



الجامعة اللبنانية الأمريكية
Lebanese American University

Embark, explore, discover



President's REPORT 2014



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Message from the President

Dear Colleagues and Friends,

It is my pleasure to present to you my annual report detailing LAU's accomplishments over this past year. In defiance of Lebanon's difficult internal climate, we move from one solid success to the next, firmly claiming the university's rightful place as a leading academic institution in the country, the MENA region and beyond. By doing so, we are fulfilling, step-by-step, the Strategic Plan adopted for the period 2011-2016.

Among some of the particularly noteworthy highlights from the year 2013-2014, I would like to start with the inauguration of the Gilbert and Rose-Marie Chagoury Health Sciences Center on the Byblos campus, a milestone in our quest to make LAU the premier home for health sciences education in Lebanon. In Beirut, we completed the renovation of the Beirut Student Center, named after our late alumna Wadad Said Khoury.

LAU is renowned for its commitment to a culture of constant innovation and adaptation to societal needs. As such, I am pleased to share with you the launching of new undergraduate and graduate programs in 2013-2014, including the long-anticipated B.A. in Fashion Design, an Executive M.A. in Actuarial Science, an LL.M., and a B.E. in Petroleum Engineering, among several others.

In parallel, we continue to develop new teaching approaches, making sure that our classrooms are wired for the 21st century and encouraging innovative methodology such as interactive classrooms and simulation exercises. As always, we seek out strategic partnerships in education and are now going full-speed ahead in improving our research support infrastructure and pumping up our post-graduate studies.

This emphasis on academic excellence is paying off handsomely through our students' overwhelming accomplishments. Among many other examples, I would like to point out that we have graduated our second class of medical doctors, while the entire second class of graduating nursing students passed the national licensure exam with flying colors. This year alone, six out of ten Lebanese students receiving Fulbright scholarships were from LAU.

Such academic successes coupled with a passion to educate the whole person are today forming successful professionals who are at the same time responsible and active citizens of the world, as we cultivate the values and ethics so necessary to bring about positive change in a region fraught with conflict and destructive divisions.

In the spirit of hope and determination I remain,

Yours,

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





Education: the Heart of LAU's Mission

Our roots extend deeply into the culture of a liberal arts college committed to the highest-quality teaching and scholarship. This in turn depends on continuous improvement, based on international best practices. We work constantly to enhance our educational offerings, creating new programs and strengthening existing ones, always keeping in mind the needs and demands of the job market.

1

Introducing New Curricula

The culture of constantly improving our educational offerings involves, first and foremost, the judicious introduction of new programs aimed at exposing our students to cutting-edge global trends in education.

This year marked the firm establishment of LAU's innovative B.A. in Fashion Design — launched in collaboration with ELIE SAAB — as we welcomed the program's first class of 21 students. In November 2013, LAU partnered with the London College of Fashion, a globally renowned institution that is now involved in our Fashion Design program's implementation.

Other undergraduate programs are following up on this success, as we launch the B.S. in Bio-informatics, the B.E. in Petroleum Engineering, the B.E. in Mechatronics, the B.A. in English Studies, and the B.S. in Nutrition and Dietetics–Coordinated Program.

Several graduate programs are also introducing new degrees, including an LL.M. in Business Law and an Executive M.A. in Actuarial Science that will be the first of their kind in the MENA region and are sure to open impressive new professional opportunities for our graduates. Other new programs include a Blended E.M.B.A., an M.A. in Applied Economics, and an M.S. in Economics of the Middle East. Assisted by a generous donation from Mutaz Sawwaf, the Chief Executive of Construction Products Holding Company & Mimar Invest, the Institute for Islamic Art and Architecture has launched an M.A. in Islamic Art and Architecture.



LAU's new program in fashion design



2

Fulfilling the Strategic Plan

ACCREDITATION

The achievement of accreditation by globally recognized institutions places LAU among leading international universities. Since 2010, we have proudly held up the university-wide accreditation granted to LAU by the New England Association of Schools and Colleges (NEASC). This year, in preparation for the reaccreditation process, we initiated a comprehensive self-assessment involving eleven committees across LAU and engaging a broad range of constituents.

The establishment of a culture of ongoing assessment and self-improvement has resulted in the accreditation of individual programs offered by our various professional schools.

The School of Engineering achieved accreditation by the Accreditation Board for Engineering and Technology (ABET) for all of its undergraduate programs as far back as 2011, as did the School of Arts and Sciences' B.S. in Computer Science. The other schools have rigorously sought accreditation in their own right. In a milestone achievement for LAU's most recently established school, in November 2013 the School of Nursing received notice of Commission on Collegiate Nursing Education (CCNE) accreditation for its B.S. in Nursing.

The School of Architecture and Design has moved ahead in its goal of achieving accreditation by the National Architecture Accreditation Board (NAAB), with the B.Arch. program being granted candidacy status in February 2014. The School of Business is progressing steadily towards achieving accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Our School of Pharmacy remains the only program of its kind outside the U.S. to hold accreditation from the Accreditation Council for Pharmacy Education (ACPE).

A CULTURE OF CONTINUOUS SELF-IMPROVEMENT

Currently existing programs are under continuous review, with the M.S. in Computer Science being only the latest of a number of programs across the university to undergo both internal and external scrutiny. The B.A. in English Language and Literature has been transformed into a B.A. in English Studies, with an additional creative writing emphasis.

As we seek to share our pedagogical expertise outside LAU walls, the Continuing Education Program (CEP) has been strategically revamped to better meet the needs of its constituency, culminating in the opening of a new outreach center in Zahle with the mission to encourage professional and educational development in the Bekaa district.

Education: the Heart of LAU's Mission

3

New Educational Hubs

Last year's inauguration of the New York Headquarters and Academic Center (NYHAC) was a true milestone. The center now offers Arabic classes hosted by LAU's celebrated Summer Institute for Intensive Arabic & Culture (SINARC), as well as a series of lectures on issues pertinent to the Middle East in the heart of Manhattan. In the near future, NYHAC will offer intensive courses and workshops on a wide range of topics related to the MENA region, including but not limited to conflict management, the politics of oil and gas, gender issues, Islamic architecture, and the regional economy. LAU will soon inaugurate its semester abroad at NYHAC.

We have also opened a new Executive Center in downtown Beirut. The location is currently teeming with about 500 students enrolled in the M.B.A. and E.M.B.A. programs — a remarkable achievement for its short period of existence.





4

New Teaching Approaches

The advent of new technologies and market demands means that traditional teaching methods alone are no longer sufficient to prepare students for the world after graduation. We are exploring pioneering techniques meant to equip our graduates with the best possible tools available to ensure their futures. This entails experimenting with technology-enhanced learning such as online and blended courses, a task that several of our schools have embraced wholeheartedly.

