



**PRESIDENT'S REPORT**





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# MESSAGE FROM THE PRESIDENT

Dear Friends of LAU,

Once again, I am pleased to bring to you my annual report detailing the Lebanese American University's (LAU) accomplishments over the preceding academic year, namely 2016-2017. Lebanon's internal circumstances and the regional environment are admittedly challenging. Despite this, the university that we so cherish persists in daring forward, achieving success upon success with the extraordinary support of our extended community.

Such ability to maintain steady progress despite economic and political uncertainties relies in large part on careful strategic planning, undergirded by a culture of continual self-assessment. Building on the accomplishments of the recently completed Second Strategic Plan (SPII), the university has embarked on its successor, the Third Strategic Plan (SPIII), which will guide its internal and external growth until 2022. Adopted nearly simultaneously with a new Integrated Strategic Plan for LAU's Gilbert and Rose-Marie Chagoury School of Medicine and LAU Medical Center-Rizk Hospital, SPIII is centered around increasing intellectual capital, fostering pedagogical innovation, and transforming LAU into a university without borders. Both plans are set to reinforce the university's local and regional leadership while positioning it as a globally renowned institution of higher learning and research.

In a world where technological changes are occurring at breakneck speed, we are continually assessing our pedagogical methods through a mentorship approach, while introducing new courses and degrees aimed at preparing our students for the needs of the rapidly evolving job market.

Our insistence on marrying the highest quality of instruction with cutting-edge scholarship was reflected this year in the creation of a first-of-its-kind Center for Innovation, complementing innovative pedagogy with groundbreaking projects conducted by our faculty in conjunction with the private and public sectors. We also entered into an agreement with the National Council for Scientific Research (CNRS), guaranteeing LAU faculty access to significant research funding from the Lebanese government through a matching grant scheme. And I am happy to report that the Board of Trustees has approved the establishment of several new master's degree programs, further strengthening our research capacity.

At the core of LAU's mission stands the commitment to educating the whole person — instilling in our students not just factual knowledge but an ethical way of being in this world and leading change. This year we reinforced this commitment by adopting a student Code of Conduct, and redoubling our efforts in serving the community in which we live. Among countless other examples of community service by our faculty, students and staff, student volunteers trained more than 5,000 middle- and high-school students in diplomacy, peace-building and leadership skills, through LAU's Model UN, Model Arab League and Model European Union simulations in Lebanon. As our programs expand, so do the facilities housing the university's various activities. In Byblos, the Engineering Labs have been completed, and the building of the new campus library and administrative complex is well on its way to completion. On both campuses, existing infrastructure was revamped to cater to our academic advances while introducing green technologies, both in terms of information technology and physical infrastructure, to minimize LAU's carbon footprint and contribute to improving Lebanon's overall environment.



As LAU's standing as a pre-eminent institution of higher learning in Lebanon and the region continues to rise, we are making every effort to ensure that all qualified youth are afforded the opportunity to pursue an education within the university's walls, regardless of financial means. To that end, this past year we disbursed over \$30 million in financial aid. These and other costs impose significant burdens on the LAU operating budget, which we are, thankfully, able to meet through the invaluable support of our donors. With this in mind, I take this opportunity to announce that on September 1, 2017 the Board of Trustees approved the launch of the next capital fundraising campaign, with the goal of raising \$110 million in order to lessen our dependence on tuition fees and preserve the university's forward-moving momentum.

I invite you now to immerse yourselves in the pages that follow, and to revel in the accomplishments of our students, faculty and staff over the past academic year. They are a testament to essential and unflagging contributions to our great institution.

Gratefully Yours,

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

# LEARNING, NURTURING AND EXPANDING: LAU'S THIRD STRATEGIC PLAN

As the Academic Year 2016-2017 drew to a close, the LAU Board of Trustees approved the university's third five-year strategic plan, known as SPIII, meant to replace the Second Strategic Plan (SPII) that had served as the institution's previous guiding blueprint.

SPII, which governed LAU's development from 2011 to 2016, prioritized strengthening LAU's academic core. It did so through fostering an intellectually challenging and diverse learning environment, recruiting the best and brightest students, encouraging faculty professional development, extending LAU's outreach to the community and abroad, nurturing university initiatives corresponding to national and regional needs, and enhancing LAU's graduate programs and overall research capacity.

Building on SPII's achievements, the new strategic plan — intended to serve as LAU's roadmap to the year 2022 — is structured around three strategic pillars aimed at cementing the university's local eminence and regional leadership and providing it with a clear global footprint. They include enhancing LAU's build-up of intellectual capital, firmly committing to an integrated program of pedagogical innovation, and transforming LAU into a university without borders.

Recognizing that innovation and the discovery of new knowledge are the essence of scholarly achievement, Pillar I — "Intellectual Capital and Knowledge Management" — seeks to transform LAU into an institution renowned for its research innovation. It envisions building on current strengths and facilitating interaction among investigators across the university's constituent schools, leading to a clustering of competencies that will foster quality research across all disciplines, promote innovative interdisciplinary work, and raise the university's competitiveness in attracting external research grants. And because competitive research activities cannot be sustained without strong graduate programs and talented graduate students, Pillar I focuses on providing attractive, high-quality masters and doctoral programs for competitive regional and local students.

Pillar II — "Pedagogical Innovation and Integrated Delivery" — prioritizes bringing teaching and learning at LAU to ever higher levels of excellence. It does so by supporting faculty development, promoting innovative teaching initiatives, strengthening academic ethics and integrity, and improving the university's existing teaching and learning assessment systems. The ultimate purpose is to strengthen LAU's status as a hub of creativity and innovation, allowing the institution to sustain a vibrant learning environment in which the entire university body comes together as a community of learners.

Last but not least, SPIII includes a pillar dedicated to "LAU without Borders," which aims to capture and invigorate entrepreneurial forces within the university and enlarge its academic and professional footprint in Lebanon and beyond. Accomplishing this is essential in allowing LAU to successfully adapt to changing national and international dynamics in higher education, which is becoming ever more intrapreneurial and entrepreneurial. On the one hand, the pillar envisions the creation of new degree and non-degree programs to be offered outside of LAU's current campuses. On the other hand, it seeks to identify, create and sustain strategic alliances with the private and public sectors, rethinking the university's curriculum and creating on-campus entrepreneurship hubs, moving it beyond the classical university model and transforming it into a truly 21st-century beacon for higher learning.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## A. School of Arts and Sciences

As the home of some of LAU's oldest programs, the School of Arts and Sciences (SAS) represents the essence of LAU's liberal arts roots, in which students receive a rigorous and innovative liberal arts and sciences education prioritizing critical inquiry, creativity and research. SAS graduates go on to successful careers in various sectors, including but not limited to the corporate world, public service, media, advertising, education, design, science and high-tech.

### 1. ACADEMICS

#### • New Offerings

This past academic year, SAS launched B.A.s in Multimedia Journalism, Television and Film, and the Performing Arts following the redesign of the previous B.A. in Communication Arts. The school also operationalized a series of new minors: in Advertising and Public Relations, Performing Arts, Multimedia Journalism, Audiovisual Production, and History. In September 2017, an M.S. in Applied and Computational Mathematics and a B.A. in Communication were introduced.

The Department of Communication Arts has launched a vigorous campaign to reinforce its status as one of LAU's flagship departments and as a leading national and regional program. The campaign responds to the rapid growth of competing programs and radical changes in the media industries and communication technologies. It involves strengthening existing degree programs, introducing new cutting-edge curricula and fostering innovation both in and outside the classroom.

#### #Reinvent Communications



## OUR SCHOOLS: REACHING NEW HEIGHTS



The Multimedia Journalism Program at the Department of Communication Arts, together with the Canadian NGO Journalists for Human Rights, ran a three-day workshop on data journalism for human rights in February. The event focused on methods to identify and combat hate speech against refugees, with data-driven stories and multimedia skills.

- **Professional Accreditation**

The School of Arts and Sciences successfully sought reaccreditation for the B.S. in Computer Science program, from the Accreditation Board for Engineering and Technology (ABET).

Meanwhile, the B.S. in Nutrition and Dietetics Coordinated Program\* has begun the process of accreditation with the Accreditation Council for Education in Nutrition and Dietetics (ACEND).

- **Partnerships**

This year more than ever, the school made available to its faculty and students outstanding opportunities for career advancement and learning, via collaboration agreements with other Lebanese and foreign universities, social and government institutions, international corporations, and NGOs.

The Social Sciences department has entered into a partnership arrangement with Adyan Foundation and the GIGA Institute (Germany). The SAS Writing Center has begun collaborating with the Writing Center at Northeastern University (U.S.) on both the student and tutor levels. And the Translation Program has renewed its Memorandum of Understanding with the University of Manchester (U.K.).

The exchange program between the Department of Social Sciences and Sciences Po (Paris) continues to hold strong, as does the school's partnership with Salzburg Academy in Austria and the Danish School of Media and Journalism in Aarhus, Denmark. These existing programs were supplemented this year by a semester abroad for Biology students at the University of Ottawa, a study abroad program with Stockton University, New Jersey, U.S. for Performing Arts majors, and an Erasmus+ exchange opportunity for Nutrition majors with the University of Pavia, Italy.

Various units within SAS have, in 2016-2017, signed agreements with a number of professional organizations with the goal of providing on-the-job training opportunities for their scholars. New partners include the Arab Translation Organization, Hôtel Dieu de France, the Makhzoumi Foundation, Ain Wazein Hospital, the Adyan Foundation, and the British Council, among others. The Computer Science and Mathematics department has become a member of the Mathematical Association of America.

\* Pending completion of registration formalities with the New York State Education Department.



## 2. RESEARCH, OUTREACH AND POSITIVE SOCIAL EFFECT

The School of Arts and Sciences constantly works to foster scientific discovery and intellectual creativity, all as part of the university's broader commitment to serving society. To that end, the school encourages research and other initiatives, frequently with the support of local and international funding. Some highlights from 2016-2017 include:

### • Faculty and Student Research

Over AY2016-2017, SAS faculty research output included 92 journal papers, 13 book chapters, one book, 36 conference papers, and nine creative art performances. Among many other topics, the school's faculty studied the use of news media in conflict situations and migration and diaspora politics. The Department of Natural Sciences, in partnership with DNA PLUS<sup>ME</sup>, is at the national and regional forefront on research in nutrigenomics, a field that investigates how individual responses to nutrients differ according to genetic variations.

The university puts a high value on involving students in the research process, whether individually or in collaboration with faculty. This year, SAS students demonstrated a particularly strong commitment to research. Several graduate students in biology contributed to a groundbreaking study led by their supervisor, on how to synthesize a protein produced naturally during physical exercise; undergraduate students in chemistry and mathematics presented papers at professional conferences; and students who took the Arabic Creative Writing course were hosted by several TV stations for having their novels written as part of the course published.

SAS has worked assiduously to expand collaboration with international universities for graduating Ph.D. students on the basis of shared research supervision. Under this scheme, LAU students from the school are currently pursuing doctoral degrees at Ruhr University, Germany, the University of Surrey and the University of Newcastle, U.K.

### • External Research Grants

This past year, SAS faculty received four new grants from the National Council for Scientific Research (CNRS), to investigate topics ranging from the effects of learner differences on lexical error, the use of graphene-based materials for storing natural gas, the links between population mobility and the prevalence of a certain kind of bacteria in sewage, to the relationship between particular yeast proteins and neurodegenerative diseases.

Funds were received from the German Ministry of Higher Education and Research for faculty research in political science. Through the European Union and Deutsche Welle, SAS researchers benefitted from funding aimed at journalism research on youth and radicalization.

### • Knowledge-Sharing

Through a never-ending stream of workshops, symposia, art performances and other forums open to the public, SAS faculty and students share research results, engage in creative exchanges, and trade ideas with local and international experts, all while bringing new knowledge and concepts to the broader community, often in transformative ways.

## OUR SCHOOLS: REACHING NEW HEIGHTS



In December, the Department of Social Sciences hosted a two-day conference on religious freedom and the reconstruction of citizenship, in cooperation with the Adyan Foundation.



On the 60th anniversary of the European Union, European diplomats gathered at LAU to discuss the main achievements and challenges faced by the bloc. Coordinated by the Office of Development, the event was organized in collaboration with the Delegation of the European Union, the Italian Cultural Institute, and LAU political science faculty.



In November 2016, the Department of Social Sciences, in collaboration with the German Institute of Global and Area Studies (GIGA) and the Arab Network for Democratic Elections (ANDE), hosted a three-day conference dedicated to the best practices of electoral law reforms in post-conflict societies. Contextualizing Lebanon's experience in a global setting, the event drew politicians, practitioners and academics from the region and beyond to LAU Byblos.



In March 2017, in collaboration with the Office of Development, the B.A. in Translation program liaised with the Embassy of Switzerland to Lebanon to bring together professional translators and students to discuss the latest trends in the field of medical and legal translation.

The Nutrition Program of the Department of Natural Sciences this year was especially active, hosting numerous events dedicated to spreading knowledge to the community. Examples include a panel convoked at LAU Beirut to debate the challenges faced in the field of nutrition from an interprofessional perspective (in March), and a conference raising awareness about celiac disease in Lebanon (in May), in cooperation with the Lebanese Celiac Association.

This past year, the LAU Writing Center assisted schools across Lebanon in setting up writing centers on their own premises. The project, funded by the U.S. Embassy, involved 20 schools, 52 teachers and coordinators, as well as five faculty members from three Lebanese universities, and entailed both initial training and follow-up visits.

- **SAS Institutes — Platforms for Research and Debate**

*Institute for Social Justice and Conflict Resolution*

Founded in 2015, the Institute for Social Justice and Conflict Resolution (ISJCR) at SAS has been serving as a research-based public policy forum addressing contemporary issues of social justice and conflict resolution in the Arab world.

A two-year research program conducted by the ISJCR, together with International Alert (IA) and the UNESCO International Center for Human Sciences (CISH), found that the system of residency introduced for Syrian refugees in 2014 has resulted in half the Syrian population of Lebanon becoming illegal immigrants with limited or no access to the formal justice system. The results of the study were presented at a conference at LAU titled “Access to Justice for Syrian Communities – Formal Challenges, Informal Opportunities,” in October 2016.

In November 2016, ISJCR collaborated with the United States Institute of Peace and the International Dialogue Centre (KAICIID) to host a two-day conference on possible solutions to the Syrian conflict. The event brought together academics and practitioners from 15 countries, representing 25 nationalities and 10 different religious groups.

The institute has entered into a partnership arrangement with the Atlantic Council (USA) and the GIGA Institute (Germany).

*Software Institute*

The Software Institute – which seeks to help Lebanon reach its potential as a regional leader in software services and industry by disseminating state-of-the-art computing knowledge and skills – was awarded a significant Google grant for training high-school teachers and students on coding and programming.

## OUR SCHOOLS: REACHING NEW HEIGHTS

The Software Institute worked together with the Tides Foundation in May 2017 to run a game coding competition, aimed at enhancing the professional development of computer science teachers. The contest brought together school teachers and students from across the country, and ran in parallel with workshops focused on professional development at both Byblos and Beirut campuses, as well as the Outreach and Leadership Academy (OLA) in Sidon.

### *Institute of Media Research and Training*

Recently reactivated, the SAS-based Institute of Media Research and Training (IMRT) is an interdisciplinary center for media research, training, production, and advocacy. In 2016-2017, IMRT spearheaded four programs: in Media and Digital Literacy, Media and Gender, Media and War, as well as the 99%Media Lebanon Program (which offers media training and high-quality production services to academics, activists and non-profit organizations that cannot otherwise afford such services).



