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MESSAGE FROM THE PRESIDENT

Dear Friends of LAU,

It is with great pleasure that I present to you my annual report recounting LAU's achievements over the last academic year. Despite difficult national and regional conditions, our beloved institution continues to move from success to success, bolstered by the unprecedented support of the extended LAU family.

Throughout academic year 2015-2016, we triumphantly overcame economic and political headwinds, holding our own as a leading Lebanese institution of higher learning, continuing to increase enrollment, and placing ever higher on international rankings of university education. Our standing was solidified by our ever-expanding partnerships with industry, which provide students with hands-on work experience prior to graduation while also opening up opportunities for our faculty to engage in applied research.

I am thrilled to inform you that we completed our academically focused Strategic Plan (SP II) on schedule in 2016. SP II led to significant improvements in LAU's academic standards and standings, by means of a reengineered freshman program, the establishment of a unique Honors Program, a fully operational office of Graduate Studies and Research, and other achievements. We have already begun drafting its successor, SP III, based on the three core pillars of intellectual capital, pedagogical innovation, and entrepreneurial initiatives.

While each and every one of our milestones this past year is important in its own right, please allow me to emphasize here an acclaimed achievement: the completion of the coveted AACSB accreditation by LAU's Adnan Kassar School of Business. Meanwhile our School of Medicine attracted 55 new students, with the highest-ever average GPA for an entering class. They are drawn by LAU's cutting edge facilities, including the state-of-the-art Clinical Simulation Center on the Byblos campus.

Strong academic programs are impossible without highly qualified and well-supported faculty engaging in research as well as teaching activities. The past year witnessed a marked upsurge in research productivity in all seven of the university's schools. We have attracted over 20 new faculty members at various ranks and instituted a multi-track faculty ranking system in order to better manage faculty assets.

Both campuses are abuzz with capital improvements, as the Byblos infrastructure project is in full swing and the new building for the School of Engineering is nearing completion. In Beirut, we inaugurated the upgraded infrastructure in the spring of 2015 and proceeded with the renovation of the Gezairi building that will accommodate all the space needs of the School of Architecture and Design.

LAU's identity is closely tied to engagement with society at large. As always, our faculty, staff and students spent the 2015-2016 academic year engaged in a wide range of community service and outreach activities, from healthcare awareness campaigns, training local schoolchildren in the science, technology and math disciplines, to fundraising for charity through the Beirut Marathon, among many other examples.

Internationally, our students successfully organized the United Nations Association of the United States of America (UNA-USA) Global Classrooms at our Academic Center in New York (LAU NY), training high- and middle-school students in the skills of leadership, diplomacy, and peace making.



This success was mirrored at home, as LAU hosted the Model Arab League and introduced the Model European Union program, the first in Lebanon and the first worldwide to target high-school students.

When it comes to financing the beehive of operations that comprise LAU, it is my distinct pride to announce that our “Fulfilling the Promise” fundraising drive came to a spectacular conclusion, as we reached our goal of \$100 million a full year ahead of schedule, and in fact exceeded it, closing the campaign at \$103 million. We have also been fortunate in attracting funding outside the framework of the campaign, breaking the \$1 million barrier in American Schools and Hospitals Abroad (ASHA) grants for the first time in LAU history. And yet again, we have received a grant through the USAID University Scholarship Program (USP), allowing us to recruit annually and for the next three years 57 students from Lebanese public high-schools; they are joined by the fourth cohort of students coming to us through the MEPI-Tomorrow’s Leaders scholarship program.

As LAU moves forward into an ever-more promising future, I invite you to carefully peruse the pages of this report detailing its most recent past. It is my deepest conviction that our beloved institution’s continued success is only possible with your unflagging support, for which I remain

Gratefully Yours,

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

A handwritten signature in black ink, reading "Joseph G. Jabbara". The signature is stylized and cursive.

SPECIAL FEATURE: ADNAN KASSAR SCHOOL OF BUSINESS GAINS ACCREDITATION

As part of its mission to join the ranks of globally renowned universities, LAU strives constantly to ensure that its programs meet the highest international standards. It is in this spirit that the university's Adnan Kassar School of Business (AKSOB) set out to attain accreditation by the Association to Advance Collegiate Schools of Business (AACSB), a goal that was reached this past spring, allowing AKSOB to join the 5 percent of business schools worldwide that have achieved such accreditation.

The latest AACSB Peer Review Team visit took place in mid-March. Shortly thereafter, in April 2016, the AACSB confirmed that LAU AKSOB aligns with all 15 standards put forward by the Association and demonstrates compliance with its three accreditation pillars of "engagement, innovation and impact." Reflecting this excellent performance, AKSOB was granted accreditation for all three of its undergraduate programs (B.Sc. in business studies, B.Sc. in economics, and B.Sc. in hospitality and tourism management) and for both of its graduate programs (M.B.A. and Executive M.B.A.).

This successful bid for accreditation reflects the university's holistic approach to education, as it required demonstrating excellence in a variety of areas, including strategic management and innovation; learning and teaching; academic and professional engagement; and active teamwork.

Indeed, the process took several years, requiring great efforts on the part of faculty, staff and students alike and revealing the hard work and dedication of all of the school's family.

During a ceremony in May that officially marked the accreditation achievement, Lebanese Minister of Education and Higher Education Elias Bou Saab praised the university's commitment to positively transform society and noted that its latest accomplishment should be seen as an accolade for the country as a whole.

With such support AKSOB's success can only grow, as this is far from the end of the road for our business school. We now need to make sure that we become the unchallenged leader in business education worthy of our new status, in Lebanon, the MENA region, and beyond.



OUR SCHOOLS: VIBRANT GROWTH

A. The School of Arts and Sciences

The School of Arts and Sciences (SAS) stands at the core of LAU's liberal arts tradition. While it houses some of the university's oldest programs, it constantly adapts its offerings to the professional market and the communities it serves by regularly reassessing the existing programs and creating new ones.

1. ACADEMICS

• A Flourishing Academic Environment

This year, the Department of Communication Arts has launched three new B.A.s, in multimedia journalism, television and film, and the performing arts.

Another success lies in the registration of a new M.Sc. in applied and computational mathematics with both the Lebanese government and the New York State Department of Education.

Additionally, SAS is introducing several new minors, in philosophy, nutrition, food science management, social work and community development, and gender studies.

• Professional Accreditation

The B.Sc. in computer science submitted a self-study for re-accreditation by ABET (the Accreditation Board for Engineering and Technology), in anticipation of a visit from the ABET team in October 2016. Meanwhile, the B.A. in education and the coordinated B.Sc. in nutrition and dietetics are both exploring professional accreditation, with the Council for the Accreditation of Educator Preparation and the Accreditation Council for Education in Nutrition and Dietetics, respectively.

• Partnerships

SAS continues to provide students and faculty with stellar opportunities for learning and career advancement through ever-expanding partnerships with other universities (both in Lebanon and abroad), NGOs, social and government institutions, and international corporations.

Since 2015, the Department of Communication Arts has signed a Study Abroad agreement with the Salzburg Academy (Austria), while the B.A. in Arabic language and literature has signed exchange agreements with the Kyiv National Linguistic University (Ukraine) and Aarhus University (Denmark).

Existing partnerships with outside universities include — but are not limited to — an exchange program between the Social Sciences Department and Sciences-Po (Paris); an exchange agreement between the B.A. program in translation and the University of Manchester (Great Britain); a collaborative Ph.D. agreement between the Department of Social Sciences and Ruhr University (Germany); and a collaborative Ph.D. agreement between the Department of Natural Sciences and the University of Newcastle (Great Britain).

"The realm of gender studies encompasses many political issues, from unequal pay to forced early marriages and genital mutilation. I believe a minor in gender studies will complement my major in that it will give me a better understanding of the context of these issues and help me present these topics in a comprehensive and informed way."

Paula Naufal, SAS political science and international affairs major

OUR SCHOOLS: VIBRANT GROWTH

In Lebanon, the Department of Education has signed a Memorandum of Understanding with Sacré Cœur School (Gemmayze-Beirut) to help the 7 Frères Schools improve their newly-established English program and turn the schools into feeder schools for LAU.



Six LAU journalism students attended the Arab Reporters for Investigative Journalism (ARIJ) conference in Amman, Jordan, in December 2015, in the framework of a Memorandum of Understanding between LAU and ARIJ.

2. TRANSFORMING SOCIETY THROUGH RESEARCH AND OUTREACH

• A Flourishing Academic Environment

SAS promotes a culture of encouraging and fostering research, discovery and independent inquiry, reflecting LAU's commitment to serving the broader society. Through research and other initiatives, often supported by international competitive grants and other outside funding, our faculty and students are changing the world for the better. Presented here are some highlights:

• Research Projects

The Team	The Project
The Nutrition Program and the "Diet Center," Middle East	Investigating the efficacy of a novel modified and complete detox diet on body composition, blood profile, stress, sleeping habits, appetite, and gastrointestinal functions in overweight and obese individuals
The Computer Science Program and the Internal Security Forces	Developing a software that serves the ISF in managing traffic
The Department of Education and the British Council	Developing a school improvement system in Lebanon, including the necessary training

• Engaging Students in Research

A group of LAU professors and students has been leading an effort to synthesize the beneficial neurological effects of the BDNF protein, produced by the body during exercise. With the support of NYU, Cornell University and a grant from the National Council for Scientific Research-Lebanon, the team has published a paper unveiling the mystery behind the protein's production.

A team of SAS biology students examined the carcinogenic and neurotoxic risks of acrylamide and heavy metals contained in the potato and corn chips consumed by the Lebanese population. The project led to publishing the results in the Journal of Food Composition and Analysis, a first-tier scientific journal, as well as achieving wide online and national media recognition.

• Workshops and Symposia

SAS provides its faculty and students with myriad opportunities for sharing research results, expanding creativity, and exchanging ideas with each other as well as with local and international experts, often leading to new intellectual discoveries.



In April 2016, the Nutrition Program hosted a conference bringing together several hundred nutritionists and food scientists in Lebanon. The participants discussed the rising obesity levels in the MENA region, the carcinogenic risks in potato chips, gluten mislabeled products, the nutrition of Syrian refugees, and the risk of pesticide residues, among other topics.

For example, in March 2016, SAS brought together budding translators from both LAU and other Lebanese universities for a conference on the role of translators in cultural mediation. In April 2016, the school teamed up with the Department of Design (School of Architecture and Design) to sponsor a workshop in which students worked in teams to come up with new ways of narrating a story.

In August 2016, the Department of Communication Arts hosted the Media and Digital Literacy Academy (MDLAB), focusing on spreading media literacy to counter growing extremism among young people. The ten-day event included a wide variety of lectures that tackled the need to raise awareness of media language and stimulate civic engagement, while hands-on workshops taught the participants how to produce multimedia content.

A seminar by renowned mathematician Professor Robert Devaney — on the Fractal Geometry of the Mandelbrot Set — was broadcast live from the LAU NY Academic Center to mathematics students in Beirut.

• Active and Expanding Institutes

SAS is home to several research and policy institutes serving as platforms for research and debate both in Lebanon and beyond.

In 2015, two previously existing institutes housed in SAS — the Institute for Peace and Justice Education and the Institute of Diplomacy and Conflict Transformation — merged to form the Social Justice and Conflict Resolution Institute (ISJCR) at LAU. ISJCR's purpose is to develop a research-based public policy forum addressing contemporary issues of social justice and conflict resolution in the Arab world.

OUR SCHOOLS: VIBRANT GROWTH

In April 2016, ISJCR and the Department of Social Sciences cohosted a roundtable titled “Debating the Post-2011 Middle East: Old or New Paradigms,” an event that brought together LAU students and faculty with experts from the University of Leeds and the University of Exeter.

In recognition of the fact that software and information technology sectors in Lebanon are key elements of the country’s economic development, the Software Institute seeks to promote the Lebanese software industry and services, raising its regional competitiveness and international visibility.

