

THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

November 2006

American University of Beirut

Beirut, Lebanon

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PRESIDENT

The June meeting of the BOT seems a long time ago. We faced an extraordinarily challenging and dangerous summer. Inevitably there is good news and bad news to report.

The good news is that we came through the July War (as it is being called in Lebanon) physically unscathed. All of our physical infrastructure and networking services were untouched. Our major building projects did grind to a halt or proceeded at a snail's pace, but they are nearly back to full speed now. So far as I know no member of our staff or student body was seriously injured as a result of the combat.

Less good, but still good is that our financial losses in FY 2005-06 were around \$4 million. Given what Lebanon went through the results could have been a lot worse. The greatest proportion of this loss was suffered in the hospital and the outpatient clinics, which saw a sharp drop off in patient loads and visits.

Solidly good has been the near total recovery in enrollments so that we are at levels very near what we had forecast in June. Likewise attrition among on-going faculty and new faculty recruits has been in the single digits, and some of these have deferred rejoining AUB for a semester.

The bad news is that we lost some non-Lebanese students, although we hope not permanently. It will require a redoubling of our efforts to overcome the predictable and justifiable fears that the hostilities have aroused amongst parents and students outside Lebanon. Those same fears may have a negative impact on the flow of paying patients from outside Lebanon to our and other hospitals.

The worst news is the fact that none of the major political issues forced on to the public agenda by UN Res. 1559, the July War, and UN Res. 1701, except for the repatriation of Syrian armed forces, have been resolved. Their resolution, indeed, seems very distant. Political tensions are running high, the government is able to carry out very little business, and there is a wide expectation of internal turmoil and street violence. Underlying these immediate threats is a deeper bed of despondency and frustration among many Lebanese, especially those who struggled through the civil war with the fervent hope that they would never see similar circumstances again. Now they do not know. It is possible that the coming months for many may be a time to plan the next move, and to exit Lebanon altogether.

This is a period in which AUB must be very focused. We cannot allow the despondency to affect our operations and goals. Indeed we must be more aggressive than ever in trying to recruit students from outside Lebanon, in pursuing regional donors, and in strengthening our educational mission. In times like these AUB is closely watched, and if it moves with confidence and determination, it can help restore some faith in the future of thousands of people beyond its walls.

John Waterbury
President

PROVOST

The past academic year has consisted of nine months of sustained progress on all fronts followed by three months of intense crisis management. Progress was achieved in outlining the main points of the university's strategic plan. The main goals of excellence in undergraduate education, including improvements in general education requirements; renewed emphasis on graduate education and research, including the introduction of selected Ph.D. programs; intensified efforts to promote AUB's regional reputation and prominence; and improved management of resources such as technology will all be cardinal points in the plan that emerges in the next few months.

Success was also evident in the efforts of some professional schools or programs in pursuing accreditation (FHS and Lab Medicine were each accredited, while OSB is progressing well), along with continued frustration in other programs (FEA, Nursing, and Medical Graduate Residency) due to the unwillingness of accrediting agencies to visit Lebanon or to include AUB within their purview.

The sustained efforts of the university to increase the diversity of its student body was advancing noticeably but has suffered a short-term setback due to this summer's war. The war also had a negative effect on the budgets of AUBMC and the university in general.

The war also will create delays in some areas, such as building programs and perhaps in launching all of the Ph.D. programs by fall 2007. Time and effort during the summer were diverted to other, more crucial, needs. On a positive note, recruitment of new faculty members and student retention have proven to be better than initially anticipated.

Despite its deleterious effects, the war has demonstrated crucial institutional strengths. In the last decade or so, the university has renewed its faculty and staff, attracted strong leadership at many levels, and has energized and rejuvenated its medical and educational programs. The loyalty, commitment, and excellent performance that many faculty, staff, members of senior management, and trustees exhibited during the weeks of fighting also testifies to the university's ability to withstand crisis and endure stress. These are strengths that the institution can rely on, both to recover from the past few months and to promote future advancement.

Finally this particular provost must personally attest to the eminence of this university and the wisdom of its leadership. This is because he is currently enjoying a semester-long paid research leave. AUB's loss is (one hopes) medieval Arabic literary scholarship's gain. One must recognize that not every university would commit itself to such an arrangement.

Peter Heath
Provost

VICE PRESIDENT FOR ADMINISTRATION

Executive Summary

FY 2005-06 marked the last year of the office of the Vice President for Administration. Coordination meetings took place in the last month of this period to arrange for proper transfer of departments and services as per the President's April 3, 2006 re-organization. The war of July 12, 2006 temporarily delayed the transfer, and instead a Crisis Response Team was established to help expatriates evacuate to a safe haven, and a housing ad-hoc committee helped to temporarily house employees who lost their homes or who were unable to reach them.

Human Resources (HR)

Recruitment

During the above mentioned period, around 75 positions were advertised and filled, including these of the CFO of AUBMC, Directors of Physical Plant and Hospital, Comptroller, Vice President for Human Resources, Vice President for Regional External Program, Vice President for Facilities and Dean of the Faculty of Agricultural and Food Sciences.

Towers Perrin has completed the salary survey and HR is currently mapping AUB salaries to the Salary Bands.

HR Transformation

The HR Transformation concluded with the certification of 30 employees from HR and various Faculties. Each participant attended a 4-week program given over the courses of 2005. AUB now has the only group of HR professionals in the Middle East who have been certified as "Professionals in Human Resources and Compensation (CPHRC)". The HR Transformation during 2006 envisions implementation of a redesigned HR organization on campus and at AUBMC. Discussions are being held with the management of AUBMC to facilitate the process.

Health Insurance Plan

Financial situation of HIP for FY 2005-06 (11 months) is the following:

| FISCAL YEAR | 11-MONTH INCOME - \$ | 11-MONTH EXPEND. - \$ | 11-MONTH RESULT - \$ | PROJ. ANNUAL INCOME - \$ | PROJ. ANNUAL EXPEND. - \$ | PROJ. DEFICIT (SURPLUS) - \$ | EXPECT. ANNUAL ADMIN. COST \$ | EXPECTED FINAL RESULT \$ |
|----------------------------|----------------------|-----------------------|----------------------|--------------------------|---------------------------|------------------------------|-------------------------------|--------------------------|
| 2005-2006 (11-month proj.) | (5,446,100) | 6,472,400 | 1,026,300 | (5,824,700) | 7,035,200 | 1,210,500 | 945,000 | 2,155,500 |

NSSF Medical Scheme

Outpatient NSSF receivables and refund for FY 2005-06 are the following:

NSSF RECEIVABLES OF OUTPATIENT CLAIMS (INCL PRESCRIPTIONS MEDICATIONS) (APRIL 2002 - SEPTEMBER 2006)

| | | US DOLLAR | | | |
|---------------|-------------|-------------------------|-----------------|-------------------------------|------------------|
| GROSS BILLING | REFUND | CLAIMS UNDER COLLECTION | NON-RECOVERABLE | PROVISION FOR NON-RECOVERABLE | NET RECOVERABLES |
| 10,839,300 | (1,235,500) | (90,100) | (558,300) | (1,584,500) | 7,370,900 |

Educational Allowances

Projection of Educational Allowances and Scholarships for FY 2005-06

| SCHOOLS AND UNIV | Nb of St 05-06 | 2005-06(proj) \$ |
|--------------------|----------------|------------------|
| OTHER SCHOOLS | 1,552 | 2,034,600 |
| IC | 254 | 1,250,200 |
| ACS | 110 | 960,800 |
| AUB | 241 | 2,415,800 |
| OTHER UNIVERSITIES | 49 | 235,300 |
| TOTAL | 2,206 | 6,896,700 |

Retirement Plans A and B

Plan A. An agreement with Vanguard to serve as a new carrier replacing TIAA/CREF has been in effect since January 2006. In March 2006 all members enrolled with Vanguard. Contributions as well as transfer of money from TIAA/CREF took effect as of January 2006.

Plan B. Monthly statements are being posted on AUB website "My HR" where members can check their accounts. Certain tactical moves were decided by the EBC regarding the Merrill Lynch investments in order to improve portfolio returns.

Computing and Networking Services (CNS)Financial Applications

CNS upgraded the FIS production, standby and test servers, AIX operating system, database and Oracle Financials application to version 10i. The interfaces with the external systems remain manual, which is unacceptable from the business process and audit perspectives. The automation of the interfaces is pending the restructuring of the PATEO codes by the Comptroller's Office.

The material management functions at the Medical Center were integrated to the Hospital Information System and the new setup moved to production on May 1, 2006. Integration with the procurement and financial modules is via external interfaces. The re-implementation of the Inventory and Order Management modules covering campus supply stores is pending the outcome of negotiations with Bearingpoint. The re-implementation falls under Bearingpoint scope of deliverables.

Student Information System

CNS upgraded the Banner production, standby and test servers to version 7.0, and upgraded the Solaris operating system, database and application to version 10. The upgrade was executed on the existing hardware infrastructure. It was impossible to order new hardware and have everything in place within the time constraints imposed by the change in registration cycle. The hardware upgrade was planned for August, but the July war delayed hardware delivery to mid October 2006. As fall registration will run on the old hardware, we expect a slow response time.

Payroll System

CNS and the comptroller's office agreed on a plan for splitting responsibilities on the payroll system. According to the plan CNS will host the payroll system servers, administer the servers, database, and execute any development works. The comptroller's office will run the payroll. The comptroller's office transferred a developer line to CNS. CNS advertised the vacancy in July 2, 2006 but recruitment was delayed until mid October due the July war.

AUBnet Backbone

Backbone services delivered a stable operation within the reported period. Planning for the development of AUBnet backbone infrastructure in the lower campus has stalled. We anticipate major works to go in parallel with other infrastructure works planned for by FPDU. CNS will continue its close cooperation and plan accordingly

Wireless Network

AUBwlan services delivered a stable operation and more than 2,000 students and faculty subscribed to the wireless network during the reported period.

CNS completed the engineering works, negotiated a favorable extension of the wireless network coverage and signed the contract with Triple C/Aruba to cover the Medical Center and improve coverage in some areas on campus. The installation works were delayed until January 2007 due to delivery delays caused by July war.

CNS proposed a solution to extend the wireless coverage to all dorms and residences. The \$195K project received favorable support and was added to Fiscal 2006-07 capital budget.

Internet

CNS doubled the bandwidth of all AUB internet links during the period. The upgrades were negotiated with the ISPs at no additional cost to AUB. AUBnet users currently enjoy around 17 MBps in burst mode (11 Mbps CIR).

CNS introduced new traffic shaping and redirection schemes to improve the quality of service and control abuse. But there was steadfast growth in the demand for Internet bandwidth and since mid-October we have experienced saturation on most of our links from 5 pm - 8 pm. To

improve the service level during the libraries' opening hours CNS cleared with Provost Heath a plan to extend the quota period from 5 pm - 8 pm and increase students' quotas from 200 MB to 500 MB per month and faculty quotas from 400 MB to 1 GB per month. The new scheme took effect on February 6, 2006. It worked as planned until April 2006, when demand increased again.

Intranet Services

CNS fine tuned some of AUB Enhanced Desktop Environment (AUBede) services and reduced the login time to less than 40 seconds in all public labs and increased the network storage of students from 40 MB to 60 Mbytes.

Data Centers

CNS redesigned the data centers to provide higher redundancy and availability, fire protection, and power redundancy. Moving to EDL power caused significant damage in VanDyck Data Centers during the reported period. As a remedial action CNS upgraded the power control setups in both rooms but we don't believe that we are fully protected against all possible power abnormalities unless we install isolation transformers in both rooms. Isolation transformers are expensive and not available in the local market.

End User Support

The addition of the wireless support and students' portables added around 100 service calls per day during October 2005 for a total of 2,060 service sessions. CNS redesigned the dorms and wireless self service subscription system in an attempt to automate the activation of the ports and reduce the load on CNS support team.

CNS Organizational Structure

CNS advertised ten vacant positions during this period, interviewed many candidates and attracted a communication technology Specialist, a Unix technology specialist, a Windows technology specialist and a DBA/application specialist. CNS failed to recruit two Help Desk specialists and re-advertised the positions in June. After a two-month delay, CNS is now interviewing for six vacancies: three Help Desk specialists; a communication specialist; a Windows specialist; and a DBA/Application specialist.

Environmental Health, Safety & Risk Management (EHS&RM)

During this fiscal year, the following major activities were undertaken by EHS&RM:

Removed and destroyed 12 potentially explosive old picric acid and 17 old ether containers from AUBMC and campus. Secured final approval to export AUB waste to Europe for disposal. Awaiting loading and shipment.

Currently completing the incinerator Environmental Impact Assessment and autoclave in order to treat medical wastes at AUBMC at lower costs.

Offered 22 training sessions (36 hours) related to fire safety, 8 training sessions (14 hours) related to sanitary and bio-safety topics and 38 training sessions (113 hours) related to various occupational health and safety topics, 3 training sessions (3 hours) Risk Management and 2 training sessions (10 hours) Radiation Safety to faculty, physicians, students, and staff.

Sampled fuel oil that allegedly contaminated neighbors' water wells; sent samples to US Coast Guard Laboratory and obtained results showing that AUB oil is not the source of the neighbor's contaminated well.

Initiated a Wellness Program aimed at promoting healthy life styles, decreasing stress, muscular ailments, injuries, and sun exposure, while promoting health maintenance, physical activity, work place atmosphere, and a health fair. Most of the subcommittees started programs that include: preventing diseases, maintaining health status of HIP members and reducing medical costs by reminding the employees that medical tests are due. These programs, together with a wellness fair pending the opening of the Hostler Center, should provide for better wellness and reduced HIP costs for staff, students and HIP members.

Renewed the university insurance policies for FY 2006-07. Premium savings are expected to be about \$175,147 over previous year. Recovered \$14,890 as profit sharing and as claims paid. The total savings amount to \$192,544.45. The university will attempt to get political violence insurance with OPIC, a US government agency, which includes assets and terrorism coverage for \$15 M as well as Business Income Coverage for \$5 M. This insurance protection, if it works out, will surpass anything AUB can get locally. This way AUB can put about \$ 410,000 in the SIF next year (\$ 200,000 from last year's savings plus \$ 210,000 from next year's savings).

During the war, two of the EHSRM's 13 employees were evacuated. Remaining staff assumed additional work loads to assure continuity of safety and accreditation services at AUBMC.

Physical Plant Department (PPD)

The Physical Plant Department (PPD) operational expenditure for FY 2005-06, including utilities and excluding the commitments, was \$11,630,431. The under run of \$297,581 was due to work cancellations and delays in July and August 2006. PPD's Deferred Maintenance (DM) expenditure, including committed amount for FY 2005-06 was \$895,019. The under run of \$110,137 was also due to project cancellations and delays during the crisis in July and August 2006.

The electricity and the diesel fuel expenditures in FY 2005-06 were \$6,772,296 an under run of about \$65,500. This under run is due to mild weather conditions as well as the rationing that took place during the crisis in July and August 2006. Water consumption for this FY is compatible with previous years; averaging 733 cubic meters per day. The FY 2005-06 water expenditure was \$161,000. Telephone expenditure for FY 2005-06 is \$655,333 compared to \$628,666 last year. The difference is contributed to increase in telephone usage.

Physical Asset Management

During this FY, PPD received 11,543 service calls, 2,029 service requests, and supported over 146 activities and campus events. These events include, but are not limited to MEMA, Job Fair, Science Fair, Outdoors, Folk Dance, chapel, retirements, receptions and dinners.

Projects

During this FY, PPD completed over 65 renovation, alteration and minor and capital construction projects.

Training

Four hours of training for service excellence, including basic safety training was conducted by HR and EHS department for all PPD staff.

Twenty hours of custodial training was conducted for all custodial services staff. The training included HR policies and procedures, safety, hygiene, new products and methods, and cleaning of different surfaces. Award service pins were presented at the end of the 2-day training seminar.

All Power and Steam Plant workers fulfilled 20 hours of In House training on various electrical and mechanical subjects related to their work duties.

Energy and Water Conservation

Developed an energy conservation awareness web page to be posted on PPD web page. Awareness brochures were ordered and will be posted on bulletin boards across campus when received. We continue to identify energy conservation projects, such a replacing old and inefficient light fixtures with new electronic more efficient ballasts and bulbs, window replacement with double glazed pane, and infrared motion.

Water meters have been ordered to be installed on all residential facilities and other high consumption locations in order to track and better trend consumption. Upgrading of the aging plumbing system continues, as well as installing hands-free, electronic metering devices to reduce water consumption and improve hygiene.

Procedures

Departmental procedures were developed and are being posted on the AUB website.

Staffing

A staffing plan was developed to support the new construction projects through 2009. All maintenance support personnel (excluding janitors and some grounds keeping) for these new projects will be supplemented by the casual workforce, eliminating the need for new hires. Reduced staffing of Communication Department by one; transferred administrative assistant to Grounds & Transfer Department. We also continue to reduce staffing through attrition.

Strategic planning

PPD concluded the strategic planning initiative and presented findings and recommendations in February 2006.

Business Services

Business Services overall actual balances improved this year due to reduction of overhead and operational expense. However, the July 2006 events negatively affected the overall expected improvements. Corporate hotel rates were re-negotiated in an effort to secure more competitive rates. These competitive rates were applied during the July 2006 events.

The Post Office is coordinating with Aramex to install the PAX software (software application that enables the departments to create, manage, track and control shipping activity).

The AUB Contract Review Committee (CRC) recommended renewing the Bookstore contract with Malik Barakat. Suggestions to amend the previous contract were raised. The contract was renewed for one year and AUB's profit share from sales was eliminated, provided that the books are available in enough quantity to all AUB students and with the same discounted rate.

The USM Compass management team continues to manage and operate the Food Services. The number of AUB personnel currently managed by USM Compass is 17. The profit share and salaries as of August 2006 were \$30,078.96 and \$202,148.91 respectively. The salaries are the reimbursements from USM Compass paid to AUB for staff expenses, including all benefits.

The process of centralizing the issuance of all ID cards at the ID Center is in its final stages and is presently partly applied. IDs issued to individuals other than faculty, staff and students differ in design and contain information to enable the Office of Protection to control their use. All data will be kept in a single data base. A meeting was held with the Chief of Protection regarding shifting the issuance of all ID's from the Office of Protection to the ID Center.

Motor Pool (MP)

Outsourcing nurses' transportation is under consideration following the May 2005 operational study prepared by Auxiliary Services. This service costs the Motor Pool \$118,000 yearly while Nursing Services was charged only \$72,500. Nursing Services was advised that if they continue to utilize the Motor Pool services, they will be charged the actual cost. In an extended market study, of four replies from major transportation companies two quoted lower costs than the actual cost incurred by the Motor Pool. This issue is still under consideration by Nursing Services.

Parking

As additional parking places are highly in demand especially at the Medical Center and lower campus, every effort is being exerted to convert unused lots to parking space. For 2006-07, parking fees were slightly increased in accordance with the recommendations of the Campus Fees Committee. The last increase in parking fees was implemented in 2004-05.

Travel Office

Studies were conducted in March and August 2006. The March study covered the average cost of tickets per destination. In August, an operational study of the Travel Office was conducted to determine the cost of each air travel ticket as well as the time spent in processing tickets relating to the Medical Center and School of Medicine, and the AUB campus. Savings from the bidding procedure were \$79,900 representing an 8.75% savings on the total cost of the tickets purchased (\$75,100 and 7.7% savings in fiscal year 2004-05).

Materials Management Department

The operations review conducted by Adams Consulting was completed. The recommendations centered around the need to link inventory control to the Oracle Financial System by using the Oracle Inventory module. The Department's Operating Manual was amended to reflect the recommendations and uploaded on the web.

Revenue from the sale of used equipment and furniture totaled LL 36,105,168.

Customs & Clearance section: This section helped in clearing more than 409 air shipments, 22 ocean shipments, and 12 personal effects & household shipments.

Stores & inventory: Two new prefabs were ordered and installed at the Receiving area. This increased the available storage space and improved operating efficiency and circulation.

Housing

Accomplishments: Payments of rents and municipal sidewalks and sewage taxes. Wiring for satellite cable services was completed for FI, FII, Hariri building and Marquand House. Work is ongoing on Faculty III to be followed by the residences on campus. Temporary storage in the Hariri basement for newly ordered housing furniture and equipment. Initiated direct contacts with new faculty members to secure adequate housing for AY 2006-07. Provided temporary housing during July 2006 events for around 29 families.

Purchasing

Strategic Planning: Purchasing submitted its strategic plan report in November 2005. Four initiatives were identified:

Re-structuring of the internal organizational setup.

Introducing alternative purchasing schemes.

Developing web enabled processes.

Increasing staff motivation by introducing a reward system.

Accomplishments:

A new process has initiated for ordering UPS equipment. The purpose of this process is to establish a consistent approach to requesting, sizing, installing & maintaining UPS units at AUB & AUBMC.

An agreement was signed with Mideast Power Systems for the purchase and maintenance of UPS equipment.

An agreement was signed with Benta Trading to supply 35 feeding pumps free of charge against the exclusive purchase of feeding formula.

Savings: savings in the value of \$675,000 have been achieved during this period. These are classified as follows:

Savings as a result of yearly bids: \$475,000.

Savings as a result of negotiations with suppliers after awarding the bid to the lowest bidders: \$200,000.

Facilities Planning and Design Unit (FPDU)

A comprehensive report highlighting the progress of all the major construction and rehabilitation projects on campus, the Medical Center, and AREC is presented separately.

This will be my last report to the Board of Trustees. I take this opportunity to thank you and AUB for my 42 years of service. I am grateful for your approval of President Waterbury's recommendation to grant me the title of "Vice President Emeritus" which I shall cherish during my retirement. I wish you all and AUB prosperous days ahead.

With this, I conclude my annual report for the year 2005-06.

George Tomey
Vice President
for Administration

VICE PRESIDENT FOR FINANCE

Staff

Following a period of 7 years as Vice President for Finance, Mr. John Bernson left AUB late summer to become Chief Financial Officer and Treasurer of Sarah Lawrence College. John Bernson provided AUB with firm and consistent leadership in financial management. He played a major role in bringing the university into fiscal balance after many years in deficit, and has been a driving force behind AUB's service quality and strategic planning initiatives.

Mr. Howard Ray left his position as Comptroller at the end of 2005, after his resignation last year. Mr. Ray continued to provide support to the Comptroller's Office from his new position as Assistant Treasurer in the New York Office.

Mrs. Nelly Abu Zaki was named Acting Comptroller to take charge of the office until the appointed comptroller, Mr. Imad Dayya, joined in August 2006. With the departure of John Bernson, Imad Dayya was named Acting Vice President for Finance pending appointment of a new vice president.

Office of Financial Planning and Budget

After three successive years of fiscal balance for the university as a whole, the hostilities over this past summer in Lebanon have led to significant financial duress, ultimately bringing us into operating deficit in 2005-06. Significant challenges lie ahead for 2006-07, and as a result the Office of Financial Planning and Budget has begun immediate work on strict cost control measures with the senior administrators of the university to put us back on track financially for the coming year. These measures will be presented to the Board of Trustees at the November 2006 meeting but are expected to take effect as of mid-October.

Working with the CNS group, the Office of Financial Planning and Budget continues to implement the Oracle Enterprise Planning and Budgeting software in spite of setbacks imposed as a result of the war. The project is now in its initial phase of internal training and sourcing external expertise to assist in key technical matters with which to support CNS. Over the coming year we hope that the software will be ready for implementation, initially on a limited scale, to help in the university's longer range planning activities as well as its continual role in the regular financial reporting of the university.

Lastly, OFPB finalized its first wave of support of the strategic planning process through its active involvement in the financial quantification of many of the sub-components of the university's overall strategic plan, which is due for finalization in the coming months.

Office of the Comptroller

The year was full of events for the Comptroller's Office, starting with the upgrade of both the Financial Management System (FMS) and the Student Information System (SIS), and the resignation of the comptroller, Mr. Howard Ray, and appointment of a new comptroller, Mr.

Imad Dayya. Along with the resignation of Mr. Ray came the fulfillment of a reorganization plan for the office which he had started. This led to the resignation of two managers as part of EDP, introduction of a new section, "Tax and Analysis" and appointment of four new managers to fill vacant positions, two new comers and two rotated from within the office. Later during the year one of the two resigning managers was reinstated to avoid disruptions in the payroll process.

A case of fraud in the advance accounts for work and residence permits of foreign employees was discovered, commencing in the Human Resources Office and involving a lack of attention to details in the Office of the Comptroller. Investigations resulted in a demotion of a senior accountant and a reprimanding letter to his immediate supervisor. As a result, a series of operational and control measures were implemented.

Medical Receivables

AUB's medical receivables grew by 13.5% in 2005-06, following a 14.5% increase the year before. The highest growth was in government receivables, which grew by 20.8% or \$7.4 million. AUBMC is obligated by law to accept NSSF patients, and has been unable, for the most part, to shift its patient mix away from NSSF. Also, due to the war this past summer, AUBMC saw a higher than usual number of MOH and NSSF patients (and a reduction in privately insured patients). One strategy that AUBMC is working on to help alleviate this problem is to grow its private insurance business. Besides the better reimbursement terms, this growth would partially offset our NSSF business. (The new cost accounting software (Med-Link) should help AUBMC in this and other areas.)

Another cause of the growing governmental receivables is the continued inability of AUB to collect outpatient receivables relating to HIP participants. These receivables have more than doubled in the past three years. We suspect that NSSF has willfully impeded these collections, due to our decision 6 years ago to move from per capita charges to collection basis. We have contracted with Mednet, a third party administrator to assist us in the collection of NSSF receivables.

In addition to medical receivables, we are also experiencing severe delays in collection of reimbursable VAT receivables from the Lebanese Government. These receivables arise because AUB, as a university, is exempt from certain forms of value added tax. Unfortunately the Lebanese Government seems to be unreasonably slow in auditing our claims and our receivables have grown from \$3.8 million to \$7.6 mm over the last two years.

Imad Dayya
Acting VP, Finance

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction

The fiscal year extending from October 1, 2005 to September 30, 2006 was another year of solid performance for REP where gross earnings reached \$1,361,245 and net earnings, \$675,618. REP was able to return around \$110,000 in overhead recovery to Faculties and contribute over \$330,000 in consulting fees to over 100 AUB faculty members. Contract value of business in the pipeline amounted to \$4,992,675.60 distributed over 20 projects in seven countries (eight locations). New business acquired or activated during this fiscal year amounted to \$2,642,630.25 distributed over 11 projects in six countries (seven locations).

During that same period REP completed its strategic plan, started implementation work, and took steps to enhance its competitiveness in a highly turbulent business environment.

By the end of the fiscal year, my term of office ended and reins were passed to the new vice president, Dr. Hassan Diab. A nine-year record documenting highlights of my term in office was prepared and circulated. It is also attached to this report.

Contracts (signed or finally concluded)

Signed with Dhofar University the 2006-07 budget for the total of \$1,371,733 starting September 1, 2006 for the period of one year.

Increased the budget with Dhofar University by \$107,106 over and above the activated budget for year III in the amount of \$350,000.

Signed the contract with the University of Bahrain – Phase II in the budget amount of \$262,000 for two years effective October 1, 2006.

Renewed the budget for the University of Sharjah for the secondment of the EMBA Director for an additional year starting September 1, 2006 with a budget of \$115,518.50 (OSB).

Signed with Dar Jana Group in Jeddah, Saudi Arabia the agreement for Executive Education Workshops to be customized for Gulf Medical Company Ltd. The agreement is for a two year period with a budget of \$119,000 (OSB).

Signed with the Children Interactive Community for the Design of Programs and Activities for the period from July 1, 2006 through November 31, 2006 with a budget of \$118,500 (FAS).

Signed with Syrian Cancer Society the agreement for technical assistance with a budget of \$104,568.75 for a six month period starting on the date of receipt of the payment, i.e. September 1, 2006 (FM).

Signed with Carnegie Corporation of New York ‘Educating American Journalists – Contemporary Political Islam’ for the period from August 1, 2006 – October 31, 2006 in the amount of \$50,000.

Signed with UNESCO, the Effective School Health, FRESH part II project with a budget of \$23,504 for the period December 1, 2005 – June 30, 2006 (FHS).

Increased the budget for the University of Sharjah 2005-06 by \$14,700 till the end of August 2006.

Increased the budget with Al Nibras in the amount of \$6,000.

The total face value of the above new agreements amounts to \$2,642,630.25.