The Gilbert and Rose-Marie Chagoury School of Medicine, the Alice Ramez Chagoury School of Nursing and the School of Pharmacy have recognized the value of interactive classrooms and student-focused teaching, leading the way with the Clinical Simulation Center located on the Byblos campus. The center is equipped with advanced patient simulators allowing students to learn important medical procedures without putting real patients at risk. Other units are also using simulation as a valuable teaching method. Strong writing skills are among the most important tools that students take away with them after graduation, arming them with a distinct advantage in the workplace and post-graduate studies. In order to provide students with total support and tutelage in this area, as well as to promote a general culture of writing across the university, LAU has recently opened a Writing Center on the Byblos campus in addition to the one established in Beirut in 2008.

LAU's state-of-the-art Clinical Simulation Center.



Every year, Architecture students tour the world through different travelling studios.

Education: the Heart of LAU's Mission

5 New Partnerships to Improve Education in Lebanon and Regionally

Forging strategic alliances with other educational institutions both in Lebanon and abroad has long been a part of LAU's strategy to provide its students with access to world-class learning resources. In June 2014, the university signed an agreement for student and faculty exchange with the University of Balamand, focused on fields of scientific research and aiming at the eventual development of joint M.A. and Ph.D. programs.

Our educational partnerships in North America continue to expand. This year, LAU signed a memorandum of agreement and a memorandum of understanding with the University of Ottawa (UO). The agreement provides a framework for the exchange of graduate students and the co-supervision of doctoral theses, while ensuring that LAU students can study at UO at low tuition rates. Our medical school, in the meantime, has forged a partnership with the University of Chicago, ensuring the exchange of expertise and residency opportunities for its students.

As part of the Tempus Pro-Green project, LAU will soon be able to offer an online diploma in green technologies jointly with the American University of Beirut and the American University of Cairo. Other fully operational joint degree programs include an M.S. in the Economics of the Middle East offered jointly with the Philipps-University of Marburg.

In addition to the partnership with Philipps-University of Marburg, LAU continues a fifteen-year tradition of cooperation with two other prominent German universities: the Technical University of Hamburg and Heidelberg University. The framework of these agreements includes faculty exchanges, joint conferences and the opportunity for LAU graduates to obtain full scholarships through the German Academic Exchange Program (DAAD) to continue their doctoral studies at both Hamburg and Heidelberg. Other European partnerships are pursued through the EU-Erasmus Mundus program, which has, over the past four years, granted LAU approximately \$500,000 to facilitate the exchange of LAU students, faculty and staff with 30 different European universities.

In February 2014, the university signed a memorandum of strategic alliance with the global school network SABIS, aimed at recruiting and placing exceptional SABIS graduates in LAU's most competitive programs. Our recently established partnership with KidzMondo similarly gives LAU a head-start in inspiring the younger generation to pursue higher learning.

An agreement between the Department of Education at LAU and the Hariri Foundation for Sustainable Human Development promotes the integration of drama into relevant subject matter classes.

Outside formal partnerships with long-term agendas, LAU eagerly enters into joint efforts with various education-centered organizations on an ad hoc basis.



LAU hosts a conference on the quality of graduate and post-graduate programs in Arab universities.



Getting ahead start with KidzMondo

Research in Focus

Our mission recognizes research as a pivotal university activity. In late 2013, in order to propel LAU's graduate studies to the next level of excellence, the university appointed a new dean of Graduate Studies and Research. The dean's mission is to ensure that LAU's research infrastructure effectively supports graduate learning and teaching, streamlining research with clear objectives, phases and benchmarks. The individual schools' research and development funds and the recently-established LAU New Faculty Seed Fund are only some of the generous resources available to support research projects and faculty publications.

1

External Funding and International Recognition

Internationally, the ability of researchers to receive funding from sources other than their own institution is generally recognized as a marker of excellence. At LAU, professors across a variety of disciplines can boast of receiving external funding at an ever-growing pace. Over the past academic year, awards were granted both by private funds and renowned foundations, such as the Fulbright Commission, the Economic and Social Research Council, and the British Academy of Arts & Humanities Research Council, among many others. These generous outside contributions supported a broad array of projects, from breast cancer research to an investigation on personal clouds in the sphere of computer science, and studies on eating disorder and obesity in Lebanon.



The European Commission granted \$250,000 to a team of LAU professors from the Department of Economics studying issues of importance to young Arabs in the wake of the Arab Spring.



2

Intellectual Capital

Research funded by generous internal and external grants contributes directly to the publishing of articles, book chapters and monographs in a wide variety of refereed academic journals and university presses, across all disciplines housed at LAU. This past year, several schools witnessed a sharp rise in faculty publications.



3

Knowledge Sharing

LAU encourages research projects conducted in collaboration with scholars from other institutions both in Lebanon and internationally. Our students and professors regularly partner with researchers from American, European and Middle-Eastern universities and think tanks to produce cutting-edge scholarship. For example, collaboration with the Jonathan Eisen Lab and the University of California-Davis resulted in a major scientific breakthrough when LAU's microbiologists sequenced the full genome of bacteria that cause skin infections, food-borne illnesses and other diseases commonly found among patients in Lebanon.

Research in Focus

3

Knowledge Sharing (cont.)

The university recognizes that stable exchange agreements provide an excellent environment for flourishing research and scholarship. As such, LAU takes part in the German Academic Exchange Service (DAAD), fostering the exchange of visiting researchers and instructors with leading academic institutions in Germany. Our constituent schools and departments are also continually adding to their list of cooperative agreements with peer institutions abroad, for example entering into research and teaching partnerships with the University of Manchester (U.K.), the Swedish Jonkoping University, George Mason University (U.S.A.), and the French Institut de Recherche pour le Développement, among others.



LAU microbiologists at work



Experts discuss the influence of the media on the Arabic language.

A Graphic Design alumni exhibition



Through its numerous centers, institutes and special programs LAU opens its doors to hundreds of local and international scholars who attend conferences in various fields on the university campuses. This year as never before, these hubs of intellectual life offered an impressive array of conferences, lectures and training workshops across a variety of disciplines.

LAU encourages its professors to contribute their expertise to local and regional constituents, for example by providing consulting services to banks, legal associations, international corporations and policy makers. As part of LAU's academic coverage and advisory services spearheaded by the University Enterprise Office, the university developed a full assessment and restructuring plan for the College of Social Work at Princess Noura Bint Abdul Rahman University in Riyadh, KSA. Our team of experts has been advising the Scientific College of Design in Muscat, Sultanate of Oman over the past nine years.



A delegation of Iraqi university professors spend a month at LAU to learn about the mechanics of its administration and academic practices.