In March 2016, the ISJCR brought together three dozen researchers, donors, civil society members and journalists at LAU to discuss Syrian refugees’ access to justice.



In the fall of 2015, the Software Institute at SAS held a workshop series on computing and programming, teaching high-school teachers and students from across the country how to create mobile applications. The series took place in collaboration with the UNESCO Beirut Office and the Lebanese National Commission for UNESCO.

Established nine years ago, the Institute for Migration Studies (IMS) has developed into an interdisciplinary research institute as well as a resource center for graduate students and scholars studying migration and its effects on Lebanon, the region and globally. The IMS also works closely with the government and nongovernment organizations in addressing issues related to diaspora migrant communities and migrant workers in the region.

Faculty affiliated with the Institute for Migration Studies published a seminal article this year in the journal *Immigrants and Minorities*, assessing the extent to which the Lebanese diaspora is active in the development and politics of Lebanon.

• Reaching Out

Outside of classroom walls, SAS faculty and students reached out to the community in a variety of ways over the past academic year.

The Department of Social Sciences collaborated with the Center for Lebanese Studies and the Fetzer Foundation on “Healing the Wounds of History,” a community mental health project intended to address the deeper roots of cyclical violence.



In April, more than 1,000 people participated in various workshops as part of the Sixth Annual Dance Day Festival in Lebanon, hosted by LAU every year since 2011.



In May, the Communication Arts Department organized the 18th International University Theatre Festival, showcasing the best student productions from LAU, Lebanon more broadly, and the region as a whole.



Thanks to a grant from the U.S. Embassy in Lebanon the Writing Center held a series of workshops aimed at establishing writing centers in Lebanese schools.

3. STUDENT ACHIEVEMENTS

As always, SAS students garnered abundant acknowledgments this past academic year for their scholarly and extracurricular achievements. Among many other examples, in September 2015, students from the Computer Science and Math Department-Byblos won first prize at PeaceHack Beyrouth. Their colleagues Paul Hallak and Siba Hajjar from the Beirut campus won first and third place respectively in the 2016 Science Olympics at Rafic Hariri University. Meanwhile, mathematics student Rami Masri won this year's National Public Speaking Competition, sponsored by the English Speaking Union of Lebanon. From the Chemistry Department, students Hussein Khalifeh and Abulrahman Kotob scored better than their peers from other Lebanese institutions in the International Organic Chemistry Competition, coming in fourth.



Undergraduate chemistry student Ali Safadi presented a paper on the potential use of various plants with a high water-use efficiency at the 2nd South-East European Sustainable Development of Energy, Water and Environment Systems (SDEWES) conference in Piran, Slovenia on June 15-18, 2016.

Undergraduate mathematics student Lara Kassab presented a research paper titled Understanding the Center for the 2×2 Linear Iterative Systems at the Summer MathFest of the Mathematical Association of America (August 2016).

OUR SCHOOLS: VIBRANT GROWTH

B. The School of Architecture and Design

LAU's School of Architecture and Design (SArD) has emerged as a national and regional role model in terms of its educational standards. It is renowned for fostering a creative, open, multi-disciplinary and proactive design culture. In 2015-2016, the school maintained its role as a pioneer in expanding exchange opportunities, based on the conviction that students should be provided with maximum international exposure while remaining faithful to their roots.

1. ACADEMICS

- **New Graduate Programs**

Over the past academic year, SArD moved ahead with instituting graduate-level degrees, starting with the Mutaz and Rada Sawwaf M.A. in Islamic Art and Architecture. Moreover, the school registered recently a new M.A. degree in visual narrative with the New York State Education Department, to be launched in spring 2017.

- **Pursuing Accreditation**

SArD is pursuing accreditation for our architecture program, working closely to that end with the National Architecture Accrediting Board (NAAB). The B.A. in architecture is now at an advanced stage in the process of obtaining NAAB accreditation. Meanwhile, all other SArD programs have initiated the process of accreditation by the National Association of Schools of Art and Design (NASAD) and are currently in the self-study phase.

- **Partnerships**

In December 2015, SArD signed an agreement of cooperation with the School of Architecture of the Cracow University of Technology (Poland), aimed at developing academic exchange and other areas of mutual interest.



SArD's Urban Planning Institute works with 12 other organizations from seven countries bordering the Mediterranean Sea on developing a touristic/cultural itinerary highlighting the Umayyad history shared by their countries, through a significant grant from the European Union. In May 2016, the institute hosted representatives of all the project partners and Lebanese tour operators for a presentation of the work completed so far.

In January 2016, the School's Urban Planning Institute signed a Memorandum of Understanding with GAIA-Heritage (sal) to establish an urban observatory with the purpose of developing research initiatives on cities around the Mediterranean.

In May 2016, SARd's Institute of Islamic Art and Architecture signed a Memorandum of Understanding with the Fundación Pública Andaluza El Legado Andalusi (Spain). The agreement promotes collaboration on issues related to Islamic cultural heritage, including the exchange of scholars and students and the organization of common exhibitions.

2. RESEARCH AND THE TRANSFORMATION OF SOCIETY

• Adding to Intellectual Capital

SARd's faculty continually add to the global store of knowledge through an ever-increasing number of publications.



Publications

Authoritative Design: Azad Collaborative Design Project – selected contemporary posters from Azad Art Gallery/ Tehran/ Iran [2008 – 2016]/ Department of Design

Follow Me to the Moon: Annual Graphic Design Senior Student Catalogue [2015 – 2016]/ Department of Design

Selected Fashion Design Projects: Developing Creative Identity for Lebanon and Beyond [2015 – 2016]/ Department of Design

Living in Buenos Aires [2015]/ Department of Architecture and Interior Design

Architecture Final Year Project: Student Works [2015]/ Department of Architecture and Interior Design

Two Thousand 16: Fine Arts Alumni Biennial [2016]/ Department of Fine Arts and Foundation Studies

Loquis: Triennial Faculty Exhibition [2016]/ Department of Fine Arts and Foundation Studies

Foundation Works 2: Foundation Studies Student Work Catalog [2015]/ Department of Fine Arts and Foundation Studies

OUR SCHOOLS: VIBRANT GROWTH

• Expanding Horizons

Over the course of 2015-2016, SArD hosted a variety of exhibitions, lectures and conferences organized by its constituent departments and institutes on topics ranging as far afield as censorship in the comic arts, storytelling in the digital age, or the interconnections between fashion, design and identity.

A few of this year's highlights:

In October 2015, the Department of Design organized "TypeTalks," bringing together local and international expert designers, typographers and calligraphers to share insights about their work with students and colleagues, followed by an exhibition displaying the speakers' works at the Municipal Cultural Center in the Old Souk of Byblos.

In October 2015, the Institute of Islamic Art and Architecture hosted a symposium and exhibition titled "Celebrating Cultural Landscapes," which discussed the various aspects and challenges of the international Agha Khan Award for Architecture (one of the most respected awards given to distinguished contemporary projects in the Islamic world).

The Department of Fine Arts and Foundation Studies held the 2016 Alumni Biannual Exhibition in March, titled "16 Works on Display." The event showcased the creative talents of LAU graduates.



In April, SArD held a panel discussion about comics and censorship, bringing together artists, academics, legal experts and free speech activists who engaged in a heated open discussion about the acceptable limits to free speech.

In March 2016, the Department of Architecture and Interior Design welcomed a symposium on the topic of the "New Frankfurt" social and urban experiment, which pioneered new systems of housing in post-war Germany.

• Deep Connections with the Community

Throughout the year, the School of Architecture and Design engaged deeply with the community outside university walls, in line with LAU's overall mission.

Several Fine Arts faculty members and students participated in the SOS (Save Our Souls) ART Exhibition hosted by UNESCO in February 2016, an exhibition that inspired the public to think more deeply about the meaning of peace and injustice while providing artists with an occasion to connect and benefit from each other's work.

In July 2016, SARd collaborated with the Hariri Foundation in Sidon to develop workshops for high-school students on photography, fine arts, and graphic design.

3 – RECOGNIZING OUR STUDENTS

At LAU, SARd students are known for accumulating stellar local and international recognition for their creative endeavors prior to graduation. As always, in 2015-2016 our students — across departments — brought home numerous awards and prizes.

This year, LAU was selected as the University of the Year by the Dubai Lynx International Festival of Creativity, in which graphic design students Chelsea Abi Saab and Nadia Khabbaz won first and second place respectively. More than half of the shortlisted contestants were LAU students.

In December 2015, interior architecture students Marc Azzi and Huda Rawwas seized a prize offered by the Boutique of the National Museum of Beirut, whereby their designs will be exhibited by the boutique throughout the year. In June 2016, architecture students Julia Aridi and Samer Awad took first prize in Fransabank's U-Design competition.

The work of recent graphic design graduates Jad Abou Zeki and Loyal El Wazzan was featured on billboards across Beirut throughout September 2015, as part of a program initiated by Fondation Saradar.

Jad Abou Zeki's artwork



Loyal El Wazzan artwork

"I first saw my poster displayed on a billboard in Sassine and was shocked and surprised and happy. It felt great. It's good to show that we have talent in Lebanon. And, yes, it's also good for my portfolio."

Jad Abou Zeki, Graphic Design

OUR SCHOOLS: VIBRANT GROWTH

C. Adnan Kassar School of Business

The Adnan Kassar School of Business (AKSOB) is home to high quality graduate and undergraduate business and economics programs, whose goal is to develop ethically responsible professionals committed to civic engagement. Our graduates tangibly contribute to economic development in Lebanon and the region, an achievement of which AKSOB can be justly proud.

1 – ACADEMICS

- **Accreditation**

We are thrilled to announce the accreditation of AKSOB by the Association to Advance Collegiate Schools of Business (AACSB), which was announced in April 2016 (see the full story in the Special Feature on page 4 of this report).

- **New programs**

AKSOB is constantly innovating and reinventing itself. In the 2015-2016 academic year, we expanded the portfolio of programs to include a Master of Laws (L.L.M.) and a Master in Legal Studies (M.L.S.). Plans are in the works to introduce an M.Sc. in Human Resources Management and an M. Sc. in Finance by 2017.

Curricular improvements inspired by the AACSB accreditation include the creation of a new core course in Innovation and Entrepreneurship, and the mandating of the Operation and Production Management course as a core requirement for all business students.

In AY 2015-2016, AKSOB attracted the highest number of new students in its M.B.A. and E.M.B.A. programs since the school's founding, with more than 250 and 100 students respectively.

In October 2015, AKSOB teamed up with the Arab Banker's Association of North America (ABANA) to send two top LAU students to participate in ABANA's fellowship program in New York for M.B.A. students at top-tier business schools in the region, as part of our commitment to preparing graduates for the real world.

2 – FACULTY DEVELOPMENT AND SCHOLARSHIP

AKSOB continued its tradition of sponsoring various research faculty development initiatives in the 2015-2016 academic year through the School Research and Development Council. The school also provided faculty with practical development training. For example, two senior professors were invited to share with faculty tips on publishing in top-tier journals, while the Department of Information Technology and Operations Management organized a "Train the Trainer Workshop" on SAP ERP software.

The results of this investment in faculty outputs have been truly impressive. AKSOB faculty research has appeared in prestigious international refereed journals and edited books, with significant contributions in a wide range of areas, from banking and finance, to debt and exchange rate management as well as strategic management, among many others. Many of our faculty serve as referees for peer reviewed journals and conferences, and as editorial board members of journals and book series on the Middle East.

- **Addressing Regional Realities**

In the spirit of LAU's mission of directly engaging with and positively transforming the society in which we live, AKSOB's faculty devote much attention to studying the realities of Lebanon and the MENA region and sharing their insight with the community, both at conferences hosted at LAU and at outside events by invitation.

Researchers from AKSOB and the University of Lethbridge (Canada) teamed up to study variables that correlated positively with female employment. They found that foreign and privately owned manufacturing and export companies hire significantly more women in the MENA region than do publicly owned companies.



