THE PRESIDENT’S ANNUAL REPORT

TO THE

BOARD OF TRUSTEES

November 2009

American University of Beirut

Beirut, Lebanon
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PRESIDENT

My comments in last year’s annual report expressed the hope that the outcome of the May 2009 elections would not result in the outbreak of violence, and while Lebanon has been thankfully free of internal armed conflict this summer, the country remains in a caretaking mode until issues surrounding the constitution of a new unity cabinet stay unresolved. Today’s *Daily Star* (October 29, 2009) contains a thoughtful commentary on the long-term unsustainability of the current electoral system, a recurring quandary in which election results do not clearly point the way to government formation as an expression of the popular voice, but offer only an opening for intra-party negotiations and, often, indefinite stalemate.

We are equally thankful that the academic year has opened on a calm and even energized note, with 68 new faculty members joining AUB this fall. This record number reflects not only significant success in faculty recruitment in certain areas, but includes a good representation of visiting faculty on campus, whose presence is welcome for the breadth of expertise they bring, as well as the diversity of their academic and cultural perspectives. In this year of financial uncertainty, applications to the undergraduate programs increased 14 percent over the previous year, while applications to the graduate programs dropped by just over 18 percent, a datum that deserves careful scrutiny in light of our increasing focus on graduate education; it is a result of many factors, many of which are external to AUB. One potential initiative that could make a significant difference to student life at AUB, as well as providing the University with a competitive edge, is the prospect of local banks making financial aid loans broadly available to AUB students, rather than only those in targeted majors who are likely to repay those loans quickly, or whose parents can guarantee their loans.

The arrival of new leadership on campus during the early summer has been invigorating. Provost Ahmad Dallal has focused his efforts on several academic issues that lie at the heart of our institutional vitality: the establishment of an Office of International Programs; the revision of faculty promotion procedures; the creation of a manual for department chairs; the revamping of policies and procedures on grievances and harassment; and a re-examination of graduate research, both at the Faculty and institution-wide level. Similarly, Dean Mohamed Sayegh has restructured the administrative and academic departments of the AUBMC and Faculty of Medicine; commenced a thorough review of the Medical Practice Plan and the Medical Center’s financial strategies; initiated a project to revise the master plan for the AUBMC; and inaugurated a partnership with the Clemenceau Medical Center as part of a move to conclude advantageous collaborations with other hospitals in the neighborhood. Dean Patrick McGreevy has more recently taken the helm of the Faculty of Arts and Sciences, our largest and in certain ways the most challenging of all the deanships. Last spring also saw the reaccreditation of AUB by the Middle States Commission on Higher Education, the accreditation of the Suliman S. Olayan School of Business by the Association to Advance Collegiate Schools of Business, and the AUBMC Nursing Services’ MAGNET designation by the American Nurses Credentialing Center, and now our Faculty of Engineering and Architecture looks forward to a visit in early December by a team from the Accreditation Board for Engineering and Technology.
One important search that is currently underway is the newly created position of Vice President for Information Technology, a cabinet-level post intended to centralize ownership for IT operations across campus and the AUBMC and to support the University’s IT systems on a cost-effective basis, including financial and academic systems, data security and storage, internal training, and innovative solutions to our current challenges.

Discussions are also ongoing on how to best effect a change in the University’s fiscal year, from the current October 1-September 30 cycle to the July 1-June 30 model more widely used by our sister institutions. Prompted by several critical factors, including fiscal scheduling, the inevitable budget volatility of the summer season at AUB, and audit benchmarking and transparency, it is likely that AUB will soon experience a nine-month fiscal year, from October 1, 2010, to June 30, 2011, as we effect that transition. The administration is also weighing the advantages of a shift in the academic year to bring our calendar into synch with most American universities, beginning around September 1 and finishing at the end of May. A slightly earlier year that aligns with other academic calendars brings with it the significant enhancement of exchange opportunities for both students and faculty members, as well as better opportunities for internships and employment for our students. This change is complicated, as it touches on the budgeting process, student recruiting, the admissions process, financial aid, student housing, curriculum planning, and even the annual schedule of Board meetings. We do not contemplate this shift lightly, nor do we anticipate it soon; and we will be seeking counsel from other institutions that have undergone the same process recently and can assist us in outlining the pitfalls in advance.

The year ahead, then, is one in which the University must commit itself to the creation of a multi-year program that will link together the programmatic and physical needs of the Faculties, the University Strategic Plan soon to be formally approved by the Board of Trustees, a revised Campus Master Plan, projections for fiscal stability that are to be forecast for the next several years, and the development of a marketing and branding campaign for the University as a whole. These efforts are, individually and collectively, vital to preparations for AUB’s next major fund-raising efforts, which will take more concrete form in the months ahead.

To end on a high note, I am pleased to add that the Olayan School of Business was dedicated in a splendid and memorable evening on October 13, 2009 in the presence of over four hundred guests, including the current Prime Minister, Fouad Siniora, several deans and former deans of American business schools, and of course the indomitable Olayan family. May future academic buildings on our campus be inaugurated with similar unforgettable ceremony.

Peter F. Dorman
President
**PROVOST**

**Appointments**

Shortly after arriving on campus in July, I concluded two searches that resulted in two key appointments that will enhance the quality of academic services at AUB:

1) Dr. Lokman Meho was appointed as the University Librarian. Dr. Meho joined AUB from Indiana University where he has been the Director of the Master of Library Science Program and Associate Professor in the School of Library and Information Science. Dr. Meho envisions developing AUB Libraries to differentiate them from peer institutions, and to establish AUB Libraries as one of the top destinations for research in select fields such as Middle Eastern studies. He will work on several initiatives for establishing within the library Centers for Research Assessment (CRA), Scholarly Communications (CSC), and Digital Initiatives (CDI). He will be involved in fundraising and grant writing to increase library resources and services.

2) Professor Saouma Boujaoude was appointed as the Director of the Center for Teaching and Learning (CTL). Professor Boujaoude has been the Chair of the Department of Education in the Faculty of Arts and Sciences at AUB for the past six years and is the current Chair of the University Learning Outcomes Coordinating Committee. Professor Boujaoude will expand the services of the CTL and will be the driver for completing the last phase of the learning outcomes project for training departments on assessment and assessment plans of program and course learning outcomes.

In the last two months I have been familiarizing myself with the Faculties and with the various programs and units that report to the Provost. With the help of the small but superbly effective team in the Provost’s Office (including Associate Provost Nesreen Ghaddar, Mrs. Eleanor Johnson, Ms. Debra Callaghan, and Mrs. Maral Dadourian) I have also been working on identifying and prioritizing several academic development initiatives that address manifest needs of our academic programs and services. The strategic objective of many of the individual initiatives revolves around revitalizing the departments. I believe that our ability to achieve many of the University’s strategic goals depends on the proper functioning of departments, the building blocks of any academic institution. Towards this end, we are working on several projects:

**Projects**

**Chairperson Manual**

Academic chairpersons are the major keepers of the academic quality of AUB’s educational and research programs. The Middle States Commission on Higher Education has stressed the importance of the empowerment of department chairs. The Office of the Provost has completed a first revision of the chair’s manual documenting expectations, responsibilities and processes that would guide the chair in carrying out these responsibilities to the faculty, students, and the University. Several sections have been newly added and are being reviewed by the BOD to address the following issues:
• The process of the recruitment of new faculty members including planning and implementation to best serve the interest of the academic quality of the university and its strategic planning goals.
• The various review and evaluation reports that are prepared by the chair.
• A calendar for chairpersons, noting important dates and deadlines.
• The evaluation of interdisciplinary research and its weight in the promotion process.
• The process of selection and appointment of chairpersons.
• The budget preparation and management processes.

The manual will be a working document in progress that will be communicated to chairs for feedback in the second half of October. The chairs will benefit from the manual as they provide feedback on it. The manual is expected to be finalized during the current academic year.

In connection to the operation of departments, the Provost’s Office is currently surveying the existing practices across Faculties for recruiting, compensating, and evaluating chairs.

**Office of International Programs (OIP)**
A proposal has been developed and communicated to the BOD to establish a new Office of International Programs (OIP) that will report to the Provost’s Office. The Office of International Programs addresses AUB’s need to attract and recruit excellent faculty, graduate students from other universities, and visiting scholars by providing a central office to coordinate and facilitate collaborative research and exchange activities with universities abroad. The OIP will play the role of a central clearinghouse for university issues of international educational concern, and will provide centralized administrative oversight to ensure the consistency of university policies regarding agreements with other universities. The proposed OIP will provide special services and support for students coming to AUB from outside Lebanon. It will facilitate the admission and placement of those international students who attend AUB for a year or a semester. It will serve to create new opportunities for collaborations with international universities, and will help to coordinate faculty and administrative projects with regional and international institutions.

Note that the BOD has already developed and approved new policies and procedures for Undergraduate and Graduate Study Abroad.

**Integrated Grievances and Harassment Policy**
The Provost has established a Sexual Harassment and Grievance Committee that is charged with revising and clarifying policies and procedures for grievances, sexual harassment, and discrimination. The committee has representatives from faculty, staff from both the Campus and AUBMC, and students. It began meeting in August 2009 and is continuing to meet every other week. The committee has already developed its road map for three parallel tasks that include the revision of the policy, the conduct of focus groups to refine the policy with community understanding, and to adopt educational training methods to raise awareness on these issues. The committee has one year (2009-10) to complete this task.

The Provost is chairing this committee and the work may lead to the consideration of appointing an ombudsman that operates as an independent, informal, neutral, and confidential resource to assist faculty, staff, and students in exploring alternative dispute resolution options in cases of harassment and discrimination.
Re-Accreditation and Periodic Review Cycle of Academic Degree Programs and the University General Education Program

Undergraduate Programs Periodic Review (Reaccreditation)

- The objective of the academic program review is to promote and maintain high quality undergraduate and graduate programs that are effective and consistent with the mission and resources of the department and the University.
- The Provost’s Office in coordination with the Director of the Center for Teaching and Learning has prepared a proposal for the periodic review of graduate and undergraduate programs. The proposed review process is designed to provide a uniform method for collecting data, a process for integrating and reporting the data, and a template for presenting results in an efficient and effective way. The final result of each review would be a self-study that provides descriptive and evaluative information about the program, the faculty, and the students, and a report that suggests areas and plans for improvement. The dean of each Faculty shall assume responsibility for data gathering and for the timely completion of the self studies of programs under review. At the University level, the responsibility will lie with the Provost to ensure the integrity of the process, facilitate internal and external reviews, and follow up on recommendations for budgeting and implementation when applicable.
- The proposal for periodic review of programs will be discussed in the BOD to finalize and make sure that the University’s governance and the resources needed for implementation of the process are integrated in the institutional structure and budget.

General Education Program Implementation (Reaccreditation)

- The General Education Committee (GEC) developed a draft of Learning Outcomes of the General Education Program.
- The GEC will be charged with developing the criteria for approving GE courses and their designation as humanities, social sciences, quantitative thought, natural sciences, and writing intensive.
- The Provost’s Office has revised the Mellon proposal on “Writing across the Curriculum” to solicit funding towards expanding the role of the Writing Center and for training faculty in various disciplines to develop writing intensive courses to meet the GE requirements. The President submitted the revised proposal on August 31, 2009 requesting a budget of $400,000 over a three-year period.
- The Provost’s Office has committed to hiring a visiting professor and writing expert in the English Department, in the spring semester of 2009-10, to train AUB faculty on developing writing intensive courses. The English Department has already located the expert. In addition, Professor Linda Bergman, Director of the Purdue University Writing Lab will visit AUB during the fall 2009-10 for one week to offer specialized training on writing across the curriculum.
- Department chairs have been asked to submit lists of those courses in their undergraduate programs which fulfill the new requirements for general education.
Graduate Education and Research

Effective Governance and Process for Reviewing, Enhancing, and Supporting Graduate Programs at AUB

AUB has more than 55 graduate degree programs at the master’s and PhD levels. Based on issues encountered during the past few weeks regarding graduate programs policies, it has become clear there is a need to revamp the processes by which graduate academic issues are acted upon, and to increase support for these programs which would consolidate resources, clarify policies, and provide timely feedback on issues. The following issues need to be addressed:

- Conformity of general Faculty requirements and specific departmental requirements.
- Admissions process.
- English requirements for graduate students.
- Comprehensive exams for master’s degrees with the thesis option.
- Advising across interdisciplinary programs.
- Assessment and review of graduate program over a multi-year cycle.
- Guidelines on joint authorship with RAs and students.
- Credentials of external examiners.
- FTE GA lines vs. load distribution.
- Interdisciplinary degree programs (joint ownership, support, home Faculty).
- Interdisciplinary research.
- Enrollment management on numbers of PhD students.
- Funding of graduate students.

