



EVP Health Services Position & Candidate Specification

PREPARED BY:

Jennifer Bol
Aniket Chandra
Rony Touma

March 2025

OVERVIEW:

The Lebanese American University ("LAU") is a nationally and internationally recognized not-for-profit, private American university established in 1924, chartered by the Board of Regents in New York, and licensed by the Ministry of Education and Higher Education in Beirut. The University maintains an enrollment of 8,000+ students, 1,600+ faculty and staff, two distinct operating campuses in Beirut and Byblos, Lebanon, a branch campus in New York City, and an academic medical center, which includes two teaching hospitals. The University comprises seven schools serving undergraduate, graduate, and doctoral/professional practice students across more than 60 degree-granting programs.

What makes LAU unique and special is its mission. The Lebanese American University is committed to academic excellence, student centeredness, civic engagement, the advancement of scholarship, the education of the whole person, and the formation of leaders in a diverse world.

As a result, the University embodies the heart, soul, and history of the country and region. Its survival and success, despite periodic conflicts and economic challenges, have strengthened the resolve of the University's people and provided a beacon of hope for youth who seek to better themselves and their communities. Adhering to the highest standards of American higher education, LAU is accredited by the New England Commission of Higher Education (NECHE) and recognized by the New York State Education Department. This acknowledgment affirms the University's commitment to providing a rigorous academic experience that is both enriching and globally recognized. LAU employs the credit-based American system. The language of instruction is English except for courses in Arabic literature and foreign languages. The academic calendar is based on two semesters: fall (August through December) and spring (January through May). A module is also offered in the summer. Coursework is measured in credit hours. The undergraduate curriculum includes a common base of liberal arts courses for all students.

The University's mission is rooted in the principles of tolerance, diversity, and ethical leadership. LAU prepares students to contribute positively to both local and global communities. Through its dedication to student-centered learning and community service, LAU continues to uphold its tradition of nurturing leaders who are ready to face the challenges of an ever-changing world.

CAMPUSES

LAU has two campuses in Lebanon: Beirut and Byblos. Steeped in history, both cities still bear traces of their ancient origins yet are distinctly modern. Through their libraries, athletic facilities, residence halls, theatres, laboratories, computer centers, and academic support services, the two campuses provide state-of-the-art infrastructure and a wealth of services that enrich the experiences of students, faculty, and staff. The Beirut campus, the University's first, is located in the Ras Beirut neighborhood within steps of the Mediterranean Sea, with 15 buildings ranging from traditional, Ottoman-style architecture to ultra-modern structures. The Beirut campus is a green gem inside a bustling city and is valued by the LAU community, and indeed the nation, for evoking Lebanon's heritage.

The Byblos campus, which began development in 1987, represents for many LAUers a combination of modernity, style, and cutting-edge learning. The campus, located near the ancient Phoenician port, has 20 buildings, all constructed with sustainability as well as aesthetics in mind. The campus is home to the health sciences schools as well as the School of Engineering and its high-tech laboratories.

In addition to the two campuses, LAU has expanded its facilities with a strategic presence in Manhattan, New York, with a 2,400-square-meter academic headquarters. Since 2014, this center has been offering courses in Arabic and holding cultural events. This center was recently licensed as a degree-granting campus.

LAU MEDICAL CENTERS

LAU Medical Center-Rizk Hospital

LAU's expansion into the field of medical education was buttressed by the acquisition of a majority shareholder position in the LAU Medical Center-Rizk Hospital. This large medical campus in the heart of Beirut is designed to support LAU's schools of Medicine, Nursing, and Pharmacy while providing clinical facilities and services to the community.

The hospital is an Academic Medical Center housing the students of three Schools at LAU, the Medical School, the Pharmacy School, and the Nursing School as well as the Nutrition program and the Psychology program covering: internships, trainings and residencies/fellowships programs.

Today, the hospital comprises 181 beds (regular, critical care, one-day surgery and medicine, emergency and dialysis) with 731 employees, and a medical staff of 340 physicians (108 full-timers and 116 part-timers) and 250 Residents/Fellows.

LAUMC-RH currently operates with the following medical departments and units:

Anesthesiology, dermatology, otorhinolaryngology, human genetics, laboratory medicine, medical imaging (including nuclear medicine and interventional radiology medicine), **neurology, obstetrics & gynecology, ophthalmology, surgery & trauma, pathology, pediatrics, internal medicine** (including cardiology, endocrinology, emergency medicine, family medicine, gastroenterology, hematology / oncology, infectious diseases, critical care medicine, nephrology, pulmonary diseases, rheumatology and psychiatry) and **surgery** (including vascular surgery, urology, neurosurgery, hepatobiliary & pancreatic surgery, general surgery, surgical oncology, plastic surgery, pediatric surgery, cardiothoracic surgery, and minimally invasive & bariatric surgery).