Thirty researchers and academics from 15 Arab and European institutions gathered in Beirut in January 2016 to discuss the progress of the ambitious cross-country SAHWA project, which is funded by the EU and focuses on youth prospects and perspectives in the context of the Arab Spring. Three AKSOB faculty members are participants in the project.



The academic executive director of the LAU New York Academic Center joined prominent practitioners, thought leaders, academics and entrepreneurs at the Wharton School of Business in a discussion about the latest developments and trends in the MENA region, in fields ranging from energy to entrepreneurship, real estate, and healthcare.

3 – INVESTING IN OUR STUDENTS

AKSOB this past year continued its tradition of bringing the expertise of real-world entrepreneurs to LAU students in order to provide them with a holistic professional education. As before, we hosted the Business Summit lecture series, bringing numerous top business and industry leaders to the Beirut and Byblos campuses to share their knowledge with students who may one day join their firms. Meanwhile, the school continued to offer our students the opportunity to attend courses at LAU NY offered by top professors from leading U.S. institutions.

Within AKSOB, various structured environments are geared toward fostering student development. At the Cooperative Learning Center (CLC), undergraduates are tutored by experienced M.B.A. graduate assistants and attend workshops designed to increase their employability. The Business Computer Lab continually trains students in the use of the latest software required for their courses and in real-world situations.

OUR SCHOOLS: VIBRANT GROWTH

This investment in our students is clearly paying off. Indeed, AKSOB's transformation into a leading regional business school has no greater proof than the stellar achievements of our students even prior to graduation. Examples are many, of which we present a few highlights.

In June 9, 2016, five teams from the Department of Management Studies "Strategic Planning" course ranked in the highest decile of a simulation by Capsim (a global leader in business simulation technology), beating thousands of other teams from around the world.

AKSOB finance and accounting students competed in an inter-university finance competition in April 20, 2016 at Notre Dame University (Louaize), taking third place.

"This was more than just a class project as we were given training and a qualification."

Anas Ghattas, marketing and hospitality senior

Students enrolled in AKSOB's Integrated Marketing Communications course took part in the "Unleash Your Creativity" competition launched by the Fernand Hosri Group over the summer of 2016, bringing home the Building Capacity Award instituted by the Ministry of Labor.

AKSOB's hospitality management students organize a five-star dinner for the AACSB Peer Review Team in March 2016.



AKSOB student Cecilia Bouri collected the first prize in a food competition organized by Le Councours des Ecoles Hôtelières in June 2016.

AKSOB has developed a program jointly with the university's Outreach and Civic Engagement Department, whereby civic engagement is successfully integrated into the curriculum of the B.Sc. in business studies program. Civic engagement is now a core requirement of the program, allowing students to bond intellectually and emotionally with their community through guided volunteering activities, and preparing them to graduate as socially responsible citizens. Over the 2015-16 academic year, 630 AKSOB students participated in civic engagement activities, between them logging nearly 9,400 hours of volunteering in various NGO sectors.

D. The School of Engineering

Our School of Engineering's (SOE) core values — integrity and transparency, academic excellence, inclusiveness and diversity, environmental stewardship, and effective leadership — permeated every aspect of the school's life over the past academic year.

1 – ACADEMICS

SOE continues to develop programs preparing new generations of engineering leaders to address complex and emerging challenges.

- **New program offerings**

In the fall of 2015, the Department of Civil Engineering launched a minor in construction management.

In an effort to continually improve SOE's academic profile, we are converting ever more courses for online delivery across departments. Meanwhile, the Department of Civil Engineering added a set of new topics to its list of Final Year Projects, exposing students to the design requirements and challenges of large infrastructure projects.

- **Maintaining ABET Accreditation**

SOE is well on the way to achieving re-accreditation by the Accreditation Board for Engineering and Technology (ABET) for its electrical, computer, civil, mechanical and industrial engineering programs, having submitted five self-study reports to ABET's Engineering Accreditation Commission.

- **International Partnerships**

The School of Engineering is proud of its ever-expanding exchange agreements with internationally renowned universities and corporations, providing our students with scholarly exchange and internship opportunities.

Among many other examples, in 2015-2016 we partnered with the Dubai Contracting Company (DCC) to create an elective course in construction engineering practice, featuring site visits and guest lectures by experienced DCC industry experts.

- **Giving Education a Chance**

The best educational programs in the world are worth nothing if deserving students cannot attend them due to financial constraints. SOE, in partnership with LAU's University Development team, launched this academic year the Engineering Students' Emergency Relief Campaign, with the goal of raising \$250,000 for the Engineering Dean's Fund. The campaign exceeded the target, allowing the school to respond to urgent situations and dispense funds to our needy students in a timely manner, permitting them to study without concern for financial constraints (see the Development section of this report).

Applications to SOE continue to skyrocket. This year the demand for our programs grew by 14.6 percent, with a record-breaking number of 920 applicants. Our graduation rates are reaching record highs as well: in 2016, we granted 184 bachelor's of engineering degrees, an increase of 8.4 percent over the previous year.

OUR SCHOOLS: VIBRANT GROWTH

2 – RESEARCH AND THE TRANSFORMATION OF SOCIETY

• Projects

As ever, SOE's researchers continue to do outstanding work dealing directly with some of the world's most significant challenges.

In AY 2015–2016, faculty in the school of engineering published 37 journal papers, 12 conference papers and gave numerous presentations at local and international professional events.

While individual research projects are always important, we at SOE stand by the principle that collaborative research has extra added value and, as such, we are particularly proud of the increasing number of school researchers involved in collaborative projects with colleagues outside LAU. Such projects involve partners from both Lebanese and international universities, including the University of Texas, Austin, the American University of Beirut, and Wishard Health Services, among others.

Research does not occur in a vacuum and requires significant financial outlays. Recognizing the importance of financial support for its faculty's and students' endeavors, the SOE increased research funding from \$164,000 in the academic year 2014-2015 to \$225,000 this year. Moreover, our faculty has been highly successful in attracting outside resources, as international and local funders increasingly recognize the social impact of SOE-based research. A few examples include:

Faculty	Faculty	Project Title	Amount
Department of Civil Engineering	PEER	"Landscape Risk Mapping For Lebanon"	\$76,000
Department of Electrical and Computer Engineering	CNRS and SOERC	"Similarity-based Data Search and Exploration on the Semantic Web: Applied on Biomedical and Health Data"	16,000,000 LBP and \$5,000
Department of Industrial and Mechanical Engineering	PSA Groupe	"Design of a Tool for the Energy Management Optimization of PSA Hybrid Electric Vehicles Considering Engine Start and Gearshift Costs"	10,350 Euros

• Institutes

In an effort to enrich the minds of students and enhance their employment opportunities, the School of Engineering this past year revitalized its affiliated CISCO institute, a globally-connected IT skills and career-building program. The technical programs offered by CISCO complement the school's regular curricula. During the 2015-2016 academic year, 37 students received Cisco Certified Network Associate (CCNA) I certification, while 12 others received the more advanced CCNA II certification.

3 – STUDENT LIFE

• Research and Outreach

Students enrolled in LAU's engineering programs find themselves engaging in cutting-edge research alongside their faculty mentors, with the results of their work finding its way increasingly

into academic journal articles. They also compete successfully in local and international events, winning prestigious awards for their designs and ideas. And of course, in the spirit of LAU's mission to engage with the community, they volunteer in various activities aimed at bettering society around us, both individually and through student clubs. Here are only a few out of many possible examples of these activities in 2015-2016:

Three student projects were awarded funds by the Lebanese Industrial Research Achievements Program.

- *"Search and Rescue Fire Fighting Robot"* - Department of industrial and mechanical engineering. Students: Eddy El Khoury, Jean Pierre Chebat, and Ephrem El Chemaly.
- *"Deep Learning Waste Sorting Machine"* - Department of industrial and mechanical engineering in collaboration with Phoenix Machinery. Students: Mohammad Hammad, Amani Saleh, Mahmoud Abassi, and Jad Abdo.
- *"Smart Exoskeleton for Paralyzed Persons"* - Department of industrial and mechanical engineering in collaboration with Phoenix Machinery. Students: Mohammad Houmani, Abdulrahman Abu Ammu, and Ahmad Tabbara.

"Research experience teaches you to ask yourself the right questions."

Hussein Bassma, senior in the Department of Industrial and Mechanical Engineering in 2016, worked on a research project formulating a new hybrid vehicle that consumes 20 percent less fuel than hybrids currently on the market. The department prioritizes student collaboration with faculty members, providing such opportunities to seniors with a minimum GPA of 3.0.



The American Society of Civil Engineers (ASCE) student chapter — which was awarded the prize for the most active student club at LAU — organized lectures, field trips, seminars, and an annual retreat over the year, among other activities.

A team of students from LAU participated in "Girls Got IT," a workshop bringing together 400 girls from public and private schools for a full day of hands-on activities in the STEAM fields, organized by computer engineering alumna Fatima Hamdan.



SOE has its own Career and Placement Office, which supports our students in finding both internships and matching their skills with potential employers. In 2016, 98 percent of our graduates were employed or pursuing postgraduate degrees within one year of graduation.

4 – FACILITIES UPGRADES

The SOE received \$475,000 as part of a larger grant awarded to LAU from American Schools and Hospitals Abroad (ASHA) in 2015. The funds have been used toward the purchase of a traffic driving simulator, an X-ray diffraction system, electrical measurement tools (digital multimeters), and a smart grid workbench.

OUR SCHOOLS: VIBRANT GROWTH

E. The Health Sciences Schools

LAU's three schools devoted to the health sciences — the Gilbert and Rose-Marie Chagoury School of Medicine (SOM), the Alice Ramez Chagoury School of Nursing (ARCSN), and the School of Pharmacy — boast state-of-the-art research and training facilities. Together, the schools position LAU as an emerging leader in health sciences education, practice and research.

1 – ACADEMICS

• Expanding the Frontiers of Learning

In January 2016 the SOM, via the state-of-the-art Clinical Simulation Center (CSC), inaugurated a Clinical Simulation Diploma in collaboration with the University of Illinois, Chicago. LAU is the first institution in the MENA region to provide such academic certification in simulation-based education.

The School of Medicine added two residency programs this year, in emergency and family medicine, bringing the total number of residencies to 15, with a total number of residents to 88. This year, the school also boasts a very competitive entry class, having been joined by 55 new students with the highest GPA average and MCAT scores since SOM's founding.

The School of Pharmacy has finalized the program for an M.Sc. in pharmaceutical sciences with a specialty in pharmaceutical development and management. It is pending approval of the Ministry of Education and Higher Education and the New York State Education Department. Meanwhile, ARCSN continued progress toward the launching of a new master's degree program.

At the School of Nursing, 20 percent of the offered clinical courses include clinical simulation as part of the teaching and learning experience.

Our university is the only institution of higher learning in Lebanon to run a program in social medicine, teaching our students to care for the whole person, not just the disease. Recognizing that social status influences the development of disease, the program sends students to refugee camps and other non-privileged areas and dispensaries in Lebanon for hands-on experience in this field.

• Interdisciplinary Education

Research has shown that collaborative practice contributes to safer and more cost-effective, patient-centered care. In recognition of this, Interprofessional Education (IPE) forms a mandatory component of LAU's curricula in medicine, nursing, pharmacy, nutrition, and social work. LAU's pioneering, student-oriented IPE program is based on "Steps": a progressive series of case-study workshops that build communication and teamwork skills. In the spring of 2016, a new initiative called Practice IPE was launched to bring learning activities out of the classroom. Teams of students led by full-time faculty members conduct community awareness campaigns, interprofessional simulations in the CSC, and interdisciplinary presentations of real-life patient scenarios at the LAU Medical Center-Rizk Hospital (LAUMC-RH).



IPE in the classroom

• Partnerships and Affiliations

The health sciences schools continue to expand their list of affiliations with other universities, hospitals and similar institutions in Lebanon, the region and internationally, all with the goal of providing our students and faculty with learning and career opportunities second to none.