LAU Students: Lighting the Way to the Future

Innovative teaching and cutting-edge resources are crucial elements of LAU's identity. But they exist primarily to serve the university's central constituency: the thousands of Lebanese and international students who enroll each year in our programs.

1

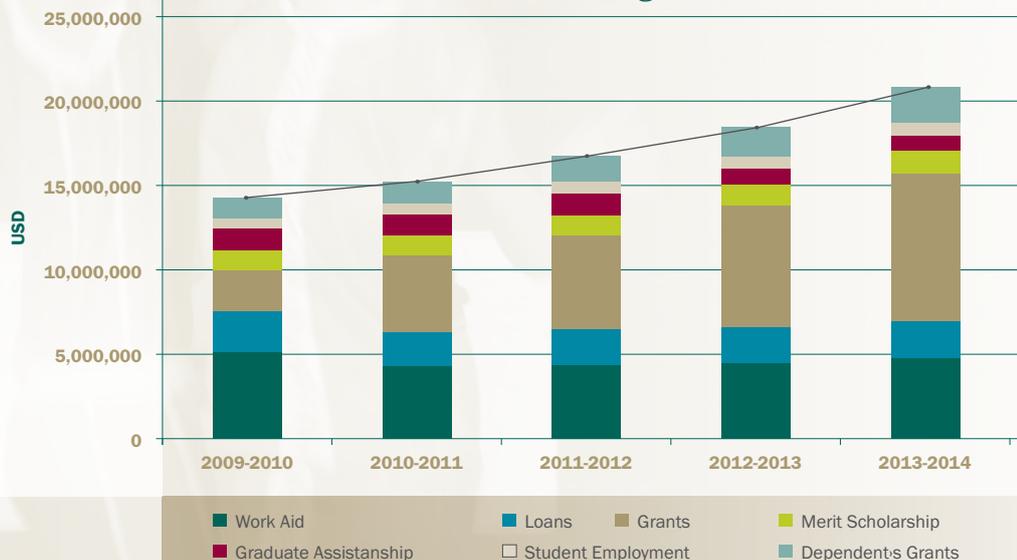
Attracting Youth's Best and Brightest

In today's complex global economy, financial affordability plays an important role in helping high-achieving students consider where to spend their undergraduate and/or graduate years, as young people face the question of the level of debt they are willing to live with upon graduating. To ease the burden on students and their families, in 2013-2014 LAU supported 2,612 students with Entrance, Honor, and Merit Scholarships, as well as with work-aid, loans and grants, including US-based Free Application for Federal Student Aid loans that supported 41 students from the U.S.

The scholarship funds available at LAU are numerous and ever growing. For several years, the U.S. Agency for International Development (USAID) has recognized the high quality of LAU's programs and provided generous financial assistance to deserving students from some of the poorest areas of Lebanon. Currently, USAID scholarships fully support 165 students, all of whom are showing excellent academic results. In addition, LAU is one of only a few institutions in Lebanon to offer scholarships to talented student athletes.

That our investment in our students is justified can be seen in the dramatic increase in the number of students who merited entry into the Student Honor Society by maintaining a 3.5 GPA after completing 60 or more credit hours. This year, the number of Honor Society inductees was 650, compared to 600 such students only two years ago.

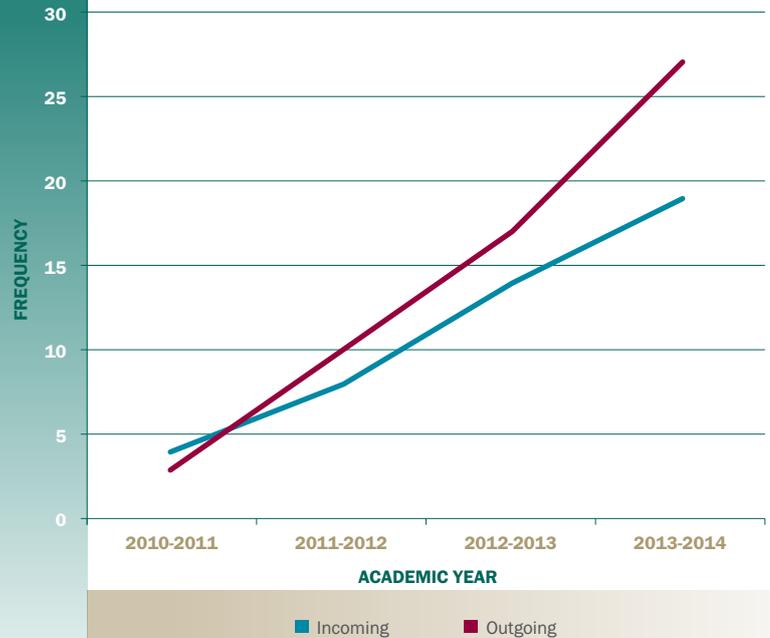
Trends in Financial Aid Budget





Recruiting the best and brightest

Exchange Students



2

Cross-Cultural Engagement

The opportunities LAU offers for international student exchange stand out as a shining beacon, based as they are in Lebanon’s traditional openness to intercultural interaction. We continue to send our students to take courses abroad, and warmly greet international students on our own campuses. In this area, as in so many others, the university is enjoying ever-greater success, with the addition of new programs and opportunities. This year, six out of the ten Lebanese Fulbright scholars were LAU students.

LAU continues to participate in four grant programs sponsored by the European Union’s Erasmus Mundus program. This year, four undergraduates, five masters’ students and two doctoral students received full scholarships through the Erasmus Mobility grant to study at highly-regarded European universities in a variety of disciplines. We are also maintaining our partnership with Sciences Po, providing LAU students with the chance to study at the most prestigious school of political science in Paris and welcoming Sciences Po students to our own campuses.

Students from the schools of Business, Arts and Sciences, and Architecture and Design all have study abroad opportunities. The schools send students to programs tailored to their respective majors at first-tier universities both in Europe and North America, including among others the École Spéciale d’Architecture in Paris and the University of Montreal. For its part, the School of Engineering has begun offering internships abroad to its students, in Europe and the MENA region.

Despite regional instability, SINARC continues to attract students from around the globe. In 2013-2014, the program carried on with its tradition of providing private Arabic tutorials to a number of diplomats and staff from various foreign embassies based in Beirut.

LAU Students: Lighting the Way to the Future

3

Gaining an Edge with Professional Experience

At the heart of our educational mission is the idea that a college education should prepare students to meet the needs and expectation of the 21st century workplace. Partnerships with local and international employers permit us to provide students with hands-on opportunities to apply their skills even before graduation.

We have entered into an agreement with the Lebanese Ministry of Public Health to allow students of the School of Pharmacy to practice their craft in government-run medical facilities. Our Nursing students can hone their knowledge at 13 hospitals and community health centers across Lebanon. Last but not least, students in our undergraduate Nutrition program undergo a six to nine month internship program at local hospitals, in order to better prepare for Lebanon's national Registration Examination for Dietitians.