In August, the LAU Institute for Media Research and Training hosted the fifth annual Media and Digital Literacy Academy of Beirut (MDLAB). The two-week event was made possible by a major gift from the Embassy of Norway to Lebanon and gathered students, journalists, activists and academics for lectures, workshops, discussions and film screenings, dedicated to digital safety, social media privacy, cultural identity and ethical data management, among numerous other topics.

### • Community Engagement and Service

Over the course of 2016-2017, the School of Arts and Sciences was the site of more than 30 activities aimed at directly serving the community. Examples included but were not limited to:

- Assisting local schools in self-assessment
- Running summer camps for 10th and 11th graders, in the areas of computer science, Arabic creative writing, English, chemistry, and philosophy
- Spearheading World Diabetes Day Awareness activities at Le Mall, Dbayeh

In a first-of-its-kind event, the LAU Mathematics Tournament brought undergraduate math students from 11 Lebanese universities to LAU Beirut for a two-hour contest in the areas of analysis, algebra and combinatorics. The competition was sponsored by the Department of Computer Science and Mathematics, together with the Lebanese Society for Mathematical Sciences, and aimed to encourage Lebanese math students to join graduate mathematics programs and engage in research projects in Applied Mathematics.

LAU alumni, faculty and students collaborated in the production of a new play by a Performing Arts faculty member. Titled "*Wasafuli al-Sabr*", the play – which was performed both at al-Madina Theater (Hamra) and at LAU Medical Center-Rizk Hospital – breaks taboos related to women with cancer.



In July 2017, the Department of Communication Arts ran the “Imagine” summer camp, a two-week intensive performing arts experience for middle- and high-school students, who came to LAU’s Beirut campus for in-depth classes in music, acting and dance.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## 3. THE SCHOOL'S PRIDE — SAS STUDENTS

Throughout AY2016-2017, SAS students made their alma mater proud across a variety of endeavors, reaping external acknowledgment of their accomplishments as never before. Some highlights:

First-year communication arts student Kourken Papazian won an online video competition, organized by LAU's Institute for Women's Studies in the Arab World (IWSAW) in collaboration with ESCWA Centre for Women, the UN Women regional office for the Arab States and ABAAD-Resource Centre for Gender Equality. The competition was part of the 16 Days of Activism against Gender-Based Violence Campaign and was open to participants from the Arab world.



Students from the Communication Arts department took part in the Salzburg Academy on Media and Global Change, developing a paper dedicated to fighting terrorism.

Communication Arts graduate Safa Hamzeh was awarded a Fulbright scholarship to pursue graduate studies in the U.S., while math graduates Rami Masri and Lara Kassab received full scholarships to attend doctoral programs at Rice University (Houston, Texas) and the University of Colorado in Boulder, respectively.

Diala al-Masri, B.A. in Political Science, was selected from among hundreds of regional applicants to receive the Rhodes scholarship award to continue her studies in Economics at the University of Oxford.

Alumnus Martin Abboud, B.S. in Biology, ('13) received recognition as the best young researcher of the year from the American Chemical Society, USA.

The LAU student delegation from the Political Science/International Affairs program won a record high four awards at the Harvard World Model United Nations Conference in Montreal.

## 4. FACILITIES UPGRADES

In fall 2016, Fouad El-Abd, the founder and president of leading canned food company California Gardens, pledged a substantial gift to LAU toward naming and establishing the Fouad El-Abd Nutrition Lab in the Science Building located on the Byblos campus. The nutrition lab is the site of cutting-edge equipment with the capacity to conduct food testing and provide experiential research opportunities for students preparing for a career in the industry.

## B. School of Architecture & Design

LAU's School of Architecture & Design (SArD) has emerged as a national and regional leader in design education, fostering partnerships in the region and around the world. The school regularly hosts a number of visiting faculty, adding to the large pool of highly qualified faculty serving its various programs. SArD students benefit from a wide range of core and elective courses, as well as from study abroad opportunities, in an educational strategy aimed at strengthening their international exposure while promoting a deep understanding of their local and regional contexts. The school regularly organizes extracurricular activities both in support of its own particular educational mission and the broader, service-oriented mission of the university.

### 1. ACADEMICS

- **Innovative Programming**

This year, the Fashion Design\* program, launched in fall 2013 in collaboration with ELIE SAAB and in partnership with the London College of Fashion, graduated its first cohort of students in a spectacular ceremony that received wide national and regional recognition.



Following the successful implementation of SArD's unique Mu'taz and Rada Sawwaf M.A. in Islamic Art and Architecture, the school has launched a new M.A. in Visual Narrative. Additional graduate programs are currently being planned.

\* Pending completion of registration formalities with the New York State Education Department.

## OUR SCHOOLS: REACHING NEW HEIGHTS

SArD and SAS teamed up this past spring in an innovative inter-school course to conceptualize a safety-oriented redesign of the university's Early Childhood Center's (ECC) outdoor space. The course was the first of its kind ever offered at LAU. Students from the Department of Education and the Department of Architecture analyzed the behavior of children, surveyed the existing site, studied relevant theories about space and cognitive development, and prepared models and recommendations for new concepts and designs for the space.

- **In Pursuit of Accreditation**

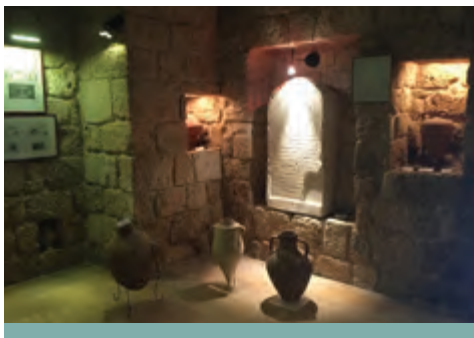
SArD is moving forward in the process of accreditation of all its programs, seeking accreditation for the B.A. in Architecture from the National Architecture Accreditation Board (NAAB) and recognition from the National Association of Schools of Art and Design (NASAD) for the degrees in Fine Arts, Interior Design, Graphic Design\*, and Fashion Design\*.

- **Partnerships**

In recent years, SArD has signed a number of memoranda of understanding with partners such as Parsons-Paris, France, the New York School of Interior Design, U.S., and the University of Florence, Italy, and is currently negotiating similar agreements with other world-renowned educational institutions.

### *LAU-Louis Cardahi Foundation*

SArD has actively supported the activities of the LAU-Louis Cardahi Foundation, established to promote the history and culture of the city of Byblos. Among other activities, in 2016-2017 the school sponsored an exhibition on Byblos at the UN headquarters of Beirut (co-sponsored with the municipality of Byblos), and hosted an international exhibition on the Umayyad Route project on the premises of the foundation itself.



**In mid-November 2016, LAU signed an agreement with the municipality of Byblos to house a permanent exhibition on the Umayyad heritage at the LAU-Louis Cardahi Foundation. This collaboration takes place in the context of the Umayyad Route project, a European Commission grant to improve Mediterranean territorial cohesion by safeguarding the cultural heritage of the Umayyad dynasty.**

SArD faculty curate the Umayyad digital museum, established at the LAU-Louis Cardahi Foundation, and have produced — with the Legacy of Al-Andalus Foundation (Spain) — six guidebooks covering the Umayyad heritage in Spain, Portugal, Italy, Tunisia, Egypt, Jordan, Lebanon.

\* Pending completion of registration formalities with the New York State Education Department.



### SCOD

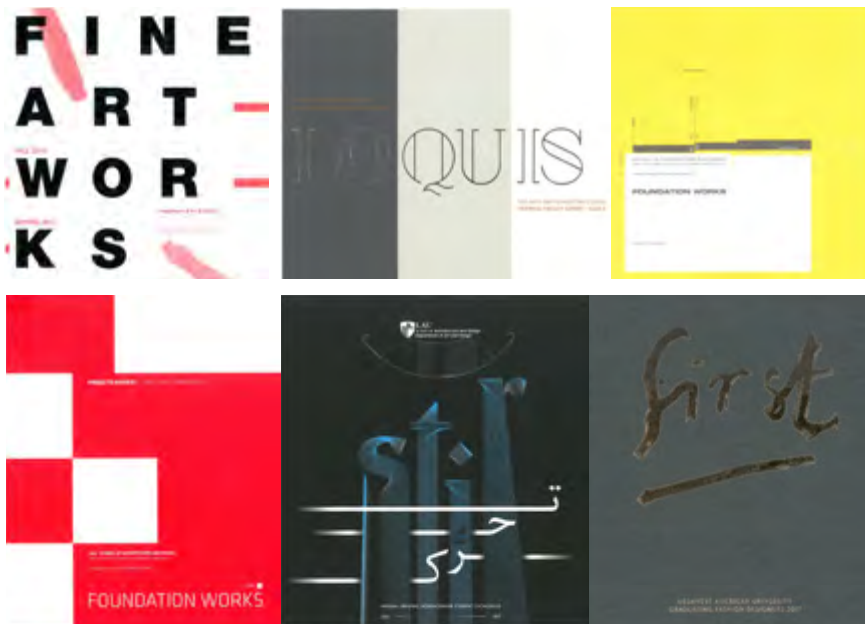
In recent years, SArD has provided academic oversight to the design programs at the Scientific College of Design in Oman (SCOD), in coordination with LAU's University Enterprise Office. In AY2016-2017, the school expanded its coverage to include three new programs at SCOD, in architecture, photography and fashion design.

During spring semester 2017, graduating graphic design students exhibited their work in the Sheikh Zayed Exhibition Hall on the Beirut campus. The students produced their capstone projects under "Adopt a Creative," a collaborative scheme between the Graphic Design Program and Leo Burnett.



## 2. (RE)DESIGNING AND (RE)SHAPING THE WORLD AROUND US

- Showcasing SArD's Academic Production



### Publications

Fine ArtWorks: Student Works 2016

LOQUIS: Fine Arts Triennial Faculty Exhibit: Issue 3

Foundation Works: Issue 3

Architecture Graduating Projects

STIR: Annual Graphic Design Senior Student Catalogue

FIRST: Graduating Fashion Designers

## OUR SCHOOLS: REACHING NEW HEIGHTS

As experienced practitioners in their respective fields of design and architecture and through their many research studies, SARd's faculty introduce their students to the best possible combination of theory and practice. This year, the school's faculty pursued research projects on topics as diverse as public space in Mediterranean cities, the financing of affordable housing in Lebanon, and memory and the visual representation of Lebanese war ruins.

- **Student and Faculty Artistry**

In June, SARd held the first runway show for the fashion design\* graduating class – the first cohort to complete the program since its inauguration in 2013. Under the title "FIRST," the ceremony was held at the Abroyan factory in Bourj Hammoud and was attended by many dignitaries in the presence of international designer Elie Saab. Honorary Chairman of the program, Saab headed the graduation final jury, and has been involved in the planning of activities and in supporting the program development since its inception.

The eclectic exhibition showcased 160 outfits by 16 budding designers, projecting a vibrant, energetic and adventurous spirit reflective of the graduates' belief in Lebanon's future as a hub of innovative fashion design.



\* Pending completion of registration formalities with the New York State Education Department.



In Spring 2017, SArD held Fine Artworks, a retrospective of student works from the 2016-2017 academic year.

In Spring 2017 and within the framework of the Mu'taz and Rada Sawwaf M.A. in Islamic Art and Architecture, SArD hosted a photography exhibition of Timurid architecture in India and Central Asia.

- **Bringing Outside Knowledge to LAU**

As always, the departments within SArD continued to bring national and international experts to LAU, sharing their knowledge with students and faculty through lectures, workshops, symposia and exhibitions.

Of note, the Department of Art & Design in Byblos organized its annual ArtTalks, a series of presentations that this year featured artists Zena El Khalil, Ginane Makki Bacho, and Rula Halawani.



In April 2017, SArD hosted world-renowned Brazilian artist Romero Britto, who met with faculty and students of the Department of Art & Design.



In the fall 2016, SArD — in coordination with the Krakow University of Technology's School of Architecture — hosted the "Architecture as a Dialogue of Cultures" exhibit in Byblos, featuring the works of contemporary Polish architects.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## 3. STUDENT ACHIEVEMENTS

Students of the School of Architecture & Design continue to achieve local and international recognition for their accomplishments. In addition to bringing back prizes from prestigious international competitions, SARd students gave their all to beautifying the Lebanese urban environment. Here are only some highlights of their achievements during AY2016-2017:

Daniella Maamari (B.Arch., '17) participated in the American Institute of Architecture Students international competition "AIAS Imagine: Top 60 at 60," and was selected to attend the prestigious AIAS conference in the U.S. Layane el Khawli (graduate in B.S. in Graphic Design\*, '17) brought home first prize from the 2016 Lebanon Students StarPack competition. Meanwhile, in December 2016 senior Graphic Design\* student Rami Rikka took part in the team that won the BDL Accelerate HealthTech Hackathon, developing an app to help people with facial paralysis.

For the second year in a row, LAU Graphic Design\* students returned from the annual Dubai Lynx advertising festival bearing several prizes for their work, which involved designing an ad campaign in response to a brief from a leading charity or NGO. The festival is the most prestigious of its kind in the region, as students compete with industry giants.

This past summer, Fashion Design\* recent graduate Nour Daher took part in the International Lab of Mittelmoda-Fashion Award, an internationally renowned competition for budding designers, winning the Stone Special Prize by Origin Passion and Beliefs for her collection, which had been created as part of her studies in the LAU program.



Students in the SARd Foundation year worked together with faculty, staff and the school's alumni to create a mural beautifying the wall of a bridge in Byblos. Completed in three days, the finished mural is more than 10 meters wide.

## 4. NEW PREMISES FOR SARd

When completed, the recently-acquired Gezairi Building will accommodate all of SARd's spatial requirements, housing all of its programs and workshops. The redesign of the building is proceeding apace.

\* Pending completion of registration formalities with the New York State Education Department.

## C. Adnan Kassar School of Business

Established as a full-fledged school in 1992, AKSOB is committed to excellent teaching, scholarly activities and professional service. It operates on both Beirut and Byblos campuses as well as at LAU's Executive Center at Solidere in Downtown Beirut, providing its student population with a stellar academic environment and thorough preparation for their future careers. The high-quality graduate and undergraduate business and economics programs focus on producing ethically responsible professionals committed to civic engagement, and to the economic development of both Lebanon and the region.

### 1. ACADEMICS

#### • Curricular Innovation

AKSOB is committed to constant curricular improvement and innovation. The curriculum of the B.S. in Hospitality is being re-engineered, while all of the AKSOB bachelor of business programs are being redesigned to lead into professional certification. The school has just launched a unique, one credit, elective Personal Banking course to be offered to non-business students, in partnership with Fransabank.

Recently, AKSOB recruited a new group of industry executives qualified by the Association to Advance Collegiate Schools of Business (AACSB) to join as faculty in the EMBA program, bringing industry expertise directly into the curriculum. This has resulted in unique, innovative courses offered for the first time in Lebanon. In May 2017, one such course included a ten-day study-abroad program in Munich, Germany, to learn business-planning skills on-site at the BMW plant, where they met with leaders of the auto industry.



#### • Accreditation and Other Honors

AKSOB continues to comply with all the requirements of AACSB, retaining its prestigious accreditation by this organization, given to only 5 percent of comparable schools worldwide. In April 2017, the school initiated its Beta Gamma Sigma honor society, a business honor society that recognizes the most outstanding students of business at institutions accredited by AACSB.

# OUR SCHOOLS: REACHING NEW HEIGHTS

- **Partnerships**

AKSOB partnered with UK Lebanon Tech Hub – an international initiative of the Banque du Liban and the U.K. Government – to produce the 2017 edition of the Global Entrepreneurship Monitor (GEM) national report on Lebanon. As a foretaste, the findings of the previously produced 2016 report were presented to the general public as well as to an audience of faculty and students of LAU on the Beirut campus in May 2017. As project partners, LAU's faculty members will benefit from access to the source data on which the report is based.