Workshops

Kuwait Operation:

Communication & Interactive Skills (Arabic): June 25 – 28, 2006; May 28 – 31, 2006; May 13–17, 2006; May 6–10, 2006; April 30-May 3, 2006; February 19–22, 2006; January 21-25, 2006; December 25-28, 2005; November 27- 30, 2005

Negotiation Skills – Advanced: May 7-10,2006

Dealing with Change: June 4-7, 2006; April 20-May 3, 2006; March 5-8, 2006; November 13 – 16, 2005

Time Management (Arabic): June 4-7, 2006; April 29-May 3, 2006; April 22-26, 2006; April 2-5, 2006; February 5-8, 2006; December 25-28, 2005; November 13 -16, 2005

Balanced Scorecard: April 2-5, 2006; January 28-February 1, 2006

Negotiation Skills – Basic: May 28 – 31, 2006; April 2-5, 2006; November 27 – 30, 2005

Supervision Skills – Advanced (Arabic): March 19-22, 2006

Supervision Skills – Basic (Arabic): May 28 – 31, 2006; December 25 – 28, 2005

Participation Fees: \$153,000.

REP conducted the training conference ‘Leadership Healthcare Quality’ in collaboration with Kenzay Training L.L.C. customized for the General Authority for Health Services in Abu Dhabi on December 11-13, 2005. \$30,000.

REP conducted the workshop ‘Corporate Conflict Management & Effective Negotiation’ with CMPartners from May 12-13, 2006. Thirteen participants attended.

REP conducted the workshop ‘Strategic Management for Non-Governmental Organizations’ with AID/AMIDEAST from May 29, 2006 through June 2, 2006 (\$6,500.)

Total Participation Fees \$189,500.

Continuing Education Center

A total of 476 students were enrolled in courses and certificate programs during the FY 2005-06. The total tuition of registered students amounts to \$219,280.

REP continues to administer the Kuwait certificate program with a face value of \$1,189,370 for the period of two years and that generated \$167,801 (based on 250 certificates) in overhead during the FY 2005-06.

The AANA program counted 17 participants and was due to generate \$59,100 in registration fees; however, due to the July 2006 war, the program was interrupted, participants evacuated and fees refunded.

Total CEC operation \$1,408,650.

Total Volume of REP Operations in FY 2005-06*: New and in progress

| | |
|--|---------------------|
| Consulting/Professional Contracts (Face Value) Acquired | \$2,642,630.25 |
| Existing Active Consulting/Professional Contracts (Face Value) | 3,803,305.60 |
| Closed Active Consulting/Professional Contracts (Face Value) | 1,755,339.30 |
| Workshops (Actual during FY) | 189,500.00 |
| Continuing Education Center (Face Value & participation fees) | <u>1,408,650.00</u> |
| TOTAL | \$9,799,425.15 |

I take this opportunity to thank you all for your support and cooperation.

George K. Najjar, Vice President
Regional External Programs

* Total contract values including revenue-generating salaries and consulting fees, as well as reimbursable expenses: air tickets for consultants, per diems etc... Within each project budget, however, items of both categories are clearly delineated.

VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

Under the heading of Development and External Relations are reports from the Beirut and New York Offices. These have more specific details on the activities of these offices.

Fiscal Year 2005-06

I am pleased to report that in the last fiscal year, 2005-06, we raised close to \$23.7 million. This is a new fundraising record for AUB. This represents a 31.4% increase over the 2004-2005 fiscal year in the amount of cash received by the University. Additionally, the number of gifts made to the University increased by 25%—from 4,368 in 2004-05 to 5,464 in the 2005-06 fiscal year. The chart below gives you details on the past three years. Of particular note is the large increase in the number of non-alumni individuals who contributed this past year. Many of those contributions were the result of our efforts to raise funds for the AUB Medical Emergency Fund (MEF) that was established this July soon after the war began. This effort raised over \$1.2 million from over 1,500 donors. Along with contributions to the MEF in the last quarter of the year were many unrestricted gifts and gifts designated for financial aid.

Along with these contributions, of course, were hundreds for other purposes and pledge payments for the Campaign for Excellence. Our aggressive mailing schedule of appeals to alumni, friends of AUB, the AUB faculty and staff, and to a number of other fundraising programs (Fingerprints, Parents Appeal, Bookmark, etc.) are all described elsewhere in this report.

| SOURCE OF GIFTS | OCT. 1, 2003–SEPT. 30, 2004 | | OCT. 1, 2004–SEPT. 30, 2005 | | OCT. 1, 2005–SEPT. 30, 2006 | |
|-------------------|-----------------------------|-----------------|-----------------------------|-----------------|-----------------------------|-----------------|
| | NO. OF GIFTS | AMOUNT | NO. OF GIFTS | AMOUNT | NO. OF GIFTS | AMOUNT |
| FACULTY AND STAFF | 163 | \$476,629.22 | 339 | \$309,512.62 | 239 | \$251,488.20 |
| ALUMNI | 1,730 | \$4,182,737.29 | 2,203 | \$3,130,101.29 | 2,517 | \$5,864,707.51 |
| BEQUESTS | 5 | \$585,000.00 | 4 | \$578,429.09 | 5 | \$122,500.00 |
| BUSINESS | 168 | \$1,149,234.90 | 153 | \$2,225,844.12 | 188 | \$1,938,454.10 |
| FOUNDATIONS | 49 | \$1,991,779.64 | 54 | \$7,197,982.34 | 85 | \$9,114,038.44 |
| OTHER GOV'T | 0 | -- | 1 | \$5,000.00 | 0 | -- |
| INDIVIDUALS | 1,143 | \$1,989,971.21 | 1,498 | \$2,621,845.16 | 2,266 | \$4,806,548.68 |
| PRIVATE GROUPS | 52 | \$477,400.12 | 57 | \$274,810.57 | 64 | \$268,930.03 |
| ACTIVE TRUSTEES | 57 | \$1,396,705.49 | 59 | \$1,668,485.15 | 99 | \$1,306,473.55 |
| TOTAL | 3,367 | \$12,249,457.87 | 4,368 | \$18,012,010.34 | 5,463 | \$23,673,140.51 |

| MAJOR FUND ACCOUNTS | OCT. 1, 2003–SEPT. 30, 2004 | | OCT. 1, 2004–SEPT. 30, 2005 | | OCT. 1, 2005–SEPT. 30, 2006 | |
|---------------------|-----------------------------|-----------------|-----------------------------|-----------------|-----------------------------|-----------------|
| | NO. OF GIFTS | AMOUNT | NO. OF GIFTS | AMOUNT | NO. OF GIFTS | AMOUNT |
| CURRENT FUNDS | 2,326 | \$7,600,932.78 | 3,190 | \$12,047,500.13 | 4,223 | \$16,684,436.45 |
| ENDOWMENT FUNDS | 1,041 | \$4,648,525.09 | 1,178 | \$5,964,510.21 | 1,240 | \$6,988,704.06 |
| TOTAL | 3,367 | \$12,249,457.87 | 4,368 | \$18,012,010.34 | 5,463 | \$23,673,140.51 |

Campaign for Excellence

We continue to do well in the Campaign for Excellence and reached the \$136.6 million mark at the end of the 2005-06 fiscal year. Our efforts to raise major gifts seem to be paying off, but we should continue to be concerned about filling out the middle of the gift pyramid. Such efforts will go a long way to enabling AUB to be successful in the next fundraising campaign. There

are hundreds of named gift opportunities available at the University ranging from \$25,000 to \$2 million. Even after the Campaign for Excellence ends—on December 31, 2007—we will be seeking funds for these gift opportunities.

| <u>CATEGORY</u> | <u>GOAL</u> | <u>RAISED TIL SEPT. 30, 2006</u> |
|----------------------|----------------------|----------------------------------|
| ENDOWMENT | \$69,000,000 | \$58,605,667.78 |
| BUILDING PROJECTS | \$61,000,000 | \$48,240,000.00 |
| CURRENT EXPENDITURES | \$10,000,000 | \$29,810,059.04 |
| TOTAL | \$140,000,000 | \$136,655,726.82 |

| PROJECTED DONOR & DOLLAR GOALS | | | | ACHIEVED DONOR & DOLLAR GOAL | | |
|---|---------------|-----------------------|------------------|---|-------------------------------|---------------------------|
| Range | Donors | Total in Range | % of Goal | Current Donors | Current Total in Range | % of Goal Achieved |
| \$20,000,000 | 1 | \$20,000,000 | 14.30% | 0 | \$0.00 | 0.00% |
| \$10,000,000 | 1 | \$10,000,000 | 7.10% | 2 | \$29,788,500.00 | 297.89% |
| \$5,000,000 | 2 | \$10,000,000 | 7.10% | 5 | \$27,139,790.00 | 271.40% |
| \$2,500,000 | 5 | \$12,500,000 | 8.90% | 5 | \$15,569,929.43 | 124.56% |
| \$1,000,000 | 20 | \$20,000,000 | 14.30% | 11 | \$18,718,308.83 | 93.59% |
| \$500,000 | 35 | \$17,500,000 | 12.50% | 22 | \$13,238,092.61 | 75.65% |
| \$250,000 | 60 | \$15,000,000 | 10.70% | 25 | \$8,120,971.96 | 54.14% |
| \$100,000 | 100 | \$10,000,000 | 7.10% | 63 | \$8,417,574.90 | 84.18% |
| \$50,000 | 150 | \$7,500,000 | 5.40% | 70 | \$4,554,405.48 | 60.73% |
| \$25,000 | 200 | \$5,000,000 | 3.60% | 87 | \$2,851,628.25 | 57.03% |
| \$15,000 | 250 | \$3,750,000 | 2.70% | 93 | \$1,756,328.31 | 46.84% |
| \$10,000 | 500 | \$5,000,000 | 3.60% | 137 | \$1,573,808.03 | 31.48% |
| <\$10,000 | Many | \$3,750,000 | 2.70% | 9,200 | \$4,926,389.02 | 131.37% |
| | TOTALS | \$140,000,000 | 100% | 9,720 | \$136,655,726.82 | 97.61% |

Higher education fundraising always works best when there is stability within the institution and within the donor society. The events of the summer may well create a problem as donors look at the vast needs of Lebanon and allocate their charitable dollars for support of much needed reconstruction projects. AUB's needs have not changed, of course. They may, in fact, have grown as a result of the war. Clearly, we still need to raise \$25 million or more to complete the construction projects we have begun and/or planned. AUB is blessed in that our alumni base is spread worldwide and we need to look for funds from the Gulf, Europe and the U.S. as we move forward with the remaining 15 months of the Campaign.

Our goals now are as they have been since the beginning of the Campaign:

Increase participation from individual donors and institutional funders.

End the Campaign with more potential prospects than AUB has today and strengthen our overall development operations.

Build a base of support for the Annual Fund so that it is increased.

Set the stage for future fundraising with substantially higher annual targets being achieved.

We thank all of the trustees who have helped with cultivation and solicitation of donors. As we move forward we need to continue to increase the number of volunteers who are involved in the fundraising process. We have made substantial progress over the past 48 months. There will always be more to do.

W. Stephen Jeffrey
Vice President for Development
& External Relations

DEVELOPMENT OFFICE, BEIRUT

Executive Summary

The year witnessed record-breaking fundraising accomplishments. It was a record year in gifts received in a single year, both in terms of amount (\$23.7 million) and number (5,463 donations). It was a record year in gifts processed in Beirut in amount (\$9.5 million) and number (around 2,500 gifts). In Beirut, money raised toward the Annual Fund was a record. Fingerprints also scored record figures in participation number, participation percentage, and amount donated. Our development programs continued to grow. Class Reunion celebrated its sixth year, Fingerprints its fifth, Parent Program its fourth, Bookmark and Brave Heart their third. We had our first Class Gifts along the Reunion celebrations. We launched several new drives, most prominent of which are a new Dodge Challenge toward doubling alumni participation, and an HIP Retirees Fund in honor of VP George Tomey. The Volunteer Groups had a very successful fundraising year. Work toward the establishment of a single worldwide alumni association continues. The year was tainted by the month-long aggression on Lebanon that will leave its scars for months to come. In response, we launched a Medical Emergency Fund with outstanding response.

Financial Results

The year scored another unprecedented record in total gifts received by Beirut and NY of \$23,673,140 compared to last year's of \$18,012,010 (31.4% increase) and in number of donations of 5,463 compared to 4,368 last year (25% increase). Gifts received by Beirut Office totaled \$9,464,789 compared to \$5,485,260 last year for a 72.5% increase. The number of gifts received by Beirut was 2,422 this year compared to 2,400 last year (it should be noted that several gifts solicited by Beirut Office, including all on-line gifts, were actually processed as NY's). Breakdown of Beirut received donations by amount was as follows: individuals 39%, alumni 27%, business and foundations 24%, and others 10%. Total current funds comprised 59% while endowment funds constituted 41%. While restricted gifts constituted the largest part of the designated funds with 42%, endowed professorships were second with a record 25%, with scholarships scoring third with 22%.

Annual Fund

We sent 8 Annual Fund appeals during this fiscal year. They included: 2 Faculty/Staff appeals signed by VP Development; 2 general appeals, one signed by President Waterbury and another signed by the Chairman Morris; a Parents appeal signed by 3 parents and addressed to parents of currently registered students; a Lybunt/Sybunt appeal signed by a student; a Bookmark appeal asking parents of graduating students to give for books in honor of their sons/daughters; and a Class Reunion appeal. An e-mail solicitation focusing on the Dodge Challenge was sent in February with a link to a Dodge flash presentation that directed the recipients to a Dodge on-line giving web page. Total donations received to the Annual Fund this year amounted to \$4,164,853 from 1,041 donors, of whom 148 are AUB faculty and staff and 41 are parents of currently registered students. The amount raised compares favorably to last year's \$3,545,468 for a 17.5% increase. However, the number of donors (counting the 111 AF donors from outside North America who made online gifts) was about level as last year's. It should be noted that On-line Giving recorded a significant increase from 42 in FY 2005 to 395 in FY 2006. Total online giving amounted to around \$134,000.

The AUB Medical Emergency Fund

In the wake of the war on Lebanon, and to cope with the hundreds of war casualties and the tens of thousands of the displaced civilians, AUB established a Medical Emergency Fund. The proceeds from this fund will be used to support AUB's activities in the following areas: outreach health and medical relief, outpatient/inpatient care, emergency care, and distribution of major medical supplies. Two email solicitations were sent to our constituencies within and outside AUB. In addition, individual donors and foundations were approached to support the Fund. Ads inviting people to support this fund were placed in newspapers. The AUB Medical Emergency Fund effort brought \$1,246,516 from 1,505 donations.

Fingerprints

The Fingerprints program continued its success. This year, 967 graduating students (a record 53% of the graduating class of 2006) contributed \$30,410 to Fingerprints, compared to 831 students (48% of the graduating class) with \$24,500 last year, for an increase of 5% in participation and 24% in amount. The donations will be matched two-to-one both by AUB Trustee Farouk Jabre and the USFC. The Fingerprints Endowed Scholarship Fund will be worth around \$500,000.

Scholarship Stewardship

We continued our coordination with the offices of Financial Aid and Comptroller for proper accounting and disposition of scholarship awards from current and endowed funds. Numerous requests for reports on balances, awards and restrictions were attended to. We reported to donors on the use of their gifts. Sponsors of named scholarship funds were contacted to enlist their renewed support for current scholarships. While we planned to report on the awards in mid July, the war in Lebanon forced us to postpone this effort until October.

Alumni Affairs

We continued to promote AUB among alumni constituencies. We held meetings on a regular basis with alumni and managed AUB representation in their functions. The Office assisted in preparing and participated in alumni events and in fundraising functions in Athens, Qatar, Abu

Dhabi, and Dubai and also with the Mount Lebanon Branch and the Computer Science Chapter. Most of the proceeds of these activities are earmarked for financial aid. Visits were also made to London, Paris, Cairo, Amman, Kuwait, Bahrain and Saudi Arabia's Eastern Province. The trips were both alumni and fundraising focused. AUB hosted the sixth Class Reunion celebrations. This year's program was for the graduates of '51, '56, '61, '66, '71, '76, '81, '86, '91, '96, and '01. More than 1,000 alumni with their companions celebrated and left behind proceeds of around \$40,000 that were added to the Class Reunion Endowed Scholarship Fund. This year, we introduced the Class Gift concept and received the first of such gifts. On the AUBAA front, the office assisted the ITF in its work and in communicating with the alumni. The ITF held a meeting in Jordan in December and two meetings in Beirut in February and May. The AAA held two conventions in Beirut. The conventions called for the establishment of a single independent worldwide alumni association whose governing bodies are elected by alumni at large and accountable to them. They also called for the separation between right to vote and payment of dues. The conventions called for restructuring and developing the AAA to be that association. In that respect, a committee of lawyers drafted amendments to the AAA constitution. The amendments were regarded by AUB and the ITF as a step in the right direction, but with still some ground to cover. AUB called for the AAA and the ITF to meet and exchange views.

Volunteer Groups

AUB's four volunteer groups were quite active this year. The President's Club continued their support in enhancing student life, raising funds through annual memberships, the bench campaign (with 9 new adopted benches), a photo exhibition for photos taken by President Waterbury, and a gala dinner on the Green Oval. Their support this year included a \$50,000 donation to FAS in support of transforming Bliss 203 to an exam room. The Scholarship Fundraising Committee held two major activities: a 4000-spectators concert by Magida El-Roumi, and a star-packed gala dinner. They added \$140,000 (celebrating AUB's 140th anniversary) to their Endowed Scholarship Fund. The Women's Auxiliary maintained its monthly support of AUB and the Medical Center. We worked closely with the Museum Director and the Friends of the Museum on various fundraising efforts in conjunction with the re-opening of the Museum with quite successful results. Work of other volunteers included that of Brave Heart who launched the "Little Book of Love Quotes" early in the year, and held a fundraising fashion show in Jeddah. Overall, more than \$750,000 has been raised so far for the Brave Heart Fund. We also organized a fundraising concert by Walid Gholmeih in support of the Zaki Nassif Music Program, adding another \$35,000 to the Program fund.

Communication with Alumni and Donors

Three issues of the *MainGate* were circulated to alumni, donors, and parents of currently registered students. Copies of the AUB Bulletin Today were mailed to presidents or coordinators of alumni branches in the Middle East and Europe. The sixth annual Contributors Report was also mailed to alumni and donors worldwide. We plan to restrict future Contributors Reports to primarily an on-line version. Prominent and active alumni, major donors and prospects, trustees, and volunteer groups received Christmas cards and calendars from the President as well as from the Director and Development officers. We sent a letter signed by the Dean of Student to parents of new students, who joined AUB during the Fall semester, informing them of the latest developments on campus. In addition to the appeals listed above, a number of

messages were processed. Those included messages from the President, Acting President, and VP Development to alumni and the AUB community during the war on Lebanon. We also conducted an e-mail based survey of our constituency on their perceptions and views of the Annual Fund and donations toward it. Over this year, the Development website recorded 10,641 hits from outside the campus.

Development and Alumni Information Technology

We successfully upgraded our alumni and development information system. All of our business process flowcharts were updated to reflect the changes that were applied. They were shared with the Internal Audit Office with favorable feedback. We ensured, in coordination with NYO, an effective configuration, launching and marketing for the newly established alumni on-line community. More than 2,500 alumni have registered in the on-line community. We embarked on a document imaging and electronic archiving system (Laserfiche), and are supplementing that with an electronic photo library. Throughout the war, we kept staff connected to Banner from within and outside AUB through remote access to ensure that no disruption occurs in processing gifts and other vital operations. We also updated the website to include new sections for the campaign news updates, supporting the Medical Emergency Fund, and the naming opportunities at the various faculties.

Prospect Management and Research

Research on around 150 prospects and donors residing in Lebanon, the Gulf, and Europe was completed. Updates on 40 others were also done. Various research reports on individual and alumni branch giving were generated. We augmented our library of references, electronic and hard, to help us conduct research. Updating and incorporating addresses and contact information of alumni, prominent alumni, and donors continued.

Looking Forward

We approach the last year of the \$140 million Campaign for Excellence with more than \$136 million in secured gifts and pledges. While the ultimate goal of the Campaign is about to be achieved, there are several sub-goals that we need to be working toward. Raising funds for the new building projects will be one of our top priorities. Securing donations at the middle level of the Campaign gift pyramid is another. Our efforts will also be focused toward achieving the objectives of the Dodge Challenge in doubling our alumni participation. We will launch the Hospital Annual Fund next year. On the alumni front, we will start the year with a new structure that separates Alumni Relations from Development. Yet, we will continue our work with the ITF as they prepare to finalize their vision of the new AUBAA. A detailed plan for fiscal 2006/07 that includes specific goals and strategies in various development functions is being finalized.

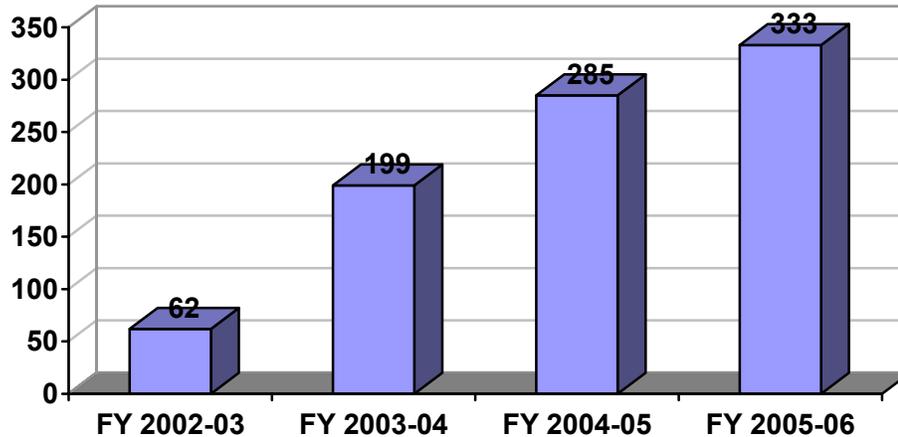
ImadBaalbaki, Director of Development, Beirut

OFFICE OF UNIVERSITY PUBLICATIONS

The Office of University Publications continues to experience a steadily growing volume of projects from across the university. During the 2005-06 period, the Office designed and produced over 330 unique projects across a number of categories including brochures,

advertisements, banners, magazines, newsletters, and other publications. The following chart depicts the volume of projects completed through the Office over the past four fiscal years:

University Publications: Projects Completed by Fiscal Year



Through competitive bidding, approximately \$292,663 was spent on over 300 publications during the 2005-06 period through the Office of University Publications. AUB is increasingly well positioned to maximize our brand identity due to the centralized nature of such publications. All publications designed and produced through the office adopt a central design philosophy that includes standards on using university identifiers (logos, emblems, seals, trademarks) in addition to common editorial standards and quality photography.

Publications

For the first time, the Office assisted the Office of Student Affairs by designing and producing the 2004-05 Student Yearbook. Also, AUBMC contacted the Office to develop common publications templates for use across all their departments. This included developing standard letterheads and other stationary including business card templates, envelope formats and broad policies on which logos and seals may be used for publications. This will help sharpen the visual look of the Medical Center and present an added layer of professionalism. In addition to AUB-related projects, the Office of University Publications assisted REP in designing and producing the academic catalog (an English and an Arabic version) for Dhofar University in Oman.

Significant clients during the period include the Office of Admissions, the Middle East Medical Assembly (MEMA), the Office of Development, the Anis Makdisi Program in Literature, the Office of Information and Public Relations. Our clients represented all faculties on campus, the Medical Center, Regional External Programs, and other administrative departments within AUB.

Institutional Marketing

The Office markets the university through institutional advertisements and other promotional material for AUB-related activities. Eleven ads were placed to promote AUBMC, various AUB outreach programs, Executive Health at AUBMC, a general ad about AUB, several development-related ads (Annual Fund, Class Reunion, the Alumni online ad) and two ads

during the most recent war in Lebanon requesting an immediate end to hostilities. These ads were placed in *The New York Times*, and the *International Herald Tribune*. Other ads were featured in *MainGate*, *Al Bia wal Tanmia*, the Lebanese Yellow Pages, and elsewhere. Another ad was developed (but not yet placed) for AUB's library. It will highlight our exceptional English-language volumes and research potential.

In addition to ads, the Office marketed AUB-related activities and events. Some 67 posters and accompanying invitation cards and flyers were designed and produced to promote events ranging from guest lecturer visits, concerts, fundraising events, conferences and seminars, orientation events and other student-related activities. Major clients for this promotional service include: the Anis Makdisi Program in Literature (AMPL), CASAR, the Olayan School of Business, CAMS, the Development Office, Office of Information and Public Relations, AUBMC, Faculty of Health Sciences, Office of Student Affairs, School of Nursing, and the Department of Social and Behavioral Sciences.

Photography

Almost two years ago, the Office of University Publications created a digital photography database that is both key-word searchable and scalable. The Office currently enjoys access to over 21,500 contemporary photos. This compares to approximately 13,000 photos in our archive at the end of the 2004-05 period. AUB invited a professional photographer to shoot areas within AUB's campus, AUBMC and AREC – in addition to areas of interest across Lebanon. In addition, the office has worked with other photographers on campus (ie., AUB's photography department) and local photographers – all of which added to our database.

These photos are accessible through the Office for all AUB departments and clients for use in publications, advertisements, websites, presentations, and external media (both local and international).

Omar Odeh
Director of Marketing & Publications

DIRECTOR OF INFORMATION AND PUBLIC RELATIONS

During the terrible events of July-August this year, AUB's perseverance, patience, and determination were in demand and AUB's humanity toward its colleagues and friends within the AUB family, and toward fellow citizens was called forth. This was how President John Waterbury reflected on this situation to the opening ceremony audience in Assembly Hall on October 2. He told them: "AUB is 140 years old. Is anyone surprised that we rose to this occasion as we have to all others preceding it?"

The president called his message a message of pride and hope despite the terrible events. In fact this would be an appropriate title for this period, October 1, 2005 to September 30, 2006 which coincided with AUB's 140th year.

The year began on an upbeat note. In celebration of the milestone 140th year, and in collaboration with the Photography Department and the Office of Publications, this Office

produced the 2006 AUB Calendar featuring the Dr. Franklin T. Moore Collection of AUB photographs, spanning 1892-1902. The Office collaborated with the PCNS to build a 140th anniversary web page. The idea was to highlight the AUB experience for old and young alike. Despite the gloom which permeated political life in Lebanon after the assassination of Gebran Tueni and several other political leaders before him, the university continued its renewal drive. New projects proceeded or started during the span of this report, and cultural and scientific events were successfully held by the university under the banner of its 140th year celebration.

Major events covered during this period were the start of the 2005/06 academic year and the awarding of merit scholarships to ten new students and the groundbreaking ceremony for the CCC Scientific Research Building in October 2005, the CNN live broadcast from AUB with student interviews by Jim Clancy and the AUB student elections in November, and Founders' Day Ceremony in December 2005.

Held this year under the theme of 'AUB and Democracy', the Founders' Day Ceremony received extensive media coverage. Former Prime Minister Najib Mikati was the key speaker in the ceremony. Michelle Kasdano, winner of the Founders' Day student essay contest, projected her vision of AUB ten years from now, when it will have helped "spread democracy within Lebanese and Arab societies".

In January 2006, Dr. Giovanna Prennushi lectured about the World Development Report 2006 "Equity and Development" in a presentation chaired by Dr. Waterbury. Equally in the public focus was the enrolment of 20 new Saudi students in the Faculty of Medicine, hailed as an indication of the increasing number of Saudi students in AUB.

In February, an agreement to establish a Transportation Research Unit was signed at AUB between FEA and the Beirut Container Terminal Consortium (BCTC) in the Port of Beirut; the Olayan School of Business graduated its first EMBA class and celebrated the establishment of the Coca-Cola chair in Marketing and Sir Michael Atiyah and other experts lectured at AUB to celebrate the tenth anniversary of CAMS.

In March 2006, President Waterbury delivered his Future States of the University address. Veteran Russian cosmonaut Alexei Leonov, the first man to walk in space (1965), visited the university and talked to students about his fantastic career. AUB Professors Ali Chamseddine and Samih Isber of the Physics Department and Nadine Darwiche of the Biology Department each received a 12-month, all-expense paid \$50,000 fellowship by the Arab Fund Fellowship Program (based in Kuwait). A heavily attended press conference was held to introduce LibanCert, the first Lebanese Inspection and Certification Body, which is supervised by AUB.

In April, AUB and the National Council for Scientific Research signed an agreement to give 12 scholarships to distinguished high school students, ground-breaking research by a group of physicians at AUBMC about congenital heart disease in children was published in Human Mutation journal, and Intellectual Property Day was celebrated in a day-long conference held jointly with the Ministry of the Economy.