The SOP has signed agreements for academic collaboration with teaching hospitals in Lebanon, namely St. Georges Hospital Medical Center, Keserwan Medical Center, and the Lebanese Hospital-Geitaoui, providing students with new sites for experiential education. The school also added opportunities for its students to gain hands-on training at community pharmacies and the pharmaceutical distributor MERSACO, and has reached a new research collaboration agreement with the Cleveland Clinic Foundation.

In 2016, the School of Pharmacy renewed its partnership agreement with Houston Methodist Hospital. Our Pharm.D. students have the opportunity to train twice at the Texas institution, which was ranked the no. 19 hospital in the United States (out of 4,667) and no. 1 in the state of Texas.

We are proud to report that the School of Medicine has established its affiliation with the Rafik Hariri University Hospital, providing key training opportunities for both our students and residents. In addition, the SOM has signed an agreement with Charité University in Berlin that envisions collaboration to map the medical curriculum, the only Lebanese medical school to do so. ARCSO, for its part, has renewed its affiliation this year with numerous institutions — including the Clemenceau Medical Center, AUB Medical Center, and the Bekhazi Medical Group, among others — providing our nursing students with the opportunity to practice at a variety of clinical sites.

LAU's partnership with the Makhzoumi Foundation continues to expand, and now allows students from both the School of Medicine and School of Pharmacy to pursue hands-on training in offering services to the community at the Foundation's facilities.

OUR SCHOOLS: VIBRANT GROWTH

"I have completed other rotations, but this is the first one that has brought me in contact with people from a different socio-economic level. This will help me grow in my community."

Samar Hayek, Pharm.D. student

2 – LEADING THE WAY IN ADVANCING HEALTHCARE KNOWLEDGE

In addition to publishing their research in peer-reviewed journals, faculty from LAU's three health sciences schools engage deeply with the medical community both in Lebanon and abroad, based on the conviction that knowledge-sharing is the key to the development of healthcare professions.

LAU has become known throughout Lebanon for showcasing international conferences on frontline health-related issues. For example, in November 2015, SOM hosted for the second time an International Conference on Medical Education, bringing together several hundred participants from all of Lebanon's medical schools and from regional institutions to discuss the move toward evidence-based teaching practices. A third conference, this time on the role of simulation in patient care, is planned for the next academic year.

In the same spirit, April 2016 saw 150 healthcare professionals gather in Beirut under the auspices of LAU's Interprofessional Education program for a conference dedicated to the benefits

of interprofessional collaboration, an event that also included a full day of hands-on workshops at the Clinical Simulation Center in Byblos.



In May 2016, LAU signed a memorandum of understanding with the Al Hamidi Charity Medical Center in Tripoli, aimed at promoting collaborative research projects and strengthening the local community.

Our faculty has the full support of the schools in their professional endeavors. For instance, the SOP sponsored this past year a series of seminars and workshops on topics related to pedagogy, research and practice, all aimed at strengthening the faculty's competencies. All three schools provide faculty with funds for research and professional development.

3 – OUR STUDENTS: BRILLIANTLY ENGAGED

• Academic Successes

More and more, our health sciences schools are being recognized as leaders in the medical, pharmacy and nursing fields, demonstrated by the rising number of applications to our programs. As an example, applications to the nursing school have nearly doubled since ARCSON opened its doors a mere six years ago. ARCSON attracts a high rate of male applicants, which is unusual in the profession and a clear sign that a degree from the school is viewed as a roadmap to professional success.

All three schools are committed to providing our students with exceptional opportunities to practice their skills prior to graduation. The many options include but are certainly not limited

to practice with community pharmacies, on-site practice in several hospitals across Lebanon as well as at our own LAUMC-RH at pharmaceutical industries, and various training and certification activities. Just to take one example, the graduating 2015-16 Pharm.D. class received training and certification in Basic Life Support from the American Heart Association, as well as a Pharmacist Immunization Certification from the American Pharmacists Association.

Pharm. D. students receiving their academic hoods.



This past year, senior SOM student Mohammad Hassan Nouredine published a book on neuroscience suitable for academic teaching with Elsevier, a world-leading provider of scientific, technical and medical information products and services.

Eleven of the 12 students graduating from the School of Medicine this past year obtained medical residencies at the institutions of their choice, and were matched in competitive disciplines such as internal medicine, family medicine, neurology, obstetrics and gynecology with John Hopkins, Beth Israel, Tufts, and Mayo Clinic, among other institutions. They were joined by seven SOP graduates who obtained general and specialized pharmacy residencies in American post-graduate settings. Moreover, all nursing graduates passed the colloquium with 100 percent pass rate.

• Serving the Community

Fully embracing LAU's mission to serve the society around us, students from the health sciences school can be found volunteering throughout the country. Here are only a few highlights:

The School of Pharmacy's professional societies were, as always, highly active, conducting lung cancer and drug awareness campaigns, a blood drive, a fair for orphans, and participating in mobile Clinics, among many other initiatives.

In September 2015, ARCSO brought their time and expertise to Byblos, organizing a health fair aimed at raising awareness about topics such as hypertension, diabetes, breast cancer, a healthy diet, healthy lifestyles, and the importance of regular checkups. ARCSO students also conducted home visits in the Jdeideh area, where they were able to assess people in their homes and raise awareness about different health related topics, according to individual needs.

OUR SCHOOLS: VIBRANT GROWTH



In February, students from the Pharm.D. program worked with the Makhzoumi Foundation in Beirut to bring information about vaccination to Syrian refugee children, as part of a series of awareness workshops focusing on various healthcare related themes.

4 - THE CLINICAL SIMULATION CENTER

All three health sciences schools work closely with the university's Clinical Simulation Center (CSC) to provide its own students and working professionals in Lebanon and the region with unparalleled opportunities to develop and refine their skills in a safe and realistic environment.

In 2016, the CSC celebrated its 6th year and welcomed its 6,515th learner.

The CSC is certified as an American Heart Association (AHA) International Training Center, offering LAU students and the wider community a variety of courses in subjects such as Basic Life Support, Advanced Cardiac Life Support and Heart Saver.

The CSC also serves the community, offering skills-enhancing workshops with Lebanese and international partners. Most recently, the center utilized funds from ASHA (American Schools and Hospitals Abroad) to acquire a complete pediatric setting, allowing LAU and other Lebanese and Arab healthcare providers to obtain simulation training to upgrade the level of pediatric medicine.

The CSC is on track to achieve accreditation from the Royal College of Physicians and Surgeons in Canada.

Simulation Center workshops



EMPODAT and certification workshops

In December 2015, the Center received a certificate of appreciation from the regional AHA Office for its role in increasing awareness about life support initiatives in the community.

5 – STATE-OF-THE-ART HOSPITAL LEARNING ENVIRONMENT

In order to meet the highest standards of the hospital industry, LAUMC-RH is undergoing a meticulous administrative restructuring that will serve a new five-year strategic plan harmonized with the School of Medicine.

Our mission is centered on the benefit of the patient while providing our students with stellar opportunities to practice their craft. Over the past year, the hospital's facilities have been improved noticeably in a number of areas, including but not limited to upgrades to the laboratories, physiotherapy treatment areas, operating rooms, the ER, and the ICU. The hospital also acquired a new urodynamics unit, and a complete sleep lab, and has invested in equipment that can be used by medical students taking courses in endocrinology, nephrology, and urology.

Meeting the academic requirements of the university complements the goal of meeting the clinical needs of the hospital. LAUMC-RH continues to strengthen its centers of excellence in fields ranging from orthopedics to cardiovascular diseases, hemato-oncology, nephrology, kidney diseases and ophthalmology, among others.

The SOP supports clinical faculty services at the hospital, in a model of interprofessional collaborative care unique to Lebanon.

For us, patients are human beings, not mere cases or numbers. Throughout, the students, residents, physicians, nurses and the staff of the hospital are trained in a consciously patient-centered approach, one that takes into account the needs of our community.

Plans are afoot at the LAU Medical Center-Rizk Hospital to start offering OPD services at the ophthalmology department, whereby our professionals will be offering reduced-price ophthalmology exams to the community at large.



NURTURING OUR STUDENTS

LAU is renowned throughout Lebanon and the wider region for its student-centered philosophy. As members of the LAU family, our students have access to a continually expanding array of advising and counseling services, together with a plethora of student organizations dedicated to nurturing their members' talents outside the classroom.

Despite the lack of stability in the MENA region and challenging economic conditions, in the 2016 spring semester LAU's enrollment rose by 2 percent, thanks to a collaborative and concerted effort led by the university's Enrollment Management team. Our retention rate is an impressive 90 percent.

APPLICATIONS TO OUR PROGRAMS HAVE BEEN STEADILY RISING

Undergrad. Applications	Applied			Accepted		
	2012 - 2013	2013 - 2014	2014 - 2015	2012 - 2013	2013 - 2014	2014 - 2015
Beirut	2,975	3,411	14%	2,536	2,723	7%
Byblos	1,620	1,860	14%	1,439	1,530	6%
TOTAL	4,595	5,271	14%	3,975	4,253	7%

A. Financial Aid

"Student-centered" means caring about what happens to our alumni after they leave the campus environment. We view it as our responsibility to graduate students with minimal debt, if any, in recognition of the fact that financial solvency at the outset of adult life is the key to later success.

As part and parcel of LAU's efforts to attract the best and brightest students, and as part of its commitment to ensuring that an LAU education be affordable to all accepted applicants, the university offers significant financial aid packages to its undergraduate population. Today, the percentage of our student body who are on financial aid is 43 percent.

In 2015-2016, LAU supported more than 3,000 students with Entrance, Honor, and Merit Scholarships, work-aid, loans, and/or grants. The Free Application for Federal Student Aid (FAFSA) loan program continues to attract U.S. students, with 36 benefitting from loans as of the spring of 2016. A new

Category of Aid	Students in Spring 2016	Increase from Spring 2015
Scholarships	866	10%
Athletics and Talent Scholarships	149	25%
Work-Aid	2,143	12%
Loans	1,417	39%
Grants	1,878	11%

initiative to institute bank loans for LAU students is underway, to be in effect by spring 2017. We are proud of our flourishing USAID University Scholarship Program (USP), through which we have received in AY 2015-2016 a grant to recruit annually and for the next three years 57 students from Lebanese public high-schools. They will receive full tuition, room and board, books and computers and pocket money, following on the footsteps of the 288 USP scholars currently enrolled.

B. Educating, Caring and Networking

LAU continues its tradition of providing its students with stellar advising and counseling services, with an emphasis on the university's family-style environment. In addition to traditional services provided primarily through the Dean of Students offices — such as orientation, advising, wellness and career counseling, as well as health-awareness campaigns, among others — this year we instituted a new peer tutoring program in Byblos. Our professional counselors provided more than 400 students with tailored, in-depth assistance in dealing with numerous emotional and psychological issues, with an increase of 150 percent in such services.

The university also implemented a new GPA calculator to facilitate students' understanding of their academic progress.

This past academic year, we instituted the LAU Honors Program, the only one of its kind in Lebanon. The special courses, which are separate from the regular ones, have a smaller student-to-instructor ratio, hence promoting active learning and encouraging discussion, critique, debate, research, and critical thinking. Students qualify for the Honors Program if they complete their first year at LAU with a GPA of 3.5 or above. Meanwhile, our mission to “educate the whole person” led us to conduct a needs assessment for students in the Honors Program, resulting in a series of workshops on emotional intelligence and work-life balance.

C. The Whole Person: Outside the Classroom

Our campuses in Beirut and Byblos are abuzz with extracurricular activities, as students exercise their talents across a multitude of fields through student clubs and other avenues. On any given day, students can be found engaged in club-sponsored music events, working with orphans, helping refugees across the country, running awareness campaigns, volunteering with NGOs, organizing lectures, setting out on hiking or biking trips, running festivals, and debating the solutions to the world's challenges, among many other activities.



Student from Byblos visit orphanage in Nepal.



Intersectional Feminist Club hosts discussion on domestic workers' rights.