The school places great emphasis on providing students with real-life experience in the business world prior to graduation. To that end, AKSOB has partnered with numerous local and regional businesses, offering maximum exposure to workplace environments students may expect to encounter in their careers through both campus activities and on-site visits. This past year the activities in this area included workshops, trainings and job shadowing opportunities offered by AltCity, BCI, Injaz, Deloitte, BLOM Bank, CitiBank, Philip Morris, BankMed and Leo Burnett.

AKSOB is continuously pursuing partnerships with AACSB-accredited institutions, to provide its students with the opportunity to study abroad at the highest possible level and to increase the school's international visibility. Currently, the school is collaborating with more than a dozen internationally renowned universities, among them Aarhus University (Denmark), Cornell University, UC Berkeley, and George Washington University (U.S.), IESEG School of Management (France), Ural Federal University (Russia), and last but not least the Warsaw School of Economics (Poland).

In October 2016, LAU signed a historic partnership with the University of Chicago's Harris School of Public Policy, establishing an exchange program that enables LAU graduate students in Applied Economics to study at one of the United States' premier academic institutions. Students who have successfully completed the first year of the M.A. in Applied Economics will be able to conduct course work at Harris and pursue internships and career placement opportunities through the institute, while Harris students will enjoy the same opportunities at AKSOB.

## 2. RESEARCH AND KNOWLEDGE SHARING

Throughout AY2016-2017, faculty members conducted research and published the results of their work at a rigorous pace. They did so with the full support of both the school and significant external funding, often traveling abroad to present their findings, to such destinations as Harvard University, Dubai, Portugal, the U.K. and China, among others. Meanwhile, as always, AKSOB opened its doors to the public, serving as a forum for intellectual exchange and debate on the latest research in the business field, focusing largely but not exclusively on the realities of the Middle East and North Africa region.

AKSOB's School Research and Development Council (SRDC) provided support for 41 research and scholarship-related initiatives this past year, including funding for travel and conference attendance, faculty development, and seed funding for new faculty.



AKSOB firmly believes in providing continuing training and improvement opportunities for its staff who, this year, were able to participate in the International Non-Teaching Staff Week in Tampere, Finland, and to take part in a boot camp with faculty.

Once again, the school has received major funding from external entities including CNRS, the European Union, and UK Lebanon Tech Hub, among others. These resources supported a wide array of projects, including but not limited to research on the impact of the Syrian crisis on tourism in Lebanon, an in-depth study of Lebanese youth, and the production of the 2017 edition of the Global Entrepreneurship Monitor (GEM) national report on Lebanon.

A team of three AKSOB assistant professors produced a pioneering paper on delivery drones, published in the journal *Technology Analysis & Strategic Management* in fall 2016. The paper concluded that delivery-service drones are likely to personify the retailer, and that the higher the personification of the drone, the more favorable the consumer's attitude toward its usage.

In addition to publishing more than 90 articles this year in international refereed journals and contributing to larger monographs and conference proceedings, many of our faculty served as referees for peer-reviewed journals and as members of the editorial boards of journals and book series on the Middle East.



This past year, AKSOB hosted three high-profile conferences, inviting top industry executives as speakers to share their expertise with LAU and the broader community. The school's Institute of Family and Entrepreneurial Business led a conference on "Family Wealth Management," at the Byblos campus in March. The Department of Information Technology and Operations Management organized the Second Lebanese Conference on Information Systems, bringing together attendees from 10 local and regional universities to discuss a total of 55 papers. And the Department of Management Studies organized a forum dedicated to the latest trends in Human Resources Management.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## 3. FOCUS ON OUR STUDENTS

- **The Best and the Brightest**

The strength of our undergraduate programs can be seen in the rising number of students accepted to prestigious graduate schools abroad, including Columbia, Cornell, University of Virginia, University of Chicago, and UC Berkeley, George Washington, and Virginia Tech.

AKSOB has witnessed a significant increase in enrolment into the MBA program\* this year, rising from 280 students in fall 2016 to 310 students in the spring semester. Meanwhile, the EMBA program increased from 69 students in the fall to 90 students in spring 2017.

In January 2017 AKSOB founded the Alumni Advisory Group, whose aim is to assist the school with curriculum updates, students' placements, internships, and fundraising.



**AKSOB's first academic distinction ceremony — held in March 2017 — was a tremendous success, bringing together more than 400 students, parents and friends.**

AKSOB makes every effort to provide students with maximum opportunities to succeed in their coursework. Through the Cooperative Learning Center, group tutoring sessions and one-on-one tutoring are available throughout the year; this past year 69 students took advantage of these services to enhance their learning experience. The school has also increased its efforts to professionally develop and engage MBA\* students on Graduate Assistantships, inviting them to proctor exams for the first time this year.

- **Nurturing Civic Ties**

In collaboration with LAU's Outreach and Civic Engagement unit, AKSOB has successfully integrated civic engagement into the curriculum of the B.S. in Business Studies program. Being a core requirement of the program, civic engagement activities allow students to work effectively

\* Pending completion of registration formalities with the New York State Education Department.



with the surrounding community through supervised volunteering activities, preparing them for life as socially responsible citizens post-graduation. AY2016-17 saw nearly 600 AKSOB students take part in civic engagement activities, logging between them approximately 8,000 hours of volunteering with various NGOs.

- **Boosting Professional Skills**

In addition to promoting civic engagement, AKSOB actively fosters student-centered activities that build on classroom learning to develop professional and other skill sets. With AKSOB providing such a supportive environment, our students constantly make us proud of their academic, professional and creative achievements. A small sample of their activities is showcased here:

- AKSOB students Makram al Didi, Fadi Zeineddine and L'Emira Mirna Chehab won the competitive BLOMINVEST award, after participating in a virtual stock exchange competition over eight weeks.
- Students in the Consumer Behavior course were involved in the Flugen Rides Project by Kunhadi, a campaign to draw the attention of youth to risks involved with drinking and driving, and encouraging young people to use the Flugen Rides App to call secure and certified taxis to ride back to their homes.
- In March 2017, a number of AKSOB students participated in The Quest by Unilever, the company's international competition to identify top student talent from the MENA region. Business major Tamara Sinno reached the third stage of the competition, winning an internship at Unilever.
- LAU marketing students Nour Bashir, Sarah Fleihan and Abdelrahman Elnaamani won the first prize in the Brandstorm L'Oréal Lebanese National Finals competition, in April 2017. The winners were invited to visit L'Oréal headquarters in France to showcase their presentation at the L'Oréal European competition.



In August, AKSOB sponsored a three-day boot camp for 21 professionals, aimed at enhancing their motivational skills. The camp was part of an elective course within the EMBA program.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## D. SCHOOL OF ENGINEERING

For more than 20 years, the LAU School of Engineering (SOE) has sought to provide students with the skills and abilities necessary for their success as professional engineers. The school maintains a distinctive and innovative education environment, with small class sizes and state-of-the-art computer facilities and laboratories and cutting-edge curricula, all aimed at nurturing intellectual excitement and curiosity among our students.

### 1. ACADEMICS

Over the past academic year, SOE continued its tradition of enriching its curricular offerings, with the goal of preparing the next generation of engineering leaders capable of addressing both local and global challenges.

- **Increased Enrollment and Expanding Offerings**

In 2016, SOE received a record number of applications for our engineering programs, prompting us to expand our course offerings in Beirut across selected programs to keep up with the increased enrollment. The school spent the past academic year refocusing its academic programs toward global challenges and engagement, entrepreneurship and community service.

In AY2016-2017, LAU signed an agreement to establish collaboration between LAU and the New Jersey Institute of Technology (NJIT), allowing LAU engineering graduates with master's degrees to enroll in the Ph.D. programs offered by NJIT, and after admission, to be co-advised in dissertation research by faculty from both participating institutions. Furthermore, NJIT Ph.D. engineering students will be able to spend up to two semesters at LAU to carry out their dissertation research. The MOU also envisions opportunities for collaborative research between LAU and NJIT faculty, involving LAU M.S. graduates and NJIT exchange students.



- **ABET Reaccreditation**

SOE is home to five engineering degree programs accredited by the Accreditation Board for Engineering and Technology (ABET). All five have been reaccredited until September 30, 2023.

Since fall 2016, the SOE has been the focal point of a burgeoning partnership between LAU and the European Organization for Nuclear Research (CERN), which has so far included research collaboration, internship opportunities and accelerated job placement for LAU students.

- **Local and International Partnerships**

The School of Engineering is proud of its ever-expanding exchange agreements with well-respected universities and corporations, both in Lebanon and abroad, allowing the school to extend high-quality internships and other opportunities to its students.

In June 2017, LAU became a CERN/CMS associate member, which enabled two undergraduate engineering students to take up a summer internship at CERN and another student to be employed for a full year. The collaboration is currently focusing on developing a magnetic field resistant robot for the inspection of the CMS UXC55 Muon Detector.

In partnership with the Lebanese chapter of the International Association for the Exchange of Students for Technical Experience (IAESTE), SOE sent eight students in the spring semester to Turkey, Spain, Serbia, Austria, Germany, Nepal and Poland. In turn, SOE hosted three interns from abroad, while five others were placed in companies throughout the Byblos and Beirut areas.

In February 2017, LAU engineering students took part in an innovation challenge sponsored by alumnus and Emirates Computers CEO Hani Harik.

## 2. RESEARCH AND THE TRANSFORMATION OF SOCIETY

At SOE, both the faculty and students are highly encouraged to engage in transformative research, facing some of the country, region and world's most difficult current challenges individually and as part of collaborative teams. Supported by both school and external funding, in AY2016-2017 this community of experienced and budding engineers produced some impactful work.

- **Faculty: Producing and Sharing Knowledge...**

This past year, SOE faculty published 33 journal papers, 15 conference papers and gave numerous presentations at local and international professional forums. In addition, they served as reviewers for international journals and conferences and represented LAU in various capacities at a wide range of conferences.

In March 2017, an SOE faculty member presented the findings of her latest research on landslide risk assessment, during an intercollegiate workshop hosted by the Department of Civil Engineering at LAU Byblos. With the assistance of 11 LAU students and graduates, the results of this research have been transformed into a map that clearly indicates the risk of landslides across all Lebanese villages. The research is funded by the USAID grant program Partnerships for Enhanced Engagement in Research (PEER).

## OUR SCHOOLS: REACHING NEW HEIGHTS

In addition to seconding its faculty to international and local conferences, SOE continued in 2016-2017 its traditional monthly Research Seminar Series, which this year involved seven seminars by SOE faculty and external scholars, all open to the wider community, on topics as diverse as the future of self-driving cars, flow and sediment prediction, and climate change, among others.

In keeping with the mission of LAU to actively serve the community in which the university functions, SOE faculty reached out beyond campus walls in a variety of ways this past year. Examples ranged from seminars on the “intelligent web” given at the Lebanese Army’s Fouad Chehab Command and Staff College to working with the Beirut Municipality in supervising student capstone projects relevant to the city.

Significant outside funding in AY2016-2017 allowed the SOE to better support graduate students, purchase equipment, conduct research and increase collaboration with other researchers. And as always, the school deepened research partnerships with international institutions, in particular the University of Dresden (Germany), NYU, Georgia Tech, Indiana University (U.S.), and Brno University of Technology (Czech Republic), among others.

- **...and Inspiring Students to Follow in their Footsteps.**

SOE students spent the 2016-2017 year catching up quickly to their faculty mentors in terms of research productivity with high-quality work that was published either as conference proceedings or journal articles, raising the visibility of the school overall. Student clubs also heightened the research profile of LAU, collaborating with SOE through a Distinguished Lecture Series that brought both Lebanese and external scholars to campus, speaking on a wide range of topics.

Engineering student Mohammad Chami presented his paper on “Multipoint-to-Multipoint Cooperative Diversity Scheme for Free-Space Optical Communications” at the IEEE Lebanon Communication Research Day in April 2017.

Student Ahmad Hijazi developed control models for a highly efficient iconic buoyancy engine, demonstrating that it could operate for three years in the deep ocean on a single AA battery.



LAU alumnus Joe Abi Ghosn, CEO of ENJM SAL, donated a significant sum to the School of Engineering to name an internal combustion engines lab in honor of his father, allowing students and faculty to take their research one step further.



# OUR SCHOOLS: REACHING NEW HEIGHTS

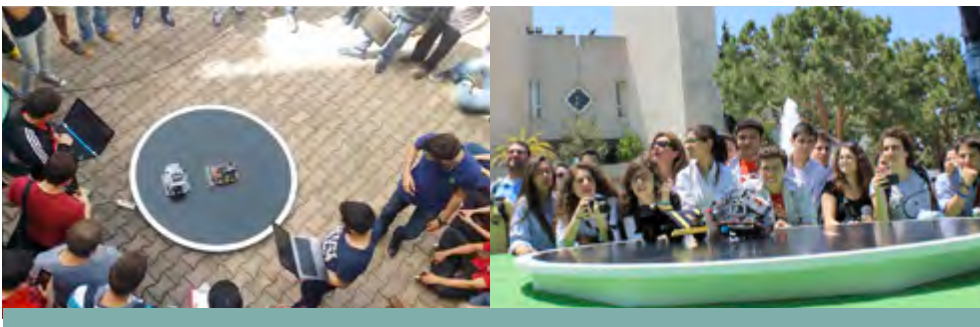
The SOE Awards and Distinction Ceremony



Students Sarah Cattan and Tony al Najjar won first place at the Startup Innovation Weekend.

## • Students and the Community

Both individually and through student engineering clubs, SOE students actively gave back to the surrounding society throughout all of last year. Six engineering clubs organized numerous activities, including trivia, field trips, reunions, fundraising events, gala dinners, professional development seminars, competitions, sports day, and workshops.



Annual Engineering Week

- **Supporting SOE Students' Career Prospects**

SOE houses its own Career and Placement Office, which supports graduates in finding jobs and places students in internships of their choice. Over 2016-2017, the number of students who found a job through the office grew by 4.5 percent from the previous year. The office advertised more than 299 job opportunities from 158 different companies, an increase of 20 percent. Ninety-two percent of graduates were employed or pursuing graduate studies within one year of graduation. One-hundred thirty-three students were placed in internships with 56 different companies.

SOE gives its students ample opportunity to learn on site from employers about the intricacies of the engineering industry. For instance, the school sponsored a student trip to Europe, to learn about the Airbus, Lamborghini, Ducati, and Simon Coll Xocolaters success stories; a field trip to MEA was organized for students to learn about the aeronautical industry in Lebanon.

#### **4. EVER-IMPROVING FACILITIES**

In an effort to provide students and faculty with a research and learning environment that is second to none in the region, SOE spent the past year overseeing numerous upgrades and the inauguration of new facilities.

LAU completed the new Engineering Laboratories and Research Center (ELRC) on the Byblos campus. The new labs support innovative learning pedagogies, increase opportunities for experiential learning and offer purpose-built space for student and faculty research. The ELRC houses new equipment purchased through the American Schools and Hospitals Abroad (ASHA) program, as SOE benefitted this year from a \$1.32 million grant to obtain a drilling simulator and a core flooding system.



LAU received a large grant from the Midis Group to establish a named student computer center, to be located in the ELRC.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## E. HEALTH SCIENCES SCHOOLS

### 1. School of Pharmacy

The LAU School of Pharmacy (SOP) prepares students to become leaders in the pharmacy profession, imbuing them with the highest possible academic, professional and ethical standards. The school is increasingly recognized as a national and regional trendsetter in outstanding pharmacy education, innovative practice and research excellence, all with the aim of improving patient care, human health, and advancing scientific knowledge.