In May, two international figures visited AUB: Noam Chomsky, and Charles El-Achi. Chomsky, renowned philosopher and political activist, gave a lecture entitled "The Great Soul of

Power". El-Achi, NASA JPL director, talked about the "Excitements and Challenges of Space Exploration". Students crowded both lectures to the point of over-flowing. That month also, the 40th MEMA was held, followed by an exhibition of the projects entered in the competition to design the Irani-Oxy Engineering Complex, which was won by Nabil Gholam. Other noteworthy public events on campus that month were the Job Fair, the Science Fair, the AMPL Prose Poetry Conference, the Basil Fleihan book conference, the Engineering Students Conference, Outdoors and the Folk Dance Festival. Also noteworthy was the press conference to announce the end of the AUB Museum reconstruction and rehabilitation effort.

June 2006 events started with an exhibition of photos by President Waterbury. This was followed by a seminar to launch the Reuters Business Information Academy in the Olayan School of Business. It was announced that Professor Ali Taher was awarded \$480,000 to conduct research on thalassemia and that an Infection Control week program was held at AUBMC.

By far the most noteworthy events in June were the ceremonies to award honorary degrees and the 2006 graduation ceremony. This year, Rima Khalaf gave the keynote address. The main ceremony was followed by the awarding of degrees by individual Faculties at separate locations. The Kuwaiti Minister of Health spoke in the Faculty of Medicine ceremony in Assembly Hall.

On July 12, 2006, another savage war broke out on Lebanon's southern borders and quickly engulfed the rest of the country. Within hours, Beirut's International Airport was shut down, sea ports were closed or their access became severely restricted and life in Lebanon came to a standstill. The buoyant summer had suddenly come to an end.

In the following days, heavy bombs fell on the country. Combat aircraft, navy vessels and ground positions unleashed their destructive power on Lebanon. Civilian casualties quickly mounted and the infrastructure of the country was devastated. Almost overnight, most of Lebanon's bridges and highways, small businesses, homes, factories and warehouses were obliterated. Transport vehicles were smashed. As the war grew in intensity, the university suspended all classes for the summer session. A number of special international summer study programs, such as the CAMES summer Arabic programs, were also cancelled. Foreign nationals were evacuated by their embassies or using personal means.

The university's greatest priority was to maintain operations as fully as possible while trying to ensure the safety of all. Continuing essential operations in the hospital and all basic service functions on campus was of utmost priority. Stocks of medical supplies, food for the hospital and fuel were continuously being assessed. Contingency plans in the university and at the hospital were reviewed and put in place. Essential university records are backed-up on a daily basis, but the administration made sure that all records are secure and safe from any possible disruption. In cooperation with PCNS, this office created a website, <http://www.aub.edu.lb/challenge/>, to provide essential contact details and answers to frequently asked questions in order to ease communication with students, staff, faculty, and alumni. An AUB hotline was also made available to answer questions on the status of the university .

As the war dragged on, more and more roads were bombed making commuting to AUB difficult. Eventually, staff members essential for operating the university and who live at a distance were

moved into campus dormitories with their families.

AUB also embarked with alumni and other donors on a campaign to help support volunteer relief efforts by raising badly needed funds. A statement was issued to alumni, friends, faculty, staff and students of AUB asking them to contribute to the AUB Medical Emergency Fund. AUB staff members also launched a campaign to clean the streets of Beirut starting from Bliss Street.

Almost one month after the start of the war, a ceasefire was declared. Classes resumed on Monday, August 28 and by early September new appointments had been made for Deputy President, vice presidents, new dean of FAFS and Director of the Issam Fares Institute of Public Policy and International Affairs. Later in September it was announced that Dr. Omar Obeid from FAFS was a winner of the Shouman award and that ten merit scholarships had been awarded to new students joining AUB for the Academic Year 2006-07, bringing the year full circle.

Information

The Office covered all of the aforementioned events and activities on campus with electronic news bulletins and paper press releases.

When the war started and AUB mobilized to help the displaced and the afflicted, the office covered the actions undertaken. It also kept the public informed on AUB's decisions, from summer term termination to the move of employees and their families to campus to rationing with paper releases and electronic news bulletins.

This Office continued to issue its regular and special publications. Periodicals published independently by the Office are *AUB Bulletin Today*, *AUB Calendar*, *Press Summary*, *Press Clippings and Press Releases*. The *MainGate* is published collaboratively with the AUB NY Office and the Office of Publications. *AUBMC News* is published collaboratively with AUBMC administration. *Outlook* is a weekly student publication produced with the technical assistance of this Office.

Online versions of some of these publications are published by this office on the AUB homepage. *AUB in the News*, the online version of the AUB Press Summary, started early in this reporting period.

In cooperation with the PCNS, the Office has continued to publish news stories about AUB on the AUB website, and continues to publish advance notification of forthcoming events on campus in the AUB Web Bulletin.

Media Relations

The Office helped local and regional reporters publish feature stories on different activities taking place on campus. *Der Spiegel* did a very positive feature story on how German students find AUB and Lebanon; *Orbit TV* interviewed Dr. Salim Kanaan plus Saudi students for a special program that airs in Saudi Arabia. During the span of this report, the Office helped the media conduct interviews on campus to highlight research and cultural activity by faculty and students. The Office persuaded regional pan-Arab magazines to feature stories on AUB students

and also assisted some journalists covering campus events and arranged for interviews required by the press. The Office facilitated the contact between the press and faculty members.

In collaboration with PCNS, the Office built a new online Media Guide which is an interactive tool that can be used by media to search for AUB experts in a given field.

During the recent war AUB increasingly became a mandatory stop for journalists from all over the world seeking professional advice to better understand the volatile situation in the Middle East. Some 200 journalists were assisted. When peace returned, extensive coverage of students on campus was arranged by this office.

Web Editor

During this period, the office managed and controlled the day-to-day dissemination of information via the web making news about AUB accessible to the AUB community and beyond. As mentioned above, online html versions of the office's publications were produced. All AUB Web Bulletin announcements, and News Highlights stories were edited and approved by this office. Some stories were also written by the web editor.

The office enhanced AUB's website by providing advice, expertise and guidance on web publishing to web coordinators and other departments. The web editor worked closely with the webmaster to ensure that AUB's web coordinators were following university policies, procedures and guidelines, and that there is consistency in the website as a whole. In conjunction with the webmaster, the web editor monitored the feedback emails and answered queries for general information on the web. The web editor managed the editing, design and build of the New York Office website with the collaboration of NY staff. The website went through numerous changes in design/editing before it was finally released prior to the end of 2005. The web editor and webmaster worked together on AUB's 140th Anniversary and Honorary Degrees websites.

Ibrahim Khoury, Director
Information & Public Relations

DEVELOPMENT OFFICE, NEW YORK

Annual Fund

In the fourth quarter of the 2005-06 fiscal year the Annual Fund reached an unprecedented level of growth with a sum of \$2,596,948 and 2,639 donors. The rise in donors and number of gifts can be attributed to fundraising for emergency medical and humanitarian relief during the July - August 2006 conflict and the continued efforts to achieve the \$140 million Campaign for Excellence goal.

As a result of our appeals, a record number of donors emerged for the Medical Emergency Fund (MEF). As of October 2, 2006, 1,494 individuals donated \$1,243,642. The Fund gained 793 new donors; more than half the total number of donors to the entire Fund. Segmentation of MEF donors has shown an interesting cross-section of the AUB Annual Fund donor pool. Non-alumni

donors or friends represent the single largest group with 955 donors; alumni donors come in second with 403; and former faculty with 33 individual gifts. The largest gift amounts are derived from twelve foundations at over half a million (\$526,132). This is followed by friends support with \$357,708 and Alumni Donors support at \$147,512.

The friend donor group ranks highest among individual gifts givers to the MEF, and the group also indicates the highest number of *new* non-alumni donors with 631 gifts. New friend donors are followed by 119 *new* alumni donors and 11 *new* corporate donors. Among all new donors to MEF, 53% are female and 47% are male, almost an equal number donated. New donors represent 53% of the total population of donors to the MEF.

Because of its purpose as an emergency medical fund, it was interesting to see how many donors to MEF were coincidentally doctors. Doctors represent 308 individual donors out of the total 1,494 population or 20% of overall giving to the Fund. Doctors also represent 47% of Alumni Donor support. In the Alumni Donors group, doctors also donated the largest sum of \$79,370 and overall donated approximately \$119,053 to the total fund.

This year past year, the Annual Fund brought in a total of 2,639 donors, 908 of which are new donors. Aside from the MEF, Annual Fund Unrestricted General Support gained the largest number of donors at 797 and with \$515,276 in support or 20% of the Annual Fund. It is also interesting to see that among all donor groups this year; support from Friends has overtaken Alumni support by 66%.

The Annual Fund direct mail appeals in the 2005-06 fiscal year brought in annual support from a variety of constituencies. Some of the highlights include the December Annual Fund brochure which raised \$80,000; appeals to last year's donors and donors from prior years raised \$49,050; and the AUB Medical Emergency Fund appeal raised \$112,350 from individual supporters. Online giving notices in direct mail appeals and especially during the appeal for the MEF were evident in the total \$123,891 raised this year through online gifts.

Solicitations from AUB and other sources to alumni and friends increased in July and August during the war. A recent Scholarship appeal mailing in September indicated slight fatigue among donor constituencies. As a result the direct mail calendar will begin again in November.

Communications

MainGate Magazine

Due to the conflict this summer, the summer 2006 alumni magazine was canceled in favor of a summer/fall 2006 issue. Both logistical and content related concerns contributed to this decision. Some summer 2006 content was merged into the fall issue, and much of the remaining material will be added to the online "e-zine" in the continued effort to boost the online content of the magazine and increase its appeal with the readership. The summer/fall 2006 issue focuses on AUB administrative actions, community outreach and fundraising initiatives during the war, as well as humanitarian outreach and fundraising efforts by AUB alumni worldwide.

To date, the *MainGate* survey has had a 4% response rate for the printed survey and a 7.5% response rate for the online version. More than 1,250 responses have been received. The low

response rate for the printed copy is likely due to the disruption of postal services in Lebanon. The survey measures the audience's primary information sources for university news, preferred contact methods for AUB information, level of interest in current *MainGate* subject matter and encourages feedback for future issues. Survey results will be printed in the winter 2007 magazine.

Media

1,206 AUB related press clippings were tracked from July 12 to Aug. 13, 2006 in print, online news reports and broadcast media. Feature articles on AUB during this period appeared in *The New York Times* and the *Chronicle of Higher Education*; President Waterbury published opinion pieces in the *Washington Post*, *Forbes Arabia* as well as an article in the *Chronicle of Higher Education*. Over the course of the conflict, the president also conducted several interviews with National Public Radio and appeared on Larry King Live. Dr. Richard Debs appeared in a television/radio broadcast with Amy Goodman on *Democracy Now*. AUB students regularly appeared for television interviews- in the States and in Lebanon-, including spots on Good Morning America, CNN American Morning, and MSNBC Live with Rita Crosby. The NY office worked closely with the office of information and public relations and the international student coordinator in Beirut throughout the conflict, facilitating articles and interviews in Beirut with journalists from CNN, ABC, MSNBC, Fox News, the BBC and many others.

The communications office also worked closely with the alumni and development offices in New York to keep donors and alumni in North America constantly updated with news from campus and Lebanon. Alumni leadership received copies of major news articles for distribution to their membership. Keeping alumni informed also helped maximize their fundraising and outreach potential: alumni conducting fundraising events throughout the US and Canada (the majority of which were in support of the Emergency Medical Fund), received reprints of articles on AUB and AUH humanitarian outreach and informational fliers guiding them in their outreach projects. Reprints of *The New York Times* and *Chronicle of Higher Education* articles on AUB's efforts to aid refugees in Beirut were also sent to Bliss members and in acknowledgement letters for donors to the Emergency Medical Fund.

Alumni Relations

Implementation Task Force

Following the AUB Board of Trustees decision in June 2005 to establish a single worldwide alumni association, the Implementation Task Force was appointed and held its inaugural meeting in late August 2005 to discuss and prepare the programmatic and organizational details for the AUBAA – the worldwide AUB alumni association. Subsequent meetings have been held in December 2005, February, May and October 2006. Consultations with North American alumni were undertaken at the alumni convention (Houston Nov 05) and in individual chapter meetings (Toronto, Ottawa March 06). Regular communications have been sent to all alumni via email and *MainGate* about the progress of the ITF. Comments from alumni have been systematically collected and directed back to the ITF.

It is expected that the ITF will have concluded its deliberations and present the following documents relating to the new AUBAA at the AUB BOT November 2006 meeting for review

and approval: AUBAA By-laws, AUBAA Chapter policies and procedures, and Protocol for electing alumni to the BOT.

The Director of Alumni Relations in NY has participated in all facets of the ITF's work: attending ITF meetings, drafting and reviewing documents (Chapter policies and procedures specifically), distributing communications to alumni and relevant parties, attending consultation meetings with alumni.

AANA (AUB Alumni Association of North America)

The Alumni Relations staff in NY provided resources and support to AANA chapter and national activities throughout the past year. This included:

Facilitating all AANA Board meetings (on-site and teleconference) and AANA national and chapter elections

Working with AANA BOD to reactivate and establish chapters (Arizona, Cardiology, Ohio/Kentucky, southern Florida, Dallas, Pittsburgh, Syracuse)

Providing assistance (mailings, logistics, AUB materials) for AANA national (e.g., Houston convention) and chapter events

Liaising with legal counsel on AANA issues

Facilitating AANA accounting and filings for state and national reporting.

Summer '07 Crisis in Lebanon

In collaboration with AUB staff, the Alumni Relations staff prepared and organized the AANA summer program for children of alumni from North America with 16 students registering for the program. Due to the war, the program was cancelled after 10 days and students evacuated. NY staff worked with the International Students Office in this regard and kept parents informed of progress.

Alumni Relations staff coordinated dissemination of relevant press coverage and communiqués from senior AUB staff to AANA leadership and alumni at large and assisted chapters with events for the raising of Emergency Medical Fund monies and supplies.

AUB On-Line Community

After continuous work with colleagues and HarrisConnect, the AUB On-line Community (OLC) was launched in June 2006 in several stages: first to North America. The NY Alumni Relations staff has been responsible for all mailings (email and paper) to alumni about the OLC and ensuring that all updates resulting from data logged into the OLC is processed accordingly. HarrisConnect indicates that the AUB OLC has had a good return with a significant percentage of alumni registering with the community. Fields of information and data available to alumni in their individual records are being regularly reviewed and revised for maximum usability.

Individual chapter pages will be launched soon, beginning with the AANA chapters. These will be maintained by chapters but are part of the AUB OLC. Following further collaboration with colleagues in Beirut, career networking within the AUB OLC module will be loaded in the coming months as well.

**VICE PRESIDENT OF MEDICAL AFFAIRS &
DEAN OF THE FACULTY OF MEDICINE AND MEDICAL CENTER**

Students and Academic Affairs

The academic program, monitored by the four class teaching committees, proceeded smoothly. One Medicine I student was asked to withdraw from the program after repeating for failing to achieve the minimum requirements. A Medicine II student transferred for one year to Weil Cornell University in Qatar because of the war.

Student Admissions

84 students registered for Medicine I. The MCAT averages of the registered students were as follows: Biology 11.05, Physics 11.04, Verbal Reasoning 7.44, and Writing Sample 7.65. The general MCAT average of the registered students was 10.34. The table below shows the MCAT averages of the accepted students of the current year as compared to those of previous years.

The MCAT average of the accepted students compared to previous years

| | BS | PS | VR | WS | MCAT AVE/SD |
|-----------|--------------|--------------|-------------|-------------|--------------------|
| 2006-2007 | 11.05 | 11.04 | 7.44 | 7.65 | 10.34 |
| | 1.34 | 1.49 | 2.3 | 2.25 | 1.2 |
| 2005-2006 | 10.57 | 10.28 | 7.03 | 7.63 | 9.79 |
| | 1.35 | 1.58 | 2.23 | 1.88 | 1.12 |
| 2004-2005 | 10.41 | 10.38 | 6.99 | 7.21 | 9.73 |
| | 1.45 | 1.44 | 1.91 | 1.99 | 1.06 |
| 2003-2004 | 10.44 | 10.71 | 5.93 | 7.1 | 9.72 |
| | 1.29 | 1.47 | 2.00 | 2.00 | 1.06 |
| 2002-2003 | 10.62 | 11.34 | 6.97 | 7.66 | 10.23 |
| | 1.11 | 1.39 | 1.99 | 2.24 | 0.96 |
| 2001-2002 | 11.19 | 11.72 | 7.17 | 5.99 | 10.51 |
| | 1.12 | 1.33 | 1.93 | 1.74 | 0.91 |

Financial Aid

211 out of 220 students (96%) were awarded financial aid, amounting to LL 1,989,878,715 (USD 1,319,548.22), which represents, on the average, 28 % of the tuition fees.

Medical Program

The clinical program (Medicine III & IV) continued regularly during the war in July and August 2006. Med I and Med II started on time.

Research

201 research proposals were submitted to the Research Committee, 10 of which did not require Institutional Review Board (IRB) or Institutional Animal Care and Use Committee (IACUC)

review. (1) The IRB processed 170 research proposals during this period, 119 of which were from the Faculty of Medicine and 51 from other Faculties in the university. (2) The IACUC processed 21 proposals during this period, 2 of which were from outside the Faculty of Medicine. (3) The Research Committee reviewed 47 proposals submitted for funding from intramural sources: 13 in the fall cycle and 34 in the spring cycle of 2005-06, of which 13 and 18, respectively, were recommended for funding. Research funds received by members of the Faculty of Medicine during this period amounted to \$2,805,952 divided as follows: URB \$162,429, MPP \$274,475 (of which \$109,125 will be given in fall 2006-07), LNCSR \$113,072, and extramural sources \$2,255,976.

Core Facility

New equipment received: Gene Scan Software, Insight II (MS Modeling), RTS Proteomasters rapid Transcription and Translation system, Freezer -80°C, 2 Cell Culture Centrifuges and a NanoDrop Spectrophotometer.

Publications

In 2006, as per a September Medline search, there were 123 publications by faculty members: 68 (55%) original research articles, 30 (24%) case reports, 14 (11%) reviews and 11 (9%) letters.

Multidisciplinary Programs

The Academic Committee voted unanimously to establish the Emergency Department at the FM/AUBMC. It is deliberating the consolidation of the Departments in Basic Medical Sciences into one and establishing the Department of Neurosciences and Psychiatry to include the psychiatry, neurology, pediatric neurology and neurosurgery services.

Graduate Medical Education

Following the unfavorable decision of the American Council for Graduate Medical Education (ACGME) to evaluate for accreditation the postgraduate programs at AUBMC due to its geographic location, the AUB Office of Graduate Medical Education continued to work toward meeting both institutional and programmatic requirements. (1) Introduction of an institutional orientation curriculum and program (2) Basic Life support (BLS)/Advanced Cardiac Life support (ACLS) Certification (3) Introduction of the new Resident Agreement (4) Expansion of the Graduate Medical Education Committee and Personnel.

AUBMC-Computing and Network Services

The Computed Radiography (CR) unit was installed and linked to the Radiology Information and Web reporting system. A new Operating Room Store Management and Hospital Material Management System for online ordering was developed. The Admission, Discharge and Transfer system, as well as the Operating Room and Nursing Scheduling systems, were significantly enhanced. AUBMC network is expected to become wireless in January 2007.

Medical Emergency Fund

In response to an appeal issued by AUBMC in coordination with the Development Office to AUB alumni and friends, the “Medical Emergency Fund” was established to support 4 activities at AUBMC described below. By September 27, 2006, \$1,238,180.61 was generously donated.

Emergency care for direct war casualties: Until September 28, 2006, AUBMC provided emergency care for 174 casualties, 73 of whom were admitted requiring 64 operations in addition to initial management of some severely burned patients. The emergency department also received 1,116 patients from the displaced population, 86 of whom were admitted.

Out reach to displaced people in shelters: Public health, hygiene, and medical services including psychiatric care was provided to around 10,000 people in 15 shelters. The shelters were visited daily by three AUB teams of 10 -12 volunteers from the FM and the FHS. The teams distributed hygiene kits and screened the inhabitants for disease, providing primary care.

Advanced care at AUBMC for the needy displaced patients: 1019 displaced patients were referred to the outpatient clinics (OPD) at AUBMC and were given the needed care.

Sorting and distribution of donated medical supplies and medications in cooperation with the Ministry of Public Health.

The Medical Practice Plan

The total collected professional fees in the clinical departments decreased because of the war, from \$15,425,220 for 2004-05 to \$15,068,171 for 2005-06. In the service departments, the collected professional fees decreased by 7%, from \$6,465,906 for 2004-05 to \$6,044,922 for 2005-06. As a result, the total of professional fees of 2005-06 was less by \$778,033 (-3.5%) compared to 2004-05. Expenses for the same period have been within the MPP budget.

Financial Performance

The results for 2005-06 to date are preliminary, excluding adjustments, provisions, accruals and allocations. Net AUBMC revenue for 2005-06 is \$75,535,797 compared to \$71,655,169, more by \$3,880,628 (5.42%) than 2004-05 but is \$2,842,218 (-3.63%) less than budget. It is important to note that by June 31 (end of 3rd Q), net revenue was 10.68% higher than the same period last year and 2.9% higher than the 2006 3rd Q budget. The war led to a decrease in AUBMC net revenues of approximately \$3.5 million and one time unbudgeted war related charges of approximately \$400,000. The final results for 2005-06 await the expense figures from the comptroller. AUBMC began to see a return to previously targeted workload by the third week of September 2006, which has been maintained to date in October.

Nadim Cortas, Vice President
Medical Affairs, & Dean, Faculty of
Medicine & Medical Center

AUB MEDICAL CENTER

“This year had a good start. The demand for our services was healthy and was well within our projections and expectations... Efforts continued through the year in preparation for the visit of the Joint Commission on Accreditation of Hospitals for June 16, 17 and 18, 1982. Needless to say this visit never materialized for obvious reasons. Overnight we were back in a flagrant war situation where we saw the country violated...” (Report of the Director 1981-1982)

Workload

The indicators of admissions, patient days, patient mix, private clinics visits and volumes of services have, by the end of June 2006, shown the potential for the year to be the best in the past five years had the last quarter been a normal quarter. However, even with the two month war the admissions for the year were slightly higher than the previous year and the mix was affected in first class admissions only which was 253 less than the budget and the same thing in patient days. The average length of stay was as budgeted, 3.99 days. The major impact of the war was in private clinics visits and revenue from outpatient procedures. In terms of financial performance, the projected deficit is \$ 10.1 million rather than a deficit of \$ 6.3 million. The negative impact of the war will extend well into fiscal year 2006-2007 even though September 2006 showed some signs of recovery in terms of hospital occupancy, patient mix and private clinics visits. The projected deficit for 2006-2007 is \$ 6.8 million.

Patient Satisfaction

A continuous patient satisfaction study is planned for launching by the beginning of 2007. This study, which is already designed, will measure the different aspects of patient satisfaction and will identify areas of weakness. In the meantime, the suggestion boxes bring to the forefront (in almost 80% of the written comments) the problem of inordinate patient waiting time in the private clinics.

Marketing

AUBMC has undertaken several activities to fulfill its mission as a regional medical center. In this context, AUBMC participated, with its own booth, in Arab Health Conference and Exhibit in Dubai in January, 2006, in Medhealth in Beirut in June 2006, in addition to its usual support of the Middle East Medical Assembly.

AUBMC is adopting a new brand identity emphasizing a unique image of excellence through unified stationary, new newsletter layout, in addition updating its documentary film, brochure, and bookmark and producing new promotional and informational material.

During the first three quarters of the year, AUBMC attracted a vast number of international patients from neighboring countries and the Gulf region for a wide spectrum of medical services that ranged from physician consultation to second opinion to admissions that entailed complicated surgeries and medical treatments. The July war has subsequently affected this trend.

However, we strongly believe that this negative impact on its regional role will be reversed by early 2007 as peace efforts in the country take roots.

Nursing Services

The establishment a year ago of the Life Support Center in affiliation with the American Heart Association has had a positive impact. Over the year, the Center certified 14 instructors in Basic Life Support and 16 instructors in Advanced Life Support. A total of 62 classes were offered and 1,102 participants (physicians, nurses, other health professionals) were certified.

AUBMC and Nursing Service continue to be the only center in Lebanon and the region accredited by the American Nurses Credentialing Center (ANCC) to provide continuing education. In 2005-2006 Nursing Service Staff Development conducted 31 activities (workshops, grand rounds, and general sessions) for a total of 1,878 participants from AUB and from other institutions in Lebanon.

In an effort to keep the momentum of the MAGNET initiative, Ms. Jane Shivnan from Johns Hopkins was recommended by the MAGNET leadership in the US to visit and assess the readiness of Nursing to embark on the journey to excellence. Ms. Shivnan visited in May, 2006. Her input during the visit was quite positive. In the meantime Nursing is continuing with their initiative to prepare for MAGNET while awaiting her report.

Capital / In-House Projects

The two major capital projects, Buildings 56 and 23, planned to be completed very early this fall are now delayed to March-April, 2007 with an appreciable increase in the cost due to the war. The Emergency Unit project is now complete with the planters and the benches in place, a welcome touch of green.

The following is a selection of the in-house projects that were ongoing during the year and are now either completed or very near completion:

- Relocation of the PAU in preparation for its move to Building 56
- Relocation of the VIP lounge
- Relocation of the IVF laboratory and remodeling of PACU
- Installation of the building management system (BMS) for HVAC
- Installation of the hospital wide wireless data points
- Relocation of the Phlebotomy service and upgrade of cold rooms
- Alterations to accommodate molecular biology and expand hematology.

Challenges of 2006-07

Two major and equally important challenges face AUBMC in 2006-07: balancing the budget and achieving JCIA and MOH accreditation. These challenges cannot be met without the total cooperation and support of the staff at large: medical, nursing, health professionals and last, but not least, all the rest of the employees of AUBMC.

In closing, I would like to express my deep appreciation for the team who gave me all their unqualified support during the short time I have been here to make the year a relative success considering the happenings of the last quarter.

Munthir Kuzayli
Hospital Director

CHIEF OF STAFF

Medical Board Activities

The Medical Board held 14 meetings, two for disciplinary function and two special meetings for admission and utilization of Hospital services and the July war crises. The remaining meetings were for discussion / approval of issues related to:

Personnel and committee appointments

Quality Management & Performance improvement activity reports

Multidisciplinary programs: management of obesity and diabetes

Physicians' directory

CME activity and committee for medical staff.

Approval of multidisciplinary policies.

Appointments and reappointments and re-privileging of Medical Staff.

Accreditation Coordination Activities

New Multidisciplinary Policies prepared/ finalized: 29 new policies

Staff Awareness Activities: 7 newsletters, a 70-question questionnaire (970 responses analyzed), and 11 posters and notices.

AUBMC Staff education: 12 Sessions

Studies Performed: 11 studies, two each informed consent, OR utilization, Cardiac Surgery Mortality, fire safety compliance; one pre-op verification and time out, and one patient assessment and reassessment.

Accreditation Web site management: policies, forms, posters, reminders and reports

Committee meetings:

Accreditation Core Group - 14

Facility management and Safety - 7

Performance Improvement Committee - 9

Blood Utilization Committee - 8

Patient Admissions & Discharge Improvement Process – 3

Medical Records-9

Risk Management Activities

Weekly Risk Management committee meetings

Patient incidents reports investigated: 209 cases

Intense analysis conducted on 22 cases (potentially serious)
Risk Management education 6 sessions

Medical Staff Officer (starting March 27, 2006)

Creation of an automated system for initial appointment and annual reappointment and re-privileging function for all medical staff. Annual completion and signature on Disclosure of Activities which may involve Conflict of Interest, distribution of Code of Ethics and Guidelines on conflict of interest with Pharmaceutical industry. Creation of automated system for Physician profile function. Development of CME tracking system for all medical staff. Distribution against signature of AUBMC Medical Staff bylaws, rules and regulations.

Performance Improvement Functions and Activities

Medical Records

Twice weekly meetings with Quality management and utilization review personnel to review Medical records for lack of compliance with Medical staff Bylaws, rules and regulations and JCIA standards.

Hospital-Wide Indicators

Monthly collection of data and presentation to PIC, Medical Board and to BOT: The Hospital-wide Indicators include:

Medical Record completion

Hospital Mortality

Blood and Blood Product Usage

Medication Use and Adverse drug events

Incidents, occurrences and fire safety

Hospital Associated Infection: for clean surgery, central line, catheter and ventilator associated.

Readmissions and re-operations within 30 days.