NURTURING OUR STUDENTS

In 2015-2016, more than 65 percent of LAU students were enrolled in clubs, the highest participation to date.



In April 2016, the Byblos Dean of Students office organized the first of its kind Pay it Forward Pentathlon Rally Paper, in which students from different Lebanese universities teamed up to traverse the country without the use of cars or money, all while doing charitable works along the way.

Student council this year proved to be a homogeneous and dynamic group that worked diligently on over 30 different issues on campus and achieved a good number of them including free parking, increasing printing quota, bus shuttles, and a class offering in business electives, among others.

D. After LAU

The university's Counseling and Career Placement services continued their fine tradition of assisting the graduating class find gainful employment shortly after graduation or even before. As always, both campuses were teeming this past year with workshops preparing students for job interviews and skills sought by today's employers. Between them, Byblos and Beirut showcased more than 120 local and international companies during their respective internship fairs, double the number of companies from last year. Even in the face of economic instability, these efforts are paying off, as increasing numbers of our graduates are finding immediate employment.

As of September 2016, 41 percent of students graduating this past year have already found jobs or internships.

In May 2016, the School of Pharmacy organized its first Career and Open House Pharmacy Day, bringing to LAU representatives from Lebanon's leading pharmaceutical companies and health organizations on the lookout for talented students and graduates.



Career fairs are regularly organized on both campuses.

IN A NEW YORK MINUTE

Inaugurated in 2013, LAU New York Headquarters and Academic Center (LAU NY) has emerged as an outstanding venue for global educational outreach and cross-cultural dialogue. In keeping with the vision and global aspirations of LAU, the center has focused on initiatives anchored in the values of a liberal arts education, serving LAU students and faculty, the Lebanese/Arab diaspora, and other constituencies — bringing LAU unparalleled visibility both nationally and internationally.



The New York Arabic Orchestra plays at LAU NY



Panel discussion on “American Higher Education in the Middle East”



The center held the Global Outreach and Leadership Development (GOLD) student conference, bringing together dozens of Lebanese and American high-school students for training in leadership and diplomatic skills within the UN context.

Throughout the past year, we continued our tradition of hosting lectures, workshops and courses led by AKSOB and SAS faculty in cooperation with U.S. experts, and held numerous public events aimed at raising LAU’s public profile in the United States. We offered two courses for LAU business students on international service management and financial institutions regulation. The center organized a seminar by renowned mathematician professor Robert Devaney for mathematics students in Beirut, as well as a workshop via video conference for the English Department by Amy Jensen from the U.S. Department of State. Most spectacularly, this past spring LAU NY successfully implemented the Global Classrooms International Model UN middle- and high-school conferences. (See this report’s section on Outreach and Community Engagement p. 35).

Since the center’s inauguration, it has hosted 35 free public events, successfully partnering with such organizations and educational institutions as AUB, AUC, Bard College, CUNY, SUNY, Stockton University, and the Lebanese Consulate in New York, among others. In AY 2015-2016, we hosted panel discussions, lectures, book talks, film screenings, and performances on a range of topics such as American higher education in the Middle East, Beirut theater, the Arabic novel, the Lebanese wine industry, Cairo traffic, the Syrian/Lebanese diaspora in New York and Louisiana, Lebanese food and identity, and Arabic music and dance performances. LAU-NY continues to expand the university’s American footprint, with extensive media coverage of our events reaching tens of thousands of people globally from such media outlets as LBCI, al Hurra, al Jazeera, Voice of America, and others.

EDUCATION BEYOND THE CAMPUS

A. SINARC

LAU's Summer Institute for Intensive Arabic Language and Culture (SINARC) shines as a premier destination for students who wish to learn Arabic while gaining a true understanding of the region's socio-cultural dynamics. Seventeen years since its creation, the program offers a standard program at the Beirut campus in tandem with a recently expanded course offering at LAU NY, where our professors teach students from such prestigious local universities as Columbia and NYU. In Beirut, SINARC continues to serve the local diplomatic community, offering one-on-one private tutoring sessions for embassy staff.



B. The Division of Continuing Education Program (CEP@LAU)

In the 2015-2016 academic year, CEP@LAU expanded our roster of certification programs by adding nine new diplomas, in Workplace Essentials, Career Development, Administrative Skills, Supervisor and Manager Certificates, Wealth and Money Management, Technical Analysis for Trading, Law Series Certificate, Associate Professional in Human Resources, and Gender Development and Humanitarian Assistance (the latter in collaboration with the Institute for Women's Studies in the Arab World).

For the third consecutive year, CEP@LAU was a proud participant in the 1.2 million euro TEMPUS program on "Euro-Mediterranean Integration through Lifelong Learning," along with 10 European and North African universities.

In addition to its multitude of certificate-based programs at the post-secondary and post-baccalaureate levels, the CEP division entered into a partnership with the British Council and the Lebanese University, winning a bid for World Bank funding — dispersed through the Lebanese Ministry of Education — for a project aimed at implementing a system of self-assessment throughout Lebanon's schools.

C. Outreach and Leadership Academy (OLA)

Since 2011, LAU and the Hariri Foundation have been training middle- and high-school students through several joint initiatives, including the Leadership and Constitutional Education Academy, the Moderation and Justice Academy for Leaders and the LAU Model Arab League. As the South Lebanon center for these initiatives, by July 2016 OLA had already hosted more than 200 sessions with more than 3,600 participants, benefitting educational leaders, high-school students, public and private employees, university students, women leaders, and underprivileged communities.

Active since 2014, the LAU Executive Center@Solidere in downtown Beirut has hosted hundreds of students enrolled in the M.B.A. and E.M.B.A. programs, as well as workshops on a variety of topics.

REGIONAL AND INTERNATIONAL PARTNERSHIPS

To complement the myriad regional and international partnerships maintained by its constituent schools, LAU devotes considerable effort to securing new and ever-expanding collaboration with outside educational, professional and government institutions. In doing so, we seek to enhance our positive impact on the society around us and to provide our students and faculty with unparalleled opportunities for research and learning.

A. University Enterprise Office

Throughout 2015-2016, the University Enterprise Office (UEO) continued to play strategic advisory, entrepreneurial development, and coordination roles in the university's projects and initiatives throughout the Middle East, North Africa, and Europe.

While it provides universities, colleges and corporations with consultancy on strategic planning, academic coverage, and design and management of academic programs, UEO is in the process of expanding its consulting and advisory engagements to healthcare project management, nursing services management and accreditation, patient education, social marketing, and healthcare communication.



Once again this year, the office curated exceptional students from the MENA region through the Middle East Partnership Initiative Tomorrow's Leaders Program (LAU-MEPI TL) with nine different nationalities currently represented in the program. This year, for the first time, LAU sent 23 LAU – MEPI TL students to the University of California, Berkeley, located in one of the most open and culturally diverse environments in the U.S.

Meanwhile, for the twelfth year running, LAU has been actively involved in the development of the Scientific College of Design (SCD) in Muscat, Sultanate of Oman, providing the Omani side with academic coverage and advisory services.

REGIONAL AND INTERNATIONAL PARTNERSHIPS

B. Student and Faculty Exchange Opportunities

The newly established Office of International Services (OIS) has been working together with the seven constituent schools to coordinate and manage the existing exchange programs across the university, while constantly exploring new international opportunities, which this year generated exchange agreements with the Danish School of Media and Journalism and IESEG-France. Meanwhile, we have established several new summer exchange programs, with UC Berkeley, UC Irvine, and George Washington University in the United States, and with the Salzburg Academy in Austria.

OIS's Study Abroad Steering Committee worked diligently throughout AY 2015-2016 to ensure our students a smooth and seamless exchange experience, for example by creating a "Special Topics for Exchange" course that enables students to transfer up to six credits from their studies abroad.



LAU's first-ever International Education Week was held this April on both LAU campuses, providing opportunities for students and faculty to network with representatives from international universities, embassies and educational institutions.

Over the past five years, LAU has participated in four different Erasmus Mundus consortiums, partnering with more than ten European universities to provide undergraduates, graduate students and faculty and staff with unprecedented exchange opportunities.



This year, Oxford University (U.K.) instituted a new Rhodes Scholarship, for students from Lebanon, Syria, Jordan and Palestine, giving our students an unprecedented opportunity to carry out postgraduate studies at one of the world's most prestigious universities.

In October 2015, LAU signed a Memorandum of Understanding with the Indian Council for Cultural Relations (ICCR), with the aim of establishing the ICCR Chair of Indian Studies that will bring Indian scholars to the university's campuses, in a first-of-its-kind agreement between the ICCR and a Lebanese university.

INSTITUTE FOR WOMEN'S STUDIES IN THE ARAB WORLD

Founded in 1973 to honor LAU's rich legacy as a school for young women, IWSAW is widely recognized as a pioneering center for gender issues and women's rights in the Arab world. The institute continues to pay tribute to its origins through its focus on advancing women's empowerment and gender equality through research, education, development programs, and outreach at the national, regional, and international levels.

IWSAW marks International Women's Day by hosting a discussion titled "Women in Municipal Councils in Support of Local Development," in collaboration with the National Commission for Lebanese Women.



In August 2016, IWSAW hosted a major, three-day international conference "Towards Prioritizing Women, Peace, and Security on the Arab Agenda," featuring discussions by recognized experts on the importance of including women in peace processes globally. The conference was held in collaboration with the United Nations Economic and Social Commission for Western Asia (ESCWA) and the Danish research institute KVINFO.

In 2015-2016, IWSAW continued its work on the intersection of academia and activism, showcasing a new minor in gender studies, a restructured master's in interdisciplinary gender studies, and a continuing education diploma on gender in development and humanitarian assistance (together with LAU's CEP and Human Rights Education Associates, a global leader in online human rights education). The institute's path-breaking journal *al-Raida* — which is currently being fully digitized — celebrated its fortieth anniversary.

In July 2016, IWSAW launched a concise gender profile of Lebanon, the first of 22 planned publications reviewing laws and statistics relevant to gender issues and equality across a variety of sectors in each of the member states of the Arab League.

Throughout the year, IWSAW hosted numerous lectures, workshops and other learning events on topics including — but not limited to — its widely popular monthly informal speaking series Food for Thought. The Institute also carried out other activities with a range of stakeholders, for example offering gender and gender-based violence training to the Lebanese security sector and empowering women and girls through the Basic Living Skills Program.

OUTREACH AND COMMUNITY ENGAGEMENT

Since 2010, legions of LAU students have engaged in community service and outreach coordinated by the Outreach and Civic Engagement unit (OCE), reaching more than 20,000 external beneficiaries through various volunteering activities. A year ago, we took over the United Nations Global Classrooms International Model UN conferences in New York, and also became host to the international GOLD conference in New York, all while implementing the Outreach and Leadership Academy in Sidon. This year, we continue to build on these achievements by deepening our institutional connections and reaching for yet more opportunities to serve our neighbors.

In addition to spearheading the Model United Nations conferences in New York, LAU continued to champion the cause of a world united for peace by hosting the Global Classrooms Lebanese American University Model United Nations (GC LAU MUN) here at home. This year, 200 LAU students trained 2,700 high- and middle-school students from 174 schools across Lebanon, registering the largest ever number of participants.

For half a decade, LAU has partnered with the Hariri Foundation to implement the Model Arab League program in Lebanon. This year, 100 LAU student leaders will train more than 1,000 students from 100 participating high-schools.

We are proud to announce the launching of the LAU Model EU (MEU) program, in which high-school students from across Lebanon will be trained by the university's student leaders in the fundamentals of the European Union, with a strong emphasis on diplomatic and leadership skills.

"I participated in Model UN conferences before, but this conference is more diverse. I've been assigned to represent Syria in ... committees on malnutrition. I hope to bring together other countries suffering from the same problem to create a global program to stop malnutrition."

— Sebastian Diaz-Herrera, Shelton Academy, Doral, Florida, 6th grade. In spring 2016, LAU managed the United Nations Global Classrooms Model UN in New York City, bringing together more than 4,000 middle and high-school students from around the world to the Big Apple, to learn about diplomacy and the art of leadership at the home of the United Nations itself. The middle school conference in particular was a stunning success, being the largest-ever such program in history and bringing together more than 1,720 middle-school students from 26 countries and 28 American states.