#### A. ACADEMICS

- **Curricular Flexibility**

The School of Pharmacy offers its students numerous innovative learning opportunities meant to enhance their professional skills and prepare them for the ever-changing marketplace after graduation. Notably, its curriculum allows students to gain experience across various tracks, including but not limited to community, clinical, industrial, academic, regulatory and ambulatory care pharmacy. As a major step forward, the school is planning to launch an M.S. in Pharmaceutical Development and Management responding to the SOP mission, vision and strategic priorities.

This year, SOP for the first time sponsored all graduating B.S. in Pharmacy students in their efforts to achieve certification in Basic Life Support (BLS), offered by the American Heart Association. The full-day training taught students how to rescue a patient using CPR and First Aid. Previously, the opportunity to obtain BLS certification was offered only to Pharm.D. students.



Outside classroom walls, the School of Pharmacy continuously provides its students with the chance to engage in co-curricular activities aiming to complement and advance the core curriculum and enrich their personal and professional development. For example, the school regularly collaborates with the Outreach and Civic Engagement unit to train graduate students in advancing their soft skills in order to better prepare them for the four-month required Advanced Pharmacy Practice Experiences in the United States; this year, emotional intelligence and conflict resolution was the focus of their training.





- **Maintaining the Pharm.D. Program's Accreditation**

In January 2017, the Board of Directors of the Accreditation Council for Pharmacy Education (ACPE) affirmed the continued accreditation of the LAU Pharm.D. program through June 30, 2023 for being fully compliant with all ACPE 2007 Standards. It remains the only Pharm.D. program to hold ACPE accreditation outside the U.S.

## **B. PUSHING THE FRONTIERS OF LEARNING AND RESEARCH**

- **Integrating Simulation Technology into the Curriculum**

Based on the firm belief that students are best served by faculty continually raising their own qualifications and knowledge set, the school supports its faculty to engage in professional advancement in the latest trends in their respective fields. This past year, three faculty members completed the Clinical Simulation Diploma offered by the university's Clinical Simulation Center, and learned the use of simulation in the basic sciences and therapeutics.

- **Impactful Research**

SOP faculty are rigorously conducting intra- and inter-disciplinary laboratory and clinical research, making full use of the school's and university's facilities and partnerships to produce new, high-quality and impactful scientific knowledge. Their research and publications output more than doubled over the past few years and the results of their works have appeared in highly prestigious journals such as *Science*, *Journal of Neurophysiology*, and *Journal of Oncology*, among others.

Research this year covered a wide range of topics, including but not limited to the activation of certain neurons related to breathing, potential treatment for a strongly malignant childhood cancer, and the effective use of medicinal plants.

In collaboration with a team of scientists in France and the U.S., a faculty member discovered a protein that reverses a process that leads to DNA damage that can result in a number of conditions, including hypertension, Parkinson's disease, cancer, blockage of the coronary arteries, and cataract in the eye. The findings may lead to the prevention of tumors and neurodegenerative disease and were published in *Science*.

## OUR SCHOOLS: REACHING NEW HEIGHTS

- **Pioneering Clinical Pharmacy**

Having recruited clinical faculty on the non-tenure track, to be based at LAU Medical Center-Rizk Hospital, the School of Pharmacy was able in 2016-2017 to provide broader clinical pharmacy services in an interprofessional practice setting at the medical center, including the intensive care unit, and actively contribute to the experiential education of Pharm.D. students.

### C. SPOTLIGHT ON PHARMACY STUDENTS

LAU pharmacy students spent the past academic year excelling academically, positively transforming the society around them, and graduating with stellar employment prospects.

- **Academic Success**

In December 2016, all of LAU pharmacy graduates taking the North American Pharmacist Licensure Examination (NAPLEX) passed with flying colors on their first try.



Hooding ceremony, July 12, 2017

- **Community Engagement**

Even more so than in previous years, SOP students took action and went outside of campus walls to improve conditions in their local communities.

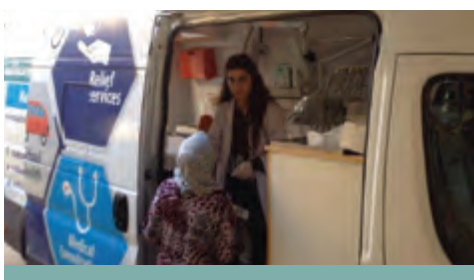
In an annual tradition, and as part of their Ambulatory Care Advanced Pharmacy Practice Experience, Pharm.D. students rotated in primary healthcare centers and served underprivileged Lebanese as well as the refugee population.

Pharm.D. candidates organized monthly series of education sessions to highlight, in lay language, the benefits of family planning for the reduction of infant mortality, prevention of pregnancy-related health risks, and the empowerment of women and enhancement of their education.

At the Makhzoumi foundation clinics, pharmacy students collaborated with an interprofessional team made up of physicians, nurses and nutritionists to screen and treat patients suffering from non-communicable diseases — mostly cardiovascular and metabolic disorders.



Students visited Palestinian camps and shelters for Syrian refugees in Beirut and Mount Lebanon, where they counseled refugee patients, assisted physicians during consultation and prescription, and dispensed medications.



**In collaboration with the United Nations Children's Fund and the Lebanese Ministry of Health, pharmacy students were heavily involved in Lebanon's national polio vaccination campaign, playing an active role in educating parents and vaccinating refugee children against both polio and MMR.**

#### • **Employability**

Reflecting the university's commitment to academic excellence, student-centeredness and the education of the whole person, the School of Pharmacy structures its curriculum and co-curricular activities so as to prepare its budding pharmacists to pursue successful futures. Through partnerships with the pharmaceutical industry, community healthcare centers, hospitals and other relevant employers our students are provided with on-the-job experience even prior to completing their studies, a strategy that has contributed to high rates of graduate employment.

SOP graduates continue to place well with different postgraduate residency programs in the U.S., including institutions such as the University of Maryland School of Pharmacy, Houston Methodist Hospital, and the University of Arizona College of Pharmacy, among others.

## OUR SCHOOLS: REACHING NEW HEIGHTS

For the second year in a row, SOP partnered with the leading global pharmaceutical company Merck, Sharp and Dohme Lebanon (MSD Lebanon), in a program aimed at raising graduates' career prospects. Through a highly competitive process, five graduating pharmacy students were chosen to join MSD's Aim Hire Academy leadership program, enhancing their prospects of being hired by MSD upon completion.

SOP's innovative Career Opportunities elective offered to second and third year students has proved to be successful in making the budding pharmacists plan their careers before stepping out of the university. Faithful to its culture of continuous self-assessment and improvement, this year the course incorporated mock interview sessions with professionals who volunteered for the practice, allowing students to refine their interview techniques with input from outside potential employers.

### D. LABORATORY FACILITIES

This past academic year, the SOP's teaching and research laboratories were upgraded, as they introduced new equipment – sometimes jointly with the School of Arts and Sciences – such as for a liquid chromatography-mass spectrometry (LC-MS) that was made possible by a grant received from the American Schools and Hospitals Abroad (ASHA). In addition, the school purchased a single punch tableting machine for use in the teaching of delivery of the Dosage Forms practice course, as well as a microplate reader to enhance the laboratories' analytical capacities.



## 2. Gilbert and Rose-Marie Chagoury School of Medicine\*



In February 2017, LAU announced Dr. Michel Mawad as the new dean of the Gilbert and Rose-Marie Chagoury School of Medicine. With several decades of clinical, administrative and research experience, Dr. Mawad spent 32 years at Baylor College of Medicine, Texas, where his various roles included the chairmanship of the department of radiology and holding tenured professorships at the departments of radiology, neurology, neurosurgery, and ophthalmology. Only a few months after his appointment, he has already made tangible contributions to the development of one of the most dynamic schools of medicine in Lebanon.

### A. ACADEMICS

#### • Integrated Planning and Curricular Leadership

The Gilbert and Rose-Marie Chagoury School of Medicine\* adopted an Integrated Strategic Plan, developed jointly by the school and the LAU Medical Center-Rizk Hospital, a significant leap forward in the evolution of both institutions. The plan aims at increasing opportunities for medical students to practice their craft, and envisions developing academic programs to be applied at the hospital on the patient care level. In parallel, hospital departments are to be structured along strong academic lines, ensuring that they are focused not only on clinical practice and patient care but also on education, research and publication.



In November 2016, LAU celebrated the first graduates of its Clinical Simulation Diploma, offered by the Gilbert and Rose-Marie Chagoury School of Medicine\* in collaboration with the University of Illinois and the only such program in the MENA region.

\* Pending completion of registration formalities with the New York State Education Department.

## OUR SCHOOLS: REACHING NEW HEIGHTS

The curriculum of the medical school is designed to be constantly innovative and dynamic, adaptable to the needs of both students and the broader community. Assessing the effectiveness of our teaching is central to maintaining these standards of excellence, and to that end the school is implementing assessment tools obtained from the U.S. National Board of Medical Examiners (NBME). This past year, relevant faculty and administrators received training in the application of NBME assessment methodology from their developer, guaranteeing its successful implementation.

LAU's school of medicine continues to be the only one in Lebanon to emphasize a social component in its medical program. Based on the conviction that medical graduates should be in tune with the problems faced by the society in which they live, the school's program in social medicine utilizes an interdisciplinary approach to teach students how to handle patients on both the social and emotional levels.

Finally, in an effort to strengthen the school's profile as an institution training compassionate and ethical doctors and to uphold stringent standards in medical education and practice, it has allotted funding to hire a bioethicist, sent two faculty members to complete their master's studies in bioethics, and added four new assistant deans (for faculty recruitment, business development, research and continuing medical education). The school is also hiring faculty to respond to the needs of the hospital's centers of excellence.

### • Partnerships

The Gilbert and Rose-Marie Chagoury School of Medicine constantly seeks to expand its collaboration with similar institutions in Lebanon, the region and farther afield, in order to provide its students and faculty with unparalleled learning prospects. Current partnerships include, but are not limited to, affiliations with Mount Lebanon, Sacré Coeur and Rafik Hariri University hospitals in Lebanon, all of which allow SOM students and LAU hospital residents expanded opportunities for learning and on-the-job training. In addition, SOM continues to be the only Lebanese medical school to maintain a partnership with Charité University in Berlin.

LAU's partnership with the Makhzoumi Foundation allows students to receive hands-on training in offering services to the community at the foundation's facilities.

## B. TRANSFORMATIVE INTELLECTUAL EXCHANGE

For the third year in a row, the Gilbert and Rose-Marie Chagoury School of Medicine hosted an International Conference on Medical Education, this year focusing on the importance of simulation for both education and patient safety, cementing the university's position as a leading international forum for the discussion of globally important healthcare issues. Grounded in LAU's unique role as the site of a cutting-edge Clinical Simulation Center and in the practical experience of its health sciences schools in employing the center's resources for educational purposes, the conference brought together more than 300 participants from all of Lebanon's medical schools and regional and international institutions for two days of panel discussions, roundtables and hands-on workshops.



In March 2017, the school hosted an intercollegiate dermatology conference, bringing together residents and clinicians from five medical schools in Lebanon to present and discuss case studies of rare skin conditions.

Anchored in the philosophy that successful teaching in the medical field must be backed up by quality research, the school's faculty – involving students, graduates and residents – regularly conduct cutting-edge investigations, leading to results that are often at the forefront of scholarly knowledge. Among many other examples, a team of SOM faculty members completed the first Lebanese experience with Transcatheter Aortic Valve Implantation, producing the first Lebanese publication in the domain with their results published in the *Lebanese Medical Journal*. Other faculty have published in such globally renowned journals as *International Orthopaedics* and the *Journal of the American Society of Hypertension*, among others, on topics as diverse as knee surgery, renal transplants, anti-inflammatory and anti-cancer treatments.

A team of faculty/physicians in different sub-disciplines conducted a survey on the issue of medical education in a foreign language vs. history-taking in the native language. The results, published in *BMC Medical Education* in November 2016, showed that despite having their medical education in a foreign language, the majority of students in Lebanese medical schools are confident in conducting a medical history in their mother tongue.

## OUR SCHOOLS: REACHING NEW HEIGHTS



A collaborative project between the Gilbert and Rose-Marie Chagoury School of Medicine and the School of Engineering has resulted in the creation of a unique exoskeleton that allows paraplegics to regain movement. Showcased by record-setting athlete Michael Haddad, who is 75 percent paralyzed, the exoskeleton is currently being improved to allow Haddad to start an extraordinary journey: “The North Pole Expedition: A Journey of Humanity,” a 100 km-walk to the North Pole to raise awareness on climate change, medical research, exoskeleton engineering, and humanity.

### C. STUDENT ACCOMPLISHMENTS

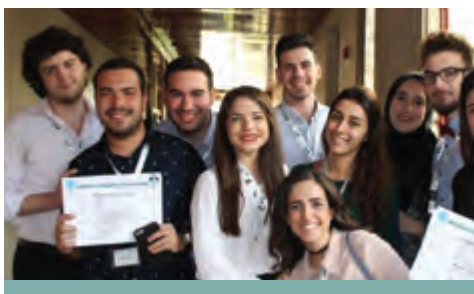
Medical students continued the tradition of engaging with the broader community, bringing their newfound skills and knowledge outside the walls of the university to raise national awareness of various health issues. Among many other examples, in December 2016 the LAU Medical Students Association staged six awareness events across Lebanon as part of the country’s National Health Day, including free medical consultations that reached 420 patients. The association also hosted several talks by outside speakers, including a TedX talk on medical errors.



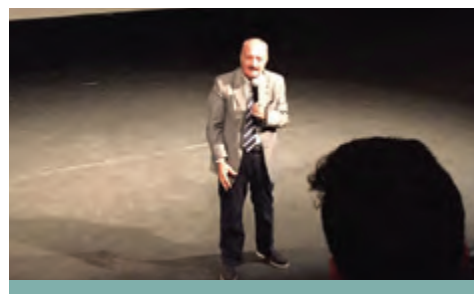
LAU Medical Students Association Fifth Annual Gala Dinner



Student Mohamad Nouredine signs his book published by Elsevier.



Sixth Annual Diagnostic Medicine Day



LAU Medical Students Association hosts TED talk on depression.



### 3. Alice Ramez Chagoury School of Nursing



In October 2016, LAU officially announced the appointment of Anahid Kulwicki as the new dean of the Alice Ramez Chagoury School of Nursing (ARCSON). An accomplished nurse herself, Kulwicki holds a Ph.D. in Nursing Synthesis from Indiana University with a research focus on the health of immigrant, refugee and minority populations. Strongly committed to nursing education, she started her full-time academic career in 1987, becoming dean of the College of Nursing and Health Sciences at the University of Massachusetts, Boston, in 2012.

Under her leadership ARCSON, the youngest of LAU's seven constituent schools, is steadily making its mark in improving the health of the people of Lebanon and the MENA region by educating professional nurses while contributing to advances in healthcare through innovative research, scholarship and service. The ARCSON curriculum is built on a liberal arts foundation and complements nursing science with knowledge from the biomedical and social sciences. The school firmly believes in the value of interprofessional education, engaging students as whole persons and preparing them to be empathetic, competent and ethical clinicians who will serve as future leaders in the healthcare arena.

#### A. ACADEMICS



In June 2017, ARCSON lauded its 33 graduating students, in the presence of former Minister Leila el Solh Hamade.

In 2016-2017, approximately 30 percent of ARCSON students were male, a statistic significantly higher than the standard proportion of male nurses in the United States and the MENA region in particular.

## OUR SCHOOLS: REACHING NEW HEIGHTS

- **Partnerships**

ARCSON continues to be affiliated with numerous institutions — including the Clemenceau Medical Center, AUB Medical Center, Bellevue Medical Center and Keserwan Medical Center, among others — providing LAU's nursing students with the opportunity to practice at a variety of clinical sites. Other partnerships, some with international institutions, are in the works.