The Provost is weighing alternatives to be presented to the BOD and later to the BOT that either:
1. Retain the current structure while making the Board of Graduate Studies work more effectively, with increased support from the Provost by appointing an Associate Provost for Graduate Education and Research
2. Establish a Graduate School that will coordinate all aspects of graduate education including interdisciplinary graduate and research programs at AUB, policy development, enrollment, graduate assistantship administration, graduate fellowships, graduate catalogue oversight, and promotion of graduate programs.

The above initiative will require the allocation of space and will be addressed by the space committee established by the President.

Interdisciplinary Research Centers

The Provost intends to support interdisciplinary degrees and research programs through introduction of policies that promote collaboration among faculty and clarifies ownership of these programs between Faculties. Promotion procedures and criteria will be revised to factor in interdisciplinary research in the evaluation of faculty members’ files for promotion.

Promotion and Re-appointment Policies

After consultation with the President and BOD, and based on the new promotion guidelines initiated by President Dorman on September 26, 2009, the Provost announced a new policy to freeze involuntary demotions from the rank of Assistant or Associate Professor to the rank of
Lecturer or Senior Lecturer. The provost will continue to work with President Dorman and the deans to revise the promotion and reappointment policies for Associate and Full Professors.

**AUB Website**
In close coordination with the Provost’s Office, an AUB Web Oversight Committee has been reinstated, chaired by the Director of Communications with representation of various Faculties, and CNS and ACC directors. The AUB website will be revamped and content will be updated.

**Data Management and Student Services at AUB [OPIC Report]**
The provost is considering appointing an Associate Provost for Enrollment Management as a way of consolidating and enhancing student academic services. The new Associate Provost for Enrollment Management would oversee the services of the Office of Admissions and Financial Aid, the Registrar, Office of Student Affairs, and OIRA.

**VPIT Search Committee**
The provost is chairing the search committee for a Vice President for Information Technology (VPIT). The search is conducted in conjunction with an IT headhunting firm, JB Homer. After extensive consultations, the job was announced and the firm started receiving and vetting applications.

Ahmad Dallal
Provost
VICE PRESIDENT FOR FACILITIES

Land and Building Registry – AUB Campus

Municipality Tax
As of September 2009, the sewer maintenance and road taxes due to the municipality were increased by 33 percent from last year. This will reflect an increase in the taxes paid by the University in the range of $80,000.

Permits for Construction Works
The construction permits, demolition permits, and other permits required for the prompt handling of the administrative routine needed with the various authorities related to the ongoing capital projects were duly obtained.

Registration for Buildings and Occupancy Permits
The occupancy permits for all campus buildings were duly obtained and for the first time ever all of the AUB buildings are now registered at the municipality and more importantly the exemption from the “Built Property” taxes was secured.

Hostler Roadway
Further to the close and adamant follow up I was able to secure, and after intense negotiations with the municipality, a lower purchase price of the Hostler Roadway that will ultimately result in savings close to $750,000 from the original agreed-upon amount. The Land Registry Department assigned the public domain with a lot number (1060) thus identifying the roadway as a municipality property. AUB secured the purchasing of lot 1060 under AUB’s name and we are in the process of merging this lot into lots 444 and 435.

Yellow Building I
On June 17, 2009, the Court of Appeal in Beirut sitting in real estate matters rendered a final judgment in favor of AUB, invalidating the First Degree Court judgment, and ordering the plaintiffs to convey and register plots 492 and 493 Ain El Mreisseh to AUB’s name against payment by AUB of the balance of the sale price of LL5,000. On August 8, 2009, the Court rendered a decision appointing the court clerk to investigate the whereabouts of the plaintiffs. Once the investigation is concluded, we will pursue the remaining notification formalities, and when they are completed, we will submit an enforcement request of the judgment to the Chief of Enforcement Bureau in Beirut. We will then have to serve such request to the plaintiffs again through extraordinary means of notification.

Yellow Building II
AUB requested officially from the Municipality of Beirut to investigate and record the violation (illegally constructed and encroachments of 5m² underlie the additions to the building extending over lot 475 owned by AUB) by sending a certified surveyor to the site. Once the violation is registered, a lawsuit will be filed against the owner of lot 485 through which it would claim removal of the encroachment over the property of lot 475. The court should then pronounce a
verdict in favor of the University and the owner of lot 485 will have to demolish the violating parts of the building.

Survey of the premises was arranged and the expert Mr. Mouin Najm el Din visited the site. The expert inspected again the plot location and compared the maps and documents with the actual situation of the plots. The expert will be submitting his report soon.

**Land and Registry Files – IC**

The Office of the VPFF applied for and obtained the decree allowing the University to register lot 545 (Reynolds Building) in its name before executing the sales agreement on June 3, 2009. Subsequent to the sale of the property to IC, AUB has prepared a revised agreement to govern the various services and facilities provided to IC pursuant to existing written and/or verbal agreements between the two parties. The aforementioned services and facilities are as follows; HIP, Post Office services, Assembly Hall, Protection, safe haven, sports facilities, children’s playground, telephone, water, electricity, steam, lot 545 Ain Mreisseh, and other services.

**Key Initiatives and Ongoing Tasks**

**Full Utilization of “Oracle”**

The Office is successfully fully utilizing the capabilities of Oracle to maintain and prepare reports on ongoing capital projects. Currently we are working on accomplishing the design and use of task templates for the capital projects; finalizing the capital project’s workflow charts and assuring the automation of the complete process; continuous work for specifying required reporting forms for capital projects; revising the Chart of Account with corresponding GL accounts to finalize the capital projects’ workflow and processes; and, in addition, continuously visiting the Oracle grants application for optimum functionalities use and best proven practices.

**CHSC Post-Occupancy**

Charles Hostler Student Center architects, Vincent James Associate Architects (VJAA), visited the Hostler Center during the weeks of April 6 and July 13, 2009. Meetings were held with the end users and senior administration in order to listen and respond to the problematic issues that were discovered during the first year of usage of the center. These include: control/circulation issues, fitness rooms A and B spaces, and locker room sizes. Revised equipment layout plans have been implemented for both cardiovascular and weight lifting rooms. Modifications to both male and female locker rooms in the gymnasium building also have been proposed. Proposals for appropriate signage have been made to the end users. VJAA have been asked to continue to assist on CHSC post-occupancy issues during the coming year.

**Zaki Nassif’s Residence in Mashghara**

In view of the transfer of former Zaki Nassif’s residence in Mashghara to AUB, and its transformation into a cultural center, a heritage statement including rehabilitation guidelines and cost estimate was produced.
AUB Mace
In preparation for President Dorman’s inauguration, the Office coordinated with key stakeholders to develop and produce the new AUB mace that was used for the first time at the inauguration ceremony on May 4, 2009.

AUB Medical Center Parking/Hospital Extension - Feasibility Study
Assessed and produced cash flow requirements for the extension of a new AUB Medical Center parking lot and hospital on lot 119 Mina El-Hosn. Also a massing diagram was developed with a cost estimate for the extension of the hospital over the proposed parking facility and as per the AUBMC Master Plan Study of 2002.

AUB Medical Center Master Plan Study
The deliverables of the Master Plan Study, once completed, is to provide a record of a well-thought out process, patient utilization volumes, assumptions, and a consensus of opinions that influence the design direction during this intensively focused effort. It will provide an inventory of the existing use of the facilities, define the quantity and type of spaces needed for the expansion of services, analyze possible expansion locations, and present recommendations for the modifications in service lines to accomplish specific needs identified during this master planning process. The timeline of the MP study is five to six months whereby the Consultant Team shall tour all existing facilities and evaluate their performances with respect to supporting current clinical and acute healthcare functions. It is imperative to note that the deliverables of this study shall be instrumental for both the AUBMC and the Development Office in their endeavor to approach donors and solicit opportunities that will increase the chances to prioritize and realize future capital works. The Development Office is fully supportive.

Central Receiving Area
In an effort to centralize all receiving facilities on campus, a schematic design for a central receiving facility to be located in the women’s dormitories surface parking lot was produced. The project is to be deferred and will be revised taking into consideration possible acquisition of the adjacent public domain.

Food Services
The VP for Facilities served on the Food Services Selection Committee and assisted in the preparation of the request for proposal, evaluation of bids, and negotiation with the most competitive bidder. Currently the Facilities team is providing all necessary and required support to have the food caterer on board within a reasonable time. The University is in the process of transitioning to a new system for providing food services on campus that requires the renovation and remodeling of our existing facilities, including those at Ada Dodge Hall.

ENVIRONMENTAL HEALTH SAFETY AND RISK MANAGEMENT
Items of routine nature such as safety inspections, every day risk management and insurance issues, monitoring, calibration, receipt of radioisotopes, and other regular functions have not been included.
Life Safety and Hygiene Division

- Reviewed 52 projects for compliance with life safety code requirements. Completed the testing and handing-over of safety related systems/features in the new Hariri School of Nursing building. Started the testing and commissioning process of the Olayan School of Business. Participated in the reception of one project and witnessed the testing and/or commissioning of 11 new systems/system upgrades. Drafted extinguishers service contract for AUBMC.
- Conducted 262 laboratory inspections (Campus and AUBMC), documented findings, and applied corrective measures where needed. Packed 1,290 liters of chemical wastes, and stored 1,440 liters of waste at AUBMC chemical storage room. Collected and properly destroyed around 120 liters of non-hazardous chemical waste, around 20 liters of expired pharmaceuticals from AUBMC stores, 10,000 ampoules of vaccine and regulated drugs, and incinerated 115 kg of vaccines.
- Supervised and participated in three asbestos abatement projects.
- Performed HEPA filter leak test for seven Bio-Safety Cabinets (BSC). Reviewed two BSC bids and reviewed and approved another. Performed N95 Respirators' fit testing for 174 staff at AUBMC. Coordinated with OR staff the safe handling, decontamination, and disposal of all contaminated material and equipment of a suspect case of Mad Cow Disease. Monitored the handling and transport of 95 tons of bio-hazardous waste and destroyed by incineration 100 kg of vaccines. Reviewed and approved three research proposals related to Avian Flu, assessed the laboratory where this research will be conducted, and followed up on lab upgrade to ensure code compliance.
- Conducted sanitary inspections of the AUB Cafeteria and pastry preparation area, reported findings and followed up on corrective measures. Performed weekly testing of pool water quality at Hostler Center. Monitored water pipes flushing and disinfection in three projects.
- Conducted bi-monthly safety inspection rounds in AUBMC in compliance with Ministry of Public Health requirements, recorded findings, and followed up on correction of deficiencies and violations.
- Offered 19 training sessions related to several safety topics and responded to 97 emergencies, five out of which were fires.
- Conducted 12 fire drills, one disaster drill, and one child abduction drill at AUBMC; and four chemical and four biological spill drills at PLM - AUBMC.

Health Physics Services Division

- Coordinated with the Lebanese Atomic Energy Commission (LAEC) to ensure compliance of AUB departments with the Lebanese regulations pertaining to radiation safety, and the performance of all the required inspections and tests. Addressed, following the directives of VP Maamari, a serious gap in the implementation of the University policy pertaining to the acquisition of medical technology; the fundamental role of EHSRM in reviewing the equipment specifications and in performing safety code reviews prior to the issuance of the purchase order was reestablished. Led the team which completed the revision of the
University Radiation Safety policies and procedures. Coordinated with the Institutional Review Board and the Associate Dean for Clinical Research to regulate the performance of radiological procedures outside AUB. Worked in coordination with AUBMC administration to arrange for the disposal of a decommissioned Cobalt-60 radiation therapy unit which falls under strict regulations due to the high risk involved with its transportation. Attended to the issue of the repetitive radioactive contaminations of one FAFS laboratory and implemented the strict decisions of the University Radiation Safety Committee. Addressed and resolved the issue of the repetitive contamination of an item that is delivered on a weekly basis to the nuclear medicine division resulting in unnecessary radiation exposure to AUB personnel.

- Recommended after assessment the use of a product available in the market in interventional radiographic procedures to reduce the doses to the concerned physicians. Prepared in cooperation with the University Risk Manager a comprehensive declaration of pregnancy form to defend AUB against any possible liability pertaining to pregnant worker radiation exposure. Provided 16 sessions (62 hours) of radiation safety orientations for users of ionizing radiation in various units. Reviewed 13 proposals for studies involving the use of ionizing radiation. Responded to 21 inquiries related to radiation safety. Attended to and cleared 31 radioactive contaminations in various locations at AUB. Inspected two high doses of radiation to workers and recommended actions to avoid recurrence. Inspected one overdose administered to an iodine therapy patient. Supervised the disposal of 266 bags of radioactive waste from 13 laboratories. Performed routine quality control on 57 radiation detectors/counters in AUBMC (53 yearly, two quarterly, two monthly). Received 420 packages containing radioactive materials; the packages were checked for leak/contamination, for proper labeling, and then delivered to the corresponding department. Monitored 63 times the radioactive iodine therapy room for levels of contamination exceeding the allowable limits. Performed 346 contamination surveys of laboratories where radioactive materials are used. Maintained accurate monitoring records of 326 personnel for radiation exposure and provided them with their individual annual reports.