For several years, the School of Architecture and Design has required that all students in its professional programs participate in internships at internationally recognized firms. Recently, the school has seconded its students to participate in the three-year Umayyad Route Project, sending them out into the field in search for monuments and cities to incorporate into a cultural tourism guide.

The School of Engineering expects its undergraduate students to take at least a six-credit professional experience course as part of their regular curriculum. The school also provides opportunities for its students to participate in intensive internship programs abroad such as in Dubai and in the United States.

The Department of Hospitality and Marketing at the School of Business has sought out opportunities for its students to practice their trade both in Lebanon and beyond. For example, in the spring of 2013, hospitality students organized "A Taste of Italy," a major cultural and culinary event on the Beirut campus.



Sixty-three hospitality graduates and students participated in the 13th edition of the Dubai Airshow, serving as managers, supervisors and servers for the exhibition's tents – the sixth time that LAU students have done so.



4

Easing the Path into “Real Life”

LAU’s student-centered culture means we care deeply about what happens to our graduates once they leave the university. Our Counseling and Career Placement services have been extremely effective in assisting the class of 2013 with finding gainful employment upon graduation. Both the Beirut and Byblos campuses continued the tradition of hosting annual career and internship fairs, hosting dozens of local and multinational companies interested in hiring our students. Throughout the year, both campuses hosted workshops focusing on job placement, interviewing skills, communication at the workplace, business etiquette and CV writing.

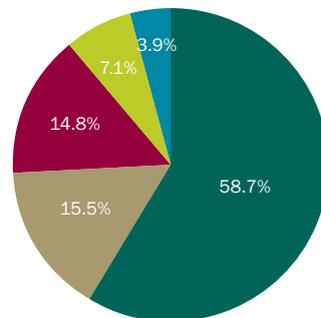
The individual schools also provide their students with field-specific career advice as well as placement opportunities. For example, the School of Business has signed collaborative agreements with global and regional businesses such as the Intercontinental Phoenicia and the Grand Hyatt Dubai, giving its graduates a distinct advantage in the job search.

All through the 2013-2014 academic year, alumni and successful professionals eager to share their wisdom with LAU students held inspirational lectures on both campuses. Senior students now have the opportunity to enter into a mentorship relationship with alumni in the fields that they are interested in, through the Alumni Mentoring program.



A representative from the German embassy introduces LAU students to academic and career opportunities his country offers.

How long did it take LAU students to find a job after graduation?



- 0-3 months
- 3-6 months
- 6-12 months
- 1-2 years
- more than 2 years

LAU Students: Lighting the Way to the Future



A scene from a student production

5

A Vibrant Student Culture

At LAU, we recognize that the education of the whole person requires offering students a wide range of activities aimed at developing their interests away from the classroom environment. This year, the Deans of Students offices on both campuses held the highest number of events ever recorded at LAU, in cooperation with dozens of student-run clubs.

The campuses were animated with club-sponsored festivals, hiking expeditions, clothes drives, debates and lectures. The thespian community livened the scene with musicals, jazz festivals and comedy shows. LAU's reputation as a regional hub for quality theater productions was only enhanced as the university hosted the 16th International University Theater Festival, which once again brought together experienced faculty members, student actors and directors to produce high-quality plays that resonated well beyond the campus walls.

Our student athletes proudly represented LAU in various leagues and tournaments, scoring success upon success in dozens of national and international competitions. The men's basketball team won Lebanon's annual University Sports Conference competition for the third year in a row, the first university team to do so. The tennis, table tennis, handball and swim teams also shone beautifully.



6

Taking the Reins

Individual LAU students continue to do the university proud as they demonstrate entrepreneurial skills, winning a wide range of competitions both in Lebanon and abroad.



MEPI - Tomorrow's Leaders student takes part in the UN Global Health Forum in NYC for his award-winning essay on the importance of multiculturalism.



LAU Captains win the University Men's Basketball Championship for the fourth consecutive year.



Civil Engineering graduate beats out over 11,000 competitors and represents Lebanon at the Connect Asia - Pacific Summit in Thailand.

Beyond Campus Walls

1

Civic Engagement

Now more than ever, we at LAU understand the importance of investing in Lebanon's youth, seeking to instill in them a spirit of civic engagement and service to their local community. At the same time, we recognize community building to be an integral duty not only of our students but also of the entire university family.

The deans of students and the Outreach and Civic Engagement Unit (OCE) jointly promote empowerment and team building while curating volunteer opportunities across the country. In this time of increasing instability, the charity work of LAU students, faculty and staff on both campuses has been unprecedented, as our people have enthusiastically committed themselves to helping refugees, the elderly and the needy.

OCE regularly sponsors activities across both campuses meant to raise awareness about the importance of individual engagement in social change. Recently, OCE sponsored the 5th LAU Annual NGO Fair on the Byblos campus with the participation of more than 100 NGOs, at which students had the opportunity to apply for internships and volunteer work.

Further deepening LAU's relationship with local and regional NGOs, the university recently launched the LAU-NGO Network app, which lists non-profit organizations operating at home and abroad, providing the user with up-to-date information about their mission, vision, current projects and other vital information. LAU's constituent schools have embraced eagerly the cause of service, resulting in a proliferation of civic engagement courses, internship placements, workshops and leadership training across the schools of Business, Pharmacy, Engineering and Arts and Sciences. The School of Nursing provides its students with the opportunity to complete community-centered courses, practicing the role of community nurse in outpatient clinics and schools across Lebanon, with a special focus on underserved populations.



LAU runs for a united Lebanon.



An LAU student clothing-drive initiative sends tens of filled trucks to Syrian refugee camps across Lebanon.



2

LAU as a Platform for Dialogue

The transformations shaking the Middle East affect Lebanon on a daily basis, sometimes in violent ways. At this crucial juncture in the country's and region's history, LAU is called to the higher service of offering itself as a platform for dialogue focused on peaceful resolutions of conflicts.

LAU has taken on this responsibility gladly, hosting lectures, films, conferences, and training sessions aimed at fostering a culture of peace and conflict resolution. Examples are numerous, and include among others a series of lectures offered by OCE in honor of the UN's International Day for Tolerance, as well as LAU's Third Model Arab League Program, designed to teach high-school students the value of conflict resolution and effective communication.

Beyond Campus Walls

3 Leadership

Encouraging a culture of peace and tolerance is certainly an inspiring endeavor. It is strengthened still further when we train future leaders capable of taking those values to the level of implementation both in the public and private sectors. LAU proudly offers countless opportunities in leadership training both for its own students and a constituency outside campus walls, in Lebanon and internationally.