### B. FACULTY DEVELOPING AND SHARING KNOWLEDGE

In line with LAU's overall mission of combining high-quality teaching with research that has a meaningful impact on surrounding society, ARCSON faculty spent 2016-2017 conducting research on such topics relevant to Lebanon as cancer, eating disorders, stress management, diabetes, depression, and domestic violence, among others, and presenting the results thereof in peer-reviewed journals and at professional conferences as far afield as China and South Africa.

In addition to publishing the results of their research in quality journals, ARCSON faculty regularly carry out social initiatives based on their scholarly projects. Examples from AY2016-2017 include establishing community programs to help survivors of domestic violence, developing local programs to help women affected by depression, educating the community about the consequences of tobacco use, and carrying out a campaign for breast cancer awareness in low-income communities with no access to good healthcare or information.

Faculty publications have appeared this past year in as well-regarded journals as the *Journal of Transcultural Nursing*, *Journal of Psychosocial Oncology*, *Annals of Oncology*, *Journal of Theory Construction and Testing*, and *Journal of Health, Medicine and Nursing*, among others.

One of the hallmarks of ARCSON has been a concerted effort to reach out to local communities, communicating health-related information to as wide an audience as possible, with the goal of raising awareness about health and disease prevention. The past year saw a plethora of such activities all over Lebanon, carried out in collaboration with the Ministry of Health, the Armenian Relief Cross of Lebanon, and other outside sponsors. These included, among others, a community health fair in Byblos, blood drives, first aid training courses, and training on the uses of first aid kits.



LAU alumna Hiba Yazbek and ARCSON faculty member campaign against cancer and the stigma attached to it by raising awareness and promoting early detection in remote rural areas in Lebanon in collaboration with the Ministry of Public Health's primary healthcare centers and local NGOs.



In addition to personally going out into the community, LAU's nursing school also hosted the country's nursing professionals to discuss and debate topics at the center of their field on LAU's Byblos campus. Held to coincide with International Nurses Day, the discussion focused on the current status and future directions of the nursing profession in Lebanon.

Based on the belief that learning should accompany a healthcare professional throughout his or her career, ARCSON fully supports its faculty's efforts to continually raise their qualifications, for example by funding faculty doctoral studies.

### C. ARCSON STUDENTS ON THE MOVE

ARCSON students are taking the cue from their professors and engaging actively in the life of Lebanese communities, volunteering in World Health Organization funded research, organizing interprofessional clinical activities in local hospitals, and conducting outreach on healthcare topics such as depression and suicide, among others, whether through joint initiatives with faculty or individually.



At the initiative of nursing faculty and students, in the fall of 2016, pharmacy and nutrition students joined to organize a health fair in the city of Byblos, promoting disease prevention. The event included free testing at a diabetes booth, EKG testing, breast cancer information, and other activities aimed at raising the health of the general population.

ARCSON's increasing pool of graduates is proving its mettle on the job market, as approximately 90 percent of alumni are gainfully employed in various areas, including community hospitals, NGOs, schools, and the public sector. The remaining 10 percent are pursuing further graduate studies.

# OUR SCHOOLS: REACHING NEW HEIGHTS

## *4. Health Sciences Education Facilities*

### A. OUR OWN HOSPITAL LEARNING ENVIRONMENT



LAU is one of the few institutions in Lebanon that owns its hospital, permitting students to undergo rigorous training in a clinical environment under the supervision of physicians who are also teachers. To better meet the needs of patients and students alike, LAU Medical Center-Rizk Hospital is currently undergoing extensive administrative restructuring, harmonized with the needs of the three health sciences schools.

Serving the academic requirements of the university goes hand in hand with meeting the hospital's clinical needs. Throughout 2016-2017, LAU Medical Center-Rizk Hospital strengthened its centers of excellence in areas ranging from orthopedics to cardiovascular diseases, hemato-oncology, nephrology, kidney diseases and ophthalmology, among others. The LAU Medical Center-Rizk Hospital is developing its own state-of-the-art Stroke Center, to house the newest stroke treatment technology, unavailable elsewhere in Lebanon. Supported by four beds dedicated exclusively to stroke victims in the hospital's ICU, the center has its own helipad aimed at transporting critically ill patients in the timeliest possible fashion. Patients also benefit from the hospital's strong relationships with rehab centers across the country. The creation of the Stroke Center will stand as a stellar example of the integration of LAU's medical school and hospital to better serve the community.

Similar to LAU's overall commitment to educating the whole person, the hospital personnel — including students, residents, physicians, nurses and staff — are trained in a consciously patient-centered approach, focused on holistic healing and the specific needs of the Lebanese community.

As of this past year, LAU Medical Center-Rizk Hospital successfully implemented Outpatient Services at the Ophthalmology Department (OPD), offering reduced-price ophthalmology exams to the community at large. The success of this endeavor has inspired other specialized units at the hospital to begin designing their own outpatient services.

The hospital serves as a focal center for the university's cutting-edge program in interprofessional education, bringing together students from Nutrition, Social Work and all three health sciences programs with seasoned professionals from across a wide array of health sciences specialties to work together for enhanced patient safety and healing outcomes.

Over 2016-2017, the hospital continued to build on previous improvements to existing facilities, including a revamping of the student quarter and library, the Neuro-ICU and CCU, the ENT clinics, the Bi-plane Angio Suite (Stroke Unit), power plant and generators. The plan is to have 40 additional beds by July 2018, bringing up the total bed capacity to 176 beds.

## B. CUTTING-EDGE LEARNING: CLINICAL SIMULATION CENTER



Since 2013, students across the health sciences have benefitted from the innovative LAU Clinical Simulation Center (LAU-CSC), located on the Byblos campus. Uniquely in the region, the center offers students the opportunity to train on mannequins and engage in educational role play with trained actors or “standardized patients” in a way that maximizes learning while guaranteeing patient safety in an interprofessional environment. In AY2016-2017, the LAU-CSC welcomed nearly 6,500 learners. In addition to LAU students, these included medical professionals from Lebanon and the region who attended workshops and other educational events.

This past year, the LAU-CSC received accreditation by the Royal College of Physicians and Surgeons in Canada, for a period lasting until December 31, 2020. The achievement reflects the center’s ability to provide simulation-based activities modeled on the highest administrative, educational and ethical standards.

In November 2016, the university celebrated the first graduates of its Clinical Simulation Diploma, offered by the Gilbert and Rose-Marie Chagoury School of Medicine in collaboration with the University of Illinois and the only such program in the MENA region.



In late June 2017, a two-day course on “Anesthesia Crisis Resource Management,” the first of its kind in Lebanon, was held at the LAU-CSC. The course offered participants — who included anesthesiologists from Lebanon and Morocco as well as nurse anesthetists — the opportunity to practice managing anesthetic emergencies using patient simulation and real clinical teams.



In April, more than 150 people participated in the First Responder club event organized at LAU Byblos with the collaboration of LAU-CSC. This aimed to raise awareness about sudden cardiac arrest and teach students and staff how to perform Hands-Only CPR measures.

# A STUDENT-CENTERED ENVIRONMENT

Caring for and educating the “whole person” stands at the very heart of LAU’s identity. Our university offices provide students with a constantly expanding range of advising and counseling services, beginning as early as the recruitment and admissions process and continuing all the way through graduation. Meanwhile, a plethora of student organizations nurtures their members’ skills and abilities through extracurricular activities. This student-centered approach has led directly to LAU increasing enrollment even in these difficult times. Here, we give only a glimpse of what our students experience throughout their time at LAU.

In 2016, a new Student Services division within the Deans of Students offices was created to strengthen LAU’s recruitment, retention and employability record, an initiative that is already yielding positive results. To take just one example, a new paperless admissions portal was fully operationalized.



## SOME STATISTICS:

- In 2016-2017, our enrollment increased by 2 percent
- LAU’s retention rate stands at an exceptional 90 percent
- SAT scores of entering students increased by 1.3 percent
- Fall 2016 saw a steep 16 percent increase in undergraduate applications

## STUDENT PROFILE AS OF FALL 2016:

- Gender: 51 percent female and 49 percent male
- Nationality: 19 percent non-Lebanese and 81 percent Lebanese
- Undergraduates: 94 percent full time, 6 percent part time
- Graduates: 25 percent full time, 75 percent part time
- Professional: 100 percent full-time

## A. Financial Aid

The university's efforts to attract the best and brightest young people from across Lebanon and beyond are carried out in tandem with a commitment to ensuring that all accepted applicants can afford an LAU education. Indeed, at the core of LAU's student-centered educational mission lies the obligation to ensure that each and every student graduates from the university with minimal debt, if any.

This past year, applications for Financial Aid increased by eight percent, while the number of merit-based awards given out rose by 12 percent. This significant growth is a telling indicator of LAU's success in attracting high academic achievers.

In total, 45 percent of LAU undergraduates received some form of aid from the university, whether need-based or merit-based.

As of fall 2016, 241 students across five cohorts were supported with full scholarships and stipends through the USAID USP grant program. Meanwhile, MEPI-Tomorrow's Leaders grants facilitated the study of 67 young scholars from — three cohorts — across the MENA region.

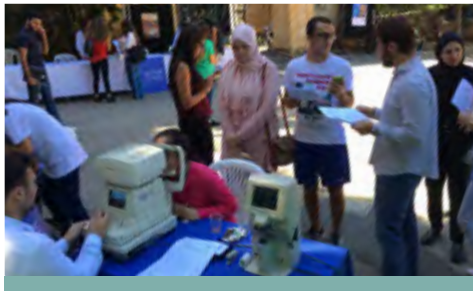
| Type of Aid   | Number of recipients |              |            |
|---|----------------------|--------------|------------|
|   | Fall 2015            | Fall 2016    | % Change   |
| Entrance Scholarships   | 232                  | 250          | 8%         |
| BACC Scholarships   | 37                   | 87           | 135%       |
| Honor Scholarships  | 622                  | 698          | 12%        |
| Merit Scholarships  | 69                   | 77           | 12%        |
| NCSR 100% Scholarship   | 12                   | 12           | 0%         |
| Athletic Scholarships   | 78                   | 100          | 28%        |
| Talent Awards   | 113                  | 158          | 40%        |
| Work Aid  | 2,194                | 2,391        | 9%         |
| LAU Grants  | 1,990                | 2,174        | 9%         |
| LAU Loans   | 1,381                | 1,467        | 6%         |
| MEPI-Tomorrow's Leaders   | 53                   | 67           | 26%        |
| USP   | 253                  | 241          | -5%        |
| Pharm.D. (Grants & Scholarships)                                  | 16                   | 16           | 0%         |
| Medical Student Grants  | 106                  | 108          | 2%         |
| Medical Student Merit Scholarships                                | 21                   | 23           | 10%        |
| FAFSA Loans   | 35                   | 40           | 14%        |
| Restricted Donors Grants  | 113                  | 199          | 76%        |
| <b>Total Financial Aid &amp; Scholarship recipients headcount</b> | <b>3,124</b>         | <b>3,501</b> | <b>12%</b> |

# A STUDENT-CENTERED ENVIRONMENT

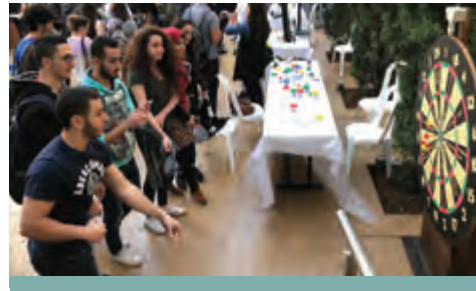
In addition to scholarships, LAU has worked with the local banking industry to make sure that students have access to favorable terms should they need to take out loans to pay for their education. For example, this past year the university initiated an agreement with Fransabank to offer needy students the opportunity to apply for an educational bank loan to subsidize tuition fees. The interest charges shall be borne by LAU during the student loan eligibility period. Offered in spring 2017 to a small number of applicants, the program will be offered to all interested students as of fall 2017, gradually replacing existing LAU institutional loans.

## B. Mentoring Our Charges

Advisors from the Deans of Students' Offices on both campuses spent 2016-2017 advising close to 2,000 undergraduates on topics as wide-ranging as changing majors, SAT requirements, and preventing withdrawal, among others. In fall 2016, the Learning Center – a student tutoring service – was launched in Beirut, following the successful implementation of an analogous center in Byblos last year. Hundreds of students on both campuses were provided with counseling for various mental health, family, addictions and academic issues. More than 2,000 students benefitted from services provided by the Health Services Offices.



Healthy Vision Day



Beat Your Stress



World AIDS Day



First Aid and CPR/AED Training

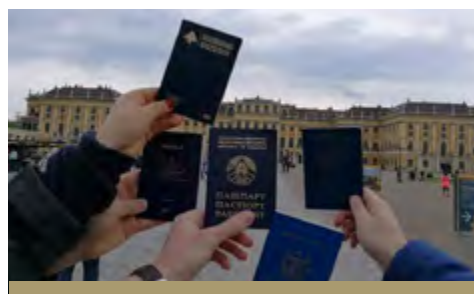
In coordination with the IT Department, LAU's Student Development and Enrollment Management (SDEM) unit introduced LAU's students, faculty and staff to STARFISH, a retention software that helps identify students at risk, simplifies communication between all members of the LAU community, and optimizes how student success resources are utilized and managed.



## C. Citizens of the World

Complementing and working together with the exchange programs available through LAU's seven constituent schools, SDEM's recently established Office of International Services (OIS) has hit the ground running, effectively promoting and strengthening student exchange programs with more than 40 partner institutions worldwide. Dozens of LAU students spent semesters abroad in exciting international cities from Copenhagen, London, Porto, and Berkeley to New York, immersed in the intellectual environments of some of the world's best universities.

This year, LAU opened up new opportunities for exchange by signing a partnership with the Coimbra group of Brazilian universities and as a result with 77 institutions of higher learning in Brazil.

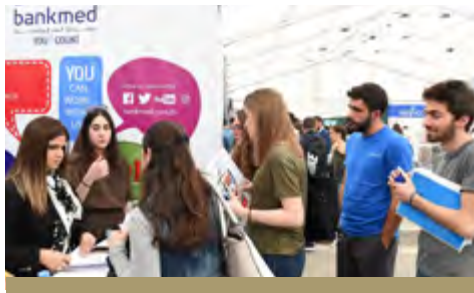


# A STUDENT-CENTERED ENVIRONMENT

## D. Spreading Their Wings After LAU

Long before graduation, LAU students benefit from a wide variety of services provided by the university's Career and Job Placement offices. Over the fall and spring semesters, both campuses welcomed numerous workshops preparing students for job interviews and honing skills appropriate to today's job market, such as CV writing and job search strategies. This year for the first time, career and internship fairs were held during both semesters instead of once a year as previously.

Throughout AY2016-2017, a large number of local and multinational companies and other employers — such as United Nations Economic and Social Commission for Western Asia (ESCWA), Kraft Heinz, American United Schools of Kuwait, and LOYAC – Organization in Kuwait for Youth Development — visited both Beirut and Byblos campuses, holding recruitment presentations and on-campus interviews. Despite Lebanon's economic instability, many LAU graduates are successfully finding immediate employment.



## E. Extracurricular

This year, LAU was the first university in Lebanon to successfully introduce online student elections resulting in the highest voter turnout in the institution's history, reaching 74.2 percent. Totally anonymous and transparent, it was closely monitored by the Lebanese Association for Democratic Elections.