Risk Management Division

- Coordinated with the Vice President for Facilities to solicit bids/offers from insurance providers for medical malpractice insurance in Lebanon, to negotiate renewal of current insurance policies with improved conditions and received $28,000 for claims reimbursement and a saving of $670. Coordinated with University counsel, insurers, and University administrators the negotiation of out-of-court settlements. Provided insurance certificates to 14 doctors applying abroad, followed up on nine public events insurance needs, and approved nine student activities. Issued 168 travel insurance policies to AUB faculty and staff and covered 1,355 names of faculty members in the supplemental insurance.

- Conducted a comprehensive risk management review of 15 contracts/RFPs (Chemical Waste RFP, MRI, CMC, Starbucks, All Sports Academy, Toledo University, Corniche Parking Area, Food Services, Lebanese University Students Training, Intaj Production at CCCL, Research Subjects, Dietary Visiting Students, Cash in Safe, Iraqi Trainees, and FHS Research Study). Prepared and submitted the “AUBMC Annual Incident Report” for 2007-08 to the Facility Management Safety Committee (FMSC) and the “Sharps Injury Prevention Report” as requested by the BOT. Assisted the Pathology and Laboratory Medicine Department in the blood drive project and participated in Magnet accreditation for Nursing
Services. Received 422 incident reports, discussed solutions/alternatives for long-term work-related injuries in coordination with the Director of University Health Services and the Vice President for Facilities. Offered six risk management training sessions (six hours) one of which was in the 3rd International Safety Congress.

- Provided assistance in the drafting and/or review of nine policies and procedures to reduce liability and loss exposure (Travel Insurance, Incident Reporting Form, Automation of the Incident Reporting and Trending, Work-Related Injuries, Patient-Related Occurrences, Wellness Committee Terms of Reference, Household Help, Operating Rooms Schedule, Release and Disposal of the Cobalt-60, Declaration of Pregnancy for radiation workers).
- For unity, improved management, and accountability, the insurance reporting and management became solely under the jurisdiction of the Vice President for Facilities who also successfully recommended to transfer the responsibility of the household help program to Human Resources and the Wellness program to University Health Services and agreed with the Vice President for Medical Affairs to be represented on the Risk Management Committee meetings at AUBMC.

**FACILITIES PLANNING AND DESIGN UNIT**

**Construction Works**

During the period from October 1, 2008 until September 30, 2009, the Facilities Planning and Design Unit (FPDU) has invested major effort in construction and rehabilitation works of ongoing capital projects such as the Olayan School of Business, Rafic Hariri School of Nursing, Building 56 medical complex with partial landscape of lower garden, AUBMC-4th floor (Abou Haidar Neuroscience Institute), AUBMC-8th floor (Basile Cancer Institute), AUBMC-7th floor (NICU), DTS Cell Culture Lab, Biology Laboratories, Engineering Lecture Hall, Nicely Classrooms, Fuel Tank vaults, excavation works on the IFI and IOEC in addition to major demolition works of the Engineering wings B and C, Duraffourd Buildings, and the old Gulbenkian Infirmary. Some of these projects are completed, commissioned, and currently operational; other projects will be completed between September and December 2009.

**Planning and Design**

On the planning and design level, and as part of the implementation of the Master Plan, FPDU has made progress on the design of the Issam Fares Institute, Irani Oxy Engineering Complex and the program study of the Architecture building. Also, we have completed the concept design of the Operating Rooms, Science Lecture Hall and full design packages of the Breast Cancer Unit, the Saab Medical Library Museum and PBL rooms. We have also started preparing the architectural layouts for the rehabilitation of Bldg. 20 (old OSB to be occupied by the REP office), preparing for the documents of Phase II of Pierre Abou Khater private clinics in order to start the negotiation process with the contractor who did the Phase I as recommended by FPDU and approved by VP Facilities, President and the BOT.
Administrative

On the administrative level, we are currently in the process of recruiting new architects/engineers to fill vacant positions. Below is a list of the ongoing projects that FPDU is managing during this period, as detailed in the FPDU annual report comprehensively providing summaries on all the major construction and rehabilitation projects on Campus and the Medical Center.

Major Projects – AUB Main Campus

Construction / Rehabilitation Projects
- Charles Hostler Student Center and Corniche Frontage - Arbitration and Awards
- Rehabilitation of the Green Field and the Corniche Frontage
- Central Chilled Water Plant
- MEP Services Utility Tunnel
- Olayan School of Business
- Nicely Hall – Upgrading Classrooms
- Renovation of Reserve Reading Room – Jafet Library
- Redesign and Renovation of Engineering Lecture Hall (ELH)
- Renovation of Mayfair Residence
- Fuel Tanks – Concrete Vault
- Faculty Apartment 1- Installation of New Elevator
- Main Water Pumping Station
- Central Fire Fighting Station and Networks
- Rerouting of Utilities for MEP Tunnel Phase IV (From Residence 41 to the Power Plant)
- Related IFI Works and Site Preparation
- Related IOEC Works and Site Preparation
- Bustani Hall Fire Escape Staircase

Conceptual / Design Projects
- Issam Fares Institute (IFI)
- Irani Oxy Engineering Complex (IOEC)
- Dar Al Handassah (Shair & Partners) Architecture Building
- West Hall – Art Gallery
- Penrose Solar Energy Project
- Redesign and Renovation of Science Lecture Hall (SLH)
- Group Study Rooms – Jafet Library
- Renovation of Building 20 (Old School of Business)

Demolition Projects
- Durrafourd East and West Buildings

Major Projects – AUBMC

Construction / Rehabilitation
- Pierre Abou Khater (Fahd) Building – Old OPD (Bldg. 23)
- Hariri School of Nursing
- Furnishing the Auditorium of Hariri School of Nursing
- Renovation of 4th Floor – Abu Haidar Neuroscience Institute
- Renovation 8th Floor – Naef K. Basile Adult Cancer Center
- Neonatal Intensive Care Unit (NICU) – 7th floor
- Central Fire Pump Station in Building 56
- DTS Cell Culture Lab

**Conceptual / Design Projects**
- Renovation and Expansion of Surgery Suite
- Breast Unit Center

**Minor Renovations**
- Handicap platform lift – Van Dyck Amphitheater
- Jessup Elevator and Ramp
- Extension of the Office of Information and Public Relations
- Faculty Apartment 1 – New Elevator
- West Hall / Van Dyck Signage
- Sensory Lab
- Marine Lab and Animal Room
- Conversion of Store Room 209

**Minor Projects with Physical Plant Department**
- CCC SRB Staircase
- Facilities Condition Assessment
- AUBMC Purchasing Department
- Renovation of Records Room, Human Resources Office – College Hall

**MATERIALS MANAGEMENT DEPARTMENT - CAMPUS**

Knowing the physical and space limitations, we were able to use our discretion and reorganize the MMDC warehouses to meet the basic requirements with minimal cost. The following are the main physical improvements introduced:

**Improvement to Existing Warehouse Facilities**

- Cleaned and disposed the write off products and implemented appropriate solutions for outdated products and non-moving items stored in the warehouse located in Chemistry Building.
- Shifted the stationary, glassware, and other products from the containers that were located on Durrafourd site outside the campus boundary as well as detergent and other cleaning materials to the Chemistry warehouse.
• Reorganized the Physical Plant warehouse and shifted the receiving area located on Durrafourd site to the Physical Plant warehouse. Optimized its use to separate the receiving and the delivery areas without any interruption to the warehouse operations.
• Changed the layout and organized a marshalling area of 64m². It was split in two sections: receiving and delivery operations. The other space of the marshalling area was assigned for temporary storing and for non-inventory products and all the shipments received during the day were distributed in the same day without any delay.
• Warehouse safety and security locking and key control procedure were formulated to enhance safety/security and improve the warehouse operation, receiving operating procedure, discrepancy procedure, goods returned procedure, and direct delivery procedure.
• Transportation and transfer services unit were shifted back from the Grounds department to report to the MMDC again. The unit has two trucks and five casual laborers dedicated for handling the receiving and distribution. By doing so, the efficiency of the operations was improved and a notable increase in customer satisfaction was reported.
• A proper receiving area with all facilities needed was provided for the receiving team to check the quantity and to segregate the products upon arrival. A delivery request with the distribution schedule was introduced in coordination with the stock control customs and clearance to make sure that all received supplies are distributed within the same day.

**Develop and Improve on Procedures and Processes**

**Work Standard**
After thorough review and assessment of the work flow within the department, a work standard for the department was prepared to measure the activities and the services provided and applied measures to improve the communication with the Purchasing Department to make continuous improvement possible and to create a team work commitment. Tasks were subdivided to steps representing the work flow sequences and this ensured the safest and most efficient use of human resources and materials.

**Key Result Area**
Clearly having a well-defined key result area to measure the performance and improve the communication across all levels of the MMDC and the Purchasing Department staff to build a good relationship and encourage people to focus on the big picture as well as to assist in differentiating the “must be done” from the “could be done”.

**Cycle Counting Procedure**
Established and trained staff to conduct procedures for the periodic cycle counting in all warehouses. The greatest advantage of cycle counting is its effectiveness in the timely detection of errors and in maintaining high record accuracy.

**Customs and Clearance**
Suggestions and recommendations were provided to customs and clearance section for monitoring and following up to collect the shipping documents from suppliers/source of supply and/or Purchasing Department to expedite clearing the consignment.
Stock Count
The error reported in all deliveries was none and the stock variance was less than $1 during annual stock count in August 2009 for 5,204 transactions handled during the year.

Training
MMDC staff members were briefed on the basics of their job and responsibility and how to produce better quality of work, meet the customer service demands, measure daily work functions, establish a good team work attitude, and improve their productivity.

Team Work
Daily meetings with the MMDC team take place for the achievement of the total AUB goal; any defect in coordination will slow down efficiency and productivity. The team work concept was a beneficial way to get employees to work together.

Motivation
Motivation is the engine of leadership success. Both effort and energy are needed to be put into achieving that goal. All are motivated to seek recognition and reward from those they work for, to boost their self-esteem.

Yearly Volume of Work

Inventory Section
The department introduced around 70 new store items. Stores movements for the 2008-09 were as follows; total Issuing: ~$900,000 and total Receiving: ~$962,000

Receiving Section
The total number of Local and Foreign Purchase Orders received in AUB and AUBMC Receiving Sections is: 18,853 Purchase Orders.

Equipment Section
Supply Department (Equipment Section) has tagged more than 584 newly received capital assets. The total sale of used equipment and furniture valued at ~LL71,000, 000.

Customs and Clearance Section
Customs and Clearance Section helped in cleaning more than 544 Air Shipments, 42 Ocean Shipments and 16 Personal Effects and Household Shipments.

PHYSICAL PLANT DEPARTMENT

Physical Asset Management
The Physical Plant Department (PPD) operational expenditure for Fiscal Year (FY) 2008-09 has reached $15.5 million including utilities, which accounted for $8.2 million. PPD’s Deferred Maintenance (DM) expenditure for FY 2008-09 has reached $625,000. In addition to the routine operation and preventive maintenance tasks of the physical assets, we were able to complete and
hand over thirty-five various renovations, alterations and upgrading projects on Campus, as requested, including three projects at the AREC facility, Residence 42, Faculty Building apartments, Van Dyck (ACC), Chemistry, Agriculture, and various aluminum upgrading projects at AUB Dorms, Marquand House Annex, and others.

Utilities

During this year the city electric power rationing schedule was kept at 3 hours per day, with some unscheduled cuts once a week. The average cost of the purchased fuel for 2008-09 dropped to $560/ton compared to $960/ton last year.

In April, the electric power feeding the International College was cut except for the Reynolds Hall building.

In addition to the daily routine operation and maintenance tasks of the telecommunication system, reduction of “maximum call duration” feature to reduce telephone costs, working on a plan to deploy IP Phones in College Hall, installation of lightning protection systems in campus buildings. No increase in departmental telephone charges for this year, since the 15 percent reduction in cellular rate in March was compensated by an increase in the volume of calls.

Physical Plant Activities

The Plant Engineering and Shops responded to 12,700 Service Calls. They were able to complete 3,380 Preventive Maintenance (PM) work orders and 1,300 Service Requests that include floor partitions in various buildings, office remodeling, UPS installations, security cameras and DVRs, V20 machines installation, and air-conditioner installations, in addition to various requests handled by the Carpentry and Metal shops.