The Global Classroom LAU Model UN program has long been the flagship of our leadership training programs. This year, we hosted the 9th Annual High School and 4th Middle School versions of this program, with the participation of 156 schools and over 2,100 students from across Lebanon. Over the past nine years, the LAU-Model UN partnership has resulted in more than 447,500 hours of teaching peace building and diplomacy offered to a total of 10,351 students from Lebanon and other countries in the Arab world.

Twenty graduating students from the LAU Middle East Partnership Initiative-Tomorrow's Leaders scholarship program have done their alma mater proud. The program funds students from the MENA region, allowing them to pursue their studies at LAU while building leadership and social engagement skills.

In partnership with the Hariri Foundation for Sustainable Human Development, LAU organized a series of workshops for high school and middle school students in Saida, a city that has seen more than its share of violent communal conflict over the past year. The workshops were held within the framework of the Moderation and Justice Academy for Leaders.



LAU's Outreach and Civic Engagement unit (OCE) sponsored the third Outreach and Cultural Exchange Across Nations day (OCEAN 2014), bringing together representatives from 9 UN agencies, several international institutions and 14 countries.



OCE kicks off its Model Arab League program.



OCE's Leadership Residential Camp

Infrastructure Improvements





1

A State-of-the-Art Learning Environment

Visitors to both LAU campuses will be struck by the round-the-clock activity aimed at renovating and expanding our physical facilities. Every day, we come a little closer to our goal of providing our students, faculty and staff with a learning and working environment that matches the highest international standards.

LAU reached a truly impressive milestone on March 31, 2014, with the inauguration of the Gilbert and Rose-Marie Chagoury Health Sciences Center on the Byblos campus. This new state-of-the-art building houses the Gilbert and Rose-Marie Chagoury School of Medicine, the Alice Ramez Chagoury School of Nursing, and the School of Pharmacy.

In Beirut, we are delighted with the recent completion of the Student Center, named after our late alumna Wadad Said Khoury. Plans for further improving and expanding the Beirut campus by renovating the Gezairi building – which is meant to house the School of Architecture & Design – are well under way; in the meantime, the Fashion Design program has just moved to its newly-renovated temporary premises in two floors of the Gezairi building, scheduled to be inaugurated in December.

The Gulbenkian Theater, located in the Safadi Fine Arts building, is gearing up for a major renovation project necessary to upgrade and maintain this storied space as one of Lebanon's premier performance venues.

Along with other major and minor on-going renovations, the Irwin Hall building and its theater will soon undergo a significant revamping, affecting most of the building's systems and floors. Plans for a new building to house the School of Arts and Sciences are currently under way.

On the Byblos campus, construction of the new Engineering building has started; the design of the new LEED-Gold certified Byblos library is in its final stage and construction is set to begin in spring 2015. When completed, both buildings will add to the already charming beauty of the campus. In the meantime, the Byblos Underground Parking project has been completed and has finally relieved the parking situation on campus with accommodations for an additional 600 cars. Plans to upgrade the outdoor parking facilities in Byblos have also been finalized.

The Tohme-Rizk building is undergoing major changes, enlarging the space allocated to the Registrar, the Admissions Office, the Financial Aid and Scholarship Office and the Business Office.

In an effort to contribute to a nation-wide awareness campaign, the Facilities Management department is exerting all possible efforts to encourage students, faculty and staff to conserve water in light of the current water shortage crisis affecting Lebanon. A recycling campaign is under preparation and will soon be initiated as part of the university's aim to encourage and foster "green" sustainable initiatives.

Finally, infrastructure upgrades are in full swing on both campuses. In Byblos, new electric power, chilled water and heating plants, as well as water storage facilities and wastewater treatment and filtration plants will soon be completed. In Beirut, a project to upgrade the electrical distribution networks and construct a centralized powerhouse is well underway; the initiative includes the construction of a new state-of-the-art "Beirut Campus Data Center" which will host major university academic and administrative systems. The project is slated to be completed over the next academic year.

Infrastructure Improvements

2

Cutting-Edge Information Technology

LAU's stellar IT team continues to develop cutting-edge solutions, constantly keeping up with new trends and risks in order to provide effective support for LAU's faculty, students, staff and administration. The result of their hard work is a university wired and ready for the technological challenges of the 21st century learning and research environment. IT is taking connectivity to the next level with the introduction of the Bring Your Own Device (BYOD) capability for better and more secure mobile connectivity.

The focus on greening IT and servers' virtualization continues as more applications are running on virtual machines, taking over from old physical servers.

The physical security of our faculty, students and staff is becoming more critical as the two campuses expand and political instability continues to be a part of daily life in Lebanon. IT has taken measures over the past academic year meant to mitigate the risk of information security attacks and to improve our service readiness, including but not limited to the upgrade of firewalls, the implementation of a Security Information and Event Management system, and the deployment of an LAU-wide CCTV camera system.

IT is in the final phase of implementing a faculty and staff portal and has upgraded the Blackboard Learning Management System to version 9, while also increasing the university presence on smart phones and tablets with applications for students, faculty, alumni and OCE-related activities.

As of 2014, all 153 classrooms on both LAU campuses are fully wired and can be considered "smart classrooms" and 26 conference rooms are currently equipped with videoconferencing equipment.





A Sustainable Future

The accomplishments described in this report are, first and foremost, the result of the dedication of our students, faculty, and staff. However, they would be difficult to sustain without a healthy financial base to back them up. Here, as in all areas of university life, we continue to register remarkable growth despite both regional and global financial fluctuations. This success is made possible by the careful management of our ever-growing endowment, by the unflagging support of our external donors, and by a well-thought-of comprehensive enterprise risk management system and well-designed financial practices and policies that provide the university with adequate operational flexibility and significant cash reserves with high liquidity ratios.

1 The Overall Picture

Since the 2013 edition of this report, our net assets grew by over 10.4 percent, reaching \$781.7 million on September 30, 2014. LAU recently underwent a full external audit, passing it with flying colors. Our operating budget for the academic year 2014-2015 stands at \$157.7 million, an increase of about 5.29 percent from the previous year. As a result, we are easily able to support the many initiatives and projects currently in place towards continually strengthening our levels of academic excellence.

LAU's Finance department actively follows crucial indicators and continually explores ways to further improve LAU's financial standing. The department does so while working closely with key university constituents and making sure that the implementation of university plans proceeds in tandem with the maintenance of healthy cash flows and financial stability.

LAU's investment portfolio – which stood at around \$425 million as of June 30, 2014 – witnessed a remarkable growth of 18.10 percent over a one year period, returns that put us in the top decile among peer institutions.

