

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



1933

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



1948-49

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.



1950

HISTORICAL TIMELINE

1991



Courses begin at the Byblos campus.

1994



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

1996



The Lebanese government officially recognizes the new name and status.

1999



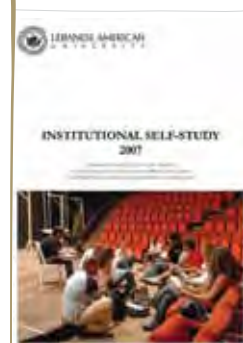
The charter is amended once again to allow LAU to grant bachelor's degrees in Engineering and Pharmacy, and the Doctor of Pharmacy.

2002



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

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.

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



1955

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



1970

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



1973

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



1975-1990

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



1985

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2009



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



LAU acquires majority holdings of Rizk Hospital, and begins developing the University Medical Center – Rizk Hospital (UMC-RH).



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

2010



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

2011



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



Frem Civic Center is inaugurated on the Byblos campus.

2012



The Chagoury Health Sciences Center is completed to host the LAU schools of medicine, pharmacy and nursing.

2013



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



LAU inaugurates the New York headquarters and Academic Center in midtown Manhattan.



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

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