LAU Medical Center-Saint John's Hospital

Inaugurated in 2021, the LAU Medical Center-Saint John's Hospital in Jounieh (close to the Byblos area) adds an enormous value to medical practice in an important part of the country. Managed and operated by LAU, it is the only university medical center in that region.

The hospital has a capacity of 54 beds, covering regular care, critical care, and one-day surgery. Also, the hospital has a very busy Emergency Room with 10 cubicles. Currently, our services are supported by 281 employees with a prospect to be increased to 300 as its services expand. Our medical staff of 170 physicians consists of 80 full-time and 90 part-time doctors. Some of the full-time physicians provide medical services at both medical centers. Additionally, the hospital hosts 30 Residents and Fellows.

LAUMC-SJH currently operates with the following medical departments and units:

Department of surgery (including general & bariatric surgery, orthopedics, urology, plastic Surgery, vascular Surgery, ophthalmology, ENT (Ears, Nose & Throat)), **department of medicine** (including internal medicine & infectious diseases, cardiology, neurology, gastroenterology, endocrinology, pulmonary & critical care), **department of obstetrics & gynecology** (including obstetrics & neonatal care, gynecologic surgery, NICU (Neonatal Intensive Care Unit)), **intensive care unit, endoscopy unit, cath lab of cardiology, interventional radiology, emergency, medical imaging, laboratory and pathology unit.**

Relationship with Schools of Medicine, Nursing, and Pharmacy – The Lebanese American University Medical Centers serve as the primary training sites for medical students, residents, and fellows (for all health schools at LAU), providing an immersive academic environment that integrates education, patient care, and research.

Decision-making is shared at the leadership level, fostering ongoing dialogue between the schools and hospitals' leadership to ensure strategic direction remains cohesive. Physicians hold clinical faculty positions

at the LAU Gilbert and Rose-Marie Chagoury School of Medicine, with appointments, promotions, and academic ranks governed through a structured but evolving process involving both entities overseen by the Dean's office and the Provost, and their clinical practice is at the LAUMCs.

Work is underway to continue building a shared vision for healthcare. The LAU Medical Center-Rizk Hospital is currently preparing for its JCI accreditation as an academic medical center, a step that further underscores the integration between clinical practice and academic medicine.

As of today, undergraduate (UG) and graduate (GR) student numbers in each school are as follows:

Pharmacy: 353 UG; 23 GR; 30 Pharm D for a total of 406

Nursing: 135 UG

Medicine: 255 MD

As of today, there are 5 faculty members at the LAU Alice Ramez Chagoury School of Nursing, 20 at the School of Pharmacy, 106 clinical faculty members at the professorial ranks, and 30 in the non-professorial ranks at the LAU Gilbert and Rose-Marie Chagoury School of Medicine.

Relationship with The Pharmaceutical and Medical Research Center (PMRC) – The PMRC is on track to become an operational Contract Research Organization (CRO) in Lebanon, dedicated to supporting local pharmaceutical companies in the Middle East, Europe, and the United States. The center will specialize in conducting bioavailability and bioequivalence (BA/BE) studies, as well as supporting other clinical research projects of the health schools. The EVP Health Services will work closely with the leadership of the PMRC, the Dean of Pharmacy, and the Dean of the LAU Gilbert and Rose-Marie Chagoury School of Medicine to ensure the PMRC is serving the clinical and educational interests of LAU.

KEY LEBANESE AMERICAN UNIVERSITY FACTS

The University's significant impact is evident through its numbers: over 46,000 alumni across 78 nationalities, more than 8,500 students, and a vast array of extracurricular activities supported by 990 full-time faculty and staff.

LAU's commitment to accessibility and diversity has been demonstrated in the midst of Lebanon's financial crisis during which the University delivered a \$100M financial aid program, unprecedented in the nation's history, so that no eligible student would be turned away on the basis of need. 65% of LAU students benefit from one or more forms of financial aid. Through its endowments, LAU is able to rely on a safety net to address unforeseen issues and access additional resources to support vital areas of the University's development.

Today, the Lebanese American University comprises seven distinct schools:

- **School of Arts and Sciences** offers a diverse range of programs in humanities, social sciences, natural sciences, and mathematics.
- **School of Architecture and Design** focuses on innovative and creative design disciplines.
- **LAU Adnan Kassar School of Business** provides comprehensive business education, emphasizing ethical leadership and global business practices.
- **School of Engineering** offers engineering programs that blend technical skills with hands-on learning.
- **LAU Gilbert and Rose-Marie Chagoury School of Medicine** provides medical education and training, emphasizing patient care and research.
- **LAU Alice Ramez Chagoury School of Nursing** focuses on nursing education and practice, preparing students for healthcare professions.
- **School of Pharmacy** offers programs in pharmacy practice and pharmaceutical sciences.