LAU launched the "Broadening Perspective" program, an initiative to bring leaders of different political parties together in a transformative setting on the Byblos campus. Participants of the event, which is slated to become an annual occurrence, were required to attend team-building and bonding workshops along with a First Aid session prior to embarking on an extensive wilderness hike followed by open discussions on trust, empathy, teamwork and Lebanon.

LAU's many clubs, in collaboration with the Dean of Students' Offices, spearheaded countless fundraising and community service volunteering activities, reflecting the university's solid reputation as an institution dedicated to serving the community in which it is embedded. Among many other highlights:

- Over 180 students volunteered in the Byblos Orphan Fair, in which 500 orphans were invited to a full day of entertainment, meals and gifts.
- Volunteers regularly helped out in soup kitchens at Palestinian and Syrian refugee camps, providing food for the needy.
- Members of the LAU community distributed food, clothes, toys and blankets to more than 300 needy families, including Syrian refugees, in partnership with 12 organizations across Lebanon.
- Assisting local schools in self-assessment.

While the above activities nurtured the growth of empathy and compassion, other goings-on on both campuses fostered the physical health of our students, through hiking and other athletic endeavors and health-related campaigns.



In July, LAU student volunteers headed to the Ketermaya refugee camp to celebrate the Family Festival for Syrian Refugees. In collaboration with the Universal Peace Federation and the International Friendship Foundation (Germany), the volunteers sought to spark some happiness in the hearts of the camp's residents, making their day as pleasant as possible through means as varied as distributing basic necessities, organizing games for children, and simply engaging in conversation.

## A STUDENT-CENTERED ENVIRONMENT



Two years after successfully climbing Mount Kilimanjaro, a team of students and staff climbed Mount Elbrus, Russia, the highest peak in Europe, in support of children with cancer being treated at LAU Medical Center-Rizk Hospital.

And finally, as always, student clubs and the Deans of Students Offices sponsored extracurricular events aimed at stimulating the cultural and intellectual life of the university community, including but not limited to lectures, debates, concerts and dance competitions.



Physicist and astronaut Donald Thomas speaks to LAU students.



International Heritage Day



The Citizenship Student Club hosts a lecture on the role of youth in civil society.

# LAU IN THE BIG APPLE

The LAU New York Headquarters and Academic Center (LAU NY) has operated as an exceptional platform for global intellectual exchange and cross-cultural conversation. Reflecting LAU's global vision and aspirations, the academic center has hosted initiatives rooted in the liberal arts tradition, reaching out to LAU students and faculty, the Lebanese/Arab diaspora and the broader American community, noticeably raising LAU's North American profile.

The center regularly hosts public events, inviting artists and leading experts on political, social, cultural and economic issues to share their insights and creative talent with our New York constituency. This past year, LAU NY's many events included, but were not limited to, film screenings, book talks, panel discussions on issues in the Middle East and the diaspora, presentations on Lebanese food in New York, the growing wine industry in Lebanon, and the expanding Lebanese olive oil market.

This year, LAU NY hosted the 12th International Conference on Wireless and Mobile Computing, Networking and Communications, bringing together 93 researchers, professors and graduate students from a cross-section of disciplines the world over to discuss the latest trends in wireless and mobile technology.

In fall 2016, LAU NY successfully presented the Syria Resilient series, a sequence of five events dedicated to understanding Syria not as a land of violence, war and tragedy but as part of the fabric of the United States, in its role as the original homeland of 150,000 Syrian Americans. The series included evenings of music and poetry, political discussions, and film screenings.



Book talk by Zaven Kouyoumdjian

# TEACHING AND LEARNING OUTSIDE UNIVERSITY WALLS

## A. SINARC

The university's Arabic program for foreigners continued in 2016-2017 to merit its reputation for offering an outstanding Arabic language curriculum in conjunction with a deep understanding of regional society and culture. In its 18th year, SINARC's offerings included a core program at the Beirut campus, as well as recently added courses at LAU NY. Between them, the Beirut and NY versions of SINARC hosted 50 students in the fall 2016 semester alone. In Lebanon, the program has as always served the local diplomatic community through one-on-one private tutoring sessions for embassy staff.



## B. LAU Executive Center@Solidere

In its fourth year, the LAU Executive Center@Solidere in downtown Beirut continues to host hundreds of students enrolled in the university's MBA and EMBA programs, as well as workshops on a wide range of topics. The center's renovated high-tech equipped classrooms, extended operating hours and professional staffing have made it an attractive learning space not only for the business graduate programs but also for CEP certificate programs, individual departments, institutes and centers.

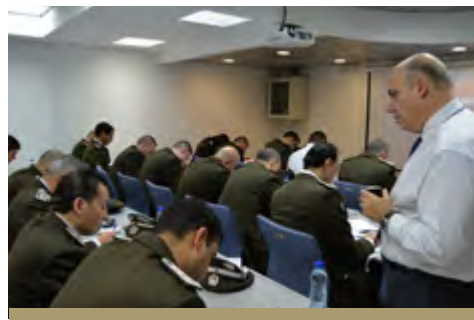




### C. Outreach and Leadership Academy

For six years now, LAU has partnered with the Hariri Foundation for Sustainable Human Development (HFSHD) to train middle- and high-school students through several joint initiatives, among them the Leadership and Constitutional Education Academy, the Moderation and Justice Academy for Leaders, and the LAU Model League. These initiatives were given a solid home base in 2014, with the inauguration of the Sidon-based Outreach and Leadership Academy (OLA), which serves as the South Lebanon hub for these projects, notably providing training to the Sidon school network, reaching a 100 schools and approximately 50,000 students.

Since the opening of OLA in Sidon, LAU students, faculty and staff have managed 239 training sessions attended by approximately 4,000 beneficiaries. Based on this success, in November 2016, LAU and HFSHD inaugurated OLA – Solidere, based in downtown Beirut.



Thirty general security officers, men and women from different professional backgrounds, took part in the first Certified Leadership Program organized by and implemented at OLA – Solidere.

## LAU AS AN ENTREPRENEURIAL UNIVERSITY

LAU's SPIII incorporates the concept of "Entrepreneurial Universities," which has become popular in Europe over the past few years, supported by the European Commission and the OECD. The university is committed to including and implementing entrepreneurship in its long-term strategy, and to creating a model for coordinating and integrating entrepreneurial activities across all levels. As such, LAU seeks to collaborate, cooperate and exchange knowledge with industry, society and the public sector through partnerships and alliances, while linking teaching, research and industry activities in a way that affects the knowledge ecosystem as a whole.

For example, in fall 2016, the university and Duke Corporate Education teamed up to bring businessmen and women from South Africa to New York City as part of professional development program.



The University Enterprise Office (UEO) is the strategic consultancy, entrepreneurial development, and programs management arm of LAU, both locally and internationally. In addition to providing academic coverage and consultancy services to the Scientific College of Design in the Sultanate of Oman, the UEO has provided reputable academic institutions in the GCC with assistance in the structuring and planning of their graduate programs, and launched a special education partnership with the Lebanese Armed Services Directorate, providing the directorate's personnel and families with the opportunity to pursue a higher education with a special discount at LAU.

In 2017, UEO launched LAU Consult as the consulting arm of the university. Drawing on the wealth of academic and professional know-how of more than 700 LAU full-time faculty and staff, and that of a diverse pool of external experts, LAU Consult offers its services to institutions of higher education, K-12 schools, hospitals, academic medical centers, corporations, family businesses, non-governmental and/or international organizations, and governments.



# INSTITUTES AND CENTERS

## A. Institute for Women's Studies in the Arab World

The Institute for Women's Studies in the Arab World (IWSAW) was founded in 1973 to honor LAU's legacy as a school for young women. More than four decades later, the institute enjoys wide recognition as a pioneering research center focused on gender issues and women's rights in the region. Intent on empowering women and achieving gender equality through research, education, development programs, and local and international outreach, IWSAW radiates as a hub of intellectual activity and positive activism.

Recently, IWSAW received a 15-month grant from Management Systems International to build and coordinate a network of organizations focused on human rights issues in Lebanon, starting December 2016. Through the grant, the institute facilitates shared efforts and advocacy on issues ranging from women's rights and children's rights to improved legal environments for drug users. The project brings together local experts and policy makers to build collective capacity and address key human rights and gender issues in Lebanon, enabling the creation of a shared agenda that is both local and trans-regional in scope.

To celebrate the 40th anniversary of IWSAW's journal *Al-Raida*, the pioneering Arab journal on gender issues, IWSAW digitized all past issues since its inception in 1976, making *Al-Raida* fully searchable by title, author, theme, country and keywords, free of charge.

Over AY2016-2017, IWSAW strengthened its academic programming to ensure that education on gender studies would be available at the undergraduate, graduate and continuing education levels. It launched an interdisciplinary M.A. in Interdisciplinary Gender Studies, the first of its kind in Lebanon, in conjunction with LAU's School of Arts and Sciences, and initiated an innovative continuing education program — the Gender in Development and Humanitarian Assistance (GDHA) Certificate — in conjunction with LAU's Continuing Education Program and Human Rights Education Associates (HREA).

The institute continued its tradition of hosting provocative lectures, workshops, book launches by prominent writers, and other learning events on topics related to gender in the region. Most notably, IWSAW launched an online video competition for Arab youth as part of its awareness campaign during Lebanon's 16 Days of Activism against Gender-Based Violence. Kourken Papazian, an LAU student, was awarded the top prize. IWSAW's monthly informal speaking series, Food for Thought, attracted a wide audience for lectures on topics ranging from self-defense for women to gendered implications of Lebanon's waste-management crisis, among others.

IWSAW engaged with stakeholders in the community in a range of ways, actively expanding cooperation with the government, civil society, United Nations agencies and other partners. Among other examples, it pioneered a capacity-building effort aimed at law enforcement personnel to identify, prevent and respond appropriately to gender-based violence, and to increase gender awareness and equality within the security sector.

## INSTITUTES AND CENTERS

In collaboration with the National Commission for Lebanese Women and the UN Economic and Social Commission for Western Asia (ESCWA), the event on “Women in Municipal Councils in Support of Local Development” raised the issue of women’s lack of political participation in Lebanon while highlighting the positive link between female participation in local governance and development.



In June 2017, IWSAW hosted a play shedding light on violence against women. Titled "No Demand, No Supply", the play highlighted the traumatic experience of 75 girls and women trafficked and forced into sexual slavery at two clubs on the outskirts of Beirut.



In March, IWSAW marked International Women’s Day with a student-led discussion dedicated to gender and language that brought together more than 100 participants at the Safadi Fine Arts building at LAU Beirut.



In January 2017, LAU paid tribute to Julinda Abu Nasr, an LAU alumna (‘55) and founding director of IWSAW, who served the university for 24 years. To honor her, IWSAW together with LAU libraries inaugurated the Julinda Abu Nasr Women and Gender Collection.

The Institute organized an international conference on the United Nations Women, Peace, and Security Agenda to address and assess progress and challenges in the Arab region. The conference engaged international, regional, and national stakeholders in strategic dialogue on women, peace and security, culminating in the launch of the "Beirut Call for Action", a collaborative document with recommendations to advance women, peace and security in the Arab region.

## B. Center for Lebanese Heritage



In 2017, the Center for Lebanese Heritage (CLH) focused on documentation, studies, and research, growing into an academic hub devoted to writing and publishing a variety of texts, providing scholars with access to new or old, original or translated literary works related to the Lebanese heritage, its pillars, and the Lebanese global diaspora.

### Publications

Launch of *The First Lebanese Immigrants to America at the Turn of the Twentieth Century* by Salloum Mokarzel and Habib Koch, first published in 1908 in both English and Arabic by the newspaper Al-Huda (New York). The book contains detailed evidence of the Lebanese diaspora's distribution across every state at the turn of the century.



This year, the CLH published *Sowers of Joy*, a co-authored work in Arabic, English, and French containing studies by expert researchers on Lebanese Zajal. The book covers this tradition's history, techniques, and features, its corresponding oral heritage in the West, and the linguistic and social approaches to the patterns of this type of oral verbal poetry between the Middle Ages and the Renaissance.



## C. Centre for Lebanese Studies

The university this past year entered into a unique collaboration with the Centre for Lebanese Studies (CLS), to have it operate at LAU. Both institutions recognize the need to advance the education of the public and further research into the historical, economic, geographic, sociological, and cultural issues relating to and affecting Lebanon and the Lebanese population.

Among different events, CLS at LAU organized a workshop that gathered researchers, academics and educators to discuss the development of online courses to build the capacity of educational communities in Lebanon. In anticipation of a national campaign on inclusive design, the center collaborated with UNESCO to organize two workshops targeting young professionals on advocacy and leadership for the rights of people with disabilities in Lebanon.

## ENGAGED LEADERS FOR A BETTER WORLD

For nearly a decade, LAU's Outreach and Civic Engagement (OCE) unit has marshalled the energies of thousands of young people in leadership training activities focused on peace and diplomacy. Over the years, OCE has provided more than 2,000 LAU students with training on how to run mega simulation models.



In 2015, the university took over the United Nations Global Classroom International Model UN middle and high school conferences in New York, which are now run by teams of LAU students under the supervision of OCE. This year, the Middle School conference brought together more than 1,900 middle school students from 30 international cities and 30 U.S. states, under the slogan "The Art of Diplomacy." The high school version of the program involved 1,700 students from 92 schools across the world, including among others Taiwan, Sweden, Uzbekistan and Jamaica.

In what is now an annual tradition, LAU managed the Global Classrooms Lebanese University Model United Nations (GC LAU MUN) for both high-school and middle-school students. Three thousand youngsters from 194 schools were coached by over 300 LAU student trainers, under the slogan of "Transformational Leadership."

OCE continued to collaborate with LAU schools, training their students and staff in different skills such as emotional intelligence, leadership, the art of negotiation and more non-governmental and/or international organizations, and governments.



In New York, LAU once again hosted the international Global Outreach and Leadership Development (GOLD) conference for young aspiring diplomats.

LAU added another stellar program to the university's roster of diplomacy simulation exercises, taking charge of Lebanon's only Model EU in partnership with the Hariri Foundation and Bringing Europeans Together Association (BETA), and training high-school students across the country in the fundamentals of the European Union, with an emphasis on diplomatic and leadership skills. Led by a secretariat of LAU students, the program trained this year 300 delegates from 36 schools, at both LAU Byblos and OLA Sidon.

LAU continued its partnership with the Hariri Foundation to implement the Lebanese version of the Model Arab League. This year, under the slogan "6 Years of Distinction & Excellence," 1,200 students from 80 Lebanese schools came together to simulate the activities of the Arab World's premier diplomatic forum.



For the second year in a row, a team of students from LAU won the Young Arab Voices national debate competition, after months of training by OCE mentors.



Five students from LAU's Department of Communication Arts program collaborated with Radio Liban and OCE in the spring and summer of 2017 to produce "Gina Nihke," a weekly live radio show focused on issues related to youth.



Beirut Marathon, as an example of commitment to a peaceful and stable Lebanon.

## ATHLETICS



LAU's high-achieving athletes deserve world-class facilities in which to develop their talents. As such, in April 2017 the Byblos campus saw the groundbreaking ceremony for the Antoun Nabil Sehnaoui-SGBL Athletics Center, projected as an 8,500 square meter, three-story facility housing a swimming pool, multipurpose indoor court, outdoor football, basketball and tennis fields, as well as a gym and other amenities.



This year, under the leadership of LAU Byblos Campus Athletics Director Joe Moujaes, who was appointed head coach of Lebanon's senior men's basketball team, the LAU men's basketball team won its fifth University Sports Conference championships in a row, as well as the title at AUB's #150 International Sports Tournament. In the fall 2016 semester, the team won third place at the prestigious Moscow Games.