Patients Complaints and compliments

Care of patients: Informed consent, pain management, dietary assessment and pat. education.

Department Specific Indicators

Int. Medicine: Hospital Mortality from acute Myocardial infarction.

Radiology: Rate of reject films and timeliness of reports

OBS/GYN: C-section rate

Surgery: Spine instrumentation

Pediatrics: Medical record documentation

Anesthesia: Completeness of pre and post anesthesia assessment forms

Dermatology: Complications of Laser treatments

Nursing: multiple indicators

ENT: Complications of FESS

Inhalation Therapy: Accidental extubations and failure of ventilators

Saleem Kiblawi, MD, FCCP
Chief of Staff

SCHOOL OF NURSING

Education

BSN: A comprehensive evaluation strategy has been put in place. Attention was given to program and course evaluations. An advanced clinical practicum was offered for the first time to BSN IV students spring 2006. Curriculum change was positively evaluated by all concerned.

RN-BSN: Validation of nursing courses and pharmacology course implemented.

MSN: Enrollment remains within expectations. Six students did clinical residencies in the USA; 5 at Johns Hopkins University School of Nursing and one at University of Michigan, School of Nursing. A proposal for the Nurse Executive track, MSN/MBA was completed and will be submitted for review.

Research & Scholarly Productivity

SON faculty were involved in a total of 24 research projects; 13 of which were funded inter- &/or extramurally. A total of 27 articles were published in international refereed journals.

Faculty Development Activities

Mrs. Myrna Doumit successfully defended her dissertation at Duquesne University March 2006. Mrs. Nuhad Dumit is working on her PhD in the USA. Mrs. Sana Marini has started PhD work in the Netherlands. Research support committees were established to support faculty working on PhDs.

This year AUB SON again participated in the European Academy for Nursing Science (EANS) Intensive Summer PhD course. Mrs. S. Marini attended the one-week course held in September in Maastricht, the Netherlands. The SON organized a workshop on clinical evaluation June 1 & 2, 2006 offered by Dr. Janice Hoffman, Johns Hopkins University SON.

Faculty Recruitment

25 applicants were reviewed by the search committee; 8 were short listed and 3 were interviewed. Two offers for full-time academic and clinical track positions were made and one accepted. Two part-time positions were accepted.

Accreditation

The SON self-study was completed June 2006 and sent for review nationally and internationally. A meeting planned July 19 with a 25-member forum constituting the SON Community of Interest in Lebanon was cancelled due to the recent war. Internationally, the report was sent to Deans of schools of nursing in the USA and to experts in the field of nursing. Feedback received was integrated in self-study.

A letter was received from CCNE September 2006 informing the SON that CCNE Board, due to the recent events and the ban on travel to Lebanon, had cancelled the accreditation site visit

scheduled to take place Nov/Dec 2006. Negotiations are currently underway for a possible off-site visit using teleconferencing facilities. To that effect, documents on the AUB Middle States accreditation off-site visit are being used to support SON request. SON self-study and appendices are posted on SON website for review by COI.

Strategic Planning

The SON SP report submitted & presented to AUB SP Steering Committee. Subsequently a management team chaired by the director was formed to monitor implementation of initiatives based on KPIs on a 6-monthly basis.

Student Enrollment

Student Statistics AY 2005-06

| | Applied | Accepted | Enrolled | Yield | Total SON |
|--------------|----------------|-----------------|-----------------|--------------|------------------|
| BSN * | 203 | 120 | 45 | 37.5% | 138 |
| MSN** | 35 | 31 | 17 | 55% | 36 |
| | | | | | 174 |

* *Combined Spring 05 and Fall 06 - including IE & Special*

***Combined Spring 05 & Fall 06*

Student Recruitment Strategy

A research assistant was hired spring 2006 for a period of 4 months to help implement SoN marketing and student recruitment strategy. Posters, brochures, information materials, and a questionnaire were distributed to potential students at AUB Fair. An Open House was held in May for all accepted students to the BSN program; SoN film was shown and information given on all academic programs. MSN/MBA feasibility study conducted using on-line questionnaire mailed to all nurses registered in the Order of Nurses and to directors of hospitals in Lebanon and the region. The response was satisfactory.

School of Nursing Special Issue on Centennial Celebrations

A Special Issue of the Journal of Transcultural Nursing “Advances in Nursing in the Middle East - In celebration of the Centennial Anniversary of the School of Nursing at the American University of Beirut, Lebanon”, Guest Editor Dr. Huda Abu-Saad Huijer”, was dedicated to AUB SON centennial celebrations. The Special Issue will appear October 2006.

REP/Gulf Activities

The Mohammad Almana College of Health Sciences (MACHS) project in Al-Khobar SA is ongoing. SON hosted a one-week visit by a MACHS representative summer 2006.

Proposal submitted to Institute of Applied Technology (IAT) Abu-Dhabi UAE responding to an RFP to develop a School of Nursing in UAE. AUB SoN was one of four universities short-listed and invited to a meeting in Abu-Dhabi May 2006. A full proposal was submitted June 2006.

An MOU was signed with the Saudi Institute for Health Services SIHS in Jeddah to provide consultations and assessment of current SIHS nursing program. Two AUB SoN faculty members, Dr. Myrna Doumit and Professor Nuhad Dumit, provided a short assessment and gave workshops to faculty and students during a consultation visit to SIHS Jeddah, Saudi Arabia, June 2006.

AUB SoN was visited by a number of delegations from: Ministry of Health, Kuwait; Ministry of Health, Bahrain; Iraqi Red Crescent Society, Iraq; King Fahed Medical City Hospital, Saudi Arabia; Saud Al Babtain Cardiac Center, Saudi Arabia; and Vinayaka Mission Research Foundation and Hospital, India.

Huda Huijar, Director
School of Nursing

SAAB MEDICAL LIBRARY

Summary

There were many changes this year in SML staff; some left, others were hired, and two more vacancies remain to be filled. For the first time, SML has an IT system administrator to manage its online operations in cooperation with the CNS Department. SML has high hopes that this newly added staff member will have a positive effect on all SML virtual and online services.

The first semester was very active in giving classes, lectures, acquiring library resources, and so on. This year SML added many of the most important e-textbooks to help the medical students in their PBL learning process. New e-journals were purchased and some of the printed ones were cancelled. SML has specifically increased the nursing resources as e-books, e-journals and e-databases to aid both the nursing staff at AUBMC, nursing faculty and nursing students.

Most SML staff worked regularly during the July war on Lebanon and the schedule was resumed as normally as possible, from 7:30am-3:00pm. SML is continuously striving to improve its services to satisfy its demanding users.

Library Hours

Monday - Friday 8:00a.m.-11:00p.m.; Saturday 8:00a.m. - 1:00noon; Sunday - Closed

Staff Activities

Dania Salem joined SML on April 3, 2006 as System Administrator, Grade 13. Kamal Aridi moved from Circulation Dept. to Binding Dept. with same grade 7. Ribal Yazbek was selected to

fill grade 7 at Circulation Desk. Rola Mneimneh was selected as Documentation Asst. gr.10, in Serials & Binding. At present SML still has 2 vacancies 1 at Circulation Desk 1 at Serials & Binding. Amin Saliba, Documentation Gr. 10, applied for Early Retirement for medical reasons, and was accepted for early departure.

Service Awards

Aida Farha, Assistant to the Librarian, Reference, 25yrs of service
Ziad Kaj, Library Asst. II, Acquisitions, 10yrs of service

Conferences and Staff Development

The medical librarian was invited by Scopus, Elsevier to attend the largest On-line Exhibition and Conference in London, November 29-December 1st, 2005. She gave a presentation on "Improving information architecture, findability and usability through user-centered design".

SML staff attended a 2-hour seminar given by Scopus database developers on the latest updates on Scopus and edatabases in general. SML staff attended an EBSCO workshop on latest developments on virtual libraries. Medical Librarian and Reference Librarian attended 10th EAHIL (European Medical Librarians) Conference from September 10-17, 2006. They attended also CE courses.

Automation and Digitization

SML increased the digitization of Historical Value Collection by digitizing photos from an AUB Anthropology Trip to measure a skull in the Arabian Desert. (It is the private collection of late Tamir K. Nassar). The Scanning Project of the medical thesis at SML is completed and they are added to OLIB database.

Classes

IDTH 301 course was given to 16 graduate students from the Faculty of Medicine, during the 1st semester. Several Information Literacy sessions were given on EBM to the physicians, medical students, interns, residents and nurses, in addition to biology and nutrition students.

MEMA

SML had a stand at the MEMA Conference to promote for its distinguished services and resources.

New Additions

ExamMaster database (USMLE and Speciality Board Exam); Nature online plus 5 other online Nature Pub. Journals; Mosby's Nursing Consult; Mosby's Nursing Skills; CINAHL with fulltext, and others.

PhD Program at AUB

AUB was visited by a PhD Review Team March 1-3, 2006, for Assessment of its readiness for PhD Level. Also Dr. Nadine Darwich from Biology Dept. visited SML with two reviewers for the Biology PhD program to assess its collection.

Publications

SML Newsletter, Volume 10, issues 1, 2 & 3, 2006 (available online at SML Homepage)

Miscellaneous

“Lebanon Hospital for Mental and Nervous Diseases” (Asfourye) project is complete.

Hilda T. Nassar,
Medical Librarian

MEDICAL ENGINEERING

Executive Summary

Much effort was expended this year on projects in the Diagnostic Radiology Department. Other major activities were related to Performance Improvement within the Medical Engineering Department, the Facility and Management Safety Committee, enhancing our services to AUB FAS, and exploring new venues to sell our services within and outside AUB.

Major Projects

Hospital

Equipment Related: New 64 Multi-Slice CT Scanner, CR & mini PACS, Digital Radiography, ICU/ CCU/ PICU/ ER new monitors, EEG/EMG monitoring unit (donated by Walid Bin Talal)

-Other Issues: Active participation in neurosurgical operations, research and electrophysiology procedures. However, this stopped after Dr. Comair left.

Installation of 176 new pieces of equipment.

Specifications were prepared and sent out for Digital Mammography and heavy duty C-Arm
RFQ was prepared for the Radio Oncology department

Basic Sciences (DTS): No major installations and no training/conferences related to this area were attended by our engineer.

AUB: An FTIR was installed in chemistry.

Departmental Issues

Automation/ Work Improvement. More functionality was added to Medical Engineering Organizer. The new WEB interface was added for the users in DTS and FAS to log in their

service call. It was deployed in Laboratory Medicine and is being modified for the needs of other areas at AUBMC.

Accreditation. Additional effort was exerted by Medical Engineering towards this end. The CAP team had no citations about our services. A medical equipment inventory survey, a JCI requirement, was launched in September. A Medical Equipment Management Plan was presented to the Facility Management and Safety Committee of which Medical Engineering is a member.

Selling of Medical Engineering Services. A brochure was prepared for the Medical Engineering Department and a WEB site is under development. Contacts are also undergoing with Arab and European institutions. Moreover, a proposal was prepared for the Faculty of Agriculture and Food Sciences who approached us seeking our help in maintaining their equipment.

R&D. Special software for capturing and archiving Endoscopic and GI images was modified for OR environment but not deployed yet. This was done based on the request of CNS and according to their set requirements.

Mr. Bassam Tabshouri represented AUB in a Health Care Conference in Dubai and was a main speaker.

The proposal to restructure Medical Engineering Department, presented during the prior fiscal year, was pushed forward. This is highly needed in view of the expanding work load and the loss of some staff members.

Training

| Training (Visits) | Country | Person | Training (Visits) | Country | Person |
|--------------------------|----------------|---------------|--------------------------|----------------|---------------|
| RSNA Conference | USA | R. Chartouni | Respiratory System | Analysis UK | W. Hasbani |
| Milling Machine | Germany | F. Saikali | Microscopes | Japan | J. Mujjabir |
| AFSMI Conference * | USA | B. Tabshouri | Project Management | Lebanon | B. Tabshouri |

** Except for this conference all others conferences/ training were offered for free/ were part of equipment purchasing negotiations.*

Maintenance Expenditures

The reported figures EOY 2004-05 this year are different from those in the report of last year. Last year we were requested to submit the report early September. Consequently, September figures could not be included in the Annual Report of last year.

This year, the expenditures in the Mammography unit increased because of the replacement of an x-ray tube and two ultrasound probes. The total expenditure was less by \$19,491.90 (\$928,382.75 vs. \$947,874.65). The installation of new equipment and the low activity during summer (because of the war) may have contributed to that.

DEAN OF THE FACULTY OF ARTS AND SCIENCES

This report covers the period from October 1, 2005 to September 30, 2006.

Student enrollment in the Faculty during the first semester totaled 2,825 (2,333 undergraduate students and 492 graduate students) and 2,726 (2,254 undergraduate students and 472 graduate students) during the second semester. The teaching program involved 306 faculty members, of whom 204 were on full time appointments with the balance occupying part time positions. 188 graduate assistants were also appointed. The Faculty offered 394 different courses (equivalent to 900 courses and sections serving 17,734 registered students).

The second semester session ran as scheduled from February 6 - June 14, 2006. The teaching program involved 306 faculty members, 171 graduate assistants, and 2,725 students enrolled in 408 different courses (equivalent to 861 courses and sections serving 17,330 registered students).

The summer session of 2006 began as scheduled on June 26, 2006 and was interrupted on July 14, but resumed on August 28 until September 23, 2006. The teaching program involved 111 faculty members with 800 (730 undergraduate students) students enrolled. The Faculty offered 92 courses (equivalent to 159 different courses and sections serving 2,884 registered students).

Student Admissions: 2005-06

A total of 851 applications for admission to the freshman class were received and 608 applicants were issued letters of acceptance for the first semester of 2005-06, of whom 341 students registered. Applications for admission to the sophomore class totaled 2,092. 1,071 applicants (333 arts, 738 sciences) were issued letters of admission for the same period and 375 registered.

A total of 107 applications for admission to the freshman class for the second semester of 2005-06 were received and 60 were issued letters of admission. A total of 266 applications for admission to the sophomore class were also received and 84 (20 arts and 64 science) letters of admission to FAS were issued.

Student Admissions: 2006-07

The University Unified Admissions committee (UUAC), with representation from all Faculties, has continued this year to act on all applications for admission to all Faculties.

Early admission applications for the academic year 2006-07 resulted in 284 applicants being issued letters of early admission to undergraduate study (230 to the sophomore class in FAS and 54 to the freshman class).

966 applications for admission to the freshman class were received and 684 applicants were issued letters of acceptance for the first semester of 2006-07, out of which 361 registered. Additionally 1,340 of 2,196 applicants for admission to the sophomore class were issued letters of admission from which 472 registered. Registration numbers have thus surpassed similar

numbers for FAS for 2005-06 in spite of the events of the summer of 2006. It is to be noted that many of these accepted applicants represent students also applying to other AUB Faculties.

There were 50 applicants to the UPP (University Preparatory Program) in September 2005 of whom 38 were issued letters of admission and 29 registered. This represents an increase in registration in this program in relation to the same period of 2004-05. Until September 2006, 82 UPP applications were considered, and 73 were issued letters of admission to the academic year 2006-07. 42 students registered to date in the program, another marked increase in spite of the summer events.

The graduate program saw an additional 112 students enrolled during the fall semester of 2005-06. This is out of a total of 435 applicants for graduate study, 290 of whom were issued letters of admission. 140 students registered, an increase compared to previous years as the Faculty follows a policy of keeping its enrollment at the same level as the previous year. This same policy was implemented for admission to the graduate programs during the second semester of 2005-06 as 78 were issued letters of admission out of 123 applicants of whom 41 students registered. To date 112 new students have also registered in the graduate program for the first semester of 2006-07.

Faculty Recruitment: 2006-07

A total of 482 applications have been received to faculty positions that were advertised as available in the Faculty starting September 15, 2006. After consultation with the departments and the Advisory Committee, 45 offers were made and 28 offers have been accepted. All contracts were processed (10 professor are to start in February 2007 mostly as a result of the events of the summer). Seventeen offers were declined, some as a result of the summer events. The national distribution of those accepting our offer are: 8 Lebanese, 13 US, 2 from Jordan, 2 from Germany, and one each from France, Palestine, and Canada. The Whittlesey chair went this year to a candidate in marine archaeology who will join the university in February 2007. The Howell chair was expected to be filled by a visiting professor who declined our offer after the summer events.

Faculty Numbers: 2005-06

Budgeted full-time Faculty positions for the academic year 2005-06 is 226. All lines have been used for faculty appointments, with 204 used for full-time contracts, and the balance for part-time contracts. Full-time faculty members were distributed as follows: 141 are in the professorial ranks (assistant, associate and full professors), 60 are in the ranks of instructor and lecturer and 3 are assistant instructors.

Professor Tarif Khalidi of the Department of History and CAMES has occupied the Sheikh Zayed Chair of Islamic and Arabic Studies since September 2002. The Margaret Weyerhauser Jewett Chair in Arabic was occupied as of October 2004 by Professor Ramzi Baalbaki of the Department of Arabic and Near Eastern Languages. This year, the Whittlesey Chair was occupied by a visiting professor of sociology, Professor Class Borel from Sweden, and the Alfred Howell Chair in History was occupied by Professor Mary Wilson of the University of Massachusetts.

Professors on Leave

Ten professors were on paid research leave during the academic year 2005-06. Four faculty members were on paid research leave during the first semester of 2005-06 and four were on similar leave during the second semester. Two were on leave for the entire year. Ten others were on paid leaves financed by a Hewlett Foundation grant split equally between the first and second semesters. Four faculty members were on leave without pay during the academic year 2005-06. (One was on such a leave for a year, one for the first semester and two for the second semester).

Applications for Promotion

Thirteen applications for promotion were received by the deadline of August 8, 2005. Four faculty members were promoted to the rank of professor and three faculty members were promoted to the rank of associate professor.

Remarks

The Center for American Studies and Research (CASAR) is active in establishing its academic programs. A minor in American Studies has been approved by the curriculum committee. A preliminary proposal for a new MA program has been written and is seeking funding.

The Finance Competency Center has not been successful in pursuing projects with local financial institutions. Since the Faculty has now established a new MS program in computational science (approved at the June 2006 meeting of the BOT), the current facilities of the FCC will now house this new program in addition to its ongoing activities. The computing facilities available in this area will be enhanced to form a new computing environment for use by faculty and students engaged in this new computational program.

All updated proposals for Ph.D. programs have been received and reviewed by university committees and approved at the BOT meeting of June 2006. This is a new milestone in the development of the Faculty and the University. All steps needed to ensure approval of these programs by the New York Board of Education will be undertaken on an accelerated pace.

The Department of Fine Arts and Art History is now established in the Faculty. Appropriate faculty have also been moved to it from the civilization sequence program which was their earlier home. Two new Art History faculty members were recruited to complete its requirements in that area. One is on board while the other will join us in February 2007.

The plan to establish prototype upgraded classrooms in FAS began this summer, starting with five classrooms in Nicely Hall. Unfortunately this process was interrupted by the summer events. Four of these classrooms are now being used 'as is' after major work was completed in all. Work continues on the fifth. It is planned that work will continue on the others 'in rotation' as each classroom is completed by the contractor. Similar work on room 203 in Bliss Hall was unfortunately also interrupted but will be done during the summer of 2007.

Khalil M. Bitar, Dean

Faculty of Arts and Sciences
DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

401 new undergraduates were admitted in October 2005 and 38 in February 2006. Enrollment in the undergraduate and graduate programs was, respectively, 1451 and 253 during the fall term and 1428 and 242 during the spring term. 292 undergraduates and 70 graduates were awarded degrees. Of 176 graduates who answered a survey out of the 292 graduates, 75 planned to continue their graduate studies in Lebanon or abroad, 99 planned to work, 2 planned to do their military service.

Conferences/Seminars/Meetings

51 faculty members were invited to participate in academic, research and professional related activities in the U.S., Canada, Europe and the region. Three went on long-term faculty development awarded by URB during summer 2006. Drs. Ayman Kayssi and Fouad Mrad attended the Board of Trustees Meeting in November 2005 to present the recommendations of the Campus-Wide Strategic Committee on Information Technology and in June 2006 as a Senate representative, respectively.

Prof. Frank Pfefferkorn, University of Wisconsin-Madison, visited FEA in March to present a seminar, discuss research opportunities and meet with Mechanical Engineering faculty and students. Dr. Osama Ata of BCI Communications Advanced Technology, Palestine, was an FEA visiting scholar in July.

During the year Dean I. Hajj: i) visited, with the Office of Development, in Amman, Jordan, Bahrain and Dammam in November and February; ii) visited the US in March to attend 2006 Engineering Deans Institute Conference, meet alumni and visit Bechtel Corporation with President Waterbury and VP Jeffrey in San Francisco, visit the University of Illinois, Champaign, and meet with alumni in London; iii) attended the International Symposium on Circuits and Systems in Kos, Greece in May; iv) visited UC Berkeley, Stanford University, University of Texas at Austin and met with alumni in September.

As the National Secretariat for IAESTE in Lebanon, the Faculty arranged for 7 international students to conduct training in Lebanon over summer 2006 and 8 FEA students went in return for summer training abroad. FEA Career Center arranged 286 job offers from 367 companies (local, regional and multinational) and 485 internship offers for our third-year students from 133 companies and 15 universities.

The engineering departments organized 24 academic perspectives seminars. The Department of Architecture and Design held 15 public lectures in addition to three panels of its City Debates 2006 series, organized with Aga Khan Trust for Culture, the “Aga Khan 2005 forum”, and hosted the FEAD/IOEC Design Competition Exhibit in May.

SME Student Chapter organized a discussion panel where three distinguished Lebanese industrial companies presented a power-point presentation on their work, processes and

implementation in April. A visiting scholar, Dr. Hani Mahmassani, University of Maryland, was invited on URB sponsored visit to meet with students and faculty and deliver seminars in the field of Civil and Environmental Engineering in May. External reviewers who visited the Faculty in June to evaluate our Ph.D. program proposals for CEE Department were: Dr. Mohsen Issa, University of Illinois, and Dr. Kumares Sinha, Purdue University.

Research Grants

The Lebanese National Council for Scientific Research approved 7 research proposals (\$33K) and the URB awarded 26 research grants (\$156K) to faculty members for 2005-06. 8 external research projects (\$1,614K) are still in progress. 11 new external research grants (\$662K) were received from the National Instruments, Ericsson-Lebanon, RITC/IDRC, GNESD/UNEP, UNOPS, Rathman Family Foundation, International Ports Management Beirut, Cooperative Housing Foundation, European Community, University of Alicante, ASHRAE to FEA Faculty. USAID/ASHA grant for 2005-06 was \$189K.

Academic Personnel

i) New faculty who joined FEA: Bacel Maddah (assistant prof., EM), Ghanem Oweis (assistant prof., ME), ii) the visiting status of Dr. Issam Lakkis (ME) was changed to regular assistant prof.; iii) the visiting status of assistant profs. Stephen Campbell and May Farhat (ARD) was renewed for a second year; iv) faculty receiving the Hewlett Foundation Research Leave were: Sylvia Shorto, Zeina Maasri, Walid Nasrallah, Kinda Khalaf, Ali Chehab, Mazen Saghir; v) faculty who went on approved paid or unpaid research leave were Profs. Howayda Al-Harithy and Louay Jalloul (one year), Michael Stanton (one term); vi) Faculty who went on approved Maternity Leave with pay were Profs. Mona Fawaz and Dima Charif (one term); vii) faculty who received awards were: Dr. Nesreen Ghaddar (University's Endowed Qatar Chair), Dr. George Ayoub (AUB Distinguished Service Faculty Award); viii) administrative appointments: Dr. Fadl Moukalled (Fellow in CAMS), Dr. Hassan Diab (secondment to Dhofar University in Oman for a second year); ix) faculty who resigned from FEA as of September 2005 were: Assistant Profs. Christos Anastasiou (CEE) and Wael Noureddine (ECE); x) faculty whose contracts terminated with AUB were: Assistant Profs. Farqad Alkhal, Seta Dadoyan, and senior lecturer Rida Nuwayhid.

Faculty News

The Faculty held its: i) ceremony for the distribution of Dean's Honor Certificates in November 2005 for spring 2004-05 and in March 2006 for fall 2005-06; ii) annual orientation program and acquaintance party for new students, and Dean's welcoming reception for new faculty in October 2005; iii) the groundbreaking ceremony for the construction of the new CCC Scientific Research Building was held in October 2005 and is scheduled to be completed in November 2006; iv) a ceremony was held in February for naming the engineering board room as the "Ramiz S. Rizk Conference Room" in recognition of a donation from the Rizk family to FEA; v) annual rehearsal and reception for graduating students in June 2006; vi) Trustee Dean James Wei visited FEA in May to meet with the Dean and chairpersons; vii) 5th FEA Student Conference on May 17-18 where five distinguished alumni gave plenary talks and received awards; eight technical seminars were

held, CEE, ECE and ME students held project exhibitions, a general reception wrapped up this event; viii) the Department of Architecture and Graphic Design celebrated its Graphic Design 10th anniversary featuring an Exhibition opening, graduates lectures and a dinner reception that wrapped up the June event; ix) Reunion for FEA classes of 1951, 1956, 1961, 1966, 1971, 1976, 1981, 1986, 1991, 1996 and 2001 included a presentation, tours of the facilities and labs and a reception.

Student Awards 2005-06

i) Fawzi W. Azar Architecture Award (\$10,000): Stephanie Akkaoui (70%) and Candice Naim (30%); ii) the 2005 Charli S. Korban Award: Antoine El Daher (EE 2005), Bernard Ghanem (EE 2005), Ghinwa Adra (EE 2005) and Salim El-Rouwayheb (CCE 2005); iii) the 2006 Charli S. Korban Award: Rami Abdallah (EE 2006), Elias Yaacoub (CCE 2006); iv) Abdul Hadi Debs Endowment Award for Academic Excellence at the graduate level: Rawad Saleh (ME); v) Sakkal Renewable Energy Graduate Thesis Award: Mohammad Ayoub (ME); vi) Distinguished Graduate Award: Rayyan Jaber (CCE), Adel Yamout (EE), Lara Captan (GD), Rola El Khoury (Arch); vii) Dean's Award for Creative Achievement: CCE project of (Mansour Rachid and Hady Zeineddine), EE project of (Toufic Saccal, Hussein Makki, and Ahmad Chbaklo), ME project of (Paul Hajj Boutros, Bashir Jawhar, Roy Assaf, Jalal Haddad, Roy Baaklini, and Marwan Cortas), GD project of (Mariam Agha), ARCH project of (Roula Idriss); viii) Penrose Award: Rani Daher (CCE).

Donation, Gifts and Pledges

The following donations, gifts, and pledges were received: i) A pledge of \$2,000,000 from Taha and Najib Mikati to name the Engineering and Science Library; ii) a pledge of \$3,000,000 from the Zakhem family to name the Zakhem FEA deanship; iii) \$500,000 from Mr. Jassim Al-Qatami towards the renovation of the Engineering Lecture Hall in the Bechtel Building; iv) \$250,000 from Khatib & Alami towards naming the cafeteria in the renovated Bechtel Building; v) \$100,000 from Ramiz S. Rizk family to renovate the Engineering board room, which is now named the Ramiz S. Rizk Conference Room; vi) \$50,000 from Mr. Rafic Mansour for the Yusuf Mansour Scholarship for undergraduate students (annual); vii) \$25,000 from Petrofac International Ltd; Sharjah, UAE for research support in ME and another \$25,000 from Petrofac founder, alumnus Maroun Semaan, to support tuition fees of undergraduate engineering students; viii) \$50,000 from alumnus George Kadifa to support research projects in ECE; ix) \$10,000 from Mr. Nabil Azar for the Fawzi W. Azar Architecture Award (annual); x) \$3000 from the Korban family for the Charli Korban awards for best graduating students in ECE (annual); and xi) \$3,000 from Professor Emeritus Fateh Sakkal for the best graduate thesis on renewable energy (annual).

Ibrahim Hajj, Dean
Faculty of Engineering and
Architecture

DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic and Student Affairs

Enrolment figures for the academic year 2005-06 were as follows: 633 students during the first semester including 88 graduate students, and 608 students in the second semester including 96 graduate students. There were 290 students during summer 2006 of which 35 were graduate students. The war interrupted the summer session but fortunately 282 students returned to complete the session. In 2005-06, 124 students graduated: 12 with a B.S. in Agriculture; 8 with a B.S. in Landscape Design and Eco Management; 50 with a B.S. in Nutrition and Dietetics, 25 with a B.S. in Food Science & Management and 29 received the M.S. degrees in various majors.