In early fall of 2013, the university succeeded in issuing its first tax-exempt bonds in the U.S. municipal markets. This is yet another achievement that marks LAU as the first American institution of higher education with operations entirely outside the continental U.S.A. to issue a tax-exempt bond, and moreover, to do so without pledging any of the institution's financial or real assets. The total issued debt is \$17.5 million (\$15 million tax exempt and \$2.5 million taxable) with duration of five years. The bonds bear a rating AA- from S&P (reconfirmed in the summer of 2014), with a stable outlook. This is a three-notch upgrade from LAU's previous rating of A-. The transaction in and by itself, together with the AA- rating, clearly signifies the faith and confidence that outside stakeholders have in LAU, and is vivid proof of its outstanding financial position and sound underlying management.

As part of the Board oversight over LAU's financial resources, the Board approved in March 2014 a revised five-year financial plan that aims at maintaining efficiency and positive cash flows in the annual operating budget, growing the endowment at an acceptable pace, and securing the resources necessary for the execution of LAU's capital plan (estimated at \$242 million over a five year period).

Revenue Budget for 2013/2014	US Dollars
Tuition	121,550,688
Endowment income	6,000,000
Other revenue	5,766,994
Developmental goals	16,473,120
TOTAL	149,790,802

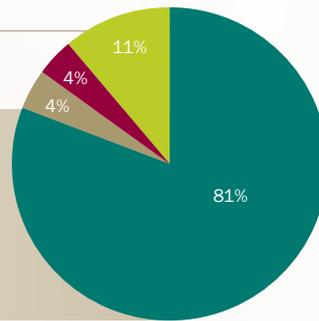
A Sustainable Future

1

The Overall Picture (cont.)

Revenue Budget for 2013/2014

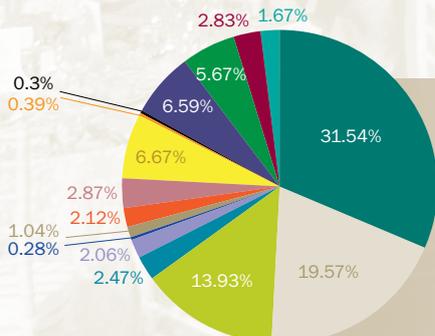
- Tuition
- Endowment Income
- Other Revenue
- Developmental Goals



Expense Budget for 2013/2014

US Dollars

Teaching Compensation	47,247,932
Non Teaching Compensation	29,314,585
Financial Aid	20,870,656
Supplies	3,702,088
Books & Electronic Resources	3,078,786
Transportation	418,430
Communication	1,552,856
Travel & Conferences	3,173,092
Utilities	4,292,813
Contracted Services	9,984,434
Entertainment & Public Relations	579,343
Other Expenses	451,301
Depreciation	9,878,601
Contingency & Transfers	8,500,000
Other Projects Budget	4,245,885
Debt Service Charges	2,500,000
TOTAL	149,790,802



Expense Budget for 2013/2014

- Teaching Compensation
- Non Teaching Compensation
- Financial Aid
- Supplies
- Books & Electronic Resources
- Transportation
- Communication
- Travel & Conferences
- Utilities
- Contracted Services
- Entertainment & Public Relations
- Other Expenses
- Depreciation
- Contingency & Transfers
- Other Projects Budget
- Debt Service Charges



2

Ensuring Our Continued Success

Given the fluctuations of the global economy, it is in our interest to ensure that LAU remains rock-solid in the face of any coming economic downturns. We are therefore constantly seeking to improve our already-impressive financial position even further. To that end, we recently appointed a new Vice-President for Advancement.

The university's success would be impossible without the loyal support of our extended donor family. The continuing flow of generous monetary and in-kind gifts that have underpinned financial aid and programs on both campuses has been truly impressive.

Over this past year, the teams of the Beirut and New York development offices have been working together to advance LAU's comprehensive campaign, "Fulfilling the Promise." The campaign's "silent phase" was remarkably successful, as the initial goal of \$50 million was exceeded by more than \$2 million and was achieved 15 months ahead of schedule. Based on this, the campaign's goal has been increased to \$75 Million. We have every confidence that the recently announced public phase of the campaign will reap equally encouraging results and that LAU will once again exceed its fundraising goals.

To keep better ties with LAU's external constituency, the Advancement Services Office (ASO) continues to research, maintain and update its contacts database (the mailing list was increased this year by 4 percent, while the e-mail database was increased by 5 percent). ASO has also continued its tradition of efficiently processing all gifts, pledges and grants received by the university, guaranteeing the timely issuance of receipts and reports to donors.

Also in 2014, the ASO worked closely with the Development Office to launch LAU's first Phonathon Program to encourage thousands of alumni to give back to their alma mater. In the meantime, the Development Office underwent an annual assessment by the accrediting agency for ISO 9001:2008, British Standards Institution, which it passed with great success for the third consecutive year.

The third fundraising annual gala dinner will take place on December 11, 2014, with all of its proceeds going directly to needy and deserving students through the newly established "Gala Dinner Endowment Scholarship Fund." This year, the gala will involve student participation for the first time, reflecting its theme: "Donate to Educate."



A Sustainable Future

3

LAU'S Extended Family

LAU's progress from strength to strength has drawn heavily on the support of alumni. Our graduates' deep feelings of loyalty towards the university manifest themselves in the growing number of our alumni chapters established across the world, to which we are proud to add the newly formed Chicago Chapter (bringing the total number of chapters to 37). Throughout the year, these organizations bring together LAU alumni at events running the gamut from gala dinners and awards ceremonies, art exhibitions, sports competitions, lectures, cruises, and films to social gatherings and theater productions.

The Alumni Relations Office's subdivisions in Lebanon and New York are in constant communication with our alumni, bringing them the latest news from their alma mater and encouraging them to become and remain active in strengthening LAU's future. To that end, Alumni Relations has recently established the Alumni Mentoring Program in collaboration with the Deans of Students offices, allowing students to benefit from the alumni professional knowledge, experiences and networks.

In June 2014, the Alumni Relations Office launched the first mobile application for alumni in the Middle East. The application helps alumni keep better touch with each other and with the university, strengthening ties and ensuring our common future.



The LAU Southern California alumni chapter on a trip to the NASA jet propulsion laboratory.

Reuniting at LAU



4

Sharing Our Success

2013-2014 was a year of great news for LAU, which we believe should be trumpeted far and wide. The LAU Relations and Media Office does just that, promoting the university through all available channels, from print media to website platforms, social media, radio shows and television programs.

The team at the Marketing and Communications Office (MarCom) works tirelessly to position LAU's brand and image as a dynamic, modern and transformative Middle Eastern university. In addition to creating new websites, special features and web pages to promote the university's new initiatives, programs, and conferences, MarCom provides technical support to 29 websites that are run by various departments and schools, while regularly updating and improving the main LAU website. At the same time, the editorial team continues to produce its flagship quarterly publication to promote the university's achievements and progress, LAU Magazine and Alumni Bulletin, reaching more than 28,000 readers worldwide with each issue.