Throughout 2016-2017, LAU's unparalleled student athletes proudly represented the university in national and international tournaments across a wide range of sports, bringing back ever more first-place trophies. Between the two campuses, more than 500 young men and women participated in 30 varsity teams across 21 sports on the Beirut campus and participation in varsity sports increased by 20 percent, while the Byblos campus saw a rise of eight percent.

Other teams were not far behind. At the four-day AUB International Sports Tournament, LAU students won six gold medals in track and field events, as well as medaling in swimming, rugby, tennis and football. In November, the elite relay team won first place among participating universities at the Beirut Marathon for the second year running.

This past year Athletics focused particularly on increasing the participation of women in sports at LAU, adding two women's teams — handball and rugby league — and hiring a new female physiotherapist, taekwondo instructor and volleyball coach. In September 2017, the department was getting ready to launch the Girls Sports Academy — the only one of its kind in the country — which will begin by offering basketball training for girls between the age of 7 to 17.



Close to 1,500 students from 39 different high schools participated in the Annual LAU High School Tournament. During the two-week tournament more than 167 matches were played, in four different sports venues.



# INSTITUTIONAL BACKBONE

## A. Library

LAU's expansion over the years into a full-fledged, internationally recognized university has been accompanied by a vibrant growth in library resources. Currently, there are four distinct facilities that serve the research needs of the university's faculty, students and staff: The Riyad Nassar Library in Beirut, the Byblos Campus Library, the Health Sciences Library (also in Byblos) and the LAU NY Library. At present, a brand new facility is under construction in Byblos, the Gibran Khalil Gibran Library, which will address the continually widening needs of our Byblos-based community.

Between them, the libraries house an ever-expanding print collection of more than half a million volumes and more than 500 print periodicals. No less than 300,000 e-books are also available for LAU libraries users. In addition, the staff works constantly to update subscriptions to online databases and interlibrary loan services, providing library users with access to millions of records on demand.

| Library Circulation              |           |
|----------------------------------|-----------|
| Number of borrowed books         | 92,126    |
| Number of borrowed books/day     | 400       |
| Total number of transactions     | 20,4951   |
| Total number of transactions/day | 891       |
| Attending users                  | 1,061,989 |
| Attending users/Day              | 4,047     |

## B. Department of Institutional Research & Assessment (DIRA)

In AY2016-2017, DIRA's basic role of overseeing institutional reporting expanded, as the university established new partnerships with leading educational organizations and industry. DIRA now provides data annually to a range of internal and external organizations, including ranking agencies.

DIRA has also been instrumental in supporting evidence-based decision making and strengthening a culture of assessment throughout the university, conducting an extensive SWOT analysis that has provided a better understanding of LAU's internal strengths and weaknesses and aided in identifying possible external opportunities and threats, laying the ground for the development of SPIII.

The department conducted a comprehensive benchmark study on human resources, with the aim of identifying best practices or strategies that will lead to improvement. DIRA has also conducted labor market studies funded by USAID to explore the demands of the Lebanese job market, with the goal of enhancing the employability prospects of its graduates. Finally, as AY2016-2017 drew to a close, DIRA completed a first-of-its-kind study of LAU's contribution to the national economy.



## C. Information Technology for the New Millennium

As always, LAU's Information Technology (IT) department spent the past academic year providing superior support services to the entire university, maintaining an effective and reliable network, introducing new smart classrooms and upgrading existing facilities, introducing a cutting-edge data management system to several university departments, and constantly monitoring developments in the industry in order to provide the university with state-of-the-art technology.

Highlights included commencing the university-wide deployment of the next-generation information security system to guard against potential hackers, initiating a major infrastructure upgrade in Byblos, implementing a document management system, as well as a lecture capture system in some classes. In addition, IT implemented Deep Packet Inspection (DPI), a flexible internet traffic management system with advanced intelligence and policy enforcement features.

IT worked on connecting the LAU-Louis Cardahi Foundation in downtown Byblos to the LAU campus network and is in the process of building its online museum to display the literary, artistic as well as historical items in its inventory. IT also procured and doubled the internet connectivity for the LAU Medical Center-Rizk Hospital as well as LAU. Finally, the department is playing a key role in an inter-university project that aims to connect several Lebanese universities, public libraries and research centers in a single network in order to enable and accelerate research and collaboration projects and achieve greater efficiency in projects and procurement cycles.

IT is continuously upgrading its systems in order to maintain its services at the optimum operating level and provide students, faculty and staff with the latest tools enhancing teaching, learning, research and the administrative process. Recent highlights include:

- Banner upgrades in preparation for the new Banner XE platform and latest mobile features.
- Upgrades to LAU's Active Directory, faculty and staff email.
- Upgrade of OLIB, Dspace and Blackboard to the latest recommended releases.
- Migration of Raiser's Edge (RE) from Oracle to SQL, including re-engineering of all RE reports.



In spring 2017, LAU launched new student mobile packages offered by Alfa and Touch — the first of their kind in Lebanon. The university was able to offer this opportunity to its students due to its capacity and technical infrastructure, which enabled swift cooperation with the telecoms providers while maintaining student confidentiality.

# INSTITUTIONAL BACKBONE

## D. Maximizing Human Capital: The Personnel Pool

As in previous years, the Department of Human Resources went above and beyond in proving its commitment to providing qualified personnel to undergird the work of the entire university community, be it in the area of faculty, supporting staff or administration.

The recently restructured department successfully operationalized a new assessment system, which accounted for both “Management by Objectives” and “Competency-based Management.” Based on the outcome of the performance appraisal cycle and supervisors’ recommendations, a training and development plan was implemented and around 200 employees benefitted from centrally organized training workshops.

In 2017 and in collaboration with the Gilbert and Rose-Marie Chagoury School of Medicine, the Legal Counsel and Finance, HR developed a salary scale for the full-time and part-time physicians at the school.

The department saw the launching of a new Staff Relations & Development Unit in fall 2016; the new unit has since developed an onboarding program for new staff members. HR also sponsored a number of staff relations initiatives, such as a campaign emphasizing healthy eating habits in the workplace, and Mothers’ Day celebrations.

## E. Capital Plan Implementation: State-of-the-Art Learning and Research Facilities



A university so obviously on the move would not be possible without a steadily improving and expanding physical space to support the many activities of its students, faculty and staff. As always, the Facilities Management department (FM) worked round-the-clock throughout the past year to accommodate LAU’s evolving spatial needs.

In AY2016-2017, the Byblos infrastructure project reached its final stage. When finished, it will provide the Byblos campus through a newly-built underground tunnel network with 9 megawatts of electrical power, central chilled water air conditioning, heating, and waste water treatment plants, a central water-pumping station, and a 3,500m<sup>3</sup> water reservoir facility. Also in Byblos,

the construction of the Engineering Laboratories and Research Center (ELRC) was completed; the School of Engineering began using parts of the premises as of spring 2017. Work on the site of the new Library and Central Administration buildings (conceived with the goal of achieving LEED-Gold Certification) is progressing at a rapid pace.

Following the completion, in 2015, of the first phase of the Beirut infrastructure upgrade, work on Phase II progressed at full speed throughout the past year. The project – which was substantially completed by February 2017 – consisted of building a 25-meter-high steel tower to pipe up the exhaust fumes produced by generators to a high altitude above the surrounding buildings and connecting a newly-procured 2000 KVA generator to provide back-up power to the main power plant.

Also in Beirut, the planned renovation of the Gezairi Building continued apace while design processes for the renovation of Irwin Hall (including its auditorium) and Gulbenkian Theater also reached their final development phases.

In January 2017, members of the FM department began assisting LAU Medical Center-Rizk Hospital with its planned renovation projects, which include operation upgrades and expansions, guided by the medical Integrated Strategic Plan (see the section on Health Sciences schools in this report); in addition works are progressing in parallel with the long-term Master Plan for the Hospital.

In addition to specific projects, numerous renovation and deferred maintenance tasks are being executed across both campuses and will be completed throughout the upcoming academic year. These include measures focused on safety, energy management and sustainability, university design guidelines, assessing the conditions of buildings and grounds, implementing Enterprise Asset Management software, reviewing procedures and guidelines, establishing a university real estate unit, administering LAU's Property Management Insurance policy, launching a new Facilities Management website, and upgrading waste management capacity while initiating a university-wide recycling campaign.

Facilities Management launched a unique recycling program targeting the university community as a whole and carried out in partnership with the NGO L'Ecoute. Proceeds from recycled materials are channeled to supporting the organization's constituency of the hearing impaired, blind and reduced mobility residents of Lebanon.



## GRADUATE STUDIES AND RESEARCH

The Graduate Studies and Research (GSR) office was established in 2014, as part of LAU's concerted efforts to increase LAU's standing as a research institution. The office promotes faculty research as well as graduate education through the creation of uniquely innovative programs in focused areas meant to establish LAU as a regionally and internationally recognized institution for innovative research.

In 2016-2017, GSR undertook a series of initiatives dedicated to encouraging faculty research. For example, the office identified and communicated to LAU faculty a total of 117 research funding opportunities and provided faculty access to a funding search engine. In November 2016, the office launched a weekly "Research Tips" newsletter.

The GSR also coordinates internal research funding. This year, under the fourth call of the LAU intramural Fund Office, six faculty research proposals were awarded a total of \$112,000.

This past year, GSR organized workshops for faculty on a variety of topics, including how to draft a fundable project, apply to the USAID-PEER program, use online courses for research publishing, and identify funding opportunities. In March 2017, it subscribed to online courses developed by Epigeum, part of Oxford University Press, aimed at developing faculty skills in research publishing.



Graduate Studies and Research Office holds a workshop on grant writing for faculty.

In July 2017, LAU signed an agreement with the National Council for Scientific Research (CNRS), giving the university's researchers access to larger grants than previously available at the national Lebanese level. The grants will be funded equally by LAU and CNRS; both institutions have committed to contributing no less than \$200,000 each to the first round of funding. Researchers from across LAU may apply either as individuals or in teams for funds covering up to \$40,000 in costs for projects lasting up to two years.

# ADVANCING LAU ON ALL FRONTS

## A. Advancement Division and Development Office

The teeming intellectual, entrepreneurial and social activities of LAU would be impossible without significant financial investment. The fact that they are at all possible is due directly to the loyal support of the university's extended donor family. More than ever before, in AY2016-2017 the generosity of LAU benefactors supported its ability to carry on, through an unparalleled influx of monetary and in-kind contributions.

Over this past year, the Advancement team significantly increased the number of incoming gifts and the number of donors, while starting new initiatives, such as engaging deans in fundraising in order to augment outside funding for their respective schools. These efforts come in the wake of the successful completion of the *Fulfilling the Promise* campaign, which raised \$103.9 million last year.

Plans for a third comprehensive campaign that will respond to the well-articulated needs of SPIII are in the works. The five-year campaign will raise funds that will be directed toward investing in the future of LAU and transforming it to benefit students, faculty, staff, the community and beyond. It will generate important resources for three critical areas: growing the scholarship and financial aid program; bringing more world-class faculty and new programs to LAU's campuses; and establishing more state-of-the-art facilities. Board members, volunteers, campaign cabinet members, friends, alumni, parents, faculty, staff and students will all be encouraged to play a role in LAU's future, and achieve the university's ambitious goals by investing together in these top priorities.

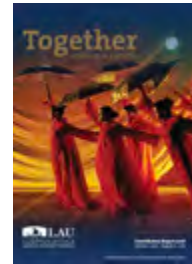
With the new campaign soon underway, LAU's Development Offices both in Lebanon and in New York have been active in cultivating new donors and writing grant proposals for funding specific projects. A focus has also been put on developing a new website, planning new trips for the president, running an effective Phonathon campaign, growing the Senior Class Gift "Plant Your Class Tree" giving program, and helping plan the successful third conference on medical education. The hard work of the development team in particular this year paid off in handsome gifts from the Makhzoumi Foundation, Talal and Maha Shair, Brummana High School Cultural Society, Midis Group, and Joe Abi Ghosn, among many others.

For the first time this year, support from embassies played a major role in helping LAU put on more cultural and educational activities. This was the result of the Office of Development's focus on collaborating with diplomatic missions to Lebanon, linking them with university faculty and staff in order to create enriching events for the university community and beyond. From off-campus plays held free of charge in Nabatieh and Tripoli to numerous workshops and lectures, the embassies of Norway, Switzerland, and Italy, as well as the Italian Cultural Institute contributed considerable resources toward programming student-centered activities throughout AY2016-2017. The university is grateful for this support, and especially that of the Norwegian Embassy which contributed a major gift that allowed LAU to hold its annual two-week Media and Digital Literacy Academy (MDLAB).

# ADVANCING LAU ON ALL FRONTS

## Publications

The newly launched LAU Contributors Report, produced by the Development Office for the second year, is a vital part of the institution's donor relations and stewardship efforts and aims to recognize and acknowledge the university's supporters as well as inform them, and the community, of the latest fiscal year's achievements and successes in terms of the university's development and advancement.



Special Issue of LAU Magazine, finalized by the Development Office, commemorating the *Fulfilling the Promise* campaign.



The fifth Annual Fundraising Gala Dinner, held on December 1, 2016 at the Pavillon Royal, BIEL, celebrated the closing of the *Fulfilling the Promise* campaign. As with previous galas, all proceeds were directed to the Gala Dinner Endowment Scholarship Fund, to provide needy and deserving students with an excellent education that would otherwise be inaccessible.

## B. Alumni: Keeping Up

LAU's alumni are the university's pride, and they, in turn, are proud of their alma mater. Across nearly 90 countries on five continents, more than 40 alumni chapters – with constantly growing memberships – maintain regular networking activities and organize successful gala dinners in support of financial aid and scholarships, remaining in constant touch throughout with the Alumni Relations Office. Through their active service to their own communities and contributions to LAU, its graduates demonstrate the depth of the bond they feel for the institution that provided them with both a stellar education and a profound commitment to changing the world for the better.

As always, the passing year was graced by numerous alumni reunions, as graduates came back to the Beirut and Byblos campuses for educational lectures and workshops, and business networking events. The Alumni Mentoring Program continued to successfully match students with alumni to benefit from their professional knowledge, work experiences and networks. And the Alumni Lecture Series once more gathered graduates of all backgrounds and cohorts, a sure signal that LAU students' intellectual curiosity continues to flourish after they leave LAU's ivy-covered walls.

Approximately 350 participants – including alumni, company representatives and LAU officials – attended this year's Business Networking Reception, held in April 2017 at the Phoenicia Hotel in Beirut. For the first time, the annual reception included a panel discussion, titled "Modern Trends in Recruitment and Selection" and involving four speakers from the fields of pharmacy, banking, construction and advertising.



# ADVANCING LAU ON ALL FRONTS

## C. Trumpeting LAU's Success

The 2016-2017 academic year was marked by the restructuring of the Marketing and Communications department (MarCom), which now encompasses Media and Public Relations together with Branding and Communications. The resulting integrated communications approach gives the university an essential edge in today's competitive higher education marketplace and highly fragmented and digital-led media landscape. Throughout the transition, LAU's communications and public relations professionals continued to vigorously promote the institution via all possible channels — including traditional print, broadcast and social media, as well as other impactful communications tools (including the university website, key publications and audiovisual materials).

Examples of a successful integrated communications effort included MarCom's coverage of the groundbreaking of the Antoun Nabil Sehnaoui–SGBL Athletics Center in Byblos, the first graduating class of the fashion design program, and the 2017 Commencement exercises. The synergies achieved in the overall integration efforts have translated into high engagement levels across many of the university's owned and earned channels. Website traffic, social media engagement and media coverage have notably improved as a strengthening result.