The Grounds and Transfer Services team maintained the campus grounds and accomplished some beautification projects for Faculty Building I, III, Hariri, West Hall, Jessup Hall, School of Nursing, Visitor’s Bureau and Bliss Parking as well as asphalting various areas on Campus. They assisted the moving activities on the AUB Campus and the AUBMC.

The Custodial Services provided cleaning, pest control services, crystallization of marble and mosaic tiles for various AUB buildings, and pressure washing of AUB outdoor areas and gated entrances.

Samer Maamari
Vice President for Facilities
VICE PRESIDENT FOR FINANCE

2008-09 Objectives

The near-term expectations for the Vice President for Finance, as outlined in the executive search documents in July, 2007, included:

1. Bring financial acumen and exemplary financial management to AUB.
2. Bring financial leadership to two key areas of focus: capital project financing and hospital financial operations.
3. Bring a seasoned and wise strategic perspective to integrated strategic planning.
4. Participate actively in helping to build the administrative structure of the University.
5. Complete the installation of the Oracle IT system.

During my first year (2007-08) at AUB, our primary focus was on building an administrative structure and addressing several high risk areas related to the Oracle IT system. In August 2008, we hired a new Assistant Comptroller, Diana Hahn, for the New York office. In April 2009, we discontinued our Business Services (consolidated with Auxiliary Services) and allocated the cost savings to launch a new Business and Financial Systems Support (BFSS) unit. These administrative structural changes have enabled us to make more cost effective progress on systems integration issues.

At the same time, we have focused our efforts on streamlining the capital project financing process, improving hospital financial operations (more specifically, collection of Accounts Receivable), assessing the performance and effectiveness of our annual external financial audit services, and taking a strategic look at our tuition pricing, the quality of our financial services to students, and adequacy of the financial aid we offer to students. The following sections describe how our various departments have addressed these and other challenges that have surfaced during fiscal year 2008-09.

OFFICE OF THE COMPTROLLER

During the 2008-09 fiscal year the Comptroller’s Office continued to be in a transitory phase taking over functions that used to be performed by the former Assistant Treasurer, Howard Ray. Mr. Ray’s involvement in the financial statement preparation process of AUB has decreased gradually since March 30, 2009. While the Comptroller’s Office staff in New York has continued to consult with Mr. Ray on an ad hoc basis, most of this interaction has been centered on Mr. Ray’s familiarity and knowledge of historical transactions. It has been the Comptroller’s Office’s highest priority to increase the level of involvement of the senior accounting managers in the financial statement preparation process, to reassign some tasks and responsibilities, as well as to train the staff. The aim is to provide more cross-training of staff and to make the units of the Comptroller’s Office “own” their business processes from beginning to end (A-Z) as this has not been the case in the past. Furthermore, and in preparation for the implementation of Oracle in the New York Office, the Assistant Comptroller, Diana Hahn, has visited the Office in Beirut.
to get acquainted with the Oracle environment and the nature of the work being conducted from this end, and to meet her counterparts in Beirut.

This year witnessed the transition from KPMG to our new auditors, Deloitte and Touche, for the audit of 2007-08 fiscal year accounts. The Comptroller’s Office has worked closely with Deloitte staff to support them in understanding the workflows and its reflection on the accounting records. Although this process was time consuming, it has resulted in highlighting areas of weaknesses in internal controls that the Comptroller’s Office started to address seriously, some of which were completely resolved while others are still in progress.

Deloitte provided one-day training on federal grants management and the A-133 single audit requirements, presented by the U.S. partner who was visiting Beirut to plan for the 2009 audit.

The Comptroller’s Office is currently closing the 2008-09 books and working closely with the auditors regarding their plan and schedule of audit requirements relating to the fiscal year ending September 30, 2009. These requirements will be provided in accordance with the timelines agreed on with Deloitte.

Concurrent with the 2008-09 year-end closing process, weekly meetings with the P2P project team continued to take place in order to address the high and medium risk items identified in the Ernst and Young report. In addition, the Comptroller’s Office has been occupied with Deloitte and Touche’s findings with respect to the weaknesses in the internal controls at AUB and the necessary corrective measures that should be taken.

A few staff changes took place during this reporting period. A new Executive Officer, Nehma Sleiman, has been employed at the Comptroller’s Office effective April 1, 2009. The former Executive Officer left to continue her higher education. Furthermore, a new position of Federal Grant Analyst was created and filled by Ms. Kamand, who currently manages the continuously increasing number of federal grants and conducts periodic financial reporting in compliance with each grant requirement.

OFFICE OF THE COMPTROLLER – NEW YORK

The primary focus during most of the first half of the fiscal year was to close the 2008 books and work closely with the new outside auditor from Deloitte. It was a great learning experience for both Deloitte and the new Assistant Comptroller, Diana Hahn. Both parties agree that the fiscal year 2009 audit should take less time and should go more smoothly.

The Assistant Comptroller was able to receive a significant amount of cross-training and mentoring from the former Assistant Treasurer, Howard Ray. Ms. Hahn now has a sound understanding of the endowment functions in particular and AUB finance functions in general. The preparation of the quarterly pooled assets transactions is taking less time each quarter, even though the number of investments reports and complexity of reporting has increased significantly over the past few years. We are currently assessing the need for additional resources to handle these important but time consuming tasks. Ms. Hahn also has extended her regular dialogues
with fund managers and has been invited to attend presentations by fund managers. Some fund managers now inform her in advance as to when capital calls may be due in the next quarter. This enables her to project the University’s short-term investment cash flow.

The audit team from Deloitte is getting an earlier start on the 2008-09 financial audit. They have already visited the New York office and have discussed the audit timeline for this fiscal year. The 2008-09 audit schedule has been planned out and the New York finance team has prepared all the required scheduled templates in advance. Some of the confirmations have been sent out in advance to banks and fund managers. In addition, the New York finance team has been working with the Pappas Consulting Group to explore the possibility of utilizing the same Oracle general ledger financial system as the Beirut office. The pros and cons are to be outlined and submitted to us by Pappas Group, along with some possible changes to the chart of accounts.

OFFICE OF FINANCIAL PLANNING AND BUDGET

The 2009-10 operating and capital budgets were finalized and approved by the Board of Trustees. It should be noted that we are accelerating the capital budgeting process to now have that approved at the March meeting of the Board of Trustees starting in March 2010 (2010-11 Capital Budget). In operations, a decline in revenues from USAID and endowment income continues to put pressure on the operating budget which we must address in the 2010-11 cycle through substantial changes in the overall structure of AUB’s operating budget. The financial performance for 2008-09 is forecasted to break even as budgeted.

New responsibilities were imposed on the Office of Financial Planning and Budget during the year, as the job of handling the bid administration function of the University was transferred from Internal Audit to this office. A new policies and procedures manual for Bid Administration was created, and a new staff member is currently being recruited to address the increased workload accordingly.

Auxiliary Services
Food Services, Bookstore, Post Office, Motor Pool, Maintenance Contracts Office, Central Duplicating Center, ID Center, and Travel Office

In November 2008, the management of the University’s Auxiliary Services group changed with the Director of Financial Planning and Auxiliary Services and the Director of Auxiliary Services newly assuming responsibilities in these areas. The main priority at the time was to address financial and operational problems with our third-party contractor in Food Services. At that time, 17 AUB employees were under the management of the contractor. After several months of diligent work, 16 of these staff members were relocated to other departments in AUB, and one individual retired. This paved the way for addressing the major issue at hand which was to sever our relationship with the former food service provider based on legal grounds and in response to a multitude of food safety violations and serious delinquent payments due to AUB at the time. At the writing of this report, the University has entered into negotiations with a new contractor following an RFP issuance and subsequent selection committee review of qualified bidders. We
look forward to bringing a healthier and more professional food service to the students and staff in 2009-10.

New responsibilities were also imposed on the Office of Auxiliary Services following a review of motor vehicle maintenance and servicing performed by Internal Audit. Owing to deficiencies in this area in more than one department, senior administration decided to centralize vehicle management with one office which is now under the umbrella of Auxiliary Services. Dedicated staff are now in place to address this substantial workload which is being addressed in a phased approach owing to the large number of vehicles involved and the limited resources available to Auxiliary Services.

Other improvements and achievements that took place during the year were:

- The Central Duplicating Center was renovated and modernized with major pieces of new equipment. An additional staff member was employed which, along with upgraded equipment and a new, expanded design of the center, led to increased revenues. Revenues improved from $45,687 in 2007-08 to $128,000 in 2008-09 (preliminary forecast), an increase of 180 percent.

- The ID Center was also renovated to process IDs faster for students and to make the environment more pleasant for students and staff. The physical space was also optimized to increase available office space by 50 percent.

- A renovation of the Auxiliary Services Office maximized the use of the physical area and increased office space by 25 percent. The position of University Travel Officer was created and filled to better manage the foreign travel and ticketing process at the University. The number of approved travel agents was expanded for more competitive bidding and improved prices.

- The parking areas of Corporation Yard and Bliss Parking were upgraded with new asphaltaling and general improvements to the grounds and surrounding areas. The RFP for the new Corniche Parking Lot was issued, and bid evaluation will take place in October 2009. This new parking area will service student parking, the first time that we have offered a parking facility to students. The OSB parking facility also opened this year, increasing our overall capacity for staff parking. Parking revenues in 2008-09 totaled $440,000.

- A new IT Officer was employed to oversee all of the hardware and software needs in Financial Planning and Auxiliary Services and to assist in the ID Center’s operations.

- The Maintenance Contracts Office continued to save the University considerable amounts of money totaling $78,582 in 2008-09. The head of this office, Kassem Siblini, received the Presidential Service Excellence Award this year for outstanding service to AUB for which Mr. Siblini is to be commended.

- At the Motor Pool, the campus shuttle service and routing was modified to allow for one vehicle to be used instead of two, leading to lower emissions on campus as part of our ongoing commitment to the environment. The evening transportation of nurses through the Motor Pool was outsourced. Lastly, the Motor Pool fleet was partially upgraded, and five dilapidated vehicles were replaced with new, fuel-efficient models.
• New bids were issued this year for food services, taxi services, courier services, vending machines, and faculty housing furniture which had not been done for several years.

Faculty and Staff Housing
The Housing Department responded well to a significant increase in the number of new faculty members for both on-campus and off-campus accommodations this year. On-campus housing saw many facility improvements in the areas of a redesigned parking layout for the Faculty 3 Building residents and improvements to the grounds surrounding all four faculty residence buildings. Equipment was ordered to allow for wireless computer connectivity in all on-campus apartments to be installed in 2009-10. Much needed new fixtures were also ordered and received this year. These will be installed by Physical Plant over the course of the coming year. Lastly, the lower campus playground was studied and redesigned for a major overhaul. New equipment and safety tiles are to be installed in the coming few months to make the playground a safer and healthier place for a wider range of ages for the children of faculty and staff members.

OFFICE OF BUSINESS AND FINANCIAL SYSTEMS SUPPORT
The new Business and Financial Systems Support (BFSS) department was established in March 2009. The department’s role is to support AUB’s business and financial processes and internal controls, in addition to evaluating the associated automation and technological needs and recommending improvements. During the period, BFSS has been actively engaged in reviewing the various IT Consultants reports, and recommending the course of action for the deployment of ERP Applications in two phases. For Phase 1, a Request for Proposal was issued on May 12, 2009, aiming to select a consultant who would help AUB re-engineer its ERP business processes under Oracle e-Business Suite release 12, on top of preparing for the incoming Students Loans Management program, and this would be in preparation for the full re-implementation project (Phase 2). As a result of the bidding process, and because of budget constraints, the scope of Phase 1 had to be split into two sub-phases, with a two- to three-month timeframe each:

• **Phase 1A** covers the Student Financial Aid and Loans Management function and New York office operations, particularly AUB’s Financial Investments and Endowment Funds, Grants and Projects Management activities and the related Budget planning and Cost allocation accounting, which may lead to the revisiting of the current Chart of Accounts and Sub-ledger structures (Oracle GL); accordingly, Pappas Consulting Group (PCG) has been selected as Prime Contractor, and both Oracle and Huron Consulting Group have been contracted on Time and Material bases.

• **Phase 1B** covers the re-engineering of the remaining ERP business processes under Oracle e-Business Suite release 12 (Payables, Receivables, Fixed Assets, Cash Management, Procurement, and Inventory and Order Management). BFSS has also been coordinating with various AUB and AUBMC departments to identify the work teams who would be participating in the ERP Applications’ implementation.