Meanwhile, we expanded our list of partnerships in the field of civic engagement by signing an agreement with Civic Influence Hub (CIH), aimed at collaboration between CIH and LAU's academic core on macro policy planning as well as micro projects engaging students to stress the importance of civic involvement and social responsibility.

The participation of hundreds of LAU faculty, staff and students in the Beirut Marathon has become a tradition, embodying as it does our commitment to the community we live in. Last year, our team members ran in support of Lebanese NGO G which promotes a healthier environment, a cleaner earth and a more sustainable future.

In the same spirit, and with the belief to raise awareness against gender inequality, we also participated in the Beirut Marathon's Women's Race.

Finance major Youssef Taher, industrial engineering major Angelo Khoury, international affairs major Ameer Alsamman, and economics major Chadwa Alaa all won diplomacy awards at the Harvard MUN conference in Rome.



LAU students winning the debates at the recently launched Young Arab Voices.

First NGO symposium held at LAU, on Beirut campus, and involving more than 50 NGOs. Organized by OCE in cooperation with AKSOB.



The Outreach & Civic Engagement Unit, in collaboration with the School of Arts and Sciences, organized the first annual computing summer camp at the Outreach & Leadership Academy (OLA) in Sidon.

SHINING SPORTSMANSHIP

In 2015-2016, our excellent student athletes continued the fine tradition of representing their alma mater in dozens of national and international tournaments across a variety of sports, bringing back numerous first place trophies. The number of students engaged in athletics across both campuses grew by 145 percent since 2013, with young men and women engaged in 21 different sports and 30 varsity teams. The expansion of athletics has had a positive impact on student recruitment.

Our Byblos athletes are ranking first in men's football, and women's volleyball, and we finished second in men's basketball, men's and women's tennis, men's swimming. As for Byblos international participation, our men's basketball finished in second place in Euro Madrid Tournament, and won in men's Tennis, to add to two gold and five silvers in swimming. In Beirut our strongest teams this year were handball, soccer, women's basketball, swimming, and track and field.



HIGHLIGHTS INCLUDE:

This year, the men's Football team (Byblos) made history by taking first place in the University Sports Conference tournament, as did the women's Volleyball (Byblos) team. Student athletes also took the top podiums in chess (women), table tennis (women) and men's handball at competitions organized by the Lebanese Federation of University Sports. Internationally, our Byblos teams participated in tournaments in Spain, Greece and Serbia; their counterparts from Beirut traveled to Italy, Spain and Serbia to compete in varied sports arenas.

The LAU (combined) Rugby League teams playing in the Lebanese Federation of Rugby League's Collegiate Championships, took 2nd place in Division 1 (Senior team) and Division 2 (Junior Varsity).

"I want to make it to the Olympics." –Mohamad Baghdadi. Student Mohamad Baghdadi won the Lebanese National Triathlon Championship in November 2015.

INSTITUTIONAL BACKBONE

A. Library

LAU's Libraries consist of four separate facilities: The Riyad Nassar Library in Beirut, the Byblos Campus Library, the Health Sciences Library (also in Byblos) and the LAU NY Library. Currently, we are constructing a brand new facility in Byblos, known as the Gibran Khalil Gibran Library, to address the expanding needs of our community based on that campus.

Together, the libraries encompass a continually expanding print collection of more than half a million volumes and hundreds of print periodicals. These resources are being constantly supplemented by subscriptions to online databases and interlibrary loan services, providing our faculty, students and staff with access to millions of records on demand.

In 2015-2016, our libraries completed two major projects: the Library Assessment Plan and the revamping of the LAU library website (in collaboration with the Marketing and Communication Department). Moreover, the LAU Repository is now functional and populated with faculty publications.

LIBRARY USE AND HOLDINGS STATISTICS FOR 2015-2016

Area	Increase since 2014 - 2015
Books and non-book materials ordered	6%
Books and non-book materials received	14%
Books ordered by LAU NY library	57%
Books received by LAU NY library	76%
Number of books borrowed	24%
Number of attending users	6%
Number of online catalog page views	64%
Number of theses added to Dspace	225%



Library Open House

INSTITUTIONAL BACKBONE

B. Integral Research: The Department of Institutional Research and Assessment (DIRA)

In AY 2015-2016, DIRA provided international and regional ranking organizations with information used to evaluate LAU across teaching, research, international outlook, reputation and more to ensure that LAU continues to move forward in rankings, following up on its stunning success of being ranked second in the field-weighted citation criteria in the MENA region by Times Higher Education in 2014 and fourth by US NEWS and World Report.

DIRA helps LAU's decision-makers with short-term and long-term planning, policy formulation and institutional effectiveness initiatives, through yearly publications compiling statistical information about the various university entities and functions.

This past year DIRA continued to support the university's schools in their accreditation and program review efforts, while assisting non-academic units to develop and implement assessment plans. The department also worked with the schools to simplify the assessment of learning outcomes by automating the process through the use of an assessment software.

C. On the Technological Frontiers

LAU's Information Technology (IT) department spent 2015-2016 heightening internal and external IT and physical security, introducing new tools that provide early warnings about students who may be at risk of failing, preparing the e-voting system for students elections, providing superior support services to the entire university, including LAU NY, revamping the helpdesk system, merging IT and Multimedia to provide better service in the class and conference rooms, and maintaining reliable networks, smart classrooms, and a new portal for faculty, staff, and students.

Throughout the year, the department responded effectively to the growing security needs of our expanding university community by implementing an information security system, activating the Web Application Firewall, upgrading the guard tour system, and commencing work on an IP-based CCTV cameras system, among other initiatives. IT also completed a series of projects aimed at ensuring smooth university operations, including setting up a remote Disaster Recovery site in Byblos, providing both campuses with Office 365, and connecting LAU to the global education roaming platform. In the process, IT has been contributing to the university's mission of caring for our environment, undertaking a number of "green" initiatives, making sure that all instruments consume less power, and switching to the virtualization of services as much as possible.

IT has reduced reliance on traditional servers dramatically: Eight years ago our physical server infrastructure, using traditional technologies, was comprised of more than 125 servers; today, LAU functions on 27 physical servers and 317 virtual ones, saving tremendous amounts of energy.

IT contributed significantly to the university's efforts to recruit and retain students, collaborating with Student Development and Enrollment Management (SDEM) to implement an advising and retention software that facilitates advising and provides early warnings about students at risk. The system has already been introduced to academic advisors and will be extended to faculty advisors in the fall of 2016.

IT is devoted to integrating technology in the classroom, maintaining a 100 percent smart classroom ratio by equipping all newly introduced classrooms on the three campuses with multimedia technology. A distance learning and lecture capture system was implemented in two pilot classrooms and in 12 classes through fall of 2016. In addition, IT worked with AKSOB to launch a distance learning pilot allowing instructors to extend their classes between campuses.

Campus	Smart Classrooms	Video Conference Rooms
Byblos	70	13
Beirut	77	12
New York	10	1
Total	157	26

D. Human Resources – the University's “Human Capital”

We are constantly aware of the fact that the quality of the university depends more than anything else on the quality of our faculty and staff. As such, our Human Resources office works diligently to maintain LAU's reputation as an employer of choice in Lebanon and the region. Throughout the 2015-2016 academic year, HR implemented vital restructuring and standardization operations across both campuses. The department launched a new appraisal system, with a new HR organizational structure in place.

In June 2016, HR successfully instituted a new performance management system, to better link employee performance to the university's goals and provide a stronger basis for salary increases, promotions, and staff training and development. Also this past year, HR launched a training needs assessment exercise with the goal of developing a university-wide training program and to centralize and standardize staff training and development.

E. State-of-the-Art Facilities

As our university community expands, our physical facilities are constantly being improved and renovated, with the aim of providing our faculty, staff and students with a cutting-edge, stylish, and attractive 21st century environment conducive to intellectual and personal growth.

In Byblos, the renovation of the Tohme-Rizk building was completed this past summer, accommodating the space requirements of the Registrar, Admissions, Financial Aid, Testing, and the Business Office. Outdoor parking lots with room for 500 cars were completed in the summer of 2015.

INSTITUTIONAL BACKBONE

In the meantime, the Byblos infrastructure project is in full swing. When completed, it will provide the Byblos campus with 9 megawatts power, a power sub-station, a chilled water air conditioning plant, a central boiler plant for heating, and a power pumping station. The new Engineering Lab building in Byblos is nearing completion, matched by significant progress in the construction of the new Library and Central Administration buildings.

In Beirut, Phase I of the infrastructure project has been completed, resulting in a new 5MW power plant, an upgraded electrical grid, and a new modern data center. Phase II was launched in July 2016, with completion anticipated by January 2017 to increase the plant's capacity to 7MW. Beautiful temporary fashion labs have been inaugurated, while plans for the renovation of the Gezairi building — which is slated to accommodate the entire School of Architecture & Design — are underway. Design processes for Irwin and Gulbenkian Theaters have been initiated.

Finally, we are proud of our most recent acquisition, a conglomeration of properties adjacent to the Byblos campus, with an area of approximately 143,000 m².

Adding immeasurable value to LAU's teaching capacities, the university hired 29 new faculty members this past academic year.

Aerial view of the Byblos campus



Inauguration of the Beirut Campus Infrastructure Plant and Main Data Center.

F. Green Initiatives

At LAU, we recognize that there is an immense strain placed on the environment, globally but especially in Lebanon. We firmly believe that the university has a moral obligation to strive for a sustainable future, and as such we are implementing a series of eco-friendly practices on both campuses.

The visionary Sustainability Initiative includes recycling schemes as well as sustainability and energy management projects, supported for example by the implementation of a multitude of initiatives to reduce water and energy consumption as well as to construct sustainable buildings certified by reputable international organizations; to this effect, we are particularly proud of our success in the green renovation of the Tohme-Rizk building, which was awarded the EDGE Certificate (Excellence in Design for Greater Efficiency) by a World Bank affiliate, the International Finance Corporation – the first office building to receive such a distinction in Lebanon. We are also eager to complete the Library and Administration buildings which are designed to receive the LEED-Gold seal by USGBC.

Similarly, the Recycling initiative prepared and managed by the Facilities Management Department is scheduled for launching on both campuses and across all LAU buildings and grounds by January 2017 in full partnership with a humanitarian NGO "Association L'écoute" which will be collecting and recycling all LAU recyclable solid wastes.

ADVANCING LAU'S INTERESTS

A. Advancement Division and Development Office

Great achievements such as those detailed in this report require substantial financial outlays. They are the direct result of the loyal support of our extended donor community. This year more than ever the generosity of our supporters underpinned financial aid and programs on both campuses, with an unprecedented in-flow of monetary and in-kind gifts.

The Advancement Division has launched several new strategic initiatives, adding a new office for annual giving, engaging the deans in fundraising to increase outside funding for their respective schools, and assessing and strengthening our communications programs. The Development Office, with teams in Beirut, Byblos and New York, continued to promote the university's advancement through the cultivation and stewardship of donors and engagement with the community.

In October 2015, the Office of Development brought together all of LAU's deans and advancement leaders for a two-day fundraising workshop, encouraging the academic leadership to actively participate in the university's fundraising efforts. (Check SOE section p.17)

Most spectacularly, as of December 2015 the concerted efforts of the university community led us to meet our fundraising goals a year ahead of time. LAU's latest campaign, "Fulfilling the Promise," achieved more than \$103 million in donations, exceeding the original target of \$100 million.

Another highlight of December 2015 was the fourth LAU Gala Dinner held at the Phoenicia Hotel. All proceeds went toward the Gala Dinner Endowment Scholarship Fund, benefitting needy and qualified students.

To further recognize donors' generosity, we have launched the LAU Contributors Report, to be produced annually.



The 2015 Gala honored longtime friend and supporter Adnan Kassar, president and chairman of Fransabank.