Effective October 1, 2005, FAFS academic program coordinators were: Dr. Mustafa Haidar, Undergraduate Studies, Agriculture Program; Dr. Omar Obeid, Undergraduate Studies, Nutrition Program; Ms. Julie Weltzien, Undergraduate Studies, Landscape Design and Eco Management during the first semester while Dr. Jala Makhzoumi was on periodic paid research leave; Dr. Raja Tannous, Undergraduate Studies, Food Science and Management Program; Dr. Moatasim Sidahmed, Graduate Studies; Dr. Rami Zurayk, Ecosystem Management Program and Dr. Shady Hamadeh, ESDU.

Personnel Affairs

Effective October 1, 2005, Dr. Salma Talhouk was promoted from associate to full professor in the Plant Sciences department. The following faculty members were on periodic paid research leave during the first semester 2005-06: Dr. Jala Makhzoumi at the Royal Botanic Gardens, Kew, UK; Dr. Mohamad Ragy Darwish at Earth University, Costa Rica; and Dr. Malek Batal at McGill University in Canada. Effective January 2006, Ms. Tharwat Haddad was appointed student records officer at FAFS. Ms. Wafa Khoury, Executive Officer, received the President's Service Excellence award on June 22, 2006. Dr. Nahla Hwalla took over from Dean Dagher the duties of Dean of FAFS on September 11, 2006.

Research Grants & Service Contracts

As of October 1, 2005, the University Research Board (URB) provided funds for 12 faculty members with a budget of \$93,725, while the Lebanese National Council for Scientific Research (LNCSR) provided funds for 4 faculty members including the Dean with a budget of \$23,607. A new contract for professional services with the Ministry of Environment-United Nations Development Programme (MOE-UNDP) for the MedWet Coast Project was signed. The project duration is from October 12, 2005 to January 31, 2006 for a total budget of \$2,499, with Dr. Nadim Farjalla as principal investigator. Phase III of the Sustainable Forage Project has been approved by Mercy Corps for an additional two years as of December 6, 2005, with a total budget of \$550,000. Dr. E. Barbour received 2 new grants; one on the "Evaluation of poultry and dairy teat dip disinfectants in the presence and absence of organic interfering substances" in the amount of \$3,500 from Oteri Company, a private company in Lebanon; and the second one on the "Evaluation of the ingredients of epican forte on avian influenza" in the amount of \$9,185 from Dr. Rath Research Institute, California. Dr. N. Hwalla received a new grant from the

International Atomic Energy Agency (IAEA) for a research project on “Body Fat and its Relationship with Metabolic Syndrome Indicators in Overweight Pre-Adolescent Children and Adolescents in Lebanon” with a total budget of \$9,000. Dr. R. Zurayk received a new grant from RUAF Foundation in the amount of \$36,937 on “Cities Farming for the Future”. A project on “Expanding Economic Opportunities in Lebanon Project-Action for Sustainable Agro Industry in Lebanon (ASAIL) Program” was signed with ACDI/VOCA-USAID, in the amount of \$ 9,600 for the period June 12, 2006 to July 12, 2007. Dr. Dagher is the principal investigator.

FAFS received \$90,000 from USAID ASHA for the purchase of equipment for the Animal Science and the Plant Sciences Departments.

Faculty Professional Activities

FAFS faculty members attended international and regional scientific meetings during 2005-06. Eleven faculty members presented papers and/or chaired sessions in those meetings. Drs. Sana Ghaddar, Musa Nimah and Ammar Olabi were granted long term faculty development leaves. Dr. Ghaddar conducted research at the University of British Columbia, Division of Nephrology, St. Paul’s Hospital, Vancouver from July 3 to August 31, 2006. Dr. Nimah visited Oregon State University during July-September 2006 where he worked on development of a text on the “Principles of Irrigation” and on the development of an on-line irrigation advisory service. Dr. Olabi carried out research at the Food Science and Nutrition Department, California Polytechnic State University, July 1 - August 31, 2006. A workshop on “Biodiversity as Food” was held in February at FAFS in collaboration with IBSAR, ESDU and the Nutrition and Food Science Depart. Dr. Malek Batal, principal investigator of the “Wild Edible Plants” project, organized this workshop. sponsored by the International Development Research Center (IDRC). Over 50 participants from NGOs, ministries and agencies attended the three day event.

FAFS, IFAD and ESDU held an advanced course on “Investigating Financial Appraisal Projects for Development Projects”, March 6-10, 2006. The course, open to mid level and senior management of governmental institutions, international agencies, development agencies and NGO’s, explored in depth the appraisal process of financial feasibility of development projects. The course was offered by the National Training Unit of NEMTA in Lebanon, composed of Dr. Ragy Darwish, Dr. Sawsan Hajjar, Mr. Mohamad Jamil, Mr. Ziad Moussa and Dr. Philip Zgheib.

Dr. M. Sidahmed received the 2005 Regional Award for Outstanding Agricultural Technology, from the Consultative Group on International Agricultural Research at its annual meeting, held in December 2005 in Marrakech, Morocco. Dr. Sidahmed was awarded for the innovative design of a cutter and feeder mechanism that he developed with his former graduate student, Nizar Jaber. Dr. O. Obeid received the Abdul Hamid Shouman prize for medical sciences.

During the war in Lebanon, the World Health Organization and UNICEF solicited the NFSC department services to plan a strategy for food and nutrition intervention. Dr. N. Hwalla nominated Dr. O. Obeid to serve as nutrition officer and participate in national meetings. She also contacted the department network of graduates through the nutrition society and mobilized them to help in completing a situation analysis of the nutritional status of the displaced adults and children. In addition, Drs. Hwalla, Talhouk and Zurayk worked on a project to promote fruits and vegetables to complement food aid and fulfill 1/3 of the micronutrient requirements of

the displaced population. The initiative consists of distributing fruits and vegetables baskets to displaced families through Healthy Basket under University Relief Committee efforts.

Visiting URB Scholars

Dr. Claude Fauquet, Director of the International Laboratory for Tropical Agricultural Biotechnology (ILTAB), Danforth Plant Science Center, St. Louis, MO, was invited by the Plant Sciences Department as a URB Scholar, and presented four lectures to FAFS faculty and students in Biotechnology and in Biodiversity of viruses, March 28-30, 2006. Dr. Ewen Todd, Director of the National Food Safety and Toxicology Center, Michigan State University, invited by the Nutrition and Food Science Department as a URB Scholar, gave three lectures on “World Wide Food Safety Issues”, “Disease Surveillance with illustrations from developed and developing countries” and “Risk Assessment with focus on Listeria”, May 15-19, 2006.

Accreditation Consultant

Mrs. Nancy Hudson from the Nutrition Department, University of California-Davis, visited the Nutrition and Food Science Department, as a visiting consultant for one week in June, 2006 and evaluated the Nutrition Program and resources and suggested strategies to expedite the Department efforts for obtaining accreditation with the American Dietetic Association (ADA).

AREC

A November 2005 workshop was held at AREC on the “World Nutrition Week” under the patronage and presence of H.E. the Minister of Agriculture. AREC Director and FAFS faculty members participated in this occasion. Three workshops were given to Lebanese farmers as part of the Forage Project in October, 2005. Drs. Abou Jawdeh, Haidar, Nimah, Sleiman and Sidahmed participated in these workshops and gave lectures to the farmers.

The Aggie Olympics were held in May 2006. Around 200 athletes from five universities in Lebanon participated in AREC games. A workshop organized by FAO, the Lebanese Ministry of Health and the World Poultry Science Association, Lebanese branch, was held at AREC on training veterinarians in prevention and early detection of high pathogenic avian influenza. During this period, five different workshops were also held at AREC covering several areas such as Milk Processing, Wild Edible Plants in the Lebanese Diet, etc. AREC is becoming an increasingly important center for workshops and training programs for several Government and NGO's in Lebanon and the Region.

The war started July 12, 2006 but classes continued. On Friday July 14 classes were suspended at AREC. The last student left the farm on Saturday, July 22. Classes resumed as scheduled on August 28, 2006 and the summer session was completed on September 23, 2006.

Nuhad Daghir, Dean
Faculty of Agricultural and Food Sciences

DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Graduates from Degree Programs. Ninety-eight students graduated from FHS during AY 2005-06: 49 students graduated with a BS in Health Sciences (26 from EH and 23 from MLT), 40 students completed their MPH degree and 9 graduated with an MS degree.

Regional/MD Scholarships. The Faculty awarded scholarships to five new regional students (from Jordan, Sudan, Tunis, Iraq and Palestine) and two MDs from Lebanon, through support from the Arab Fund, Ford Foundation and Wellcome Trust grants to FHS. The number of graduate students supported through scholarship funds till the end of June 2006 is 27: 18 from the region (Egypt 2, Iraq 1, Jordan 4, Palestine 5, Sudan 2, Syria 3, Tunis 1) and 9 MDs from Lebanon.

Faculty

Promotion. Dr. Marwan Khawaja was promoted to the rank of professor and Dr. Jihad Makhoul was promoted to the rank of associate professor effective October 1, 2006.

New & Visiting Faculty. 1. *Dr. Jocelyn DeJong*, Ph.D. 1994 from the London school of Hygiene and Tropical Medicine was appointed as Associate Professor in the Department of Epidemiology and Population Health effective September 15, 2005 for three years. 2. *Dr. Fadi El Jardali*, Ph.D. 2003 from Carleton University (Canada) was appointed as Assistant Professor in the Department of Health Management and Policy effective September 15, 2005 for three years. 3. *Dr. Sawsan Abdulrahim*, Ph.D. 2005 from the University of Michigan was appointed as Assistant Professor in the Department of Health Behavior and Education effective September 15, 2005 for three years. 4. *Dr. May Massoud*, Ph.D. 2005 from Imperial College London was appointed as Assistant Professor in the Department of Environmental Health effective October 1, 2005 for three years. 5. *Dr. Omar Al Dewachi*, MD, and Ph.D. student in Medical Anthropology at Harvard University was appointed visiting lecturer in public health for the period January 8 to 31 and September 11 to October 19 to give the social and preventive medicine course to medicine I students. 6. *Dr. Cynthia Myntti*, independent consultant, visited FHS from January 11-31, 2006.

Accreditation by the Council on Education for Public Health (CEPH)

Work for accreditation of our Graduate Public Health Program (GPHP) by the Council on Education for Public Health (CEPH) proceeded throughout the year. The final Self-Study Report was submitted to CEPH on April 5, 2006. The CEPH site visit team visited FHS on May 10 and 11 and sent the site visit report to us in June 2006 for comment.

Despite the terrible war situation during July and August, a group of faculty worked with the Dean on preparing the response of the GPHP to the CEPH site visit team report. The response was sent on the deadline of August 16, with a short report requested by CEPH on the situation of AUB/FHS during the war months in Lebanon.

The application was considered in the meeting of the Board of Councilors of CEPH, September 28 to 30, 2006. We were informed on October 2 that the GPHP has been accredited by CEPH for five years duration. Details on required interim reports will be provided in a letter to be sent out by CEPH within 30 days. This is an outstanding achievement for FHS as the GPHP is the first program to be accredited by CEPH outside the Americas (US Universities/University of Montreal/University of Mexico).

Regional and International Links

FHS undertook several activities which are part of strengthening the Faculty's role in the region and the Faculty's international networking:

Visiting Fellows. The Center for Research on Population and Health hosted seven visiting fellows during AY 2005-06:

1. *Dr. Mazar Abul Gasim*, (June 2-23), Lecturer at the Department of Obstetrics and Gynecology, School of Medicine at the Ahfad University for Women, Sudan;
2. *Dr. Bothaina Attal*, (May 20-July 2), Teaching Assistant, Obstetrics and Gynecology at the Medical School at Sana'a University, Yemen;
3. *Dr. Mohammed Diaaeldin Ahmed Omer*, (April 20-June 15), Director, Ministry of Health, West Darfur State, Sudan;
4. *Dr. Belgin Tekce*, (March 31-May 8), Professor of Sociology, Boğaziçi University, Istanbul, Turkey;
5. *Ms. Hala Nawfal*, (January 2-March 31), Professor of Demography, Social Sciences Institute, Lebanese University, Lebanon;
6. *Mr. Ismail Lubbad*, (November 15-December 15), Researcher, Socio-economic Affairs Unit, UNESCO Headquarters in Gaza strip; and
7. *Dr. Ghada Muhjazi*, (October 18-January 15), Program Manager, Reproductive Health Project, Primary Health Care Directorate, Ministry of Health, Syria.

Reproductive Health Working Group. The regional Reproductive Health Working Group (RHWG), hosted at the Center for Research on Population and Health (CRPH) at FHS, held its annual meeting in Istanbul, Turkey July 9-11, 2006. There were 32 participants from Canada, Lebanon, Egypt, Jordan, Palestine, Syria, Turkey, USA and Yemen. Six members working on reproductive health issues at FHS participated in the meeting.

Research Grant Support

The Italian Cooperation approved funding for the proposed project entitled "Bridging Media and Public Health" to be implemented by the Health Education Resource Unit (HERU) at FHS from April 1 to September 30, 2006. The budget allocated for this project is \$ 44,620.

UNESCO awarded the Health Education Resource Unit (HERU) \$ 23,504 for a follow-up on the FRESH Initiative (Focusing Resources on Effective School Health) which is a second phase cooperation between HERU and UNESCO. The duration of the activity was December 1, 2005 to June 30, 2006.

WHO-EMRO awarded Drs. Kassem Kassak and Fadi El Jardali \$ 7,500 each for their research on "Improving Rural Health Care in Lebanon: An Experimental Study" and "Towards a Better

Understanding of the Magnitude and Predictors of Nurse Migration out of Lebanon” respectively. The duration of the grants is August 1, 2006 to July 31, 2007.

The University Research Board (URB) awarded grants to three FHS faculty members for a total of \$ 21,600 during AY 2005-06.

Training Projects & Summer Courses

FHS held the third course on “Public Health in Complex Emergencies” from March 6-18, 2006. The course was run on the basis of cost recovery and was the first time FHS undertakes a totally self-financing training activity. The 19 participants included 2 from Lebanon, 8 regional (Iraq, Jordan, Palestine, Saudi Arabia, Sudan and Tunisia) and 9 international (Afghanistan, France, Italy, Kenya, Uganda, UK and US).

FHS also held a training workshop on “Advances in Development Communication” from June 5-16, 2006 organized by the Department of Health Behavior and Education jointly with the Center for Communication Programs at the Johns Hopkins University (JHU). Twenty participants (from Egypt, Jordan, Morocco, Oman and Sudan) attended the workshop.

The Flagship Program at AUB, in collaboration with the Ford Foundation and the World Bank Institute, held its ninth regional Flagship course in Beirut, June 19-23, 2006. There were 26 participants from the following countries: Iran (2), Iraq (2), Jordan (1), Kuwait (1), Lebanon (11), Sudan (3), United Arab Emirates (4) and Yemen (2). 77% of the participants came from the public sector with 50% being Ministry of Health employees. The program is continuing its discussions with the Yemeni MOH to develop a training program that will meet Yemen’s capacity building needs.

The Faculty planned to run the following regional training short courses in June and July 2006:
 "Health Program Management" course (HPM): July 10-14, 2006
 "Evidence-Based Public Health" course (EBPH): July 17-20, 2006
 "Communicating with Policy Makers" workshop (CPM): July 21-22, 2006

The first course (HPM) started on July 10 with the attendance of 21 participants (Kuwait 2, Lebanon 18, and Saudi Arabia 1). However on July 13 and following the Israeli invasion, the course was ended. Discussions are currently underway with the course's main facilitator to explore different options for participants to finish the course. An email was sent on July 13 to all the participants of the other courses informing them that the courses have been suspended until further notice.

Summer 2006 Relief Activities

A group of faculty members were involved with colleagues and residents from the Faculty of Medicine in providing health care services to close to 7,000 displaced persons (more than 1,000 families) residing in 16 centers in Beirut. The public health team consisted of 30 student

volunteers from AUB (mainly in the Lebanese Red Cross Club) and the Lebanese University. They were assigned in teams of two to the 16 centers where they distributed hygienic kits and promoted health and sanitation concepts in collaboration with subcommittees from the people themselves. Most significantly, they functioned as advocates of the people and brought their concerns to the attention of faculty in charge for follow-up.

FHS received several messages of support during the summer from many colleagues across the world including a message from Dr. Harrison Spencer, President of the Association of Schools of Public Health in US.

Huda Zurayk, Dean
Faculty of Health Sciences

DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

During the academic year 2005-06, the Olayan School of Business was very active on multiple fronts. Besides working full throttle on AACSB accreditation, getting Business Week and Financial Times recognition, and gaining university approval for an off-campus corporate EMBA, the OSB completed the process of formulating a strategic plan, acquired several new faculty members and secured two additional endowed chairs. We also significantly improved our research profile, expanded our executive education offerings and covered substantial grounds towards three new degree programs namely: MS Human Resources, MS Corporate Finance and a joint MBA/MSN undertaken with the School of Nursing in the Faculty of Medicine.

On the enrolment front, we commenced our strategic drive to reduce the number of undergraduate students over a five-year period to about 1,000. From 1,210 in AY 2004-05, the number in 2005-06 went down to 1,139 and we expect to hover around 1,125 in AY 2006-07. Our minimum composite score rose from 495 to 509 and the average from 545 to 555. Of a total pool of 1,509, 663 were accepted and 165 registered rendering a yield factor of 25%. Transfer to the OSB from other Faculties continued to be in high demand. A total of 153 students sought to transfer but only 91 were accepted. The minimum score was 75 against a university requirement of 70. Freshman transfer applicants amounted to 173 of whom 98 were accepted. Minimum score was 72 against 70 for the university.

Faculty Profile

| <u>Faculty Profile & Distribution:</u> | <u>04-05</u> | <u>05-06</u> |
|--|--------------|--------------|
| Professorial Ranks * | 24 | 24 |
| Non-Professorial Ranks | 15 | 18 |
| Ph.D. Holders | 29 | 31 |
| Part-time faculty** | | |
| Ph.D. holders | 9 | 6 |
| Non-Ph.D.'s | 29 | 33 |

* including senior lecturers

** OSB part-timers now have to meet either or both criteria of being academically or professionally qualified.

Seven new faculty joined the School in fall 2005-06:

| <i>Name</i> | <i>Track</i> | <i>Degree</i> | <i>Rank</i> |
|---------------------|--------------|-------------------------------------|----------------|
| Fouad Ben Abdelaziz | BIDS | Ph.D., Laval University, Canada | V/Assoc. Prof. |
| Krzysztof Fleszar | BIDS | Ph.D., Warsaw Univ. of Technology | V/Asst. Prof. |
| Nelson King | BIDS | Ph.D., Univ. of Southern California | Asst. Prof. |
| Abdel Jalil Ghanem | ACCT | Ph.D., Bordeaux University | Lecturer |

| | | | |
|----------------|------|----------------------------|--------------------|
| Jon Thronberry | MNGT | Ph.D., University of Texas | Lecturer |
| Amir Ayoub | MNGT | MBA, Univ. of North Texas | Instructor |
| Robert Becker | FINA | MBA, Univ. of Chicago | Exec. in Residence |

Two new faculty joined the School in spring 2005-06:

| <i>Name</i> | <i>Track</i> | <i>Degree</i> | <i>Rank</i> |
|----------------|--------------|--------------------------------|-------------|
| Laurence Leigh | MKTG | Ph.D., Univ. of North Carolina | Lecturer |
| Mohamad Zeidan | MNGT | Ph.D., Ecole Polytechnique | Asst. Prof. |

Visiting Faculty

Dr. Samer Faraj, Fulbright Visiting Associate Professor, University of Maryland

Dr. Zafar Ahmed, Visiting Professor, Texas A & M.

New Faculty for Academic Year 2006-07

Out of 50 applicants the following faculty members were recruited for 2006-07:

Fall 2006-07:

| | |
|----------------|--|
| Rima Fayad | Assistant Professor – BIDS (3yrs) Lebanese Ph.D., Utah State University, USA |
| Samer Khalil | Assistant Professor – FINA (3 yrs) Lebanese Ph.D., Concordia University, Canada |
| Mousbah Barake | Assistant Professor – BIDS (3 yrs) Lebanese Ph.D., University of East Anglia, UK |

Spring 2006-07

| | |
|---------------|---|
| Lama Moussawi | Assistant Professor – BIDS (3 yrs) Lebanese Ph.D., University of Texas at Dallas, USA |
| Victor Araman | Assistant Professor – BIDS (3 yrs) Lebanese Ph.D., Stanford University, USA |

Faculty Development, URB & Research

Academic Year 2005-06

Hewlett Research Leave: 1 faculty member , URB research Grants:6 faculty members

Faculty Development Grants: 10 faculty members

The Dean and the Associate Dean attended two conferences by AACSB

| | Undergraduate | | | Graduate | | |
|--------------|---------------|----------|----------|----------|----------|----------|
| | Applied | Accepted | Enrolled | Applied | Accepted | Enrolled |
| Fall 04-05 | 1381 | 744 | 256 | 150 | 46 | 36 |
| Spring 04-05 | 205 | 79 | 39 | 78 | 18 | 13 |
| Fall 05-06 | 1339 | 605 | 133 | 115 | 27 | 23 |
| Spring 05-06 | 170 | 58 | 32 | 65 | 25 | 20 |

Average Composite Score and SAT of Accepted Students

| | AVG Composite Score | AVG SAT |
|------------|---------------------|---------|
| Fall 04-05 | 545 | 1099 |
| Fall 05-06 | 555 | 1120 |

GMAT

| | AVG. GMAT | AVG.UG | AVG. EXP |
|--------------|-----------|--------|----------|
| Fall 04-05 | 620 | 82.4 | 2.4 |
| Spring 04-05 | 604 | 80.6 | 3.02 |
| Fall 05-06 | 583 | 82 | 2.6 |
| Spring 05-06 | 601 | 81 | 3 |

EMBA

Cohort III: Classes commenced on September 22, 2005 with 22 participants.

Cohort IV: Classes commenced on February 22, 2006 with 15 participants

Cohort V: 24 were accepted out of 30 applicants to Cohort V that will commence on November 5, 2006 (postponed from September due to the situation)

Number of Graduates:

| | |
|-----------------|-----|
| Undergraduate | 251 |
| Graduate | 17 |
| EMBA (February) | 19 |
| (June) | 19 |

Other Achievements

Financial times and Business Week The Olayan School of Business was featured in the Financial Times in its October 10, 2005 issue. Also our EMBA was recognized in the Business Week issue of October 20, 2005.

Accreditation OSB has achieved two of three accreditation milestones: 1) The eligibility application was approved in October 2005 2) A comprehensive accreditation plan (or AACSB standards compliance plan of action), was submitted in August 2006 and preliminarily approved. The last milestone is planned for August 2008. In the course of the process the School hosted Dr. John Fernandes, President of AACSB, and Dr. Moustafa Abdel Samad, Dean of the College of Business at Texas A&M University (Corpos Christie), who was assigned as our mentor, for consultative meetings and follow-up.

Kheireddine Lecture Series Dr. Philippe Haspeslagh, Professor in Partnership and Active Ownership at INSEAD visited the OSB and was the guest speaker at the Salim Kheireddine/Al Mawared Bank Lecture Series that was held at Bathish Auditorium on December 5, 2005.

Middle East Advisory Board This body held two meetings on February 1 and June 23, 2006. Both meetings were well represented which is an indication of strong support for the OSB.

Executive MBA OSB celebrated the graduation of EMBA classes I & II. A special ceremony was held on February 3, 2006 at the Assembly Hall, to celebrate the graduation of the first class while Class II graduation was held during the general AUB commencement in June.

Chair in Marketing On March 1, 2006, Coca-Cola and the Olayan School of Business celebrated the establishment of the Coca Cola Endowed Chair in Marketing in a seminar on Corporate Social Responsibility held at West Hall Bathish. The Chair is being funded by a \$2 million gift from the Coca Cola Foundation. An essay competition was organized in collaboration with the Office of Development and the winners were announced in a ceremony that was held in May.

The Conference Board The Conference Board/Middle East Business Leaders Council held its annual meeting in collaboration with the OSB on March 28 & 29 at College Hall, B1. The theme was: Middle East Productivity, Performance and Progress and four of the OSB professors were the main speakers.

Middle East HR Forum The Middle East HR Forum was officially launched on April 7 through a corporate meeting attended by 40 Lebanese and Middle Eastern corporations. It's first 'Middle East HR Conference' that was scheduled for July 14, 2006 was postponed to January 2007.

Entrepreneurship and Family Business Workshop In collaboration with San Diego State University, a workshop on Entrepreneurship & Family Business was held May 25-26 for Lebanese entrepreneurs, business leaders and selected OSB professors. The workshop was organized by Dr. Gail Naughton, Dean of SDSU, and Ms. Carmen Bianchi, Director of SDSU's Entrepreneurship Management Center. This activity is an initial step towards potential cooperation between OSB and SDSU.

Business Information Academy OSB announced the launching of the Business Information Academy in collaboration with Reuters Foundation on June 2, 2006 in West Hall, Bathish. Ramzi Al Hafez, Louis Hobeika, Nadim Munla & Rosemary Martin who came especially from London, were the guest speakers.

International Board of Overseers An informal consultative session was held for this body on June 14, 2006.

Chair in Finance OSB received in June 2006 a donation of \$ 2 million from AL-Sagar family for the establishment of the Abdul Aziz Al-Sagar Chair in Finance.

Mikati Endowed Research Fund OSB received in June 2006 a donation of \$75,000 from H.E. trustee Najib Mikati as the first payment of a pledge of \$500,000 to establish the Mikati Endowed Research Fund in the Telecom Business.

Corporate EMBA The launch of the Corporate EMBA program was held on September 25, 2006 in Abu Dhabi as per an agreement with Dr. Tayyeb Al Kamali on behalf of the Center of Excellence for Applied Research and Training, Ministry of Higher Education/Abu Dhabi. The program will commence in November 25.

Strategic Plan A preliminary five year strategic plan was prepared and presented to the University Strategic Planning Committee.

MSN/MBA A Proposal for the establishment of a dual degree program in MSN/MBA has been completed jointly with the School of Nursing.

Faculty Offices & IT Facilities 1) Ten offices were added to the OSB physical facilities by refurbishing Faculty I, Apartment 4W in Abdel Aziz. The offices were equipped with 10 computers connected to AUBlan and to OSB network, 2 network printers and one photocopy machine. 2) The graduate assistant room in the CEC building was equipped with 4 new computers and a network printer. 3) A new website was developed for the corporate communication activities and the HR Forum and continuous improvement and updates were introduced on the web accreditation software and faculty profile. 4) The online TOEFL IBT exam was introduced in our ASHA Lab.

Future Plans

During academic year 2006-07 the OSB plans to intensify work on the following areas:
Moving in full force to phase II in the AACSB accreditation process focusing on the accreditation plan.

Attracting seven additional faculty members with emphasis on Marketing (2), Accounting (2), organizational Behavior (1), and General Management (2).

Accelerating the momentum of our research program.

Completing the design of the two graduate-level degrees in Corporate Finance and Human Resource Management.

Enlarging our executive education portfolio.

Activating the Corporate EMBA program in Abu Dhabi and Kuwait.

Intensifying our fund raising efforts with a distinct focus on naming spaces in the new building.

George K. Najjar, Dean
Olayan School of Business

DEAN OF STUDENT AFFAIRS

General Office

Until July, there were many positive indicators and steps forward in student affairs this year. The President established a Hostler Committee to finalize equipment and furniture purchases for the center and to prepare for opening day, scheduled for late January or early February 2007. In the Strategic Planning process, statistical data were being collected as part of the Key Performance Indicators. The budget continued to be efficiently maximized to meet the requirements of West Hall and other student service areas. With the start of a new academic year, the impact of the hostilities of July and August are still being evaluated and it would be unwise at this early stage to rush to conclusions. One hopeful sign is that student enrollment numbers remain similar to last year, and all services and programs have resumed unchanged.

Athletics

Following the October Ramadan Open Tournament in basketball and football and the November Friendship Tournament and the Annual Independence Tournament, Mrs. Waterbury hosted a November reception in Marquand house to honor AUB women athletes. During February 2006, AUB varsities participated in many friendly tournaments organized by the FSUL and achieved outstanding results. In international level competitions, AUB participated in the Jordan University of Science and Technology sports tournament held in Irbed and Amman from February 2-8, 2006. The Athletics Department organized the Aggie Olympics Day at the AREC in Bekaa on May 6, 2006.