Business and Financial Processes Review and Automation
BFSS teams have been leading and active members in the P2P Committee meetings; reviewing, following up, and recommending proper courses of action whenever necessary, such as in the Purchasing devolution process whereby they ensured a smooth transition of the operation.
Beyond that, the BFSS team started interviewing key process owners and gathering current practices, while documenting and charting the related process flows. This included a review of the AUB New York Office Financial operations, which was conducted early September 2009, whereby the BFSS team worked in conjunction with external consultants to document the process and recommend proper operational scenarios.

**Strategic Planning and Balanced Scorecards Application**

BFSS was engaged, as part of the Strategic Plan Review, in the Technological Advantage Committee that is chaired by the Office of Strategy Management, and whose aim was to review and update the strategic objectives of the University along with its related KPIs and associated measures. In collaboration with the Office of Strategy Management, the BFSS team assisted with the deployment of the Balanced Scorecards application through the setup of the University’s Finance Department KPIs and Measures into the “VIEWS” application, aiming to achieve a Prototype or a Pilot site that can be copied by other AUB departments.

**PURCHASING OFFICE**

**Reorganization**

The Purchasing Office, in coordination with the independent P2P Project Manager, Robert Gavigan, focused a significant amount of attention on a number of strategic and policy issues that originally came to the attention of management through external studies and reports, most notably the Ernst and Young report that was issued in late 2006. A few of the more significant open issues that were addressed during the 2008-09 year included:

- Completed the Oracle Item Master Project which included updating all the categories and subcategories and setting a policy for ongoing maintenance of the Item Master;
- on-line access for supplier profile has been restricted to Purchasing only;
- cleaning and refining the vendors data base in Oracle has been completed in addition to setting a policy for continuous maintenance;
- terms and conditions attached to the purchase order document were reviewed and updated;
- the purchase order approval process has been revised and fully automated and purchase order approval thresholds were reviewed and updated;
- Purchasing stopped sending hard copies of purchase orders to the Receiving Area since on-line receiving has been implemented;
- all data relevant to purchase orders is electronically attached to the relevant purchase order for approvers to view;
- on-line receiving has been set as 4-way matching except for the direct delivery items; and
- automating the low value purchase order process and updating the Purchasing manual. (These last two tasks will require some additional attention in 2009-10).

During 2008-09 the Purchasing Office has also completed three major furnishing and equipping projects in coordination with FPDU namely: Rafic Hariri School of Nursing, Olayan School of Business, and Mayfair Building. Data collected for year 2009 revealed a 23 percent increase in the total dollar value of purchases processed in comparison with 2008, in addition to a 2.12 percent increase in the number of purchase orders and a 1.5 percent increase in the number of bids.
AUBMC Purchasing Operations

A new AUBMC Director of Purchasing, Muhammad Kurdi, assumed his responsibilities in April 2009. Mr. Kurdi has worked closely with the AUBMC Pharmaceuticals Negotiation Committee on issues pertaining to the practice of obtaining Free of Charge (FOC) goods from vendors. Various key scientific offices were identified and meetings were scheduled to explore and negotiate opportunities for cost reduction. The FOC initiative was introduced in 2007 and an immediate improvement in both the dollar value and percentage of FOCs was realized: from $558,732 during fiscal year 2006-07 to over $1 million during fiscal year 2007-08. In addition, the percentage of FOCs received increased from 15.9 percent to 23.8 percent for the same time period. This earlier progress has been maintained during the 2008-09 fiscal year. Total FOCs increased to $1.2 million, which represented 7.3 percent of total purchases (versus 6 percent for fiscal year 2007-08). The percentage of total purchases with FOCs remained steady at 37 percent.

Bank of Lebanon (BDL) and OPIC Loan Initiative

In May 2008, the AUB was approached by the Overseas Private Investment Corporation (OPIC) to determine the feasibility of introducing a mark-based student loan program in Lebanon. OPIC had never funded such a program in the past, so it was a completely new market being considered. A proposal was presented to the AUB Board of Trustees to conduct a feasibility study on the viability of such a guaranteed student loan program. An RFP was issued in July 2008, and the Pappas Consulting Group (PCG) was awarded a contract to perform surveys of students, parents, faculty, and potential banking partners. The results of this survey and preliminary market assessment were positive. A structured finance model (securitization) was developed and presented to the various banks in May 2009.

At the same time as OPIC and the participant banks were negotiating this prototype, the Bank of Lebanon (BDL) came out with an initiative in May 2009 (shortly before the June elections) to offer banks an incentive to provide low interest student loans from its mandatory BDL deposit reserves. These loans offered very low local currency rates (3 percent) and favorable repayment terms (up to ten years). As a consequence, the draft loan securitization scheme that OPIC and the banks had designed was quickly replaced with the new BDL incentive program.

The AUB, OPIC and the banks have had several rounds of discussions on how to leverage the BDL incentive program to the benefit of AUB students – in particular, students who have been pre-screened and qualified for financial aid. We have prepared a cost-benefit analysis of the OPIC guaranty versus a stand alone BDL program. This analysis will be discussed with the members of the Finance and Budget Committee of the Board of Trustees during the October 2009 meetings in Beirut.

Stephen Kenney
Vice President for Finance
VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction
The fiscal year 2008-09 has set a new standard for the Office of Regional External Programs (REP) and the Continuing Education Center (CEC), a division of REP. This year the majority of REP’s financial and non-financial key performance indicators surpassed the performance of the past decade. REP secured 24 new initiatives and managed a total of 52 projects (60 budgets), the largest in REP’s history to be managed simultaneously in any one year. Furthermore, we achieved the widest geographic spread in REP’s history with active projects in 15 countries and 22 locations. Moreover, this fiscal year witnessed the largest number of AUB consultants participating in REP projects over the past decade with 117 consultants involved as well as seven faculty members seconded and adjudged to REP activities abroad.

In April 2009, REP delivered its first business plan for the establishment of a major medical educational institution in Jeddah, KSA. REP has also secured scholarship funds for CEC which will allow approximately 50 AUB employees per year (over the next four years) to pursue CEC certificates and diplomas. During 2008-09, 42 AUB employees benefited from this scholarship. In addition, REP received nominations for the “Abdul Hamid Hallab REP Service Award for Consulting Excellence” which will be granted for the first time to an outstanding consultant who has made a major contribution to REP’s mission. This endowed award was unanimously approved at the June 20, 2008 BOT meeting.

This was also a benchmark financial year for REP. The total volume of REP and CEC operations amounted to $12,402,960 which is 7 percent greater than that of the previous year. Furthermore, gross revenue of $2,831,217, net revenue of $1,933,554 and a percentage margin of over 68 percent were all the highest either over the past decade or in the history of REP. Moreover, REP was able to return over $444,039 in overhead recovery (over 43 percent more than 2007-08) to AUB Faculties and contribute $644,478 in consulting fees to 117 AUB consultants.

Professional Contracts
The value of the new initiatives (signed and activated) amounts to $4,568,222. The face value of the 23 ongoing initiatives amounts to $6,698,975 including the completion of 14 projects ($4,951,780) during this fiscal year. The total face value of the administered professional contracts amounts to $11,264,997. Out of the 24 new REP initiatives, the following is a list of some of the projects:

- Activated with Al Mana’ the budget for 2009-10.
- Signed with Qatar University the agreement for academic consulting for the period of twenty one months starting January 1, 2009.
- Activated with the Prince Fahad Bin Sultan University (PFBSU) the budget for 2009-10.
- Activated with Dhofar University the budget for 2009-10.
- Signed with the PFBSU the addendum for secondment of the acting president starting February 1, 2010.
- Activated the budget for 2009-10 for the Journalism Training Program – $160,000 and revolving the unused balance to the current year leading to a total of $277,685.
• Signed with National Bank of Kuwait the agreement for a six-module program to NBK ‘high-fliers’ starting May 1 through December 31, 2009.
• Signed with Nissan Gulf FZCO the agreement for a Customized Executive Education Program starting August 5, 2009.
• Signed with International Medical Corps – Iraq the program in Radiation Oncology Training starting April 1, 2009 through August 31, 2009 which was extended through December 31, 2009.
• Signed with Azm and Saade Association the agreement for Academic Consulting for a feasibility study and implementation plan outline for the establishment of a new school in Tripoli starting February 1, 2009 through January 31, 2011.
• Signed with the University College of Bahrain an agreement for Academic Consulting for a two-year period starting November 15, 2008.
• Signed with Aramex – Jordan the agreement for an Executive Education Program starting May 14, 2009.

Workshop Contracts (Outside Lebanon, not CEC)

The total face value of the eight workshop contracts amounted to $535,485 including the completion of three workshop contracts. REP completed activities on the agreement with Dar Jana Group. The face value of the following new workshop contracts amounts to $78,485: (1) Umm Al Qura University, Makka, Saudi Arabia; (2) Ministry of Health, Cyprus; (3) Supreme Council for Family Affairs, Qatar; and (4) Ministry of Health, Lebanon.

Continuing Education Center

A total of 549 students were enrolled in the various courses and certificate programs during 2008-09. The total tuition of registered students amounted to $317,422. This included students registered for an English course offered at AREC, Beka’ for the first time in an effort to extend CEC services and improve on geographic diversity in Lebanon. CEC conducted successfully the first global Summer Program for AUB Alumni Children (SPAAC) in cooperation with the WAAAU with 24 participants from the U.S., France, England, Czech Republic, UAE, Germany, Lebanon, and Canada. Furthermore, CEC held its third graduation ceremony on July 17, 2009 for 143 adult students and professionals in the various certificate programs including the newly created HR Management Diploma program. Out of the 143 CEC graduates, 97 had university degrees out of whom 21 where AUB graduates.

CEC Workshops (In Lebanon)

CEC continued the two Professional Journalism contracts with IFES and IREX. CEC also administered the following workshop contracts in Lebanon during 2008-09.
• Signed with the International Medical Corps (IMC) the agreement for Continuing Medical Education starting November 10, 2008 for the period of one year for ten workshops to train about 200 Iraqi refugees. REP conducted the following workshops during 2008-09: Accounting for Non-Accountants; Classroom Management for Intermediate and Secondary Classes; Life Support Essentials; Principles of Pharmacy; Communication/Media Crisis Management; International Relations; Engineering Projects: Implementation Challenges and Effective Management; Introduction to Computer and Information Security; and Business English.
- CEC hosted the first Beirut International Tango Festival in cooperation with the Lebanese Ministry of Culture and the Embassy of Argentina. The Festival was attended by over 500 people with 38 participants from Europe.
- Triangulation agreement with AUC on delivering joint CEC programs.

**Total Volume of REP Operations in FY 2008-09: New and in-progress**

| Consulting/Professional Initiatives (Face Value) Acquired | $4,568,222.00 |
| Existing Active Consulting/Professional Initiatives (Face Value) | 1,747,195.48 |
| Closed Active Consulting/Professional Initiatives (Face Value) | 4,951,779.47 |
| Workshops: Acquired and Current | 535,485.00 |
| Continuing Education Center (Contracts Face Value and participation fees) | 600,278.50 |
| **TOTAL** | **$12,402,960.45** |

**Projected and Actual REP/CEC Gross/Net Revenue (in $USD) for the Fiscal Year 2008-09**

<table>
<thead>
<tr>
<th></th>
<th>Projected</th>
<th>Actual</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income – REP Contracts and Workshops ¹</td>
<td>1,400,000.00</td>
<td>2,446,340.30</td>
<td>+75%</td>
</tr>
<tr>
<td>Income – Continuing Education Center</td>
<td>320,000.00</td>
<td>384,876.30</td>
<td>+20%</td>
</tr>
<tr>
<td><strong>Gross Earnings</strong></td>
<td><strong>1,720,000.00</strong></td>
<td><strong>2,831,216.60</strong></td>
<td><strong>+65%</strong></td>
</tr>
<tr>
<td>REP Administrative Expenditures</td>
<td>754,293.09</td>
<td>651,584.69</td>
<td>-14%</td>
</tr>
<tr>
<td>CEC Administrative Expenditures</td>
<td>200,545.71</td>
<td>246,078.15</td>
<td>+23%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>954,838.80</strong></td>
<td><strong>897,662.84</strong></td>
<td><strong>-6%</strong></td>
</tr>
<tr>
<td><strong>Net Earnings</strong></td>
<td><strong>765,161.20</strong></td>
<td><strong>1,933,553.76</strong></td>
<td><strong>+152.7%</strong></td>
</tr>
</tbody>
</table>

¹ 2008-09 includes receivable from CDR pertaining to a previous REP project completed December 2004.