Vision for the Future



Our accomplishments are impressive, our present filled with a sense of gratitude for the achievements of this past year. But we cannot simply sit back and enjoy the fruits of our labor – the stakes are too high.

As the regional and national crisis continues, we more than ever feel our obligation to prepare LAU students for responsible roles in an environment in desperate need of ethically-grounded professionals to lead the way towards peaceful and inclusive solutions to today's challenges.

And so, with the support of our Board of Trustees, the Board of International Advisors, benefactors and the entire LAU family, we march forward, raising the flag of academic excellence, professionalism and civic engagement, adding cutting-edge academic programs, constantly reassessing our existing curricula, improving research capacity, building up a first-rate infrastructure, and opening LAU to the world as a site for dialogue and peace-building.

As a leading local university with regional eminence and global visibility, LAU digs deep into a rich legacy to forge a confident future full of promise and opportunity.



Board Leadership

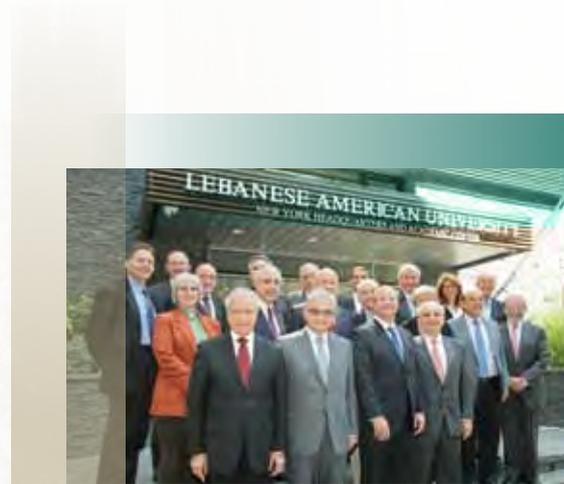
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President's Fund

The following grants were established to support the Financial Aid program to needy and deserving students under the President's Fund:

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LAU/BOB Affinity Card Community President's Fund



President's Fund

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* Alumni, Spouse Alumna and Alumni Chapters

+ Gift in-kind

* Graduates who contributed toward the Senior Class Tree

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Alumni Association, Dubai and Northern Emirates Chapter *	Nancy and Joseph G. Jabbra
Alumni Association, Ghana Chapter *	Walid Beik Joumblatt
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Trireme Society (\$10,000 - \$24,999)

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The Dar As-Siyassah Endowment Scholarship Fund
The Darwish Engineering Endowment Scholarship Fund
The Rushdi Daye Endowment Scholarship Fund
The Edgar and Danielle de Picciotto Endowment Scholarship Fund
The Edward Y. Elias Endowment Scholarship Fund
The Emirates Computer Endowment Scholarship Fund
The Eva Kotite Farha and Peter Farha Endowment Scholarship Fund
The Issam Michael Faris Endowment Scholarship Fund
The Ahmad Finj Endowment Scholarship Fund
The Sheikh Abdallah Fouad Endowment Scholarship Fund
The Arthur Gabriel Medical Endowment Scholarship Fund
The James and Arthur Gabriel Endowment Scholarship Fund
The Mahmoud Alghanim Endowment Scholarship Fund
The Youssef A. Alghanim and Sons Endowment Scholarship Funds
The Gala Dinner Endowment Scholarship Fund
The Rose Ghourayyeb Endowment Scholarship Fund
The Frances M. Gray Memorial Endowment Scholarship Fund
The Maggie Kutteh Ghattas Endowment Scholarship Fund
The Rev. Samuel Habib Memorial Endowment Scholarship Fund
The Aida Haddad and Daughters Endowment Scholarship Fund
The Bertha and Michael Nakhleh Haddad Endowment Scholarship Fund
The Toufic and Victoria Haddad Memorial Endowment Scholarship Fund
The George William Hajjar Memorial Endowment Scholarship Fund
The Lana Ghandi Halabi Endowment Scholarship Fund
The Dany Hamchaoui Memorial Endowment Scholarship Fund
The Abdul Ghani and Inayat Hammour Endowment Scholarship Fund
The Kanan and Hanan Hamzeh Endowment Scholarship Fund
The Mouna Jamal Haraoui Endowment Scholarship Fund

Funds, Scholarships and Donations

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The Endowment Scholarship Program (cont.)

The Mohamed Harasani Endowment Scholarship Fund
The Rafik Bahaouddin Al-Hariri Memorial Endowment Scholarship Fund
The Monzer Hourani Endowment Scholarship Fund
The Taha Hassiba Endowment Scholarship Fund
The Ray Irani Education Endowment Scholarship Fund
The Innovyze Environmental Engineering Endowment Scholarship Fund
The Aref and Helena Jabbour Endowment Scholarship Fund
The Michael and Effie Jabbra Endowment Scholarship Fund
The Nancy and Joseph G. Jabbra Endowment Scholarship Fund
The Wadih and Gertrude Jordan Endowment Scholarship Fund
The Ahmad and Suad Juffali Endowment Scholarship Fund
The E.A. Juffali Endowment Scholarship Fund
The Nafez Jundi Endowment Scholarship Fund
The Jad and Yvonne Kabban Endowment Scholarship Fund
The Maha Kaddoura Endowment Scholarship Fund
The Albert and William Kanaan Endowment Scholarship Fund
The Fawzi Kawash Endowment Scholarship Fund
The Suad Wakim Kesler Memorial Endowment Scholarship Fund
The Nadim Said Khalaf Endowment Scholarship Fund
The AbdelRahman Ismail El-Khalil Memorial Endowment Scholarship Fund
The Mounir Khatib Endowed Engineering Scholarship Fund
The Jamil Fouad El Khazen Endowment Scholarship Fund
The Nasr Khnaisser Endowment Scholarship Fund
The Mohamad and Naziha Knio Endowment Scholarship Fund
The Selina Korban Memorial Endowment Scholarship Fund
The Latifa Kosta Endowment Scholarship Fund
The Emile and Rima Lamah Endowment Scholarship Fund
The LAU / BoB Affinity Card Endowment Scholarship Fund
The Selim Lawi Endowment Scholarship Fund
The Bishara M. Lorenzo Endowment Scholarship Fund
The Gabriel Maliha Endowment Scholarship Fund
The Joseph and Carmen Maroun Endowment Scholarship Fund
The Salwa Tuma Mayassi Endowment Scholarship Fund
The Gale McDonald Endowment Memorial Scholarship Fund
The McSwiney-Mead Corporation Endowment Scholarship Fund
The Dr. Hassan Mehio Endowment Scholarship Fund
The Michel Merhej Endowment Scholarship Fund
The Elias and Leila Mezzawi Endowment Scholarship Fund
The Mimar Group Endowment Scholarship Fund
The Hassib and Haas Mroue Memorial Endowment Scholarship Fund
The HH Sheikh Zayed Bin Sultan Al-Nahyan Endowment Scholarship Fund
The Tony Nagib Najjar Endowment Scholarship Fund
The Khalid and Sossy Nasr Endowment Scholarship Fund
The Marwan Walid Nasr Memorial Endowment Scholarship Fund
The Farid and Milia Nassar Endowment Scholarship Fund
The Helen Ghosn Nassar Endowment Scholarship Fund
The Riyadh F. Nassar Endowment Scholarship Fund