Career and Placement Services

121 firms (62 multinational, 35 regional and 24 local) based in the Middle East and Europe (GCC countries, Jordan, Syria, Egypt, UK, Italy and Lebanon) participated in the Annual Job Fair-Exhibition 2006. 250 representatives from these firms attended the Gala Dinner; consequently, 137 AUB graduates were recruited. The events generated \$227,456 from which \$100,000 went to the Financial Aid Program, \$50,000 endowed financial aid and \$15,000 for Student-Work Scholarship. The remainder of \$20,000 was used as seed money for next year's job fair. Over the course of the year 56 campus recruitment presentations, 35 on-campus interviews and 1,274 job vacancies were advertised to students and alumni, an increase of 27.2% compared to last year. 518 AUB graduates were placed full-time or part-time or on internships. 101 career activities were organized, including 88 career skills development sessions. 498 students and AUB graduates received career guidance sessions at the CPS.

Student Housing

The July 12 crisis placed Student Housing under pressure on several fronts. Following the evacuation of international students, the rooms were prepared to accommodate university/hospital staff members for whom lists updated daily to ensure no illegal persons were staying. Following the successful and timely evacuation of the latter, quick preparations were made to receive returning summer students. Losses were mainly in the revenue expected from the guests hosted by various AUB departments and the loss of room keys which remained with the evacuated international students. In terms of the facilities, the scheduled renovation and

paint works were delayed, which resulted in allocating students in temporary rooms or unfinished floors. Regarding furnishings, the beds and mattresses, a major complaint source, have all been replaced in Penrose and over the coming year the same will follow for Kerr.

International Student Services

ISS was busy in overseeing three international student evacuations in July once hostilities broke out on July 12th. The first evacuation, for US students, was requested by the US Embassy on July 18 and 85 American students were taken to the Beirut port and met by Embassy personnel. The second evacuation, July 21, consisted of 20 Jordanian, Egyptian, Palestinian, and Iraqi students. The final evacuation of 27 US students took place on July 22. These students were bussed directly to the US Embassy. Aside from the unfortunate circumstances last summer there were positive accomplishments in AY 2005-06 including the AUB and AUC student exchange agreement signed in June. By summer 2006 (pre-war) over 50 students have studied abroad in Jordan, Greece, US, UK, Bahrain, Spain, and Kuwait.

Student Activities

All annual events (Clubs' days; Elections; USFC workshop; Outdoors, Folk Dance Festival and Graduation Party) until June 2006 were successfully organized and specific achievement was noted for the Outdoors Festival and Orientation.

West Hall use increased remarkably. Large scale conferences and lectures organized by CASAR, SMEC and Anis Makdissi Program were held in West Hall and most stakeholders were satisfied with the services provided by staff of the department of student activities. In addition, regular classes, exams, and finals were held in West Hall. The student handbook which the department helped in producing was published and distributed with positive feedback from students and faculty. Important installation projects completed in West Hall were the visual projection to Room 204 from Bathish and an internal sound system for that room. However, two projects were delayed because of the July war: the common room refurbishment and the CD yearbook.

Counseling Center

The number of students seen by the counseling center stands at 814 since October 2001. The number of clinical encounters per week is around 75. The C.C. assisted the Psychology Department in their Psychology fair at the end of the academic year and contributed to the annual IC parents' committee by lecturing "Children and Trauma". During the war we assisted students who were facing psychological difficulties as a result of trauma. The C.C. attracted a significant interest from new students during the information fair segment of the orientation program.

Community Service Program

An Abuse Awareness Seminar was held, a two-day event with lecturers from fields such as psychology, media, clergy, diplomacy, law, and society, giving their perspectives on various forms of abuse in Lebanon. According to professionals no similar event has been held in Lebanon for decades. Dozens of students continue to contribute their time to a number of NGOs.

Maroun Kisirwani,
Dean of Student Affairs

CENTER FOR ADVANCED MATHEMATICAL SCIENCES

Conferences

“International Meeting on Grid and Parallel Computing”, January 4-7, 2006.

CAMS organized a four-day scientific meeting on Grid and Parallel Computing, which was attended by around 60 participants from Lebanon, Tunisia, Egypt, France, USA, and UK. Its objective was to promote the development of parallel computing from an academic and industrial perspective through a broad spectrum of hardware and software related themes in algorithms and applications of grid and parallel computing. The event was co-sponsored by the French Ministry of Foreign Affairs, Faculty of Arts and Sciences and the Center for Advanced Mathematical Sciences (CAMS)-Lebanon.

“The X Lectures, Mathematics and Society: Past, Present and Future”, February 20, 2006.

The event was to celebrate the tenth anniversary of CAMS. It consisted of a series of three lectures chaired by Sir Michael Atiyah: “Developments in Medieval Arabic Mathematical Astronomy” by Prof. George Saliba, “String Theory at the End of Space and Time” by Prof. Robbert Dijkgraaf, and “Abstraction and the Brain” by Prof. Semir Zeki.

Workshops

“Computational Fluid Dynamics- The Finite Volume Method”, March 27-29, 2006.

CAMS organized this workshop, by Professors Fadl Moukalled and Marwan Darwish. It attracted 27 undergraduate and graduate students majoring in Engineering, Mathematics, Physics and Chemistry; and exposed them to the basics of the finite volume method (FVM). Each lecture session was followed by a computer lab session for direct application of the material.

Public Lectures

“Mathematics and Society in the Twenty-First Century”, Sir Michael Atiyah, University of Edinburgh, 21 February, 2006.

“Strings, Branes and the Universe Unraveled”, David Bailin, Dept of Physics & Astronomy, University of Sussex, UK, 25 January, 2006.

“Colour in Astrophysics”, Michèle Gerbaldi, Institut d'Astrophysique de Paris, Faculté des Sciences d'Orsay, Université de Paris-Sud XI, 5 October 2005.

Seminars

“Existence and a Priori Estimate for Elliptic Problems with Subquadratic Gradient Dependent Terms”, François Murat, Laboratoire Jacques-Louis Lions, Université Pierre et Marie Curie (Paris VI), 12 October 2005.

“Generalized Time-Energy Uncertainty Relation and Adiabatic Evolution of Quantum Resonances”, Walid Abou Salem, ETH, Zurich, 26 October 2005.

“Design and Analysis of Distributed Systems by Local Reasoning”, Paul C. Attie, Computer Science, AUB, 23 November 2005.

“Electron Transport in Mesoscopic Physics”, Arafah H. Aly, CAMS Arab Fellow, AUB, 25 November 2005.

“Virtual Suturing: Geometric Representations, Finite Element Models, and Numerical Solution Strategies”, George Turkiyyah, University of Washington, 30 November 2005.

“Active Galactic Nuclei: A Prelude and Basic Physics”, Bassem Sabra, Notre-Dame University, 7 December, 2005.

“The Transformation Law of Eta Products and their Relations to Generalized Modular Forms”, Wissam Raji, Temple University, 21 December, 2005.

“The Supersymmetric Standard Model from the Z_6 Orientifold?”, David Bailin, Dept of Physics & Astronomy, University of Sussex, UK, 20 January, 2006.

“Brane Intersections in the Presence of a World Volume Electric Field”, Jamila Douari, CAMS Arab Fellow, 22 March, 2006.

“Population Dynamics and Epidemic Diseases Models”, Mohamed El-Doma, CAMS Arab Fellow, 5 April, 2006.

“The M-theory/Type II Partition Functions and Generalized Cohomology”, Hisham Sati, University of Adelaide, Australia, 11 April, 2006.

“Stellar Dynamics near the Massive Black Hole in the Galactic Centre”, Nelly Mouawad, University of Cologne, Germany, 28 April 2006.

“Decoding Singularities of Curves”, Abdallah Assi, Math Department, AUB, 14 June 2006

International Visiting Scholars

Scott Tremaine (Princeton University), Mirjam Cvetič (University of Pennsylvania), Walid K. Abou-Salem (ETH Zurich, Switzerland), Robbert Dijkgraaf (University of Amsterdam), Luis Alvarez-Gaume (CERN, Switzerland), Semir Zeki (University of London), George Saliba (Columbia University), Trustee Nicola Khuri (Rockefeller University), Sir Michael Atiyah (CAMS IAC Chairman, School of Mathematics, Edinburgh University), Victor Araman (New York University), Mikaël Balabane (Université Paris 13), David Bailin (University of Sussex), George Turkiyyah (Washington University), Michele Gerbaldi (Université de Paris-Sud XI), Hisham Sati (University of Adelaide, Australia).

The Arab Fund for Economic and Social Development

Three scientists joined CAMS as Arab Regional Fellows: Mohamed Osman El Douma (Faculty of Mathematical Sciences, University of Khartoum, Sudan), Arafa H. Aly (Physics Department, Faculty of Sciences, Beni-Suef University, Egypt), Jamila Douari (Mohamed V University, Faculty of Sciences, Morocco). Two other scientists, Allal Ghanmi (Department of Mathematics, Mohammed V University, Morocco) and Ahmed Jellal (Physics Department, Chouaib Doukkali University, Morocco), will start their fellowships in October 2006. These fellows are supported by a grant from the Arab Fund for Economic and Social Development.

CAMS Fellows

Fadl Moukalled from Mechanical Engineering joined CAMS as a fellow on January 1, 2006.

International Advisory Committee

Three scientists joined CAMS International Advisory Committee: Professor R. Dijkgraaf (Amsterdam), P. Griffith (Princeton) and D. Zagier (MPI Bonn and College de France).

Computing

CAMS IBM cluster (Ibsina) underwent a major upgrade consisting of the acquisition of an additional node and the upgrade of its old eight nodes.

CAMS High-Performance Committee: A committee of Engineering and Arts and Sciences faculty members using CAMS Ibsina cluster and with interest in computing has been formed. It is intended to oversee the sustainability and growth of the High-Performance Computing lab at CAMS.

CAMS purchased personal computers, a graphics card and switches.

Wafic Sabra, Director
Center for Advanced Mathematical Sciences

OFFICE OF THE REGISTRAR

Online Course Withdrawal

Starting February 20, 2006, online course withdrawal became available to all students through AUBsis. Undergraduate students cannot withdraw courses down to less than 12 credits unless given permission to do so by the appropriate committee.

New Scripts

The following scripts were generated in coordination with CNS to secure proper implementation of rules and regulations regarding course repetition: count of the number of repetitions of the same course, and indicator for repetition of a course with a grade of 70 or better.

Process Revision

Starting July 2006, rules and regulations relevant to academic standing became Banner based. For proper Banner implementation, the Registrar's Office revised the students' academic status indicator by introducing a new probation code of two digits. The first digit stands for probation status (0 for clear, 1 for P1, and 2 for P2), and the second digit stands for the number of probation terms. The new coding system will carry in each term a record of the probation history that will result in better implementation of the probation rules.

Conversion Chart

The grading scale was updated to include a letter grade conversion scale, as well as the corresponding quality points.

| <i>Grading System</i> | | <i>Letter Grade</i> | <i>Grade Points</i> |
|------------------------------|--------------------|----------------------------|----------------------------|
| <i>90-100</i> | <i>Outstanding</i> | <i>A</i> | <i>4</i> |
| <i>85-89</i> | <i>Excellent</i> | <i>B+</i> | <i>3.5</i> |
| <i>80-84</i> | <i>Very Good</i> | <i>B</i> | <i>3</i> |
| <i>75-79</i> | <i>Good</i> | <i>C+</i> | <i>2.5</i> |
| <i>70-74</i> | <i>Fair</i> | <i>C</i> | <i>2</i> |
| <i>60-69</i> | <i>Weak</i> | <i>D</i> | <i>1</i> |
| <i>Below 60</i> | <i>Fail</i> | <i>F</i> | <i>0</i> |

Conferences

Conference Presentation: M. Salameh presented his paper "Automated Generation of the University Calendar", co-presenter Miss Nadine Naffah, at the American AACRAO 92nd Annual Meeting that was held in San Diego, April 17-20, 2006.

AACRAO 2007 accepted paper: M. Salameh's paper "Common Time Slots" was accepted for presentation in AACRAO 93rd Annual Conference to be held in Boston, Massachusetts, February 28 - March 3, 2007. This paper shows how to generate the feasible schedules for a new section based on students who have enrolled in a virtual waiting list section.

Banner Users Conferences: Associate Registrar Hala Abou Arraj attended the Sungard Summit for SCT Banner users that was held in Orlando, FL, April 1-4, 2006 where many issues related to registration and scheduling of courses were discussed. Mr. Mohammad Nassif attended the

Canadian Banner Users Conference held on October 3-6, 2005 in Saskatoon, Canada, for technical and functional users. Mrs. Rola Badreddine attended the Sungard SCT Middle East Conference held December 12-14, 2005 in Dubai. The theme of the conference was “Experience the Unified Digital Campus”.

New Associate Registrar

Mrs. Hala Abou Arraj was appointed as Associate Registrar as of December 15, 2005. Mrs. Abou Arraj served as Student Services Officer of the Faculty of Engineering and Architecture for the last five years.

Dhofar University Project

Mrs. Huda Nakad, Assistant to the Registrar for Computer Affairs, assisted in the implementation of a new registration system at Dhofar University in Salalah, Uman.

Common Exit Survey

The Registrar chaired the Student Clearance Process Improvement Team that designed a common exit survey. The Common Exit Survey was developed by the CNS. The interface is linked to a database for query, and report generation accessible by the Registrar’s Office, OIRA, Development Office, and the Faculties.

Change of Grade Confirmation (Revised Process)

The current change of grade procedure was amended as of April 3, 2006, so that the concerned instructor receives an automated email confirming the approved recommended change of grade.

Banner Access Rights

The Registrar’s Office carried a review of the Banner access rights of the employees at the office, by mapping the duties of each employee to his/her Banner access rights. A review of the Bio-data access rights was carried for the Admissions and Development Offices. It was agreed that all changes in University official names for registered students will be carried by the Registrar’s Office only. A weekly owner audit report was generated by CNS to track all changes in Bio-Data.

Plasma Screen

A plasma screen was placed in the hall of the Registrar’s Office. The screen shows important information and deadlines such as rules, procedures, dates, and events. Information is reviewed continuously.

Medical School Student Records

The courses and records of Med students back to the year 2000 were entered into Banner by including the two fields for lecture and clinical hours for each course as a part of the course title.

Software Tool for the Generation of Free Available Time Slots

The Registrar’s Office developed a software tool to generate the available free time slots for a course. This tool was used to provide all instructors with the available free slots for their summer courses for the purpose of giving extra sessions.

Graduates of October 2005, February 2006, and June 2006

| Faculty | Level | F | M | Grand Total |
|--------------------|--------|------------|------------|-------------|
| AS | GR | 93 | 38 | 131 |
| | UG | 278 | 211 | 489 |
| <i>AS Total</i> | | 371 | 249 | 620 |
| SB | GR | 26 | 36 | 62 |
| | UG | 208 | 194 | 402 |
| <i>SB Total</i> | | 234 | 230 | 464 |
| AG | GR | 23 | 6 | 29 |
| | UG | 80 | 15 | 95 |
| <i>AG Total</i> | | 103 | 21 | 124 |
| EA | GR | 14 | 56 | 70 |
| | UG | 75 | 216 | 291 |
| <i>EA Total</i> | | 89 | 272 | 361 |
| FM | GR | 12 | 7 | 19 |
| | PR | 31 | 43 | 74 |
| | UG(NU) | 35 | 10 | 45 |
| <i>FM Total</i> | | 78 | 60 | 138 |
| HS | GR | 33 | 15 | 48 |
| | UG | 42 | 7 | 49 |
| <i>HS Total</i> | | 75 | 22 | 97 |
| Grand Total | | 950 | 854 | 1804 |
| <i>Percentage</i> | | 52.66% | 47.34% | |

| | |
|--------------------|-------------|
| Total UG | 1371 |
| Total GR | 359 |
| Total PR | 74 |
| Grand Total | 1804 |

| | | |
|--------------------|-------------|--------|
| Lebanon | 1493 | 82.76% |
| Arab | 156 | 8.65% |
| Non Arab | 155 | 8.59% |
| Grand Total | 1804 | |

| Nationality | |
|--------------------------|-------------|
| Argentina | 1 |
| Australia | 4 |
| Austria | 1 |
| Bahrain | 4 |
| Brazil | 4 |
| Canada | 19 |
| Chile | 1 |
| Columbia | 1 |
| Cyprus | 1 |
| Denmark | 1 |
| Egypt | 3 |
| France | 10 |
| Germany | 2 |
| Greece | 5 |
| Iran | 1 |
| Iraq | 1 |
| Ireland | 2 |
| Italy | 2 |
| Japan | 2 |
| Jordan | 40 |
| Kuwait | 11 |
| Lebanon | 1493 |
| Mexico | 1 |
| Netherlands | 1 |
| Norway | 2 |
| Palestine | 37 |
| Poland | 2 |
| Qatar | 3 |
| Russia | 3 |
| Saudi Arabia | 15 |
| Sierra Leone | 2 |
| Sudan | 1 |
| Switzerland | 1 |
| Syria | 40 |
| United Arab Emirates | 1 |
| United Kingdom | 10 |
| United States of America | 69 |
| Venezuela | 7 |
| Total | 1804 |

Moueen Salameh,
Registrar

DIRECTOR OF ADMISSIONS

The Office of Admissions received 4,117 undergraduate applications for the fall semester of 2006-07. This is an increase of 284 applications (7.4%) as compared to 3,833 undergraduate applications for the fall semester of 2005-6.

The increase in undergraduate applications was observed in both freshmen (13.7%) and sophomores (6%).

The increase in sophomore and freshman applicants from the Arab World was 6% (893 vs. 843) mainly from applicants from Jordan, Qatar, Saudi Arabia, Syria and UAE. A 41.3% (173 vs. 122) increase was observed from applicants from other countries and a 6.3% (3,050 vs. 2,867) increase was observed from applicants from Lebanon.

The total number of graduate applications for the fall 2005-06 is 827 as compared to 892 last year, a 7.2% decrease. The decrease in the number of graduate applications was from both AUB and non-AUB applicants. The July-August events in Lebanon could account for the decrease in graduate applications since the deadline for submission of applications was July 30, 2006.

The University Preparatory Program that started three years ago has a 50% (78 vs. 50) increase in the number of applications when compared to last year, the applicants are mainly from Saudi Arabia, Kuwait and Syria.

The July-August war events in Lebanon had a major negative impact on graduate applications and their yield (the yield of applicants from AUB dropped by 4% and that of non AUB dropped by 14%). Similarly, the yield of undergraduate applicants dropped by 2% (mainly from applicants outside Lebanon) but due to the increase in number of applicants, the total number of registered new students was higher when compared to last year.

The office of admissions participated in both the freshman and the sophomore orientation programs. The Associate Director of Admissions attended the NACAC meeting in Pittsburg, PA in early October and the AUB had a stand at the counselors' college fair.

The new DVD, applications and marketing material for the year 2006-07 are currently being distributed to schools outside and within Lebanon.

Finally, please find in the attached tables the figures on enrollment for the fall semester of the academic year 2006-07 (Appendix A).

Salim Kanaan,
Director of Admissions

DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee have evaluated 2,913 financial aid applications, of which 2,431 (83%) were granted financial aid for the academic year 2005-06. Compared to last year, there was an increase of 2.4% in the number of applicants and an increase of 3% in the number of awardees. Coverage of the tuition fees ranged from 10% to 65%.

Financial aid was granted to new first-time applicants as a package combining need-based grants and merit awards. The need-based awards as per matrix ranged from 0 to 55%. Merit awards were awarded based on the composite score of the applicant, ranging from 0 to 10%.

The total financial aid disbursements reached \$8,149,600 for the academic year 2005-06 including petitions, merit-scholarships and work-study granted through the financial aid office. A total of 143 students (as compared to 112 last year) were on the financial aid work-study program this year, a 28% increase.

A summary of the distribution of financial aid by Faculty is included in Table 1, Appendix B.

The loan program continued for the medical students and for the second year for engineering and architecture undergraduate students. This year the loan program was extended to nursing students (Classes BSN3 and BSN4). Eligible students received a financial aid package including a loan disbursed by Byblos Bank or HSBC. The loan is subsidized by AUB until the student graduates. The maximum loan that a student could receive was 30% of the tuition fees. The combination of grant and loan for these students allowed them to receive coverage of tuition fees ranging from 35% to 80%.

The number of medical students who received financial aid was 205 of which 154 signed for the loan at HSBC, in addition to 12 (out of 32) nursing students. The total amount of loan received by the medical and nursing students from HSBC this year was \$827,747. Out of 777 engineering and architecture students 221 took the loan from Byblos Bank with a total amount of \$734,110.

The distribution of grants and loans in the Faculties of Medicine, and Engineering and Architecture is summarized in Table 2, Appendix B.

The financial aid office solicited bids to extend the loan program to undergraduate second and third year business students. Bankmed presented the best offer for the new loan program. The Acting VP for Finance along with the Director and Associate Director of Financial Aid have met with Bankmed officials and agreed on the new loan terms which will be implemented for the academic year 2006-07 starting October 2006.

Lists of nominees were sent as of October 2005, through the Development Office, to various Donors for their prior approval. In addition, various restricted scholarships that required no prior approval were processed by the Financial Aid staff.

The financial aid application form and brochure for the year 2007-08 were reviewed. Necessary changes were introduced. The online application form for continuing students was also reviewed and modified accordingly.

The Financial Aid Office has received 2,775 financial aid applications (1,952 continuing and 823 new) for the academic year 2006-07, an increase of 8.8 % compared to the fall of last year. The Interfaculty Financial Aid Committee used a revised matrix to determine the percentages to be allocated for new applicants. The highest percentage used in the matrix was 50%, a maximum to which may be added the merit component which goes up to an additional 10%, and the work component. The matrix also generated a number of flagged applicants that were studied case by case. Grants for continuing students were rolled over from the previous year except for the flagged cases that were studied also on an individual basis. A total of 2,484 students (89% of the total applicants) were granted financial aid (1,834 continuing and 650 new). The final number of awardees for the fall of the academic year 2006-07 will be known at the end of the final registration and payment.

The office also received 450 petitions for late applications and for reconsideration (152 new and 306 continuing). These will be reviewed during October. The significant increase (17%) in the number of petitions is due to the latest events in Lebanon in July-August which affected the financial situation of the families of many financial aid applicants.

Ten new Merit scholarships awardees were selected for the academic year 2006-07. The total sum of merit scholarships for this year is \$333,292 awarded to 28 students.

The two Financial Aid Officers, Mrs. Ghada Hajj and Mrs. Raghida Samaha conducted interviews for all new and first-time applicants along with their parents, except for students with siblings at AUB or whose parents reside outside Lebanon. The Associate Director, Mrs. Hanaa Kobeissi conducted 106 house visits to additional applicants not interviewed at the office.

The Associate Director of Financial Aid, Mrs. Kobeissi, and the Assistant to the President in the New York Office, Mrs. Millstein, continue to coordinate the Financial Aid Program for U.S. Citizens. During the academic year 2005-06, 33 students with a U.S. citizenship received federal aid in the form of a Stafford Loan.

Mr. Nabil Chartouni, member of the Board of Trustees, visited the Office of Financial Aid on May 5 and 6, 2006 and met with the eleven AUB students who benefit from the Emile and Helene Chartouni Scholarship fund.

Financial aid distribution by Faculty can be found in Appendix B.

Salim Kanaan,
Director of Financial Aid

ACADEMIC COMPUTING CENTER

This report summarizes the major activities performed by the Academic Computing Center (ACC) during the period of October 1st, 2005, to September 30th, 2006.

Training and Assistance

The Center provided daily support to AUB faculty members on the use of Internet resources and technology tools for teaching and learning, as well as daily assistance to students enrolled in courses using WebCT and Moodle. In addition, the Center offered:

81 pre-scheduled workshop sessions on various computer applications to 295 participants (64% faculty members and 36% staff and GAs/RAs working for faculty).

349 private training sessions to 321 faculty members--most of them in their own offices--and to 59 staff and RAs/GAs working for faculty.

124 sessions on the use of WebCT, Moodle and/or Turnitin were offered to full classes of students.

The number of the pre-scheduled sessions was similar to that of the previous academic year (83 sessions). On the other hand, the number of customized training sessions increased by 16% and the number of sessions for students increased by 41% in relation to the previous academic year.

In January 2006, the ACC Multimedia Lab was established and it has provided services to faculty members including converting, recording, and editing video material for their courses.

New Learning Management System (LMS): Moodle

During the fall term, ACC analyzed various LMS to identify an alternative to our current LMS, which has consistently increased its fees in the last few years. After testing several applications, the open-source Moodle was selected. In February 2006, I presented to the AUB main administration the reasons behind adopting a new LMS, the selection of Moodle, and details of the migration plan and timeline. During the spring term, ACC set up Moodle hardware and software, and developed workshops, tutorials, and related material to teach and support faculty on the use of the new LMS. Moodle was announced to the AUB community during the Fourth Faculty Seminar in May and workshops on Moodle started being offered in June 2006. In the summer term Moodle was used in courses for the first time, receiving positive feedback from both students and instructors.

E-Learning

During the year 1,161 course-sections used WebCT and in the summer 20 course-sections used Moodle. This means that 34.9% of all AUB course-sections used an LMS (WebCT or Moodle) to complement their classroom teaching. In comparison, WebCT was used in 23.5% of all course-sections of the AY 2004-05. These courses were taught by an average of 34.8% of the AUB instructors, while in 2004-05 an average of 22% of the instructors used WebCT.

To illustrate the increasing use of the online course material, an analysis of the WebCT server logs indicated that during the fall 2005-06 alone, an average of 1,661,090 course pages were

viewed online per month. This number represents an increase of 43% in relation to the course pages viewed during the fall 2004-05.

ACC assisted in the organization and administration of 26 proctored online exams (22 on WebCT and four on Moodle), an increase of 116% in relation to the previous year. At the end of the fall semester, ACC developed and conducted a survey among students and faculty using WebCT to find out how they viewed and used that LMS. The survey results were summarized and presented to the relevant instructors.

Seminars

On December 1st, 2005, ACC conducted the Third Faculty Seminar on the Use of Technology in Teaching and Learning. The speakers were Marcus Marktanner (FAS-AUB), Ali Taher (FM-AUB), Iris Stovall (University of Illinois), Nidhal Guessoum (AUS), Rosângela Silva (ACC-AUB), as well as President Waterbury and Provost Heath.

On May 31st, 2006, ACC conducted the Fourth Faculty Seminar on the Use of Technology in Teaching and Learning with the participation of President Waterbury and Provost Heath. The presenters were May Mikati (FAS-AUB), Sana Marini (SN-AUB), Hassan Artail (FEA-AUB), Karim Kabalan (FEA-AUB), and Rosangela Silva (ACC-AUB).

During the summer, 5 faculty members participated in a 6-week Seminar on Creative Use of Resources in Course Design funded by the Mellon Foundation. The program intended to assist faculty in making further use of various academic resources now available at AUB and to integrate them in the development of their courses. ACC was in charge of one of the three main areas--that of instructional technologies--and as such offered the participants training on Moodle and assistance in the design of their courses.

Projects

ACC supported the project of Shared-Content of English Courses, which involved 32 instructors in the fall and 29 in the spring. This project attempts to alleviate problems common to multi-section courses with a large number of instructors and consequent diversity in course content and teaching approaches.

ACC supported an experimental course--Nursing Informatics--which was offered in the fall 2005-06 and was 90% taught online. The progress of the 46 students enrolled in this course was closely monitored by the instructor and presented during the Fourth Faculty Seminar.

ACC supported the Soliya Connect Program which links, through video conference, students in American and Middle Eastern universities for collaborative learning about issues relevant to US-Middle East relations. During the fall, two AUB students served as junior facilitators of the discussions and two others joined the program as participants. During the spring, one AUB student served as junior facilitator of the discussions.

Plagiarism Prevention

ACC supported the use of Turnitin, a service that instantly identifies papers containing unoriginal material. During the year, 10,451 student papers were analyzed and "originality reports" were generated and sent to the concerned instructors. This number represents an increase of 139% in relation to the students' use of the service in the previous academic year.

ACC, together with the Office of the Registrar and CNS, supported the administration of the online Plagiarism Tutorial and Test required to all AUB students.

Other Activities

New Faculty Orientation, conducted in February and in September 2006, presenting ACC resources and services available to AUB faculty.

New Student Orientation and New Students Fair, in September 2006, demonstrating to new students how to take the Plagiarism Tutorial and Test, how to use WebCT and Moodle, and how ACC supports students enrolled in Moodle and WebCT courses.

In April, a presentation on ACC services was given to the accreditation mentor/visitor for the Suliman Olayan School of Business.

ACC staff participated in the design and development of two websites: the *Issam Fares Institute for Public Policy* and the *International Affairs* website and *Principles, Policies, and Procedures for the Academic Community* website.