**Conclusion**

The net revenue attained during 2008-09 of around $2 million (153 percent higher than the projected figure for the fiscal year) is the highest not only over the past decade but in REP’s three-decade history; only surpassed in 1985-87 at a time when REP stood for Research and External Programs with the additional revenue from research grants. Furthermore, REP projects have significantly added to AUB’s visibility and marketing in the region. The Journalism Training Program, Fahd Bin Sultan University, and Jeddah University for Medical and Health Sciences were only some of the REP activities that were highlighted in over 20 local, regional, and international media outlets. The great success experienced this fiscal year certainly motivates REP to reach even greater heights in the coming year.

Hassan Diab
Vice President, Regional External Programs
VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

In this section you will find reports of the New York and Beirut offices of Development, Alumni Relations, and Communications.

There are clearly mixed results this past fiscal year. We were able to increase the number of donors to the University while at the same time, the number of dollars being contributed decreased. This is clearly caused by the global economic downturn and by the fact that there was some delinquency in the pledge payments that we anticipated.

<table>
<thead>
<tr>
<th>SOURCE OF GIFTS</th>
<th># OF GIFTS</th>
<th>AMOUNT</th>
<th># OF GIFTS</th>
<th>AMOUNT</th>
<th># OF GIFTS</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACULTY AND STAFF</td>
<td>295</td>
<td>$298,922.26</td>
<td>267</td>
<td>$237,513.25</td>
<td>314</td>
<td>$198,122.59</td>
</tr>
<tr>
<td>ALUMNI</td>
<td>2486</td>
<td>$5,370,748.41</td>
<td>2794</td>
<td>$4,813,985.96</td>
<td>2848</td>
<td>$5,146,279.87</td>
</tr>
<tr>
<td>BEQUESTS</td>
<td>6</td>
<td>$481,056.86</td>
<td>9</td>
<td>$340,060.15</td>
<td>5</td>
<td>$37,974.45</td>
</tr>
<tr>
<td>BUSINESS</td>
<td>192</td>
<td>$1,234,986.46</td>
<td>288</td>
<td>$3,785,243.58</td>
<td>331</td>
<td>$4,722,671.03</td>
</tr>
<tr>
<td>FOUNDATIONS</td>
<td>95</td>
<td>$9,144,322.40</td>
<td>83</td>
<td>$9,703,683.33</td>
<td>76</td>
<td>$8,928,972.99</td>
</tr>
<tr>
<td>OTHER GOV.</td>
<td>2</td>
<td>$450.00</td>
<td>0</td>
<td>$ -</td>
<td>0</td>
<td>$ -</td>
</tr>
<tr>
<td>OTHER GOV.</td>
<td>1</td>
<td>$450.00</td>
<td>1</td>
<td>$2,000.00</td>
<td>1</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>INDIVIDUALS</td>
<td>1586</td>
<td>$3,603,961.80</td>
<td>1357</td>
<td>$8,323,664.48</td>
<td>1321</td>
<td>$3,757,720.41</td>
</tr>
<tr>
<td>PRIVATE GROUPS</td>
<td>85</td>
<td>$1,340,757.10</td>
<td>68</td>
<td>$506,008.61</td>
<td>57</td>
<td>$486,227.60</td>
</tr>
<tr>
<td>ACTIVE TRUSTEES</td>
<td>88</td>
<td>$4,774,491.23</td>
<td>89</td>
<td>$2,938,392.24</td>
<td>67</td>
<td>$1,246,736.30</td>
</tr>
<tr>
<td>TOTALS</td>
<td>4836</td>
<td>$26,250,146.52</td>
<td>4956</td>
<td>$30,650,551.60</td>
<td>5020</td>
<td>$24,525,705.24</td>
</tr>
</tbody>
</table>

As we begin to discuss the goals and programs for the next major fundraising campaign for AUB, we must also keep in mind the need to identify new donors, to diversity our income streams, and to expand our donor base. Looking for donors in thriving industries and in areas
not impacted by the economic downturn will be helpful to us as we move forward with this campaign. It is also important to keep in touch with our current donors while we seek new donors and opportunities.

The reports that follow report on the consolidation of the Communications Office, the programs and activities of the Alumni Relations offices, and the success of the Beirut Development office. All of these offices have been successful this year in engaging our friends and alumni in a variety of ways and will continue with their successes this coming fiscal year.

<table>
<thead>
<tr>
<th>FY 2009 Distribution by Donor Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIVE TRUSTEES</td>
</tr>
<tr>
<td>PRIVATE GROUPS</td>
</tr>
<tr>
<td>INDIVIDUALS</td>
</tr>
<tr>
<td>OTHER GOV.</td>
</tr>
<tr>
<td>OTHER GOV.</td>
</tr>
<tr>
<td>FOUNDATIONS</td>
</tr>
<tr>
<td>BUSINESS</td>
</tr>
<tr>
<td>BEQUESTS</td>
</tr>
<tr>
<td>ALUMNI</td>
</tr>
<tr>
<td>FACULTY AND STAFF</td>
</tr>
</tbody>
</table>
Executive Summary

We have succeeded in minimizing the effect of the severe world financial and economic crisis on our fundraising results. While the total amount of donations went down by 20 percent, the number of donations showed a modest increase of 1.2 percent. It was a record year in number of gifts received from donors outside North America (3,535 gifts – a 20 percent increase over last year’s record). Money raised toward the Annual Fund set a record in amount and number of donors (an increase of 48 percent in amount and 20 percent in number). Our development programs continued to grow. Fingerprints, in its eighth year, registered new records (61 percent participation). Braveheart, in its sixth year, also had record returns. Class Reunion celebrated its ninth year, Fingerprints its eight, Parent Program its fifth, Bookmark its sixth, and Tomey HIP Fund its fourth.

Financial Results

This fiscal year AUB received total donations of $24,525,832 compared to last year’s record of $30,667,233 (20 percent decrease). Yet, total number of gifts recorded a slight increase of 1.2 percent to reach 5,025 gifts compared to 4965 last year. For the Beirut Office, gifts received totaled $13,175,384 compared to $16,344,053 last year (19 percent decrease), while number of gifts received rose to a record 3,245 compared to 2,856 last year (14 percent increase). Donations from outside North America totaled $14,145,045 through 3,535 donations compared to $16,777,508 from 2,953 last year. This reflects a 15 percent decrease in total amount donated from outside North America as compared to last year’s record but with an increase of 20 percent in number of gifts. Breakdown of Beirut received gifts by amount was as follows: alumni 30 percent, business and foundations 30 percent, individuals 27 percent, private groups four percent, trustees eight percent, and others one percent. While 70 percent of donations went for current spending, 30 percent (about $4 million) were additions to the endowment.

Annual Fund

We sent 11 Annual Fund appeals during this fiscal year. Those included: two general mail appeals, one general email appeal, two Faculty/Staff appeals, a Parents appeal, a Lybunt/Sybunt appeal, a Bookmark appeal, a Class Reunion appeal, an Armenian Fund appeal, and an honor-roll email appeal to wrap up the year. We also conducted a number of phonathons. Donations to the Annual Fund amounted to $7,140,105 from 1,461 donors, for an increase of 48 percent in amount and 20 percent in number. As for the Daniel Bliss Society (DBS), 316 donors at the various DBS levels contributed $2,240,174. This marks an increase of 5 percent in number and 19 percent in amount over last year’s.
Fingerprints

The Fingerprints program continued its success with 1,098 graduating students (61 percent of Class of 2009) contributing $36,517, compared to 1,049 students (60 percent of Class of 2008) with $33,982 in contributions last year, for an increase of 7.5 percent in amount and 4 percent in number. This amount was matched on two-for-one basis by the Student Faculty Committee (USFC). Fingerprints contributions have so far exceeded $900,000.

Scholarship Stewardship

Reporting to our donors about the disposition of current and endowed scholarship funds continued after close coordination with Financial Aid and Comptroller’s offices. We solicited annual scholarship renewals. Several new scholarship and research funds were established, including nine endowed and 45 current new scholarships. Gifts designated for scholarships amounted to $5,409,522 (22.05 percent of the total) with 53 percent for current and 47 percent for endowed scholarships.

Collaboration with Faculties and other University Units

We intensified our periodic meetings involving the President, Provost, Deans, some VPs, and the Development gift officers. Our focus now is to prepare for the next fundraising Campaign. The office worked closely with senior administrators and volunteer groups on fundraising opportunities. That included development and/or alumni focused trips to Syria, Jeddah, Riyadh, Khobar, Amman, Abu Dhabi, Dubai, Bahrain, Cyprus, and London. Several new naming opportunities were secured. We launched the Grateful Patient Fund. So far, over $15,000 has been raised from 93 donors. We are about to close the Ford Foundation $1 million match for FHS. We took part in preparation of several campus events including: presidential inauguration, honorary degrees and commencement exercises, Reunion, and WAAUUB events.

Volunteer Groups

The President’s Club held two receptions and raised money through memberships (including three new life members) and bench campaign (so far 53 benches adopted). The Scholarship Fundraising Committee changed leadership. The Women’s Auxiliary continues its support of AUBMC. Zaki Nassif Program had a busy year with the School Choir Competition and two fundraising concerts. We held major fundraising concert with Majida el-Roumi with the proceeds earmarked for scholarships. We coordinated an appeal and phonathon for the Armenian Students Fund, and coordinated a fundraising gala with the Druze Foundation. Braveheart Fund had a record year with two very successful fundraising events in Dubai and Beirut. The events netted about $1.6 million.
Communication with Alumni and Donors

The eighth Contributors Report was produced to be viewed online. Alumni and donors received an email notification with a link to the on-line and PDF versions. Our various constituencies remained connected to AUB through MainGate, Parents Handbook, AUBulletin, planners, greeting cards and calendars, and other announcements.

Development Services and Research

Two projects are worth noting. We built a gift tracking system to facilitate close follow-up of gifts as they go through various stages of processing and acknowledgment. We have initiated the ‘Scholarships on Banner’ project mapping scholarship restrictions, and also embarked on entering previous and current scholarship recipients into Banner. Research on donors and prospects was conducted using several research media.

Looking Forward

As we watch and analyze the ramifications of the financial and economic crisis, we will be working on laying the groundwork for the preparations for the Sesquicentennial Campaign. We will intensify our meetings with the deans as we move forward with the planning phase of the next campaign. Major gift officers will focus their efforts on raising funds for capital projects, financial aid, and academic initiatives.
COMMUNICATIONS

Organizational Change

On March 11, 2009 the Office of Communications was formally established. As a result, the Office of Information and Public Relations merged with the Office of Publications to form an integrated unit responsible for marketing, media relations, publications, website design, event coordination, and institutional advertising. The integration process between these various functions is nearing completion. A website for the Office has been developed and posted online (www.aub.edu.lb/communications) which details the functions and services of the new office.

Marketing and Branding

An institutional branding campaign is currently under development. Two consultants have been hired to conduct a series of focus groups spanning students, faculty, and alumni to evaluate current perceptions of the University. The branding strategy will result in a series of coordinated campaigns to communicate strategic messages in a consistent fashion across institutional advertising, publications and newsletters, the website, media relations, and promotional videos. As part of the branding campaign, the AUB website will be improved in terms of content, design and layout.

Media Relations

For the fiscal year 2008-09, the Office of Communications issued a total of 194 press releases. These media stories cover a wide range of activities – including the inauguration of President Dorman, our recent Magnet designation for AUBMC, AACSB accreditation for OSB, institutional consulting agreements, and other achievements for AUB. Scores of other press releases were communicated to cover a wide range of lectures, conferences, events, seminars, and activities for all Faculties and administrative units within the University. AUB’s media strategy will increasingly be aligned with the institution’s overall communications strategy. This will affect the types of stories that will be communicated to the media, and the strategy itself. The University will work to expand its presence and influence beyond Lebanon as it positions itself with greater regional and international reach. This will partially be possible through a broader mass communications strategy that attaches equal significance to both print and TV-based mediums and a growing emphasis on partnering with regional satellite TV stations.

Institutional Advertising

AUB placed 14 ads through the Office of Communications. This includes an ad campaign that we developed when AUBMC received Magnet designation. Institutional ads for AUB were also
placed in *Forbes* and *The Wall Street Journal*. When OSB earned AACSB accreditation, an ad campaign was also launched.

**Event Management**

With respect to event management, AUB had a busy year with approximately 73 events and related activities taking place. They include annual institutional events such as Founders Day, Opening Ceremony, and Commencement in addition to scores of lectures, conferences, seminars, concerts, festivals, exhibitions, and memorials. The Office of Communications was involved in a number of activities related to the inauguration of President Dorman – including the issuing of various media stories. Approximately 38 inauguration-related print pieces were designed and produced through the Office. In August 2009, the Office of Communications also hired a full-time Events Coordinator to better support the events function at AUB.