CULTURE

In both planning for its future as well as conducting its ongoing daily activities, LAU seeks to act in a manner that is guided by a deep-rooted sense of shared ethical values and aspirations. Built upon this foundation, Lebanese American University:

- Draws its fundamental inspiration from the devotion of its Presbyterian Founders to always seek the Truth, respect human dignity, promote gender equality, and be inclusive;
- Provides educational opportunities as one university with multiple campuses, each with distinctive gifts and attributes;
- Commits to academic and service excellence throughout the institution;
- Demonstrates dignity and respect for and from the Board, faculty, staff, and students in word and in deed;
- Celebrates the accomplishments and contributions of all members of the LAU community;
- Succeeds because its people take pride of ownership and are held accountable for their actions;
- Works together as an extended family community that reflects the highest ethical and moral standards;
- Enables individuals to find their own spiritual and personal fulfillment while ever sensitive to the changing global village in which they live; and
- Promotes social connectedness of the students to the country of Lebanon and encourages their commitment to social justice and democracy.

LEBANESE AMERICAN UNIVERSITY PRESIDENT



Dr. Chaouki T. Abdallah

Chaouki T. Abdallah became the tenth President of LAU on October 1, 2024. Most recently, he served as Executive Vice President for Research at The Georgia Institute of Technology ("Georgia Tech"), from September 2018 until September 2024.

Under Dr. Abdallah's leadership, research expenditures at Georgia Tech increased significantly from approximately \$850 million at the start of his term in 2018 to \$1.45 billion as of December 2023. Dr. Abdallah previously served as the 22nd President of the University of New Mexico. His efforts there contributed to an 8% increase in first-year student retention and a 125% increase in four-year graduation rates. A prominent expert in control theory and systems engineering, he has authored eight books, serving as co-editor for three of them and co-author for five. Additionally, he has contributed to more than 400 peer-reviewed articles. Dr. Abdallah is deeply committed to guiding students and has personally mentored 36 Master's degree and 16 Ph.D. candidates.

Dr. Abdallah studied at the Faculté d'ingénierie of the Université Saint-Joseph in Lebanon before continuing his studies in the United States at Youngstown State University in Ohio, where he obtained a Bachelor of Engineering (B.E.) degree in 1981. He earned M.S. and Ph.D. degrees in electrical engineering from Georgia Tech in 1982 and 1988, respectively.

OVERVIEW

The Executive Vice President (EVP) for Health Services will serve as a key executive leader within the Lebanese American University (LAU) Hospital System, which currently encompasses Rizk Hospital and Saint John's Hospital and operates in close collaboration with LAU's Schools of Medicine, Nursing, and Pharmacy. The EVP will provide strategic direction and operational oversight for all health service initiatives across the University's academic health system. This role demands a visionary leader with extensive experience in health services administration, capable of fostering collaboration among multiple stakeholders while aligning operational functions with the University's academic mission.

KEY RELATIONSHIPS

Reports to Dr. Chaouki T. Abdallah, President of Lebanese American University

Direct reports CEO of LAU Medical Center-Rizk Hospital
CEO of LAU Medical Center-Saint John's Hospital
Director of the Pharmaceutical Medical Research Center (PMRC)

Other key relationships Provost of LAU
Dean of the LAU Gilbert and Rose-Marie Chagoury School of Medicine
Dean of the LAU Alice Ramez Chagoury School of Nursing
Dean of the School of Pharmacy
Board of Trustees of LAU
Other C-Suite Executives at LAU
Leaders of Health-Related Government Ministries
Other Medical Systems in Lebanon

KEY RESPONSIBILITIES

- **Strategic Vision and Leadership:**
 - Formulate and implement a comprehensive strategic vision that aligns with the mission of LAU and its medical center, focusing on delivering exceptional quality care, maintaining academic integrity, training LAU students and residents, driving community engagement initiatives, and expanding the impact and influence of LAU's medical enterprise nationally and regionally.
 - Act as a transformative change leader by fostering a culture that embraces innovation, adaptability, and growth while ensuring that structured processes are maintained for operational stability.
- **Operational Oversight:**
 - Direct and oversee the operational management of LAU's Medical Centers, including Rizk Hospital and Saint John's Hospital, ensuring compliance with regulatory standards and the delivery of high-quality, patient-centered care.
 - Continuously monitor, assess, and enhance the operational efficiency of both clinical and administrative functions across the health services division, implementing best practices and standardized procedures to optimize performance.