Rosângela Souto Silva, Director
Academic Computing Center

UNIVERSITY LIBRARIES

The year was marked by the completion of several projects enhancing the University Libraries' Customer Satisfaction.

The University Libraries' Strategic Plan was completed and presented to the Steering Committee. The plan focuses on continuing to adopt technology, to enhance the collections, and to assist users in utilizing these collections to suit their academic concentrations. It also highlights the importance of expanding the virtual and physical spaces, and of furthering the professional development of library staff in order to serve the needs of ever-changing and ever-demanding groups of users.

The "Faculty Subject Specialists – Ph.D Program" was launched in the summer. The aim of this project is to enrich the library collection while benchmarking with model universities. A total of 18,502 titles were requested, some of which will be processed in next year's budget.

The E-Resources Committee examined sixteen electronic resources benchmarked with Ph.D model universities. Selection was made and the Serials Department acquired ten new databases.

The Serials Librarian contacted the Department of Physics and obtained approval to move from print to "online only" for the American Physical Society journals package and the American Institute of Physics. This shift resulted in a saving of \$4,000 while enriching the collection with six additional new titles. On the other hand; a comparative study of price quotations offered by three different dealers concerning around 800 periodicals, resulted in an additional \$14,000 saving in the Serials budget.

The Information Services Department is sustaining its efforts in promoting and marketing library resources. Information sessions delivered increased from 451 in 2004-05 to 570 this year. In addition, partnership with faculty has improved due to the efforts and time spent in personal contacts and visits with faculty in their own offices.

A short online survey was developed to evaluate and assess the Information Literacy Program; the overall score taken from 581 surveys is 3.9/5.

In the Archives and Special Collection Department, the project of scanning and microfilming was launched. So far 579 theses were scanned. Digital and microfilm copies are now available to users on campus. In addition, scanning of AUB photographs and posters was initiated and 7,638 records (4,971 photographs and 2,267 posters) were processed and made available for searching.

A user satisfaction survey was administered online to students, staff and faculty. User overall ratings of the library were mostly good, around or higher than 70%, except for functionality of equipment (56%) and physical environment (64%). Among categories, quality of collection (user highest evaluation went to electronic resources, databases and books) and service excellence had the highest ratings, while functionality of equipment and physical environment had the lowest. Faculty overall ratings are better and range from 73-83%.

From the Internal Business Processes and physical working environment perspectives, the following initiatives were completed:

After a two-year discussion among the libraries, Registrar and CNS, the system administrator finalized the Automation Clearance Process. All AUB users are now automatically cleared without a library staff intervention. This process saved the library staff much time and effort.

The Automation Department finished its assessment of various products and has studied the options of buying a portal (search engine, software/hardware), or subscribing to a federated search engine service. Negotiations for the best service associated with affordable cost were held with the selected provider. The decision to start the subscription will be taken soon.

Two inventories were carried out in the summer in both branch libraries. The Science and Agriculture Library inventory (last inventory taken in 1998) revealed the loss of 108 books, while the Engineering Library's inventory resulted in the correction of some records and showed a loss of 20 books (the last one dating back to two years).

A new server was acquired and 20 computers were added to upgrade and replace others in the computer lab. A technician was hired to cover evening shifts, helping students in the computer lab. Successful negotiations between the University Librarian and the duplication service provider led to the replacement of four obsolete microfilm readers/printers with new ones.

The library initiated a renovation project in three departments of Jafet library. This simple, short, and cost effective project has provided more space for additional staff in the Collection Development Department, and has helped in the creation of a new Document Delivery Department and in the extension of the reading area in the Serials Department (adding 40 seats).

Staff, Learning and Growth Perspective

Three professional librarians rejoined the staff. Nabila Shehabeddine returned after earning a Masters of Library and Information Science degree from Simmons College and joined the Information Services Department. Myrna Tabet returned to the Information Services Department after pursuing an MLS from Catholic University of America. Katia Medawar, a former library staff, was recruited to be in charge of the Document Delivery Services. Khaled Noubani left in August to pursue a Masters degree in Library and Information Science at Indiana University, sponsored by the administration. Catalogue librarian Ahmad Taleb accepted an early retirement package offered by the university. Two library clerk positions were declared redundant.

The Information Services and the Serials Librarians attended the AMICAL conference in Cairo. The Reference Librarian attended the ALA conference in New Orleans.

General Statistics

Budget spent on books, periodicals and binding: \$2,989,691.06

Number of new volumes/items processed: 11,841 volumes (including 826 as Gifts)

Number of catalogued items: 10,579 volumes

Number of circulated items: 76,495

Number of bound items: 9,986

Number of serials currently received in print: 2,457, electronically accessed: 21,228, e-resources: 107

Helen Bikhazi, University Librarian

AUB MUSEUM

Museum Renovation

The substantial reception of the architectural works took place in January 2006. The Inauguration of the renovated AUB Archaeological Museum took place, under the patronage of Prime Minister Fouad Siniora, on June 2, 2006.

Museum Study Collection Hall (SCH)

Following the Museum inauguration, the Museum staff proceeded to relocate the Study collection (around 9,000 objects), which had been stored for 4 years in the Old Registrar Building, back into their final destination in the SCH.

Publications

L. Badre – R. Jung published an article on: “the Provenance of Aegean-and Syrian-Type pottery found at Tell Kazel (Syria)” in the periodical *Egypt and the Levant* vol. VX, Vienna 2006 (33 pages).

L. Badre submitted an article for publication: “Les braseros du Temple de Tell Kazel” in *Mélanges offerts à Pierre Bordreuil*.

L. Badre submitted an article to be published in the *Enciclopedia Archeologica* on Tell Kazel (the AUB Excavations in Syria) in 2006.

A new brochure for the Archaeological Museum.

The AUB museum Newsletter Vol. XXI No. 2, January 2006.

Donations

The Joukowsky Foundation pledged an additional million dollars to the Museum over the previously donated amount of \$2 million.

The Charles Kettaneh Foundation donated \$5,000 to the Museum.

Contributions were made to name Museum show cases as follows:

Sheikh Mohammed Al Soleiman from Bahrain donated \$30,000.

Mr. Raymond Audi donated \$20,000.

Jacques and Naïla Saadé donated US\$30,000.

Amal and Farouk Jabre donated \$10,000. (First payment of \$30,000 pledge)
Leventis Foundation made a pledge for \$32,000 to be paid in 2007.

Excavations

Tell Kazel – Syria: The AUB Museum team resumed its 22nd campaign from July 25 - August 31, 2006. A preliminary report was presented to the DGAM, Damascus.

International Conferences, Workshops and Exhibitions

February 16, 2006 Dr. L. Badre was invited by *Club des Ambassadeuses Francophones* to give a lecture in Beirut on: “*Tell Kazel: Résultats des Fouilles Récentes*”.

March 14, 2006 Dr. L. Badre was invited by *Le Centre Culturel Français de Damas* to lecture on: “*Sumur Capitale du Royaume d’Amurru: Fouilles de l’AUB Museum à Tell Kazel*”.

March 22 – 26, 2006, Dr. L. Badre participated in a workshop on: “Bridging Cultures through Exhibitions” organized by the (International Council of Museums) ICOM-Europe/ICOM-Arab in Berlin. Her paper was on: “*Understanding Cultures by Exchanging Exhibitions*”.

March 30, 2006 Dr. Badre was invited as member of the scientific committee for the planning of the exhibition: *The Phoenicians*, to take place at the Institut du Monde Arabe in Paris in 2007.

March 31, 2006, Dr. L. Badre gave a lecture on: “*Fouilles de Tell Kazel: Bilan et perspectives d’avenir*” at the Musée du Louvre – Paris .

Lectures at the AUB Museum

October 26th, 2005, by Mr. Sami Karkabi on: “*La Libye, creuset de civilisations*”.

November 23rd, 2005, by Dr. Jeanine Abdul Massih, Prof. Université Libanaise, Pensionnaire Scientifique, IFPO on: “*Les carrières antiques de Baalbeck: Extraction, transport et mise en œuvre dans les temples*”.

Lecture of Dr. Sheikha Altaf Salem A. Al Sabah on: “*Traditional Weavings of Kuwait*” was postponed due to G. Tuéni’s murder same day.

January 25th, 2006, by Dr. Noha Sadek-Mermier, Art Historian – Université St Joseph on: “*Gold and Lapis for the Sultans: The Painted Mosques of Yemen (13-15th c.)*”

February 22, 2006, by Dr. Leila Badre, Director, AUB Museum on: “Sumur, Capital of the Amurru Kingdom: Excavations of the AUB Museum at Tell Kazel”

March 15, 2006, by Dr. Yasmine Makaroun Bou Assaf, Architecte - Archéologue on: “L’architecture traditionnelle au Liban: *Méthodes de réhabilitation et enjeux*”

April 5, 2006, by Sheikha Altaf Salem A. Al Sabah on: “Traditional Weavings of Kuwait, Nomadic tentdividers and urban cloaks.”

May 10, 2006, by Mrs. Maryse Maïla de Pico, Historienne on: “*La femme dans l’Orient Ancien, du IIIe millénaire au IIIe siècle av. J.C*”.

Children's Programs

November 20, 2005, “Rediscover the Archaeological Site of Deir el Kalaa” – Beit-Mery

December 11, 2005, “Exploring the Sarcophagi of the National Museum”

April 2, 2006, “The Art of Mosaics” at Villa Audi.

May 7, 2006, “Biróth-Berytus-Beirut” – A Stroll through the Ages in Downtown Beirut.

Trips

Organized by the Society of the Friends of the AUB museum:

October 22, 2005, a trip to North Lebanon: Ain Aakrin (Koura), Hadath el Jubbeh and the Museum of Jibran Khalil Jebran.

June 10, 2006, a trip of the High Metn: Khenchara, Choueir, Salima: Monasteries and Old Houses

Projects for 2006 – 07

The main projects for the new academic year:

Publication of the Catalogue of the Museum

Digitizing the Card Catalogue of the Museum (around 13.000 cards)

Follow up on finalizing the publication of the Glass Collection by Sarah Jennings.

Follow up on finalizing the publication of the Seleucid Coin Collection by Frédérique Duyrat.

Leila Badre
Director, Archaeological Museum

OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

Major Accomplishments

Institutional Effectiveness. As part of the ongoing institutional effectiveness assessment, the Office accomplished the following:

Fall 2005, gave the Student Registration Survey to a representative sample of undergraduate students. Around 1000 filled out the survey. Report revealed progress made in various registration steps and areas of improvement. Comparison with previous survey results was done and reported on OIRA website.

Report covering Alumni survey conducted in summer 2005 was published and shared with alumni. Survey was completed by around 2,500 respondents.

Teaching Effectiveness.

As part of the teaching effectiveness initiative, OIRA engaged in the following activities:

The Instructor Course Evaluation (ICE) Form was administered at end of the fall and spring terms to all AUB students, with the exception of the Faculty of Medicine. Results were reported to course instructors, department chairs, and Faculty deans within a month of the administration. In addition, summary departmental and faculty reports were posted on OIRA website. Summer session reports were issued to FAFS and FEA.

Faculty and students were surveyed with respect to their views of the ICE forms, the administration process, and reporting. Results were published in a report and shared with community in an open discussion forum.

In order to assess learning outcomes in basic skills at college level (critical thinking, math and science reasoning, reading comprehension, and writing), administered the Collegiate Assessment of Academic Proficiency (CAAP) in December and February to a representative sample of junior students. Results were reported and compared to previous years and to national norms in 4-year institutions.

College Outcomes Survey (COS) was administered in May to a representative sample of students at AUB from varying levels and faculties. The results describing students' outcomes levels in certain domains and students' perception of learning at AUB were reported and compared to North American norms of four-year colleges of similar background as AUB. Graduating Exit Survey was administered in May and results were reported.

Institutional Data Reporting Activities

For the fifth year in a row, filled out the common data set (CDS), the College Board's, and Peterson's Annual Survey of Undergraduate Institutions data information. The CDS was published on OIRA's website and will be used for institutional evaluation benchmarking.

Updated information on the Academic Balanced Scorecard (BSC). In addition, contributed to the Institutional Balanced Scorecard.

Met information needs of several AUB constituencies for different purposes like the AUB Facts & Figures, program registration applications, etc.

Provided statistics on AUB enrollment and graduation to the Ministry of Education.

AUB Fact Book 2005-06 was prepared and was published end of May. It presents summary information about the following aspects of AUB: General Information, Students, Academic Programs & Degrees Awarded, Faculty and Staff, Financial Information, Physical Facilities & Services, and Alumni.

Projects/initiatives

AUB Regional Market Study. Prepared a proposal for a market study to assess AUB's regional market position. Studied the submitted proposals and assisted in selection of firm who will conduct study and in development of surveys and interviews, and in evaluation of the results.

MEA Cadet Recruitment Project. Administered a second round of a battery of recruitment tests to the Middle East Airlines as part of MEA Cadet Pilot Project. Tests were scored; results analyzed and reported. Tests included achievement tests in math and physics, a general mental ability test, mechanical, spatial, and abstract reasoning aptitude tests, and a personality type indicator test.

Strategic Planning Initiative. Continued working on strategic planning for OIRA.

Faculty Workload project. The faculty workload application was launched and work was continued on faculty productivity, reporting and statistics, and issues encountered in implementation of the initiative.

Internet-based TOEF: (iBT). Completed arrangements with ETS for AUB to act as a TOEFL iBT (internet based) administration center. Computer labs were identified, their specifications studied and approved, the internet connections were tried and found to be satisfactory, and proper documentation was completed. Administration will start summer 2006.

Others

Supported Unified Admission through the following:

Provided prognostications of enrollment numbers and budget numbers for fall 2005 to budget office.

Prepared and delivered admissions decisions based on approved composite cut-offs.

Prepared and delivered medical school admissions, involving standardization of grades of core courses, calculation of core average, reporting of other information on medical applicants.

Provided support for various task forces in Faculties such as Health Sciences, School of Business and school of nursing in their accreditation efforts.

Met departmental requests for preparation of surveys, questionnaires, and data analysis like School of Nursing (Curriculum Evaluation BSN III and IV), civilization sequence evaluation of general lectures, Development Office (Annual Fund Survey), and Library User's Survey.

Produced an extensive report for the BOT in November, discussing recruitment, admissions, and enrollment trends, focusing on issues of yield, retention, cultural and socio-economic diversity and academic quality. The report also examined and evaluated the competitive position of AUB and the success of its efforts to fulfill its mission of serving the region with adequate staffing and academic offerings. The report provided evidence for the continued validity of the composite score currently used at AUB. Benchmarking stats were provided in the BOT report for most of

the key performance indicators that would assist the BOT in assessing AUB's relative standing with respect to a group of chosen peers.

Provided the budget with updated figures regarding our prognostications vis-à-vis the fiscal budget (tuition revenue) and students' numbers for 2005-06.

Worked closely with Provost Heath in preparing a diversity initiative, that was later discussed with President and others. The proposed initiative was adopted.

Worked with Unified Admissions Committee and provided number of admissions decisions possible and the expected yield as well as the expected total student body size.

Personnel

Academic

El Hassan, Karma, Director Ph.D., Senior Test Development Specialist

Non-Academic

| | |
|--------------------------------|--|
| Jawhar, Nizar, Assoc. Director | M.A., University Statistician |
| Barudi, Salim | M.A., Senior Test Development Specialist |
| Haddad, Mona | M.A., Senior Test Development Specialist |
| Hamzeh, Monia | M.A., Senior Analyst |
| Ghada Shaaban | B.S., Data Management Specialist |
| Alamuddin, Hala Saghir | Senior Clerk |
| Mugharbel, Fadwa | Clerk Typist |

Test Administration

The following tests were administered between October 1, 2005 and October 2, 2006:

| <u>Name of Test</u> | <u>No. of Candidates</u> |
|---------------------|--------------------------|
| | 1675 |
| <i>AUB EN</i> | |
| IET | 589 |
| EET | 106 |
| Total | 2370 |

In collaboration with AMIDEAST, administered the SAT to 421 candidates in October and November 2005, and January 2006, and to 102 candidates in May 2006.

The MCAT was administered in April to 47 applicants to Medical School, while the August session was postponed due to situation.

The CFA was administered to 133 applicants in June 2006.

English Placement Test (EPT) was administered to admitted students in spring and fall 2006.

Facilities of Room 500 Nicely were made available for the administration of the TOEIC and the IATA Exams.

A battery of tests was given as part of MEA Cadet Recruitment Project.

Future Developments

OIRA's plans for 2006-7 include:

Continuously upgrading ICE system and reporting.

Continuing collection of institutional effectiveness and outcomes data through implementing the annual survey cycle.

Finalizing the strategic planning steps.

Preparing annual accreditation status reports.

Improving OIRA data collection storage processes, automating more of them.

Conducting new research that aims to re-evaluate the admissions criteria, based on correlation studies, and several KPI's such as attrition rate, graduation rate, failure rate, etc.

Conducting new research on entering students' critical thinking and reasoning skills in order to better estimate college impact in these areas. The CAAP will be administered in October on a sample of entering students to determine a baseline.

Karma El-Hassan,
Director

OFFICE OF GRANTS & CONTRACTS

Major activities performed during the Academic Year 2005-06:

A presentation on the European Union FP6 Program was organized by OGC at AUB in December 2005. Dr. Fairouz Sarkis, Director; and Dr. Bassam Azoury of the Arab Open University (AOU) presented the FP6 program priorities and explained the application process.

AUB (represented by OGC) joined the Lebanese National Network for the Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures in March 2006.

OGC organized a presentation by Dr. Mouin Hamze', Secretary General, CNRS, in May 2006 at AUB. Dr. Hamzeh introduced the Council's new strategy and research priorities, prequalification for proposal submission, and the new program "Research Associate Units". As a follow up, Dr. Homeidan met with Dr. Hamze' in June 2006 and discussed ARU applications to be submitted by AUB.

A presentation on the role and function of OGC was given to new faculty members during the Orientation session in September 2006.

A new OGC brochure was finalized and is due to be ready for distribution the beginning of the academic year 2006-07.

The Technology Transfer Unit (TTU) at OGC was represented at National and International events. Such events included: a conference on the Lebanese Industrial Research Achievements Program (LIRA) held in November 2005 at UNESCO; the Annual American University Technology Managers meeting held in Florida in February 2006; and a meeting of the Consultative Committee on Scientific and Technological Development and Technological Innovation (ESTIC-3) held in March 2006 in Beirut (ESCWA).

In cooperation with the 'Lebanese Ministry of Economy and Trade' and the "National Committee on Intellectual Property", OGC organized a series of lectures and presentations on the event of the "World Intellectual Property Day". The event was held in April 2006 at AUB.

New Grants Awarded

Table 1 below summarizes the funding received from the various types of sponsoring agencies. The table does not include ASHA funding (\$1.8 million) or USAID financial aid funding (\$2.2 million). The Lebanese Government Category includes funding received from the European Union through Lebanese governmental agencies.

Table 1. Grants Awarded Between October 1, 2005-September 30, 2006

| Sponsor Category | Current Funding (USD) | Number of Grants |
|-------------------------|------------------------------|-------------------------|
| Lebanese Government | 1,186,619 | 44 |
| US Government | 474,420 | 3 |
| Foundations | 760,448 | 7 |
| Private AND Clinical | 903,280 | 30 |
| Institutions | 103,559 | 4 |
| NGOs | 2,362,790 | 18 |
| URB | 756,296 | 118 |
| MPP | 247,475 | 27 |
| TOTAL | 6,794,887 | 251 |

In **Figure 1**, comparison between the amount of funding received and the number of grants awarded over the last three years is shown.

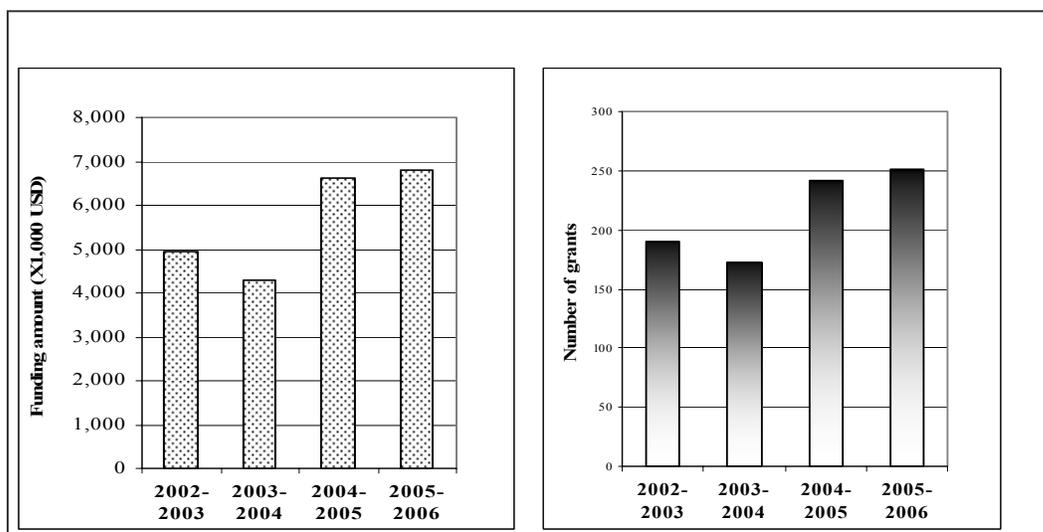


Figure 1. Comparison of funding approved and number of grants awarded in the last four years

Proposals Submitted

During the fiscal year 2005-06, 294 proposals were submitted to various agencies requesting \$22,822,590 in funding support as summarized in Table 2. Table 2 does not include the ASHA proposal and the request of \$3,000,000 for institutional and Scholarship support from USAID.

Table 2. Proposals Submitted Between October 1, 2005-September 30, 2006

| Sponsor Category | Amount Requested (USD) | Number of Proposals |
|-------------------------|-------------------------------|----------------------------|
| Lebanese Government | 4,125,522 | 51 |
| US Government | 2,160,779 | 7 |
| European Government | 4,652,079 | 9 |
| Foundations | 4,793,550 | 24 |
| Private and Clinical | 1,619,199 | 38 |
| Institutions | 2,448,480 | 9 |
| NGOs | 1,661,902 | 25 |
| URB | 1,361,079 | 131 |
| TOTAL | 22,822,590 | 294 |

On Going Projects that are currently being administered by OGC

There are currently 333 active grants that are being administered by the Office for a total funding of \$20,455,527. The table below lists all the active grants per sponsor category. The table does not include 3 active ASHA grants for a total award \$5.4 million and USAID financial aid grants.

Table 3. Active Projects with Expected Overhead (duration of grants range from 1 to 3 years)

| Sponsor Category | Current Funding (USD) | Expected Overhead (USD) | Number of Grants |
|--------------------------|------------------------------|--------------------------------|-------------------------|
| Lebanese Government | 1,613,280 | 48,972 | 25 |
| US Government | 641,262 | 145,138 | 7 |
| European Government (EU) | 144,549 | 12,772 | 3 |
| Foundations | 7,594,321 | 145,812 | 23 |
| Private and Clinical | 3,990,259 | 501,864 | 83 |
| Institutions | 1,421,079 | 107,022 | 16 |
| NGOs | 4,041,199 | 294,629 | 36 |
| URB | 762,103 | 0 | 113 |
| MPP | 247,475 | 0 | 27 |
| Total | \$20,455,527 | 1,256,209 | 333 |

Fadia Homaidan,
Director

DIRECTOR OF INTERNAL AUDIT

In October 2005 the Internal Audit Office hired two recent graduates as internal auditors. However by year's end one had accepted another position in the financial sector and the other chose not to return from the US following the war. In January 2006 Mr. Mohammad Shehab obtained his CIA designation and was promoted to senior auditor (grade 14). However, efforts to fill the vacancies created by resignations have, to date, been unsuccessful. Thus, once again, we find ourselves trying to fill vacant positions at the same time as having another staff member on maternity leave. Despite this we were able complete the greater part of the 2005/2006 audit plan which included:

Financial Audits

Reports were issued to the Comptroller in connection with our reviews of payroll and employee accounts payable. These reports indicated concerns over the segregation of duties, policy violations (mostly by way of omission) and the need to enforce the requirement for proper supporting documentation for all transactions. A generally positive response was received and we anticipate that, in consequence, internal controls will be reinforced.

Inventories

We attended scheduled inventory counts and conducted a number of surprise counts. While no significant discrepancies were noted, obsolete and non-moving stocks still abound and a common problem to both the hospital and the campus is the lack of appropriate warehouse space for inventories. As a result, items are stored in numerous locations, not all of which are suitable for such use, and the cost of inventory control is significantly increased.

Operational Reviews

Operational reviews were conducted in the University ID center and the Hospital Laundry. The latter commented on the number of redundant employees, which has been compounded by the transfer of additional redundant employees from the sewing room. The report concludes by recommending the engagement of a consultant to advise on modernizing processes and equipment utilization at the laundry.

Wartime Activity

The war saw the staffing of the Internal Audit Office temporarily reduced to the Assistant Director, Mr. Saad El Dine and Mr. Mohammad Shehab, senior auditor. As a result the focus from the annual audit plan to attending at disbursements from the Emergency Measures Fund, verifying the receipt of donated cash & supplies and generally maintaining a high profile by monitoring internal controls in situ.

Special Assignments

During the course of the year Internal Audit investigated a number of incidents including a case of conflict of interest in the award of a consultancy contract, which resulted in the resignation of the director involved; taxes paid in respect of a beach property not owned by AUB, all amounts paid were found to have been recovered; kickbacks relating to securing employment at AUB, the employee involved was terminated; failure to tender purchase contracts for presentation watches, no fraud was proven, however the contract was tendered in 2006 resulting in significantly lower prices than in 2004 and an investigation into the circumstances surrounding the embezzlement of accountable advances in the Human Resources Department. It is interesting to note that in at least two instances the investigation was triggered by a whistleblower.

Maurice Carlier
Director of Internal Audit

INSTITUTIONAL PLANNING & PROCESS IMPROVEMENT

Institutional Planning

Participated in the meetings of the five committees working on institution-wide issues. Coached academic and non-academic teams working on their unit's strategic plans and balanced scorecard. Organized the meetings of the strategic planning steering committee to review, cull and prioritize the plans prepared by the above-mentioned planning teams. Began distilling the above mentioned plans into a single institutional planning document

Process Improvement

Worked on the following process improvement projects. Presentations were made to various constituencies for guidance and buy-in: Academic advising, Patient admitting and discharge, Student code of conduct (cheating & plagiarism), Student clearance, Graduate student admission, Student work-study program.

Completed the review of the consultancy contract to implement the Oracle financial management system. Completed the process of nominating, selecting and awarding the 2006 "President's Service Excellence Awards". Compiled and published the 2006 Institution-wide Balanced Scorecard report. Oversaw the textbook ordering cycle for the 2005-06 academic year

Community Service (through REP)

Finalized the development and started the implementation of a Balanced Scorecard for the KPC-PTC (Petroleum Training Center of the Kuwait Petroleum Company). Delivered three training sessions on the subject of Balanced Scorecard. Planned for a Balanced Scorecard workshop for the Office of the Minister of State for Administrative Reform (OMSAR). Workshop postponed due to war activities in July-August 2006

Committee work

Chaired the meetings of the: Allocations Task Force, AUBMC Purchasing Devolution Committee, Policies & Procedures Review Committee, Service Quality Task Team, Strategic Planning Positioning Committee.

Participated in the meetings of the: Administrative Services Advisory Committee, AUBMC Review Committee, Budget Committee, Budget Review Committee, Contract Review Committee, Financial Services Advisory Committee, Human Resources Committee, Senior Staff, Service Quality Oversight Team, Space Committee, Strategic Planning Steering Committee, VPs and President's direct reports.