**Public Outreach and the Visitors Bureau**

The Office of Communications is involved in a number of activities that reach out to the surrounding public – including campus tours, receiving visitors on campus, and assuming the role as a national cultural center.

**Publications**

The Office of Communications designed and produced approximately 427 publications during the 2008-09 period. This included major publications – including four issues of *MainGate*, nine issues of *AUBulletin*, and approximately 31 banners, 29 brochures, 20 flyers, and 14 program booklets. Major clients include the Admissions Office, Nursing Services, OSB, Development, REP, and all six Faculties. Approximately 84 posters and 59 invitation cards have been produced through the Office – primarily to publicize events and related activities on campus.

**Multimedia Unit**

In September 2009, the Office also announced the creation of a Multimedia Unit. This was the result of the Photography Department merging with the Office of Communications. This announcement involved the transfer of personnel (a full-time photographer and an open vacancy for a second) along with equipment, databases, and other assets related to photography. With respect to the Office’s current photography database, there are over 47,000 images archived in a manner that allows photos to be retrieved based on content-based criteria. The Multimedia Unit will extend its capabilities to include video production for promotional purposes.
During the 2008-09 fiscal year, the Alumni Relations Offices continued to focus activities on the following objectives:

1. Developing WAAUAUB activities and programs to alumni worldwide.
2. Supporting and assisting the AUB Alumni Chapters in their outreach activities.
3. Reviewing and evaluating existing AUB alumni programs and planning new ones.

Both offices continue to participate in all meetings, discussions, and activities of the various leadership bodies of the worldwide association, including Board meetings and the meetings of the various standing committees. This has entailed working on:

- Planning and execution of Regional Gatherings in the Levant and Gulf (Oct., Nov. 2008).
- Planning and execution of WAAUAUB 2009 elections.
- Content and logistics of second WAAUAUB convention, including development of new strategies and objectives for WAAUAUB Standing Committees (May 2009).
- Overseeing and obtaining legal counsel in matters pertaining to WAAUAUB Bylaws and activities.
- Content and logistics of Reunion 2009.
- Overseeing content and production of WAAUAUB’s enewsletter, Al-Jame’a (issues 2,3).
- Expanding summer program at AUB for children of alumni (July 2009).
- Planning and execution of Second Regional Gathering in North America, held Oct. 9-11, 2009 in Montreal, Canada.
- Launching the first WAAUAUB alumni award program for distinguished alumni and outstanding alumni chapter.
- Establishing the presence of WAAUAUB on social networks by developing the WAAUAUB Facebook group.

Support to all chapter activities (events, elections, etc.) is ongoing, including overseeing and initiating timely chapter elections; coordinating mailings/email blasts for chapters; production of printed materials, providing database details; assistance with tools of the AUB On-line Community; and with event logistics.
New York Office

Transition Issues: AANA into WAAAUB
Summer/fall of 2009 saw the finalization of AANA’s dissolution, establishment of U.S. chapters’ tax status as WAAAUB/AUB and finalizing independent banking and tax reporting with the IRS. These activities are undertaken with the assistance of AUB’s counsel.

AUB On-Line Community
New York Office staff remain responsible for all mass email communications via the “OLC”, in this time period including a message to alumni from WAAAUB alumni trustees, various announcements from campus, reunion, and regional gathering announcements, and communications to alumni from WAAAUB leadership. Additionally, the NY office retains responsibility for: responding to all general enquiries about the usage of the OLC, instructing chapters on usage of the OLC, overseeing and approving all content provided by North American chapters for the chapter pages, and for marketing the OLC’s various capabilities. Currently there are over 9,000 registered users in the OLC, (nearly 24 percent of known alumni; a high industry-comparable rating, for launching only three years ago). AUB holds valid email addresses for 74 percent of our known alumni.

Lifetime Email
NY Alumni Relations Director has been working with AUB counsel over the past year to finalize terms of agreement with either Microsoft or Google to provide one life-time email for AUB alumni (and faculty/students). After several years of negotiations, signing of an agreement with a vendor and implementation of the project (beginning with registered users of the OLC) will commence in the coming months.

Beirut Office
Activities
During the past year the Beirut Alumni Relations Office implemented the following alumni programs and events:

- Summer Program for AUB Alumni Children. This was held in coordination with REP and hosted 22 students from nine countries for a one month period.
- Worked with the AUB Student Affairs Office to revisit alumni access policy to the Hostler Center.
- Completed a survey on “Higher Education and Labor Market Outcomes in Lebanon”. The objective of this survey was to assess AUB alumni transition process between graduation and employment and employment after graduation. Results will be disseminated on October 29, 2009.
• Class Reunions: During the past year the office worked to expand the scope of reunion events in an effort to attract more alumni to campus. We were able to segment the various classes with targeted activities in order to attract a greater number of attendees.

W. Stephen Jeffrey
Vice President for Development
and External Relations
VICE PRESIDENT FOR HUMAN RESOURCES

Recruitment - Campus

During the above mentioned period, 113 positions were advertised out of which 38 were above Grade 12. These positions include Vice President for Information Technology/Chief Information Officer, University Librarian, Architect, Web Master, Director of Information and Public Relations, Director BFSS, Senior Analyst BFSS, and Director of Executive Education at OSB. In addition, the academic positions of Provost, VP/Dean AUBMC, Dean of the Faculty of Arts and Sciences, and Director of the Center for Teaching and Learning were advertised and candidates selected.

Compensation and Benefits

Compensation

The overall compensation/benefits cost of the government-mandated cost of living and transportation increases resulted in a $5.3 million hit to the 2008-09 operating budget. The number of outliers below minimum decreased from 545 employees to 61 employees; the number of outliers above the maximum decreased from 1,107 employees to 468 employees. The Executive Committee of the BOT approved salary grades and ranges for the president’s direct reports thus enabling a review of the grading for the positions below those levels. A new mechanism to enable the Executive Committee to review/approve the proposed merit increases for direct reports to the president was implemented. A comprehensive IRS 990 support project encompassing required reporting of executive compensation was completed and presented.

Retirement Plan A

Vanguard funds have rebounded well in the third quarter of 2009; returns are posted on the Vanguard website and communicated to participants. Monthly conference calls are being held with Vanguard officials to discuss various aspects of the Plan such as compliance testing, Plan highlights, and other obligations. Provision of a “loan/hardship withdrawal” option into Plan A will be introduced at the Pension Committee meeting in November 2009.

Retirement Plan B

A final decision was taken to move the Plan B employee assets over to Vanguard International (an off-shore plan) from Merrill Lynch, Monaco. The transfer of funds will be completed in December 2009 and as of January 1, 2010; Plan B participants will have internet access to their accounts on a daily basis. The new players include Bank of Butterfield as Trustee, Brown Brothers Harriman (BBH) as custodian, Global Group Services Inc. (GGSI) as record keeper, and Vanguard International as the investment provider. Weekly conference calls are being held with the various parties who will manage Plan B funds starting January 1, 2010. Vanguard international funds in addition to JP Morgan China fund and Goldman Sachs money market will serve as investment options.

Provision of a “hardship withdrawal” option into Plan B will be introduced at the Pension Committee meeting in November 2009. A new process for determining the memo account...
interest for Plan B participants was approved by the Pension Committee for implementation as of January 2010.

**Life Insurance**

A group life and accidental death and dismemberment insurance policy for all active full-time academic, management, and non-academic employees at AUB was established through Fidelity Insurance effective February 1, 2009. A total of 3,176 employees signed for the standard life and accidental death and dismemberment insurance policy, 76 signed for the upgrade, and 550 signed a waiver.

**Benefit Costs**

We continue to enjoy the results of the actuarial study on the adequacy of the end-of-service reserves conducted in 2007-08 which enabled us to reduce the overall benefit accrual from 14 percent to 9 percent for non-academic employees, to 12.5 percent for Plan B participants, and 10 percent for Plan A participants, resulting in savings of $2.3 million for 2007-08, 2008-09 operating budgets. Similar annual savings will be enjoyed for subsequent years going forward.

**Health Insurance Plan (HIP)**

An RFP for a third party administrator for HIP was sent out in May 2009. Two firms bid on the contract, however neither one was successful. The ad-hoc HIP Committee recommended reverting to in-house management of HIP as of October 1, 2009. New measures have been introduced that include maternity coverage at no additional cost, reinstating post-retirement eligibility for employees, increasing premiums by 10-20 percent according to category, opening primary care clinics outside AUBMC premises in certain Lebanese regions making access to primary care easier and better, contracting with providers in Beirut and other Lebanese areas, as well as cost containment co-pays and cost sharing. Based on these changes we are anticipating a minimum 10 percent reduction in the overall AUB subsidy to HIP with a possible upside of 20 percent reduction.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>FY 08-09 (Proj. 10ms.)</th>
<th>Plan 09-10</th>
<th>Change 09-10 vs 08-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOT. HIP / NSSF COST</td>
<td>$15,025,500</td>
<td>$14,547,000</td>
<td>-3.2%</td>
</tr>
<tr>
<td>TOT. HIP / NSSF INCOME</td>
<td>$8,241,500</td>
<td>$9,211,111</td>
<td>11.8%</td>
</tr>
<tr>
<td>TOTAL DEFICIT</td>
<td>($6,784,000)</td>
<td>($5,335,889)</td>
<td>-21.3%</td>
</tr>
</tbody>
</table>

(*) Increase of HIP premiums as well as cost sharing, co-payments and deductibles on inpatient will take place on October 1, 2009.

(**) Growth factor represents expected inflation factor on healthcare cost. Inhibiting factor is set as a result of increasing patient share in the cost of medical services.

**NSSF Medical Scheme**

- The overall HIP co-NSSF receivables were reduced from $17.1 million to $2.8 million due to a collection agreement signed with NSSF whereby AUB will receive $2.1 million per year over a period of 5 years. The first installment was received in March, 2009.
On February 23, 2009, a new “per-capita” agreement was signed with NSSF to manage the “Medical Scheme”, to be effective January 1, 2009, whereby NSSF would pay an amount of LL384,000 per year for each beneficiary and AUB would bear the cost of inpatient and outpatient coverage and prescriptions of medications for its non-academic employees and their beneficiaries, with the exception of certain specific medical operations that remain under NSSF. The annual per-capita amount per participant was increased to LL480,000 effective June 1, 2009.

First quarter of fiscal year 2008-09 was submitted based on “Collection Agreement” with NSSF and the three other quarters (January–Sept 2009) were presented based on per capita agreement. First quarter of 2009 (January–March 2009) was collected based on the new agreement. It amounts to $424,400; second and third quarters (April–Sept 2009) were submitted but not collected yet; expected collection amount is $1,030,000.

The measures mentioned above should result in zero growth of HIP co-NSSF receivables.

**Syndicate Negotiations**

The agreement with the Syndicate expired on June 30, 2009. The University Administration submitted its demands to the Syndicate and the latter submitted their demands to the Administration before the deadline of April 30, 2009. The Syndicate Negotiations Committee started its meetings with the Syndicate Council in July 2009, six meetings were held so far and negotiations are still ongoing.

James Radulski
Vice President for Human Resources
As of July 2009, AUBMC witnessed a change in leadership with the appointment of a new VP/Dean of Medical Affairs, Dr. Mohamed H. Sayegh, who spearheaded this appointment by creating a Leadership Team of associate and assistant deans as well as program directors in the Faculty of Medicine and AUB Medical Center (see organizational chart at the end of this report).

Clinical Affairs

The Medical Board approved a new Emergency Department (ED) plan which included rules that govern professional fees based on a collected monthly pool. The pool relies on a unit system that takes into account the patient’s level of acuity at triage and the time of evaluation. In April 2009, a task force was created to secure its implementation and is addressing systems of coordination between ED physicians and consultants in all subspecialties. In addition, it is charged with creating an internal audit system to monitor health care delivery and interdisciplinary clinical presentations in the ED.

Sixteen additional hospital beds were made available following an efficient reorganization of space utilization resulting in an increased capacity to accommodate the summer influx of patients, contributing to the $1.5 million profit in July and August. Furthermore, progress is being made with several capital projects for renovation and upgrade of the Medical Center, which promise to increase space and the number of hospital beds in the near future.

A major milestone was the Memorandum of Understanding (MOU) signed with Clemenceau Medical Center (CMC) to establish a new clinical and academic collaborative effort that will include the creation of Centers of Excellence and cooperation on medical, educational, and research activities. CMC has granted privileges to all AUBMC medical staff and several faculty members have already started referring patients.