- **Financial Stewardship:**
 - Develop, manage, and oversee the comprehensive budgetary planning process to ensure financial sustainability, resource allocation, and growth that align with the strategic goals of the hospital.
 - Identify, pursue, and strategically position opportunities for revenue generation, cost reduction, and improved financial performance to ensure the economic viability of LAU healthcare services.
- **Clinical and Educational Excellence:**
 - Collaborate closely with the Deans of the Schools of Medicine, Nursing, and Pharmacy and the Provost to ensure that educational programs are seamlessly integrated with clinical practice, prioritizing outcomes that elevate the academic standing of the institution.
 - Partner with hospital leadership to advocate for evidence-based clinical practices while promoting a culture of continuing education and professional development initiatives for clinical staff and faculty.
- **Human Resources and Culture Development:**
 - Cultivate a positive organizational culture that prioritizes diversity, inclusivity, and employee engagement throughout the health services division, ensuring a supportive environment for all staff.
 - Develop leadership talent by implementing succession planning frameworks and professional development opportunities for key staff members to foster internal growth and retain top talent.
- **Community Engagement and Partnerships:**
 - Strengthen the organization's ties to the community by actively promoting public health initiatives and forming collaborations with local organizations to improve healthcare access and outcomes for the community.
 - Represent LAU Medical Center within the broader healthcare community, engaging with stakeholders and fostering strategic partnerships that enhance the institution's capacity to deliver quality healthcare.
- **Compliance and Governance:**
 - Ensure that all operational aspects comply with relevant laws, regulations, institutional policies, and accreditation standards to maintain the highest level of governance and accountability.
 - Facilitate effective governance by maintaining clear communication with the University President and Board, providing timely updates and strategic insights to guide decision-making processes.
- **Change Management and Innovation:**
 - Embrace and promote best practices in change management to navigate organizational challenges effectively while implementing new processes that enhance the overall effectiveness and efficiency of health services.
 - Encourage a continuous culture of innovation where new ideas and initiatives are explored, tested, and implemented to improve patient care delivery and operational efficiencies within the organization.

DESIRED OUTCOMES

- Elevate LAU Medical Center's standing and impact in the region and beyond.
- Ensure LAU Medical Center's financial health and sustainability.
- Enhance LAU Medical Center's operational and organizational effectiveness.
- Strengthen LAU Medical Center's institutional resiliency.

IDEAL EXPERIENCE

Visionary Leadership

- Demonstrated ability to develop, communicate, and implement successful institutional strategies in the context of complex an academic medical or other health care-related enterprise.
- Ability to create the "emotional lift" required to elevate institutional ambition, drive innovation and change, and build followership.

Financial Acumen

- Proven track record in financial management, resource allocation, and fundraising in challenging economic contexts.
- Understanding of the financial dynamics of hospitals and other types of clinical enterprises; ideally the person would also have experience navigating the financial relationships between clinical, educational, and research-oriented entities.
- Expertise in identifying and capitalizing on new revenue streams and investment opportunities

Organizational Capacity Building and Operational Excellence

- History of building energized, high-performing leadership teams, setting clear expectations, minimizing bureaucracy, and driving empowerment and accountability.
- Ability to build effective organizational structures, systems, and incentives that support institutional goals.
- Skill in fostering a collaborative work environment that values open communication and shared governance across clinical and academic (education and research) entities.

Stakeholder Management and External Relations

- Effective in engaging and aligning internal stakeholder groups, including faculty, staff, University administrators, and the Board of Trustees.
- History of enhancing institutional reputation through strategic communication and public engagement.
- Proven ability to build consensus and manage complex relationships within and outside the institution.
- Track record of building successful institutional partnerships with both academic and commercial enterprises.

CRITICAL LEADERSHIP CAPABILITIES

Leading People

- Communicates the vision and purpose of the organization with enthusiasm and passion.
- Orchestrates meetings, events, and/or forums to engage the entire organization.
- Enlists the top leadership team to reinforce the organization's purpose, culture, and values.
- Promotes cross-organizational discussion to build or reinforce alignment around the organization's purpose, vision, and direction.
- Fosters open communication and debate across functions, divisions, and locations, resolving different objectives to achieve a common purpose.

Acting Strategically

- Proposes changes to the strategy and/or direction while considering their implications across different parts of the business or functions.
- Brings new thinking that challenges assumptions and conventional wisdom.
- Contributes to the development of an organizational strategy and justifies it with market insight.
- Describes the trends and evolution of the external market or environment over a 3+ year horizon that challenge the current strategy.

Driving Results

- Makes process changes to existing ways of working to significantly improve results.
- Proactively seeks to improve processes, raising quality and productivity through efficiencies or by implementing best-in-class solutions.
- Enables higher performance by incrementally improving approaches based on calculated risks.
- Benchmarks performance of business or function against industry best practices.

APPLICATIONS & NOMINATIONS

Lebanese American University is eager to receive input that will help it build a pool of talented individuals. To that end, Lebanese American University welcomes your comments, inquiries, applications, and nominations, which may be submitted via the confidential search mailbox: lau-evphealth@SpencerStuart.com