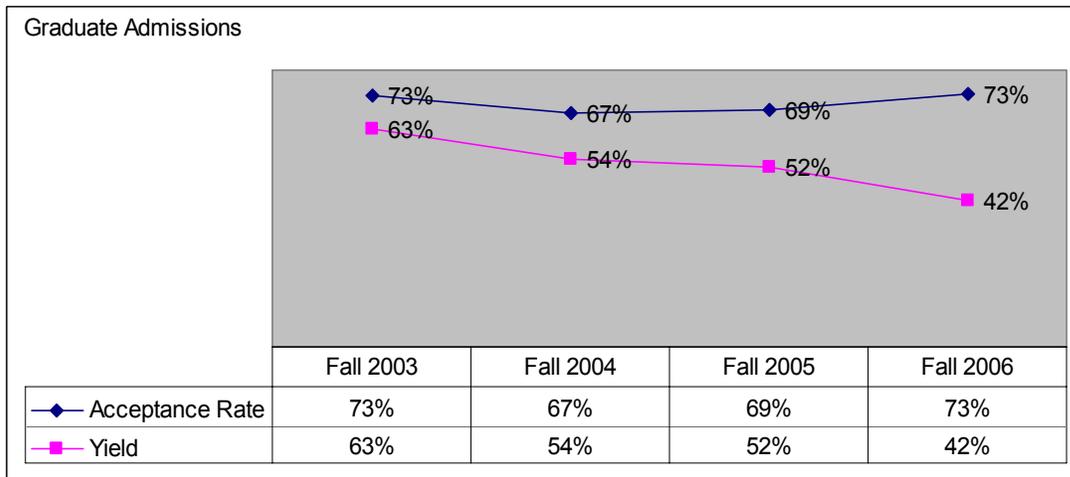
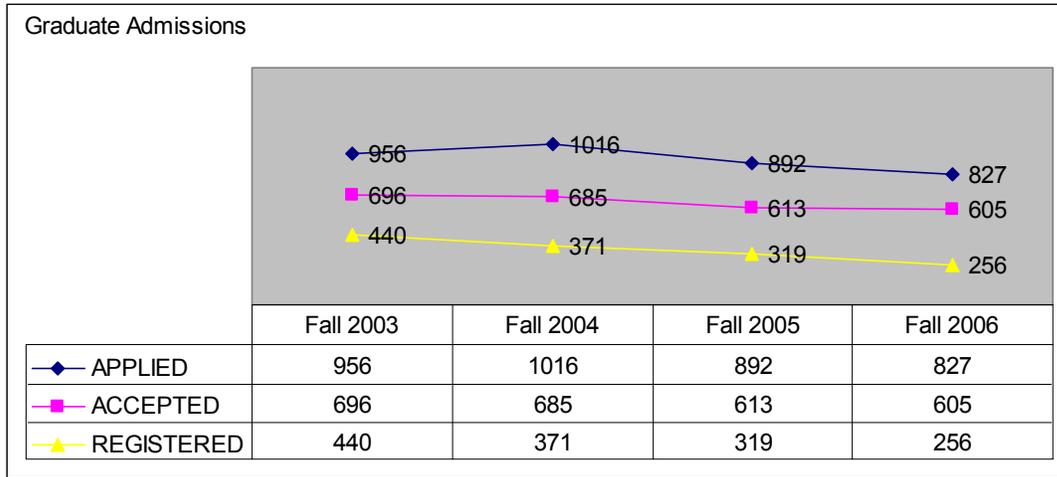
Andre Nahas,
Director

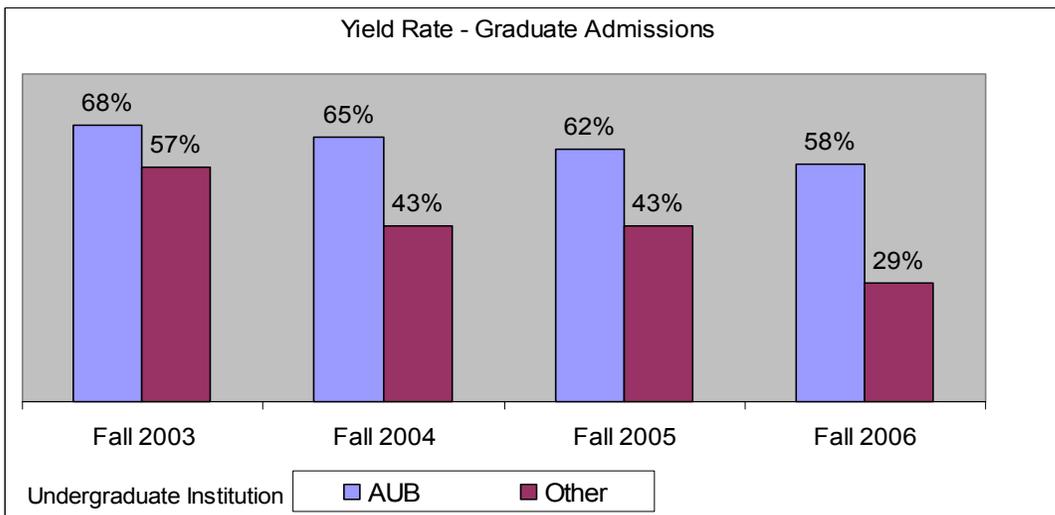
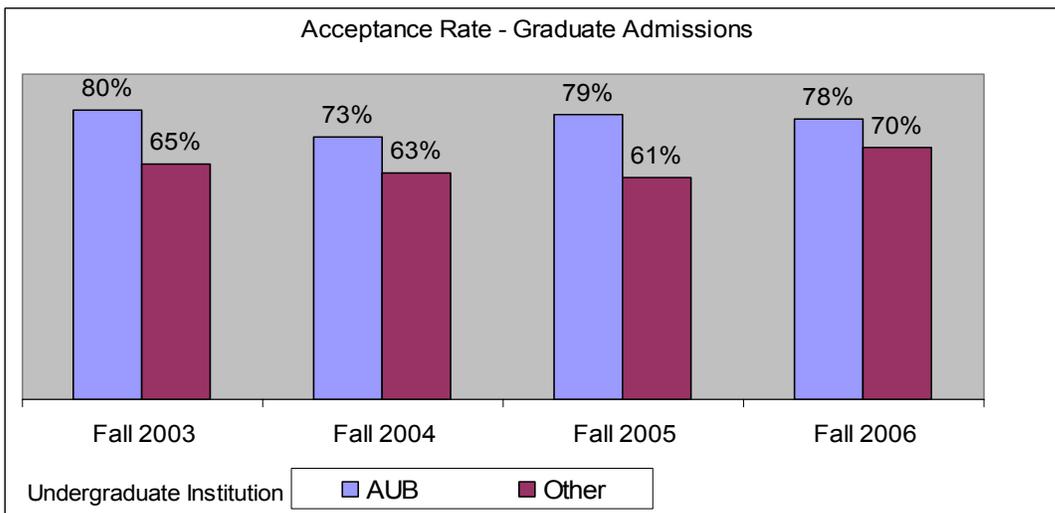
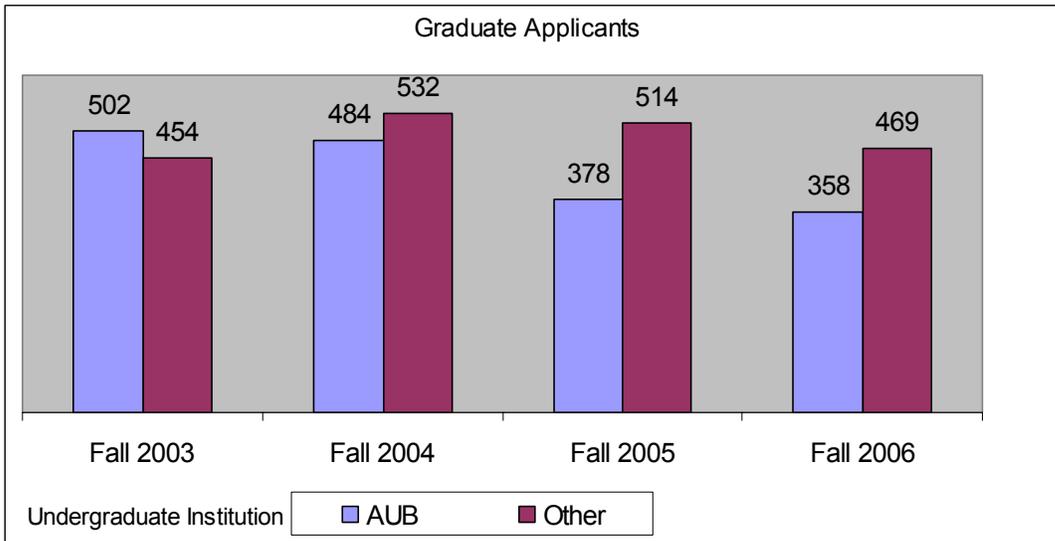
APPENDIX A

Admissions

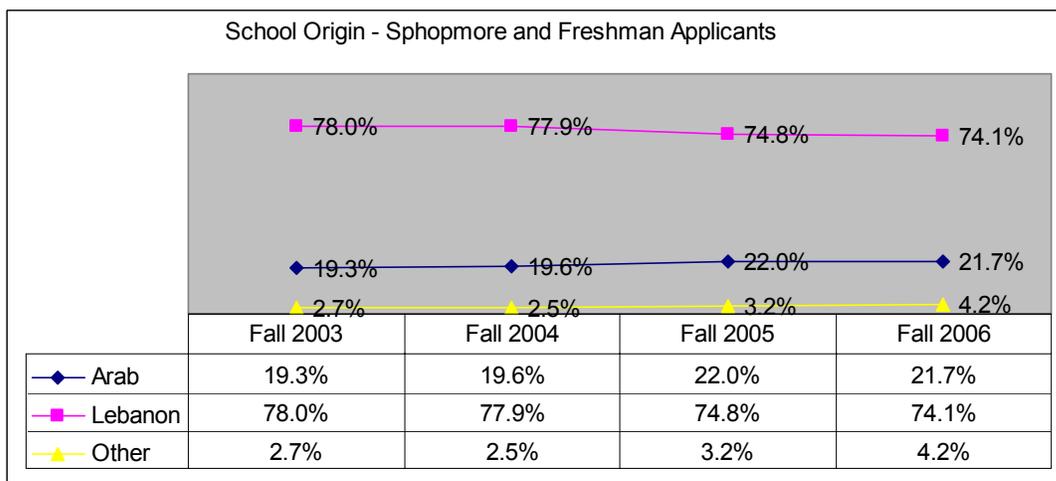
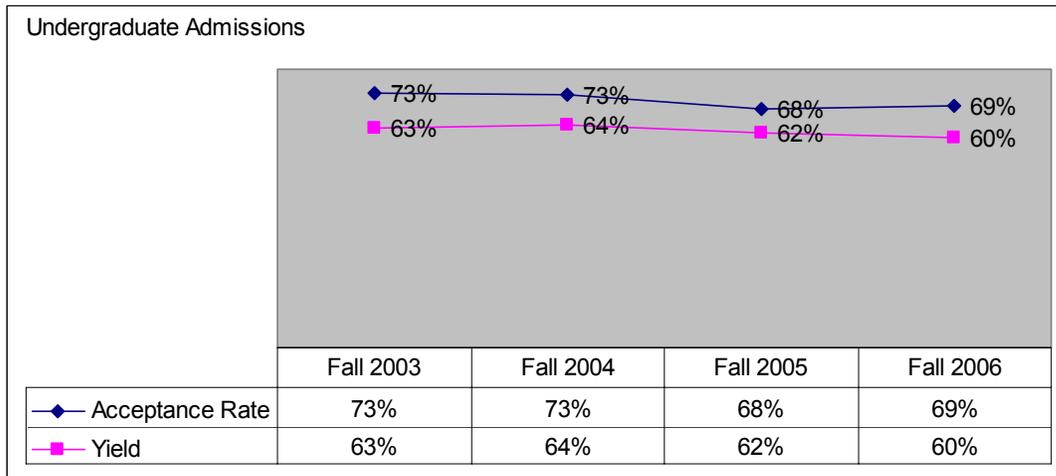
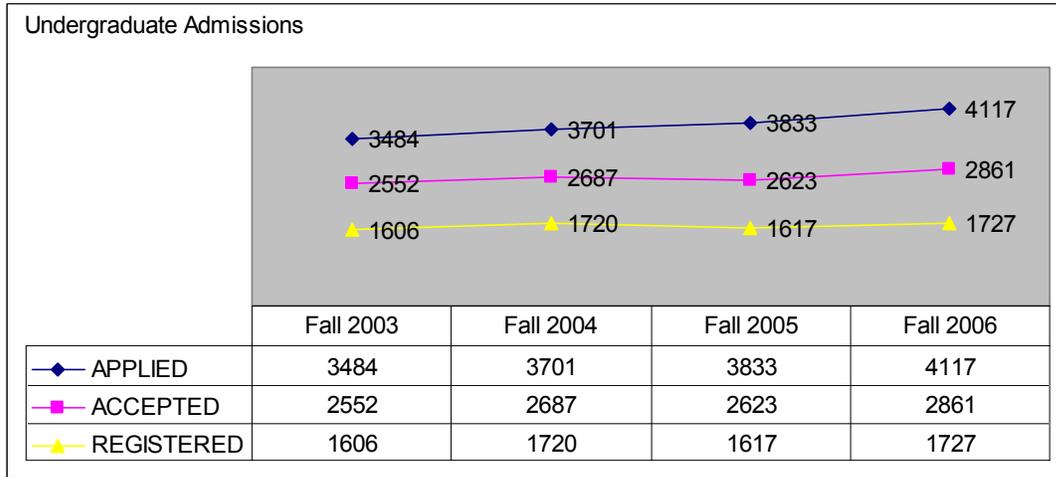
Applications Acceptances and Yield

Graduate Admissions (Prospective Graduate Students are considered Undergraduate students)

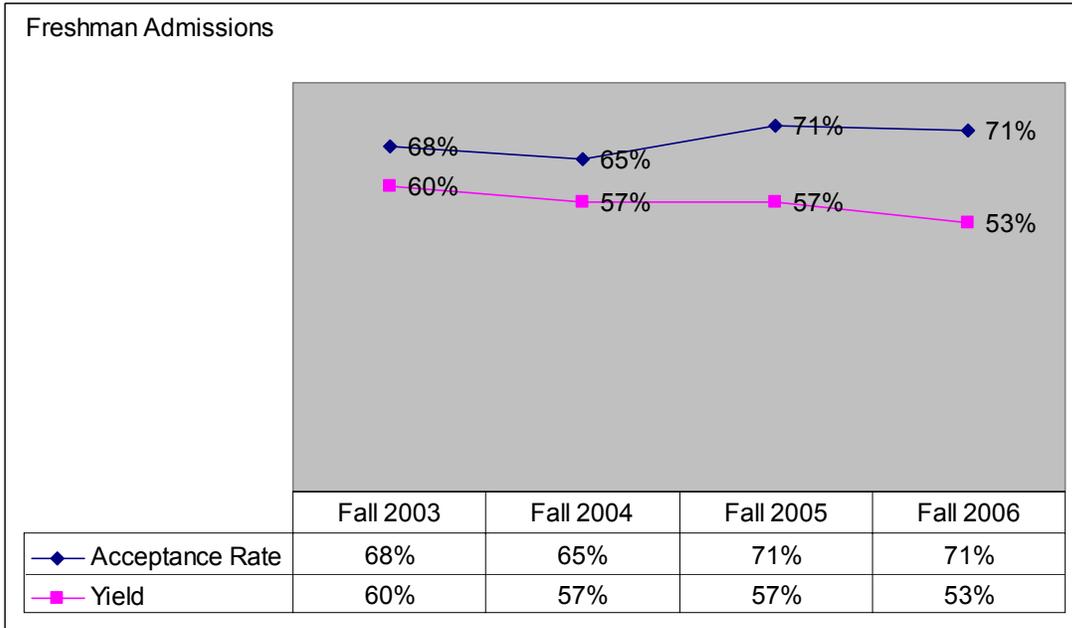
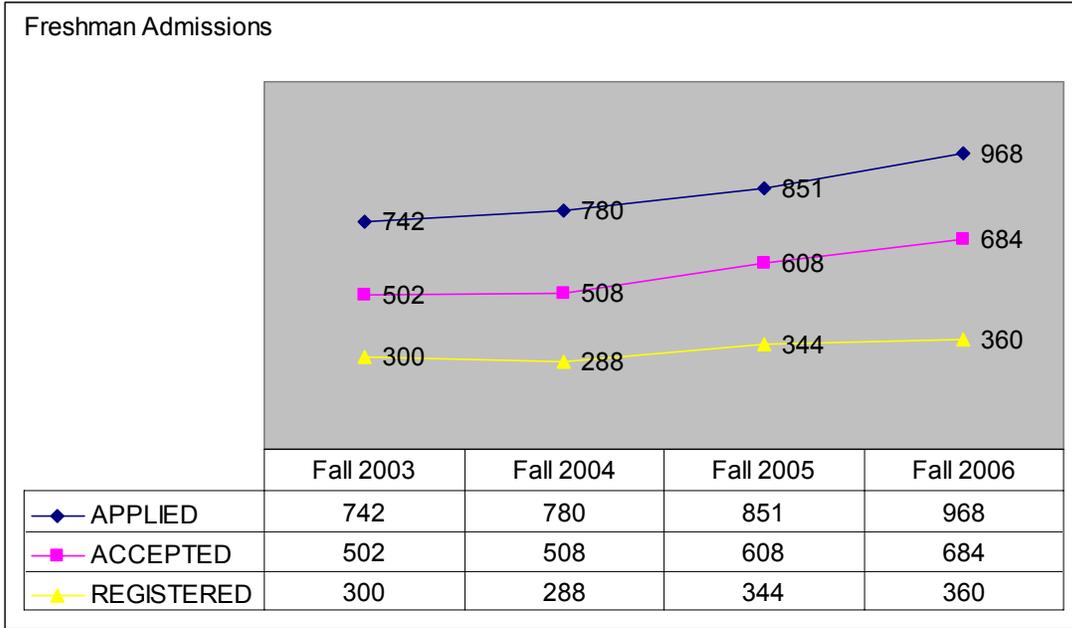




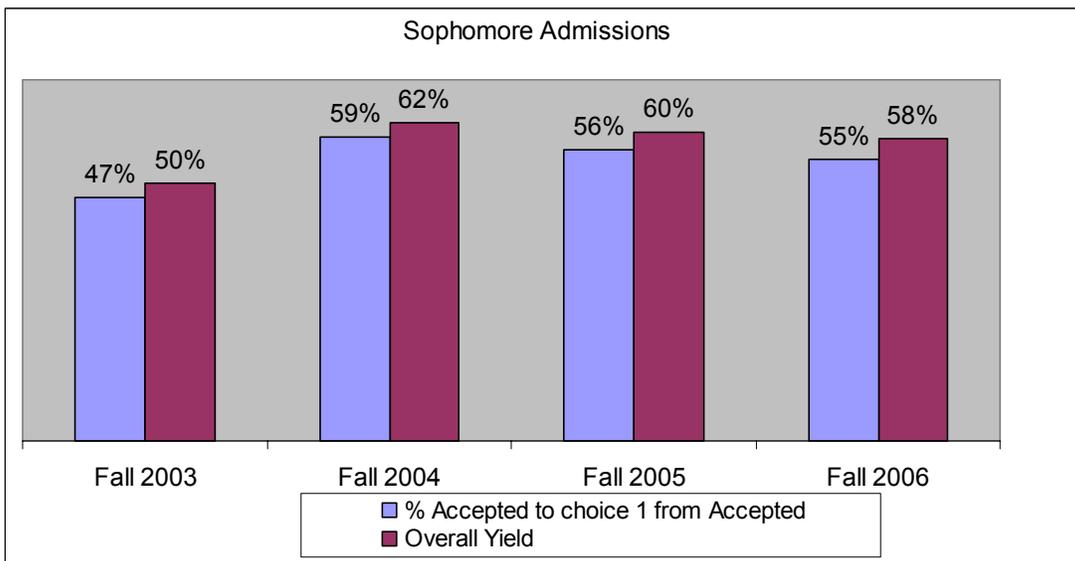
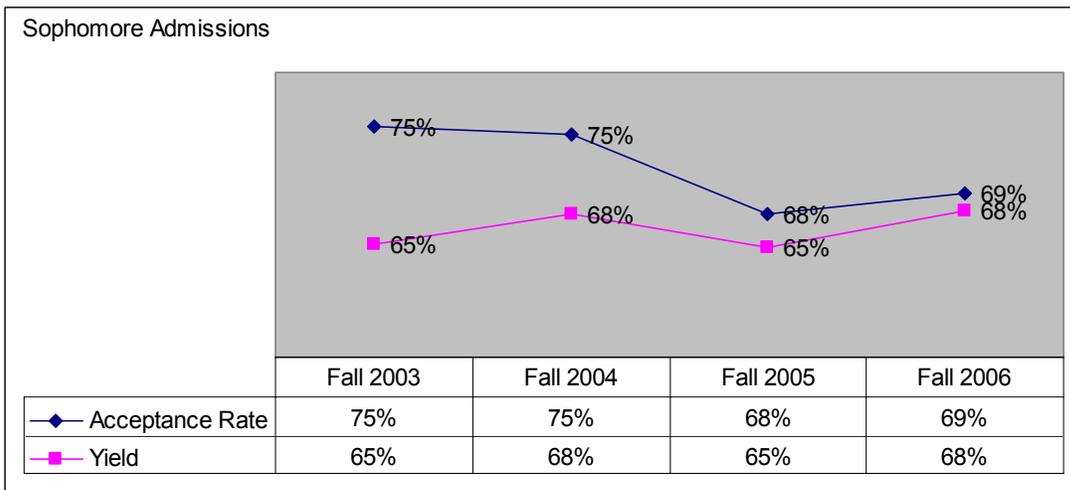
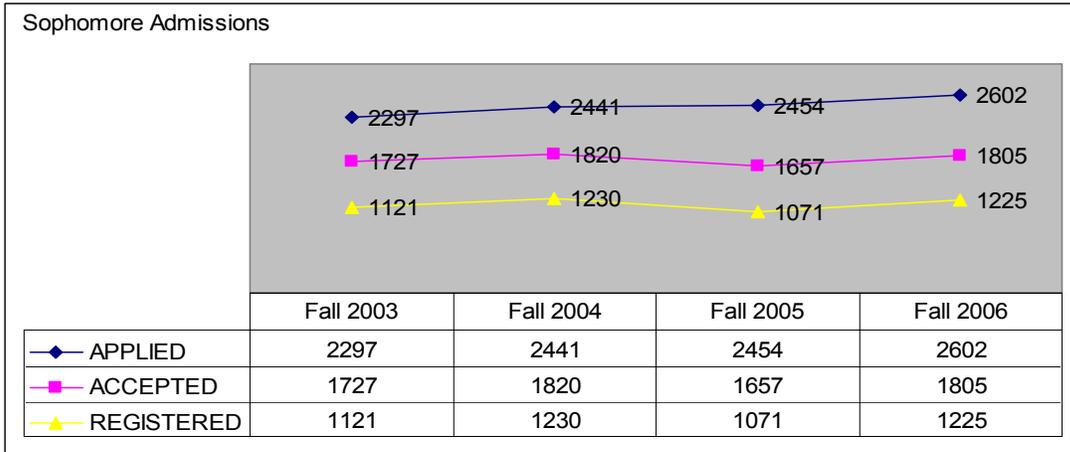
Undergraduate Admissions



Freshman Admissions (Early admissions included)



Sophomore Admissions (Early admissions included)



Distribution of First Choice of major as declared by Applicant

| FACULTY | MAJOR | Fall 2003 | Fall 2004 | Fall 2005 | Fall 2006 |
|---------|--------------------------------|-----------|-----------|-----------|-----------|
| SB | Business Administration | 21.9% | 20.7% | 19.8% | 23.1% |
| AS | Biology | 14.7% | 15.9% | 18.4% | 18.5% |
| EA | Computer & Communications Eng. | 18.7% | 14.7% | 12.8% | 12.1% |
| EA | Mechanical Engineering | 6.1% | 7.0% | 8.2% | 8.3% |
| AS | Economics | 4.7% | 5.6% | 4.3% | 5.2% |
| EA | Architecture | 2.6% | 2.9% | 3.4% | 4.0% |
| EA | Civil Engineering | 1.8% | 2.9% | 3.5% | 3.9% |
| AG | Nutrition & Dietetics | 4.1% | 4.0% | 3.2% | 3.8% |
| EA | Electrical Engineering | 2.5% | 3.3% | 2.8% | 3.4% |
| EA | Graphic Design | 4.2% | 5.0% | 3.2% | 3.3% |
| HS | Medical Laboratory Technology | 1.6% | 1.5% | 2.1% | 2.6% |
| AS | Computer Science | 6.4% | 4.8% | 2.7% | 2.5% |
| AS | Political Studies | 1.2% | 1.6% | 1.6% | 1.8% |
| NU | Nursing | 5.4% | 3.2% | 2.3% | 1.8% |
| AS | Chemistry | 1.3% | 1.7% | 1.6% | 1.6% |
| AS | Psychology | 1.0% | 0.9% | 0.9% | 0.9% |
| AG | Food Science & Management | 0.5% | 0.5% | 0.8% | 0.9% |
| AS | Mathematics | 0.7% | 0.7% | 1.1% | 0.7% |
| AG | Agriculture | 0.9% | 0.7% | 0.7% | 0.7% |
| AS | Education/Elementary | 0.6% | 1.0% | 0.5% | 0.6% |
| AS | Public Administration | 1.0% | 1.0% | 0.3% | 0.6% |
| HS | Environmental Health | 0.7% | 0.4% | 0.3% | 0.6% |
| AG | Landscape Des & Eco-Mangt | 0.2% | 0.6% | 0.7% | 0.5% |
| AS | Physics | 0.6% | 0.7% | 0.7% | 0.4% |
| AS | Petroleum Studies | 0.1% | 0.0% | 0.5% | 0.3% |
| FM | Radiologic Technology | 0.0% | 0.0% | 0.0% | 0.3% |
| AS | Studio Art | 0.0% | 0.0% | 0.5% | 0.2% |
| AS | English Literature | 0.2% | 0.3% | 0.2% | 0.2% |
| AS | Sociology & Anthropology | 0.0% | 0.0% | 0.2% | 0.2% |
| AS | Statistics | 0.0% | 0.0% | 0.0% | 0.2% |
| AS | Geology | 0.0% | 0.1% | 0.0% | 0.2% |
| AS | History | 0.0% | 0.1% | 0.1% | 0.2% |
| AS | English Language | 0.1% | 0.3% | 0.0% | 0.1% |
| AS | Archaeology | 0.0% | 0.0% | 0.0% | 0.1% |
| AS | Philosophy | 0.0% | 0.1% | 0.0% | 0.1% |
| AS | Arabic Language & Literature | 0.0% | 0.0% | 0.0% | 0.0% |
| AS | Art History | 0.0% | 0.0% | 0.0% | 0.0% |
| AS | Majorless | 0.1% | 0.0% | 0.0% | 0.0% |

APPENDIX B

Financial Aid

Table 1: Financial Aid Distribution by Faculty for the Academic Year 2005-06:

| Faculty | Applied | | Received | | Total Awarded | Amount Spent \$ |
|---|---------|-----|----------|-----|---------------|-----------------|
| | Cont | New | Cont | New | | |
| <i>Faculty of Agriculture and Food Sciences</i> | 156 | 99 | 121 | 72 | 193 | 438,190 |
| <i>Faculty of Arts and Sciences</i> | 685 | 349 | 580 | 255 | 835 | 1,915,237 |
| <i>Faculty of Engineering and Architecture</i> | 636 | 141 | 565 | 110 | 675 | 2,609,852 |
| <i>Faculty of Health Sciences</i> | 88 | 65 | 66 | 55 | 121 | 279,688 |
| <i>Faculty of Medicine</i> | 205 | | 199 | | 199 | 1,394,703 |
| <i>School of Business</i> | 315 | 100 | 273 | 72 | 345 | 1,026,072 |
| <i>School of Nursing</i> | 67 | 7 | 58 | 5 | 63 | 304,859 |
| <i>Total</i> | 2152 | 761 | 1862 | 569 | 2,431 | 7,968,601 |
| | 2,913 | | 2,431 | | | |

The Interest of HSBC Loan for Medical and Nursing Students =\$107,899

The Interest of Byblos Bank to FEA students=\$67,223

The above total allocations include Merit, work scholarship and over and above to-date.

The number of Merit Scholarships recipients: 28 Students

The number of students who received work scholarships: 143 students

Total Expenditures to date: \$8,143,723

The average amount per student = \$3,350

Table 2: Grant and Loan Distribution for the Academic Year 2005-06 for FM and FEA:

| | | Grant | | Loan | | | Total Aid |
|------------|----------------|-------|------------------|-------|------------------|-------------|------------------|
| | | # St. | Amount \$ | # St. | Amount \$ | Interest \$ | \$ |
| FEA | | 777 | 2,609,852 | 221 | 734,110 | 67,223 | 3,411,185 |
| FM | Medical | 205 | 1,394,703 | 154 | 796,353 | 107,899 | 2,635,208 |
| | Nursing | 74 | 304,859 | 12 | 31,394 | | |
| | | | 4,309,414 | | 1,561,857 | 175,122 | 6,046,393 |