B. Unbreakable Ties with Alumni

LAU is justly proud of its alumni, an emotion that is mutually reciprocated. Our graduates' strong attachment to their alma mater tangibly contributes to the institution's progress from strength to strength. Forty-one alumni chapters spread across nearly 90 countries regularly promote LAU, maintaining a bridge between the university, its alumni, and the communities in which they live. In February, the existing chapters were joined by a special chapter for USP graduates, following an agreement between USAID and LAU. Both individually and through the chapters, alumni from across the globe continued the tradition of raising funds for deserving students to be able to attend LAU.

ADVANCING LAU'S INTERESTS

This past year, both campuses showcased alumni reunions, attracting graduates to educational lectures and workshops as well as business networking events. The Alumni Mentoring Program allows our students to benefit from their predecessors' professional knowledge, experiences and networks. Meanwhile, the alumni lecture series brought together alumni of all backgrounds and ages, pairing topics of general interest with top-notch lecturers.

"University prepares us for the longest stage in our life, and the administration had the vision and foresight to develop a strong curriculum and bring in intelligent highly experienced industry veterans to teach us." - LAU alumnus Samir Abou Samra, chief technology officer of DigiPen. For his work on developing medical simulations based on Human Behavioral Descriptive Language, Abou Samra was awarded a doctorate by the École Polytechnique Fédérale de Lausanne (EPFL).



LAU alumna Hind Alowais made history by becoming the first Emirati to join the UN's New York headquarters as a permanent staff member. She is a special advisor for the UN Entity for Gender Equality and the Empowerment of Women.

C. Sharing Our Successes Far and Wide

Throughout 2015-2016, our Public Relations unit vigorously promoted LAU, through audio-visual and written media (including interactive videos), social media such as Facebook, Instagram, Pinterest, YouTube, LinkedIn, and Twitter, and more than 100 TV/Radio appearances and 3000 press clippings.

The Marketing & Communications department actively engaged in numerous strategic academic activities, updating websites across our campuses, helping schools develop their brochures, advising on a new visual identity for LAUMC-RH, managing and producing several major publications, including the highly regarded flagship LAU Magazine & Alumni Bulletin, organizing photo-shoot sessions, producing promotional videos, reviewing and updating artwork for diverse university publications and stationery, among other initiatives.

FINANCIAL REPORT

A. Maintaining Financial Sustainability

The university is currently undergoing exceptional challenges, facing both previously existing and newly emerged risks that require stringent attention at all levels. The MENA region is facing unprecedented strains and geopolitical changes that are casting a wide shadow on Lebanon.

Instability variables have become more complex and diversified, and include a poorly performing economy, deteriorating social and political conditions, and severe and tight competition mainly focused on a limited shrinking population, among others. Such factors, which the administration is constantly monitoring, require a new creative strategy that will allow LAU to endure in the prevailing circumstances and at the same time maintain financial sustainability through the optimization of resources, revenue diversification, and new business development, etc.

B. The Overall Picture

LAU's operational efficiency and effectiveness continued to contribute favorably to its financial stability. Despite the growth in liabilities, debt ratios remained well below industry averages. The university's assets flourished and touched the \$1 billion stratum. Our net assets grew by approximately 5 percent, reaching \$853 million on August 31, 2016. Our operating budget for the academic year 2016-2017 stands at \$178 million, an increase of about 5 percent from the previous year.

LAU's finance department actively follows fundamental 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.

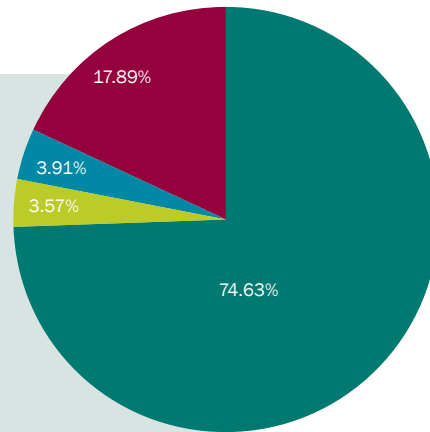
As of August 31, 2016, LAU's investment portfolio scored high and closed at around \$435 million, or a gain of 8.9 percent. The investment committee, finance and investment offices, and investment consultants continue to focus on winning strategies while monitoring diligently the endowment portfolio, assessing market conditions, and building a strategic asset allocation mix and robust manager selection processes.

As part of its oversight of LAU's financial resources, the Board of Trustees approved in September 2016 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 \$333 million over a five-year period).

Our operating budget for the academic year 2015-2016 stands at \$168 million, an increase of about 5 percent from the previous year. Despite the Board of Trustees' decision to approve additional financial aid for the 2016-2017 fiscal year, our commitment to support the many initiatives and projects currently in place toward strengthening our levels of academic excellence remains unchanged.

FINANCIAL REPORT

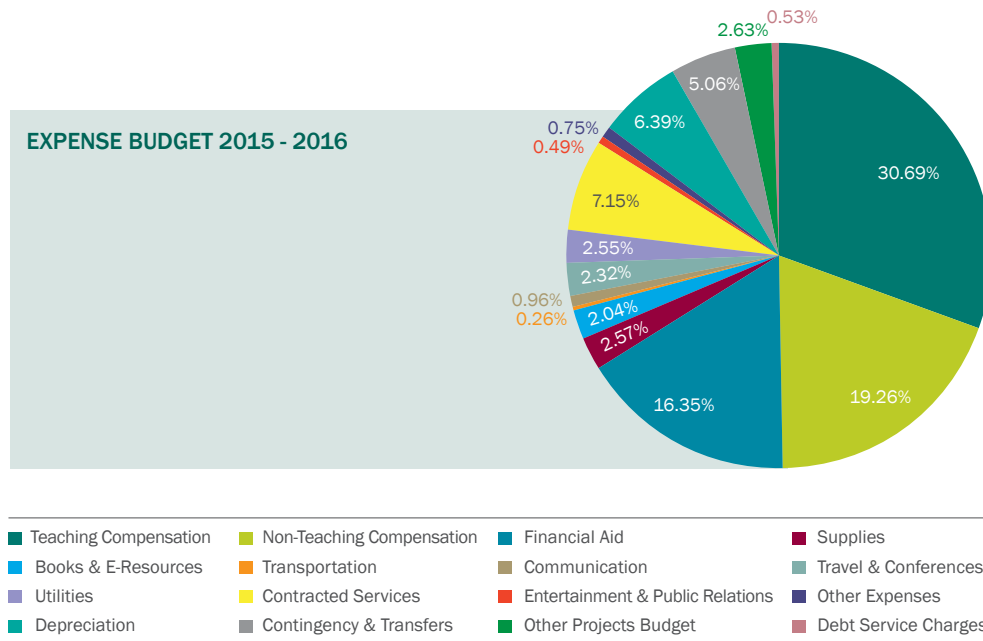
REVENUE BUDGET 2015 - 2016



■ Tuition ■ Endowment income ■ Other revenue ■ Developmental goals

Revenue Budget for 2015/2016	US Dollars
Tuition	125,348,461
Endowment income	6,000,000
Other revenue	6,565,507
Developmental goals	30,037,883
Total	167,951,851





Expense Budget for 2015/2016	US Dollars
Teaching Compensation	51,557,036
Non-Teaching Compensation	32,353,137
Financial Aid	27,463,860
Supplies	4,327,548
Books & Electronic Resources	3,433,148
Transportation	432,155
Communication	1,604,093
Travel & Conferences	3,888,990
Utilities	4,275,166
Contracted Services	12,003,107
Entertainment & Public Relations	815,663
Other Expenses	1,251,568
Depreciation	10,738,955
Contingency & Transfers	8,500,000
Other Projects Budget	4,412,425
Debt Service Charges	895,000
Total	167,951,851

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★ Alumni, Spouse Alumna and Alumni Chapters + Gift in-kind ♣ Graduates who contributed toward the Senior Class Gift

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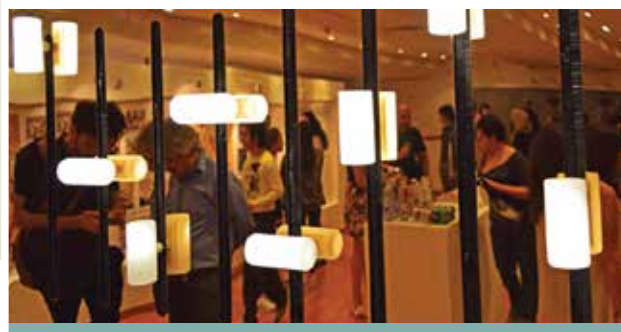
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Jad J. Sawaya	* ♣	Rita H. Tarabay	* ♣	Paula T. Zaidan	* ♣
Michael N. Semaan	* ♣	Miriam S. Tawk	* ♣	Hamza A. Zaim	* ♣
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Helmbold Sheard	*	Isabelle G. Wakim	* ♣		

The Lebanese American University has made every effort to create an accurate listing of all contributors. If your name has been inadvertently omitted, or incorrectly spelled, please accept our apologies.

If you have any queries, please contact Amal Abdel Massih, Executive Director of Advancement Services:

- by fax at +961 1 786472
- or by email: aafares@lau.edu.lb

Thank you.

SCHOLARSHIP FUNDS, GRANTS AND AWARDS

The Endowment Scholarship Program

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

The Albert Abela Memorial Endowment Scholarship Fund
The Hanan Abou Ghazaleh Endowment Scholarship Fund
The Nariman Abou Ghazaleh Endowment Scholarship Fund
The Paul Youssef Abou Khater Memorial Endowment Scholarship Fund
The Sheikh Ismail Abudawood Endowment Scholarship Fund
The Norah Abdulrahman Alissa Endowment Scholarship Fund
The LAU Alumni Association - Abu Dhabi Chapter Endowment Scholarship Fund
The LAU Alumni Association - Beirut Chapter Endowment Scholarship Fund
The LAU Alumni Association - Athens Chapter Endowment Scholarship Fund
The LAU Alumni Association - Damascus Chapter Endowment Scholarship Fund
The LAU Alumni Association - Dubai and Northern Emirates Chapter Endowment Scholarship Fund
The LAU Alumni Association - Ghana Chapter Endowment Scholarship Fund
The LAU Alumni Association - Jordan Chapter Endowment Scholarship Fund
The LAU Alumni Association - Kuwait Chapter Endowment Scholarship Fund
The LAU Alumni Association - Oman Chapter Endowment Scholarship Fund
The LAU Alumni Association - Qatar Chapter Endowment Scholarship Fund
The LAU Alumni Association - Riyadh Chapter Endowment Scholarship Fund
The LAU Alumni Association - SA Eastern Province Chapter Endowment Scholarship Fund
The Anthony R. Abraham Foundation Endowment Scholarship Fund
The Dr. Charles Elachi Endowment Scholarship Fund
The Anglo Lebanese Cultural Foundation Endowment Scholarship Fund
The Fred and Emily G. Arrigg Endowment Scholarship Fund
The Ramzi Asfour Memorial Endowment Scholarship Fund
The Marwan Toufic Assaf Endowment Scholarship Fund
The Hazem F. Aswad Endowment Scholarship Fund
The Walid Attieh Endowment Scholarship Fund
The George and Raymond Audi Endowment Scholarship Fund
The Taline and Edmond Avakian Endowment Scholarship Fund
The Mohamad Abdul Rahman Bahar Endowment Scholarship Fund
The Adelaide Bahu Endowment Scholarship Fund
The Samih Barbir and Mounira Barbir Naamani Endowment Scholarship Fund
The Leila Kurban Barkett Memorial Endowment Scholarship Fund
The Elias and Ferial Baz Endowment Scholarship Fund
The Salim and Laudy Baz Memorial Endowment Scholarship Fund
The Ikram Shakhshir Beidas Memorial Endowment Scholarship Fund
The Frank and Margaret Bitar Memorial Endowment Scholarship Fund
The Robert and Mabel Bitar Memorial Endowment Scholarship Fund
The Boodai Group of Co. Endowment Scholarship Fund
The Julia and Elias Bou Saab Endowment Scholarship Fund
The Badie Boulos Memorial Endowment Scholarship Fund
The Ghada Daniel Boulos Endowment Scholarship Fund
The Alex Fauti Bouri Endowment Scholarship Fund
The Edward I. Chammas Endowment Scholarship Fund
The Nicolas and Abba Chammas Endowment Scholarship Fund
The Maya Begdache Chahr Endowment Scholarship Fund
The Zafer and Tonia Chaoui Endowment Scholarship Fund
The Ziad and Lina Cheikh Endowment Scholarship Fund

SCHOLARSHIP FUNDS, GRANTS AND AWARDS

The Endowment Scholarship Program (cont.)