Funds, Scholarships and Donations

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The Endowment Fund Program

Endowment Funds other than Scholarships:

Albert G. Albert Library Fund
Elizabeth Elser Duncan Memorial
Institute for Banking & Finance
Mounir Khatib Endowed Engineering Lecture Series
MedGulf Chair in Actuarial Sciences Endowment Fund

Mutaz and Rada Sawwaf Masters in Islamic Art and Architecture Endowment Fund
Presbyterian Legacy Lecture Series Endowment Fund
Presidential Awards Endowment Fund
Sarah Lanman Huntington Smith Endowment Fund

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Scholarship Grants

The following Annual, Merit and Designated grants were established to support the Financial Aid program to needy and deserving students during the academic year 2013-2014:

Abdallah Yabroudi Designated Scholarship Grant
Abdallah Yabroudi Engineering Scholarship Grant
Abdallah Yabroudi Nursing Annual Scholarship Grant
Adalat & Wajih Naccash Annual Scholarship Grant
Adnan Kassar Annual Scholarship Grant
Ahmad Abou Ghazaleh Memorial Scholarship Grant
Ali Abdullah Jammal Memorial Scholarship Grant
Alumni Association Oman Chapter Annual Scholarship Grant
Anonymous Nursing Scholarship Grant
Antoun Sehnaoui Designated Scholarship Grant
Association for Specialization and Scientific Guidance Designated Scholarship Grant
Association Philippe Jabre Designated Scholarship Grant
Azeez Shaheen Annual Scholarship Grant
Bank Audi Annual Scholarship Grant
Bank of Beirut Annual Scholarship Grant
BoB - Oman Annual Scholarship Grant
Byblos Bank Designated Scholarship Grant
CAT International Annual Scholarship Grant
Daad Ghossoub Designated Scholarship Grant
Dima Healthcare Annual Scholarship Grant
Disadvantaged Areas Nursing Annual Scholarship Grant
Donation to the School of Nursing
Elias Boutros Sayah Annual Scholarship Grant
General Medical Equipment Annual Scholarship Grant

Ghada Qaddumi Annual Scholarship Grant
Ghaidaa Rifai Nursing Annual Scholarship Grant
Hussain Sharaf Annual Scholarship Grant
Jihad El Eit Annual Scholarship Grant
Kamil Saredidine Designated Scholarship Grant
LAU School of Arts and Sciences Annual Scholarship Grant - Beirut Campus
Marcel Keyrouz Designated Scholarship Grant
Margaritha Zablith Designated Scholarship Grant
Maroun Semaan Annual Scholarship Grant
Mary Taylor Alexander Annual Scholarship Grant
Maya Mroueh Annual Scholarship Grant
Michel Khallouf Annual Scholarship Grant
MIDIS Group Annual Scholarship Grant
Mike Ahmar Designated Scholarship Grant
Ousseimi Foundation Annual Scholarship Grant
Peter J. Tannous Annual Scholarship Grant
Pierre Choueiri Annual Scholarship Grant
Raja & Hani Ali Annual Scholarship Grant
Rami Farouk Majzoub Annual Scholarship Grant
Rima Hourani Designated Scholarship Grant
Rima Hourani Nursing Research Grants
Rotana Hotel Management Corporation Merit Scholarship Grant
Said Khalaf Designated Scholarship Grant
Said Khalaf Engineering Scholarship Grant
Sama Qaddumi Annual Scholarship Grant



Saudi Binladin Group Scholarship Grant
Shake Ketefian School of Nursing Award
Sonia Hajjar Annual Scholarship Grant
Suad Hoss Annual Scholarship Grant
Student Financial Aid Support
Tareq Qaddumi Annual Scholarship Grant

Toufic Baaklini Restricted Scholarship Grant
UNRWA Designated Scholarship Grant
USAID - University Student Assistance Program
USAID Scholarship Grant
Walid Joumblatt Scholarship Grant



4

Naming a Seat or Bench

The Lebanese American University acknowledges with gratitude the following contributors who made generous donations towards naming one or more benches or seats at LAU during 2013-2014:

NAMING A SEAT AT IRWIN HALL AUDITORIUM

Claire A. Amer
Nabil A. Banna
Leila Saleeby Dagher
Nouhad A. Daou
May Koleilat Farchoukh
Kamel and Maya Abu Teen El Ghossainy
Souheil I. Hatoum
Simon Kachar

NAMING A SEAT AT SELINA KORBAN AUDITORIUM

Joseph T. Hage
Rachid Labaki
Iman Rayess

Historical Timeline



American Presbyterian missionary Sarah L. Smith establishes the first school for girls in the Ottoman Empire. This early effort set the stage for further development of girls' education, leading up to the American School for Girls (1904).

1835

1996

The Lebanese government officially recognizes the new name and status.



The American Junior College for Women (AJCW) is founded, with a class of eight students.

1924

1999

The Lebanese Government grants LAU a license to operate a medical school and a nursing school.



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

1933

2002

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

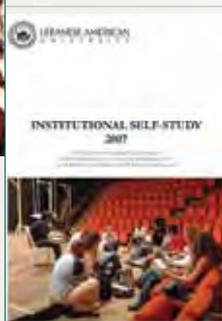


The name of the college is changed to Beirut College for Women (BCW).

1948-1949

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.



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.



Successive buildings are completed and named in honor of early leaders: Frances Irwin, Winifred Shannon and James Nicol.

1950

2009

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



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



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





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).



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



Courses begin at the Byblos campus.



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.



BCW is granted an absolute charter.

1955

2009-2010

School of Engineering's bachelor's degree programs receive ABET accreditation. School of Arts & Sciences' B.S. degree program in computer science receives ABET accreditation.



2010

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



1973

2011

Frem Civic Center inaugurated on the Byblos campus.



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

1985

2012

Acquisition of El Jazairi Building: LAU acquires Gezairi Transport's former headquarters, composed of a main building with a three-floor penthouse, a large theater, a school and offices.



1991

2013

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



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



1994

2014

The Gilbert and Rose-Marie Chagoury Health Sciences Center is inaugurated to host the schools of medicine, pharmacy and nursing.





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