# FINANCIAL REPORT

## A. Prioritizing Stability

Regionally, adverse political conditions prevail, with no clear prospects of stabilization in the near future. The impact on Lebanon, whether direct or indirect, is unfavorable and brings with it rigorous challenges as well as existing and newly emerging risks at an unprecedented pace and in different formats. Instability variables are becoming more and more complex and are intensifying rapidly, negatively affecting the social fabric of Lebanon.

While competition in the education sector is getting fiercer by the day, awareness among Lebanese families concerning the need to invest in the education of their children is improving, although not to a fully-satisfactory extent. The concept of value for money is spreading as a result of the negative market reaction to students graduating from second- and third-tier universities and this, to say the least, is reflecting favorably on first-tier universities. The perception of LAU as a financially exclusive university is slowly changing, as Lebanese families have begun to think of LAU as accessible to students coming from all walks of life. We are still in the first phases of this image shift but are hopeful of positive outcomes.

In light of the surrounding adverse conditions, maintaining the balance between revenue and spending streams stands as the biggest challenge. Notwithstanding these circumstances, LAU remains relentless in its endeavors to further solidify its financial standing. The university's expansion is in full force and continuing per the set plans and timelines. Among other milestones, the renovation of the LAU Medical Center-Rizk Hospital is successfully underway.

Facing the above-described factors is not an easy task. Nonetheless, the dynamic and creative strategic approach adopted by the administration, coupled with a tenacious perseverance to forge ahead and never retreat, has made all the achievements listed in this report feasible.

## B. The Overall Picture

LAU's operational efficiency and effectiveness continued to contribute favorably to its financial stability. Total assets flourished and crossed the \$1 billion threshold. Net assets grew by approximately 10 percent, reaching \$940 million on August 31, 2017.

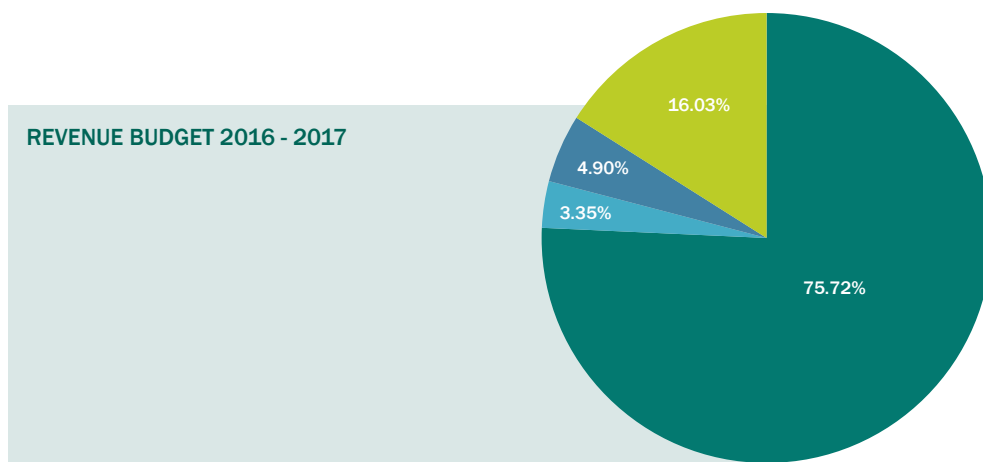
LAU's finance department actively follows fundamental indicators and continually explores ways to further improve the university's financial standing. The department does so while working closely with key LAU constituents and making sure that the implementation of university plans proceeds in tandem with the maintenance of healthy cash flows and financial stability, while extending more financial aid to needy and deserving students.

As of August 31, 2017, LAU's investment portfolio scored high and closed at around \$492 million, a gain of 13 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 March 2017 a revised five-year financial plan that aims at maintaining efficiency and positive cash flows in the annual operating budget, boosting the endowment at an acceptable pace, and securing the resources necessary for the execution of the university and LAU Medical Center-Rizk Hospital capital plans.

# FINANCIAL REPORT

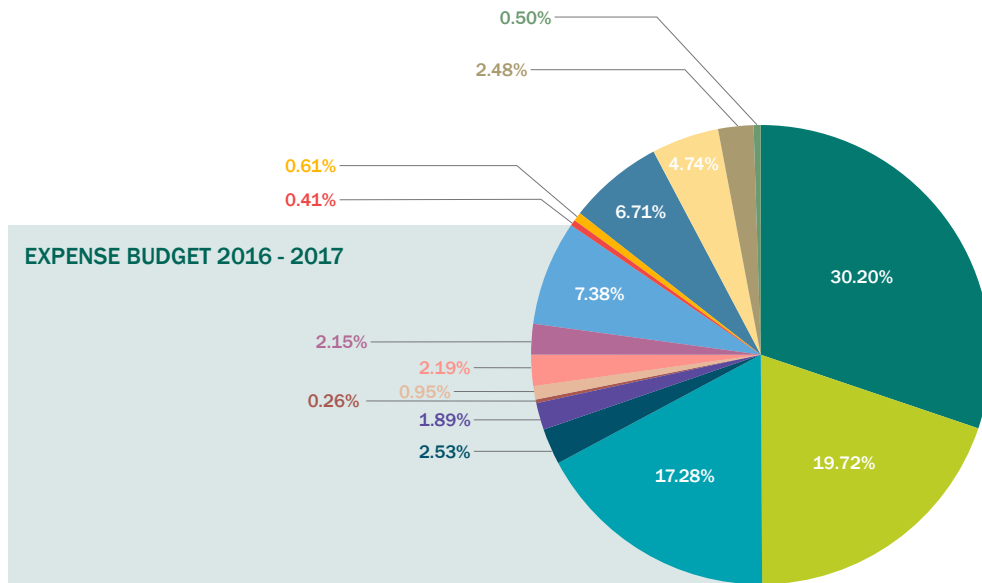
Our operating budget for the academic year 2017-2018 stands at \$188 million, an increase of about 5 percent from the previous year. Our commitment to our students is incontestable, as is evident from the steep increase in our aid programs and investment. Nearly half the university's students are receiving some form of financial aid. Our commitment to supporting the many initiatives and projects currently in place — all aimed toward strengthening our levels of academic excellence — remains unchanged.



■ Tuition      ■ Endowment income      ■ Other revenue      ■ Developmental goals

| Revenue Budget for 2016 - 2017 | US Dollars         |
|--------------------------------|--------------------|
| Tuition                        | 135,680,185        |
| Endowment income               | 6,000,000          |
| Other revenue                  | 8,786,850          |
| Developmental goals            | 28,718,624         |
| <b>Total</b>                   | <b>179,185,659</b> |





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

| Expense Budget for 2016 - 2017   | US Dollars         |
|----------------------------------|--------------------|
| Teaching Compensation            | 54,107,135         |
| Non-Teaching Compensation        | 35,315,845         |
| Financial Aid                    | 30,957,180         |
| Supplies                         | 4,540,296          |
| Books & Electronic Resources     | 3,393,560          |
| Transportation                   | 464,195            |
| Communication                    | 1,693,405          |
| Travel & Conferences             | 3,926,100          |
| Utilities                        | 3,858,670          |
| Contracted Services              | 13,216,409         |
| Entertainment & Public Relations | 737,563            |
| Other Expenses                   | 1,100,526          |
| Depreciation                     | 12,027,715         |
| Contingency & Transfers          | 8,500,000          |
| Other Projects Budget            | 4,452,060          |
| Debt Service Charges             | 895,000            |
| <b>Total</b>                     | <b>179,185,659</b> |

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

|   |
|---|
| A.M. Qattan Foundation President's Fund                                       |
| Abdallah Zakhem President's Fund  |
| Ali A. Tamimi Co. President's Fund  |
| LAU Alumni Association - Dubai and Northern Emirates Chapter President's Fund |
| Bank Audi President's Fund  |
| Antoine Frem President's Fund   |
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Tarek Juffali Memorial President's Fund

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## 2016–2017

The Lebanese American University acknowledges with gratitude the following contributors who made generous financial, matching and in-kind gifts to the university between September 1, 2016 and August 31, 2017:

\* Alumni, Spouse Alumna and Alumni Chapters    + Gift in-kind    ♦ Graduates who contributed toward the Senior Class Gift

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| Brummana High School Cultural Society                   | Camille Sarieedine                        |
| Nabil Bustros   | Talal K. Shair                            |
| Byblos Bank Sal   | Société Générale de Banque au Liban       |
| Capelli New York +                                      | Philip S. Stoltzfus and Terrie Alafat     |
| Pierre Choueiri   | The Alexis & Anne-Marie Habib Foundation  |
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| Daniele Bassoul and the Late Edgar *                    | UK Lebanon Tech Hub S.A.L.                |
| De Picciotto  | United Nations Development Programme      |
| Dima Healthcare   | UNRWA                                     |
| El Khalil Foundation                                    | Walid Joumblatt Foundation for            |
| Fouad and Laura El-Abd                                  | University Studies                        |
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| Embassy of the Kingdom of Netherlands                   |   |
| ENJM SAL  |   |
| Neemat and Zeina Nakhlé Frem *                          |   |
| The Ghassan Jdeed Development Foundation                |   |
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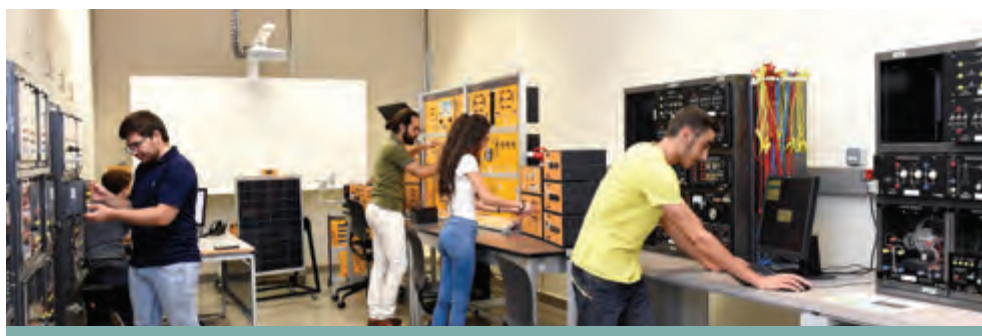
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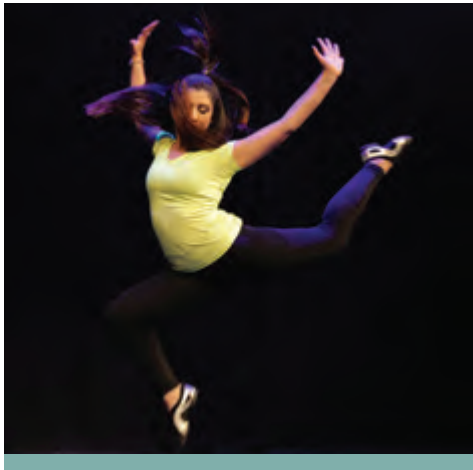
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*Thank you.*

# SCHOLARSHIP FUNDS, GRANTS AND AWARDS

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

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| Adalat & Wajih Naccash Annual Scholarship Grant                                     |
| Ahmad Abou Ghazaleh Memorial Scholarship Grant                                      |
| Ahmad Samir Zaabri Annual Scholarship Grant   |
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| Alumni Association Toronto Chapter Annual Scholarship Grant                         |
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| Anonymous Education Annual Scholarship Grant  |
| Anonymous Nursing 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   |
| BB Energy Annual Scholarship Grant  |
| BLOM Bank Annual Scholarship Grant  |
| Byblos Bank Annual Scholarship Grant  |
| CAT International Annual Scholarship Grant  |
| Chady Wehbe & Hiba Yazbeck Wehbe Annual Award in Nursing                            |
| Charbel Khairallah Award of Excellence in Engineering                               |
| CMC Scholarship Grant Program   |
| Daad Ghossoub Designated Scholarship Grant  |
| Dar El Handasah Nazih Taleb & Partners Annual Scholarship Grant                     |
| Dima Healthcare Nursing Annual Scholarship Grant                                    |
| El Khalil Foundation Annual Scholarship Grant                                       |
| Elie Kai Annual Scholarship Grant   |
| Elie Moussa Annual Scholarship Grant  |
| Engineering Students' Emergency Relief Fund   |
| Frank & Margaret Bitar Memorial Annual Scholarship Grant                            |
| Ghada Qaddumi Annual Scholarship Grant  |
| Hajj Abdel Rahman Jamil Hammoud Designated Scholarship Grant                        |
| Jamal Jawhari Designated Scholarship Grant  |
| Kamil Saredidine Designated Scholarship Grant                                       |
| LAU Alice Ramez Chagoury School of Nursing Annual Scholarship Grant                 |
| LAU School of Arts & Sciences Annual Scholarship Grant                              |
| Leila Mahmoud Annual Scholarship Grant  |



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| LIFE Annual Scholarship Grant                       |
| Mario Tohme Annual Scholarship Grant                |
| Mary Taylor Alexander Annual Scholarship Grant      |
| Medicap Annual Scholarship Grant                    |
| MEPI/ Tomorrow's Leaders Scholarship Program        |
| MIDIS Group Annual Scholarship Grant                |
| Mike Ahmar Designated Scholarship Grant             |
| Moussa Charaf Designated Scholarship Grant          |
| Nabil Zouheir Haddad Annual Scholarship Grant       |
| NCSR - Students Award                               |
| Peter J. Tannous Annual Scholarship Grant           |
| Pierre Choueiri Designated Scholarship Grant        |
| Raed Charafeddine Annual Scholarship Grant          |
| Raef Hachache Annual Scholarship Grant              |
| Ragheb Alameh Designated Scholarship Grant          |
| Raja & Hani Ali Annual Scholarship Grant            |
| Rima Hourani Designated Scholarship Grant           |
| Rola Harb & Basel Shouly Annual Scholarship Grant   |
| Russell J. Ebeid Annual Scholarship Grant           |
| Sabah Haidar Khalil Designated Scholarship Grant    |
| Said Khalaf Engineering Scholarship Grant           |
| Sami Abi Esber Annual Engineering Scholarship Grant |
| Sara Huntington Smith Achievement Award             |
| Sara Khatib Inspiration Award                       |
| Shahe Khatchadourian Annual Scholarship Grant       |
| Sonia Hajjar Annual Scholarship Grant               |
| Student Financial Aid Support                       |
| Suad Hoss Annual Scholarship Grant                  |
| UNRWA Designated Scholarship Grant                  |
| USAID - University Student Assistance Program       |
| USAID Scholarship Grant                             |
| Velocity Global Designated Scholarship Grant        |
| Walid Joumblatt Scholarship Grant                   |
| Yvonne Kabban Nursing Annual Scholarship Grant      |
| Zahir Fansa Annual Scholarship Fund                 |

### **Naming Seat or Bench at LAU 2016-2017**

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 2016-2017:

#### **NAMING A SEAT AT IRWIN HALL AUDITORIUM**

Bert E. Faddoul

Rachid L. Labaky

#### **NAMING A SEAT AT SELINA KORBAN AUDITORIUM**

Alexander G. Dragatsi

# HISTORICAL TIMELINE



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

1835



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

1904

1999

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



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.



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

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](http://www.abet.org)).



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





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).

1955

2011-2012

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.

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



1973

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

1985

2014

The Gilbert and Rose-Marie Chagoury Health Sciences Center is inaugurated to host the Schools of Medicine, Pharmacy and Nursing.



Classes begin at the Byblos campus.

1991

2016

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



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

2017

A groundbreaking ceremony kicks off the construction of the Antoun Nabil Sehnaoui - SGBL Athletics Center.



The B.A. in Fashion Design in collaboration with ELIE SAAB celebrates its first graduating class with an acclaimed fashion show.



LAU embarks on Strategic Plan 2017-2022, meant to foster intellectual capital, pedagogical innovation and to position LAU as an entrepreneurial university.

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