The Nicolas Choueiri Endowment Scholarship Fund
The Pierre and Maya Choueiri Endowment Scholarship Fund
The Fahed Nayef Dabbous Endowment Scholarship Fund
The Ramzi and Saeda Dalloul Endowment Scholarship Fund
The Dr. Nadim and Noura Daouk Endowment Scholarship Fund
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
The Mohamed Harasani Endowment Scholarship Fund
The Rafik Bahauddin 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 Charbel Khairallah 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 Sara Khatib Endowment 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 Don and Nancy Mafrige 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
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 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



SCHOLARSHIP FUNDS, GRANTS AND AWARDS

The Endowment Scholarship Program (cont.)

The Helen Ghosn Nasser Endowment Scholarship Fund
The Riyadh F. Nasser Endowment Scholarship Fund
The Salwa C. Nasser Memorial Endowment Scholarship Fund
The Aida and Michel Nasser Endowment Scholarship Fund
The Argent Maksoud Nasser Memorial Endowment Scholarship Fund
The Mohamad Nasser Endowment Scholarship Fund
The Naim Nasser Endowment Scholarship Fund
The National Paper Products Company Endowment Scholarship Fund
The Mazen and Gisele Nazzal Endowment Scholarship Fund
The Roudayna Geadah Nehme Endowment Scholarship Fund
The Edith Newton Memorial Endowment Scholarship Fund
The Najib Musa Nimah Endowment Scholarship Fund
The Rifaat El-Nimer Memorial Endowment Scholarship Fund
The Khaled and Chafica Omari Endowment Scholarship Fund
The Suliman S. Olayan Memorial Endowment Scholarship Fund
The Rhoda Orme Memorial Endowment Scholarship Fund



The PepsiCo International Endowment Scholarship Fund
The President's Scholarship Endowment
The Hussam Qanadilo Endowment Scholarship Fund
The Ayoub Hamad Rafeh Endowment Scholarship Fund
The Hamad Rafeh Memorial Endowment Scholarship Fund
The Farida Jaber Al Rayes Endowment Scholarship Fund
The Kamil Shaheen Al Rayyes Memorial Endowment Scholarship Fund

The Rizk Rizk Endowment Scholarship Fund
The Donald Rynne Endowment Scholarship Fund
The Karim Fayeز Saab Memorial Endowment Scholarship Fund
The Mahmoud Khalil Saab Memorial Endowment Scholarship Fund
The Ghia Saidi Saad Endowment Scholarship Fund
The George Saadeh Endowment Scholarship Fund
The Sheikh Nasser Sabah Al-Ahmad Al-Sabbah Endowment Scholarship Fund
The Diana Tamari Sabbagh Memorial Endowment Scholarship Fund
The Rabab Al Sadr Endowment Scholarship Fund
The Mohamad Safadi Endowment Scholarship Fund
The Roger and Joumana Sahyoun Endowment Scholarship Fund
The Aida Gosaynie Salloum Endowment Scholarship Fund
The Henry and Elda Mirna Sarkissian Endowment Scholarship Fund
The Ghassan Ibrahim Shaker Endowment Scholarship Fund
The Abdul Aziz Shakhshir Endowment Scholarship Fund
The Adma Nakhoul Shakhshiri Memorial Endowment Scholarship Fund
The Halim Boutros Shebaya Endowment Scholarship Fund
The Yvonne Shehadeh and Son Walid Jamil Shehadeh Endowment Scholarship Fund
The Simon Siksek Endowment Scholarship Fund
The Ethel Stoltzfus Memorial Endowment Scholarship Fund
The James L. Stoltzfus Memorial Endowment Scholarship Fund
The Janet and William A. Stoltzfus, Jr. Endowment Scholarship Fund
The William Stoltzfus Memorial Endowment Scholarship Fund
The Sukkar Family Endowment Scholarship Fund
The Nehme and Therese Tohme Endowment Scholarship Fund
The Kevork Toroyan Endowment Scholarship Fund
The Sami and Annie Simonian Totah Endowment Scholarship Fund
The Abdulaziz Al-Turki Endowment Scholarship Fund
The Abdallah Yabroudi Endowment Scholarship Fund
The Joe and Wafa Yammine Endowment Scholarship Fund
The Hanneh Salim Zakhem Memorial Endowment Scholarship Fund
The Karen Lorenz Ziadeh Endowment Scholarship Fund

The Endowment Fund Program

Endowment Funds other than Scholarships

Albert G. Albert Library Fund
Elizabeth Elser Duncan Memorial
Faculty Chair Endowment Fund
General Endowment School - Business School
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

SCHOLARSHIP FUNDS, GRANTS AND AWARDS

Scholarship Grants and Awards

The following Annual, Merit, Designated Grants and Awards were established to support the Financial Aid program for needy and deserving students during the academic year 2015-2016

Abdallah Yabroudi Designated Scholarship Grant
Ahmad Abou Ghazaleh Memorial Scholarship Grant
Ahmad Samir Zaabri Annual Scholarship Grant
Ali Abdullah Jammal Memorial Scholarship Grant
Alumni Association Bahrain Chapter Annual Scholarship Grant
Alumni Association Toronto Chapter Annual Scholarship Grant
Andy Khawaja Annual Scholarship Grant
Anonymous Annual Scholarship Grant
Anonymous Education Annual Scholarship Grant
Anonymous Nursing Scholarship Grant
Antoine Kanaan Annual Scholarship Grant
Association for Specialization and Scientific Guidance Designated Scholarship Grant
Association Philippe Jabre Designated Scholarship Grant
Azeez Shaheen Annual Scholarship Grant
Badre Shaheen Award for Nursing Students
Balsam Al Khalil Annual Scholarship Grant
Bank of Beirut Annual Scholarship Grant
Byblos Bank Annual Scholarship Grant
CAT International Annual Scholarship Grant
CMC Scholarship Grant Program
Dima Healthcare Nursing Annual Scholarship Grant
Donate to Educate Designated Scholarship Grant
Elias Boutros Sayah Annual Scholarship Grant
Elie Kai Annual Scholarship Grant
Elie Moussa Annual Scholarship Grant
Engineering Students' Emergency Relief Fund
Fadi and Amal Ismail Annual Scholarship Grant
George Khouri Annual Scholarship Grant
Ghada Qaddumi Annual Scholarship Grant
Ghaidaa Rifai Nursing Annual Scholarship Grant
Ghassan Kassabji Annual Scholarship Grant
Hajj Abdel Rahman Jamil Hammoud Designated Scholarship Grant
Hiba Osseiran Chamout Annual Scholarship Grant
International School of Arts & Sciences Annual Scholarship Grant
Jamal Jawhari Designated Scholarship Grant
Jameel Abbas Memorial Scholarship Grant
Jean El Moussa Annual Scholarship Grant
Jean Helou Annual Scholarship Grant
Kamil Saredidine Designated Scholarship Grant
Kheireddine El Jisr Annual Scholarship Grant
LAU Alice Ramez Chagoury School of Nursing Annual Scholarship Grant
LAUMC-RH Nursing Scholarship Grant
Maher Fansa Memorial Scholarship Grant
Mary Taylor Alexander Annual Scholarship Grant
Medicap Annual Scholarship Grant
Michel & Romy Salame Designated Scholarship Grant

Michel Khallouf Annual Scholarship Grant
Mike Ahmar Designated Scholarship Grant
NCSR - Students Award
Peter J. Tannous Annual Scholarship Grant
Raed Charafeddine Annual Scholarship Grant
Raef Hachache Annual Scholarship Grant
Raja & Hani Ali Annual Scholarship Grant
Riad Kamal Annual Scholarship Grant
Rima Hourani Designated Scholarship Grant
Rotana Hotel Management Corporation Merit Scholarship Grant
Said Khalaf Engineering Scholarship Grant
Samra Al Rayyes Jawhari Designated Scholarship Grant
Sami Abi Esber Annual Engineering Scholarship Grant
Sanaa Nahlawi Madhoun Annual Scholarship Grant
Sara Khatib Inspiration Award
Saudi Binladin Group Scholarship Grant
Shake Ketefian School of Nursing Award
Sonia Hajjar Annual Scholarship Grant
Student Financial Aid Support
Suad Hoss Annual Scholarship Grant
Sufyan Saleh Annual Scholarship Grant
Sultan Educational Foundation Nursing Scholarship Grant
UNRWA Designated Scholarship Grant
USAID - University Student Assistance Program
USAID Scholarship Grant
Varouj Nerguizian Annual Scholarship Grant
Walid Joumblatt Scholarship Grant
Walid M. Halabi Annual Scholarship Grant
Zahir Fansa Annual Scholarship Fund

Naming Seat or Bench at LAU 2015-2016

The Lebanese American University acknowledges with gratitude the following contributors who made generous donations toward naming one or more benches or seats at LAU during 2015-2016

NAMING A SEAT AT IRWIN HALL AUDITORIUM

Afaf Abdel Baki Hatoum

NAMING A BENCH AT LAU BEIRUT CAMPUS

Hayat Talih Mousfi



HISTORICAL TIMELINE



American Presbyterian missionary Sara L. Smith establishes the first school for girls in the Ottoman empire.

1835

1999

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



Sarah L. Smith's pioneering efforts pave the way toward instituting the American School for Girls.

1904

2002

The Pharm.D. program becomes the only one outside the United States to earn accreditation by the Accreditation Council for Pharmacy Education (ACPE).



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

1924



The cornerstone of LAU's oldest building, Sage Hall, is laid.

1933

2004

After extensive renovations funded by the Safadi Foundation, the Safadi Fine Arts Building in Beirut campus is re-dedicated.



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

1948-1949

2009

LAU acquires majority holdings of Hôpital Rizk, 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 Board of Regents of the University of the State of New York grants BCW a provisional charter.



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

1950

2009-2010

The School of Engineering's undergraduate programs and the School of Arts & Sciences' B.S. in Computer Science receive accreditation by the Engineering Accreditation Commission of ABET (www.abet.org).





The Lebanese government recognizes BCW's bachelor's degrees as equivalent to the French bachelor's degree or *License*.

1970

The dormitory building is named in honor of BCW presidents Rhoda Orme and Frances Gray.

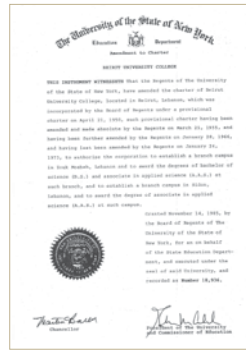
1965



BCW is granted an absolute charter.



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.



Classes begin at the Byblos campus.

1985

2013

LAU New York is inaugurated in midtown Manhattan.



The B.S. in Nursing is accredited by the Collegiate Commission on Nursing Education (CCNE).



The LAU Executive Center@Solidere opens in downtown Beirut.



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 four schools: Arts & Sciences, Business, Engineering & Architecture, and the School of Pharmacy which is inaugurated this year.

1994

2016

The newly named Adnan Kassar School of Business receives accreditation from the Association to Advance Collegiate Schools of Business (AACSB).



1955

2010

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



1973

2012

LAU acquires Gezairi Transport's former headquarters to host the School of Architecture and Design.



2011

The Frem Civic Center is inaugurated on the Byblos campus.



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



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