Medical Education

Of 146 applicants, 90 Med I students were admitted and 72 Med IV students graduated in June 2009. The School of Medicine now has 339 students with an increasing trend over the past four years. As of July, all educational activities were unified in an Education Team comprising an Associate Dean for Medical Education, an Assistant Dean for Undergraduate Education, a Director of Medical Students Affairs, a Director of Post-Graduate Education, and an Associate Dean for Continuing Medical Education. The Team is working on: curricular restructuring, reorganization of the DTS departmental structure and educational facilities, reassessment of admission policies, development of student placement services, and faculty recruitment and development. On the post-graduate side, 63 residents and fellows graduated after clinical specialty training this past May and currently there are 279 trainees (83 interns, 158 residents, and 38 specialty fellows). The Graduate Medical Education Committee (GMEC) is proceeding to make all our training programs comply with ACGME accreditation requirements.
The PhD Program in Biomedical Sciences will be re-launched in fall 2010 after the research infrastructure and core facilities are developed, highly credentialed basic and physician scientists with diverse areas of research and teaching backgrounds are recruited, and translational research is promoted. The program will be interdisciplinary in collaboration with the Faculties of Arts and Sciences (FAS) and of Agricultural and Food Sciences (FAFS). Our future goal will be to partner with other schools within AUB to offer combined degrees such as MD/PhD, PhD/MBA, MD/MBA, and MD/MPH.

Faculty Affairs

The Faculty Affairs Office (FAO) coordinated and facilitated a number of key initiatives in the FM in addition to its traditional support of departments and faculty. It reviewed, with the 19 department chairs, issues related to faculty recruitment, development, and retention. Developing practice plans for clinical specialities were encouraged. FAO will be modeling such plans for implementation in the near future. In addition, guidelines for recruitment, search committees, and off-campus activities were developed. The University evaluated and approved eight applications for promotion: four to assistant professor, three to associate professor, and one to professor. Search for chairs is in place for the Departments of Obstetrics and Gynecology and Pediatrics and Adolescent Medicine, and is planned for the Departments of Emergency Medicine and Ophthalmology. FM has recruited 13 new faculty members in 2008-09 and plans to recruit 15 for clinical and basic departments. FAO provided support for coordination of the recruitment process, eligibility for rank, and developed guidelines and evaluation forms. For the upcoming year, FAO will focus on faculty development; the role, responsibilities, and review of department chairs; review of promotion criteria; academic ranks; and developing an on-line faculty information system and a website.

Ambulatory Programs, IT and CME

Internal Medicine specialty clinics, Pediatrics and Dermatology moved to Building 23 allowing for space in Phase II for multidisciplinary programs. A playground for children was constructed in Building 56.

Updates to inventory and billing system and health record application interface were implemented. Furthermore the following were completed: The AGFA PACS solution for Radiology, IMPAX client application, Laserfiche document management solution for scanning medical records and human resources documents and an Operating Room Scheduling Solution (ORROSS) application. A Computerized Order Entry application was developed and is being used through the ER dashboard application to order Laboratory and Radiology tests.

The 42nd Middle East Medical Assembly was another success with 73 speakers, 54 from outside Lebanon, and 1,345 attendees. More than $30,000 was allocated to support needy medical students.
The Nursing Clinical and Professional Development Center continued its American Nurses Credentialing Center and American Heart Association accredited activities on and off campus, including ACLS courses, in-service training and various management courses for nurses.

Research

301 research proposals were submitted. The Institutional Review Board (IRB) processed 262 proposals; 121 from FM and 141 from other Faculties university-wide. The Institutional Animal Care and Use Committee (IACUC) processed 29 proposals; nine from FM. The Research Committee reviewed 64 proposals and recommended 52 for funding from intramural sources. Research funds received by FM faculty amounted to $3,519,488; URB: $206,650; MPP: $486,814; LNCSR: $107,830; and extramural sources: $2,718,194.

Publications
Faculty members published 302 publications in 2008 and 132 in 2009 to date.

Clinical Research
The charge of the Associate Dean for Clinical Research (as of July 2009) is to establish a premier Clinical Research Institute (CRI). The Associate Dean will establish the necessary regulatory, ethical, and educational foundations for the conduct of clinical research, and the infrastructure for the envisioned research centers of excellence at the Faculty. This will enable the CRI to achieve its mission of advancing clinical care through state of the art clinical and translational research. The CRI foundations and achievements, July-Sept 2009, are:

- **Clinical Research Unit/Center (CRC):** the Research Unit is being re-structured into a CRC.
  - CRC director was appointed, CRC staffing and space re-structured, final location pending.
  - CRC operations and manual under revision.

- **Institutional Review Board (IRB) Operations**
  - Two IRB committees formed, one for biomedical and one for social/behavioral research.
  - Positions for two IRB Vice Chairs created, functions defined, and Vice Chairs appointed.
  - An additional IRB officer was hired.
  - IRB resource documents for members and investigators compiled, and manual in revision.

- **Quality Improvement and Surveillance Unit:** an officer to conduct audits was recruited.

- **Policies and Procedures for the Conduct of Clinical Research**
  - Three committees in charge of policies and procedures were formed, their charges defined.
  - A methodology guidance document, a reference for all formulated policies, was developed.
  - A guidance document for patient confidentiality and access to records by industry drafted.

- **Education and Clinical Research:** a major educational initiative in regulatory and academic topics relevant to the conduct of clinical research was launched.

- **Recruitment of Faculty essential to clinical research operations:** recruitment of director of outcomes research, a senior biostatistician, and faculty conducting clinical research initiated.

Basic Research
The strategic objectives for basic and translational research at the FM are to strengthen our regional and international leadership in biomedical research, to attract both top-notch established researchers and promising well-trained junior investigators, to attract significant extramural
funding from both competitive and non-competitive sources, and to establish a PhD and an MD-PhD program in basic medical sciences. To achieve these goals, we are currently focusing on four aspects: 1) Consolidation of the basic science departments to establish viable academic structures; 2) restructuring of the research space and facilities at the DTS building; 3) establishment of Centers of Excellence in basic and translational medical research; and 4) active recruitment.

**External Programs/Medical Affairs**

Feasibility/business plans to establish a private School of Medicine and Allied Health Sciences in Saudi Arabia and a specialized neurosurgery/joint replacement hospital in Kuwait were completed. AUBMC signed an agreement with International Medical Corp (IMC) to provide advanced training at AUBMC in radiation oncology, medical physics, and radiation therapy for Iraqi personnel. The above contracts were in excess of $1 million.

Agreements were signed with Duke University and Columbia University (renewal of contract) for mutual cooperation in education and research. In Lebanon, outreach programs extended to support Al Janub Hospital, Hammoud Hospital University Medical Center, and Notre Dame Hospital. Prospective projects include cooperation with Sheikh Khalifa Bin Zayed Hospital in Shaba’, Lebanon, sponsored by UAE.

**Financial Performance**

AUBMC’s YTD August 2008-09 deficit ($4,479,506) is $1,145,499 greater than YTD August 2007-08 ($3,334,007) due to additional unbudgeted expenses resulting primarily from the decreed governmental increase in salaries and charges, from purchase-to-pay “P2P” expenses entered in operation, and the NSSF capitation agreement loss. The decrease in fuel prices and increased net revenue offset some of these unbudgeted expenses.

FM’s YTD August 2008-09 deficit is $526,345 compared to YTD August 2007-08 deficit of $500,037. The School of Nursing YTD August 2008-09 surplus is $349,600 compared to a surplus of $408,331 for YTD August 2007-08.

**The Medical Practice Plan**

The total collected professional fees 2008-09 increased by $8,871,192 (36.2 percent) compared to 2007-08. In clinical departments, total collected professional fees increased by 35.9 percent and by 36.7 percent in service departments.

Mohamed H. Sayegh, M.D.
Raja N. Khuri Dean, Faculty of Medicine
VP Medical Affairs, AUBMC
INSTITUTIONAL RESEARCH BOARD

Functions of the IRB

Meetings
The IRB met on a monthly basis to review research proposals involving humans. Most proposals submitted were from the Faculty of Medicine; however studies were also submitted from other Faculties such as the Faculty of Health Science, the Faculty of Agricultural and Food Sciences, The Faculty of Arts and Sciences, and through the Student Affairs Department.

Proposals Reviewed
The IRB reviewed 262 new research proposals involving human subjects. In addition, the IRB also reviewed 30 protocol amendments and consent forms of previously submitted and approved proposals involving the use of human subjects.

Out of the 262 research proposals reviewed, 89 proposals underwent an expedited review, 52 proposals full committee review, and 121 proposals were exempted from IRB review.

In addition to new submissions and amendments, the IRB also reviewed the progress of 218 ongoing studies. The IRB re-approved 134 studies for an additional year and took note that 74 studies were completed and 10 studies did not launch.

Actions taken by the IRB:
- Announce the schedule of meetings for the whole year at the beginning of the year so that researchers would know the deadlines for submission.
- Maintain the official roster of current IRB members, with contact information and length of IRB term.
- Request that all individuals involved in conducting research to submit the NIH training web based course on ethical issues in research on humans entitled “Human Participant Protections Education for Research Teams”.
- Document, review, and follow up on all new and ongoing research studies.
- Develop and implement procedures to document flow and maintenance of all IRB records.
- Track the progress of each research protocol submitted to the IRB through a computerized database.
- Ensure that all IRB records are properly archived, secured, and backed up on secure media.
- Maintain all IRB documentation and records in accordance with regulatory requirements.
- Initiate site audits in December 2008.
- Assist in preparing the report to facilitate the introduction of a new plan of Insurance Coverage for Investigator-initiated trials.
- Review patients enrollment in clinical research hospital policy PFR-MUL-003
- Develop and finalize the “patient enrollment form” for patients recruited in clinical trials and incorporate it in the patient hospital records.
- Facilitate communication between investigators and the IRB.
- Serve as a resource for investigators on general regulatory information, and provide guidance about forms and submission procedures.
• Maintain and comply with the IRB status as holder of a Federal Wide Assurance with OHRP/DHHS (March 2009-March 2012).

**Prospective Action Items:**
• Establish two IRB sub-committees each with a Vice Chair: one will review biomedical research proposals and the other will review social and behavioral research proposals.
• Hire two additional IRB officers to streamline IRB operations, one for IRB operations and one for compliance monitoring.
• Expand the conduct of site audits and consent monitoring through work with the unit of quality improvement and research compliance.
• Enact actions regarding non compliance/violations.
• Revise and update IRB principles and procedures.
• Update the current IRB website.
• Compile educational resource documents for IRB members and investigators and post them on the IRB website.
• Request that all individuals involved in the conduct of human research submit the Collaborative Institutional Training Initiative web based course and require re-certification every two years.
• Generate new forms for applications to be submitted to the sub-committee in charge of reviewing social and behavioral research proposals.
• Establish a checklist between OGC, IRB, and Research office handling intramurally funded proposals to optimize the conduct of clinical research operations.
• Secure an institutional insurance plan for medium and high risk biomedical protocols.
• Establish an IRB submission and renewal fee for extramural proposals.
• Evaluate the costs/requirements for the introduction of an online e-IRB submission system.

Ghada El Hajj Fuleihan, MD, MPH
Associate Dean for Clinical Research

**AUB MEDICAL CENTER**

The highlight of this year was the recognition of AUBMC, by the American Nurses Credentialing Center’s (ANCC) Magnet Recognition Program, as the first Magnet designated hospital in the Middle East and Gulf region. This honor was achieved thanks to the dedication and commitment of Nursing in particular and the staff at large. The effort and hours of work demonstrated, unequivocally, our solidarity as a group towards a common quest for excellence.

**Workload**

Summer 2009 was the busiest for AUBMC in a long while. The demand for our services outpaced the available resources. A lesson was learned and our state of preparedness will be much more enhanced for the summer of 2010. Admissions for the year were higher by 5.1 percent than the previous year and the private admissions constituted 63 percent of the total admissions, up from 62 percent last year. The year showed a major increase over last year in the number of private clinics visits, 11.2 percent. In terms of financial performance, the forecast for
the year shows an increase in net revenue of 12 percent over the same period last year. The forecasted deficit for the year is at $6.5 million, a difference of $1.3 million from the budgeted deficit. The main reason for the difference is the unbudgeted charges from government-decreed salary increases.

**Patient Satisfaction**

Inpatient satisfaction surveys showed average satisfaction scores of 4.49, 4.55, 4.55, and 4.56 on a scale of 1 to 5 over the four quarters of 2008-09 respectively. The outpatient satisfaction questionnaire, which was launched in July 2008, showed in the first semi-annual survey conducted on patients visiting the Private Clinics an overall satisfaction score of 4.30 and 4.35 for the second semi annual survey. A Patient Satisfaction Taskforce was recently appointed to review the issues identified as sources of dissatisfaction through feedback from our patients. The taskforce met and started working on identifying potential solutions.

**Marketing**

AUBMC participated in two regional exhibits: Arab Health in Dubai and Medhealth in Damascus. Arab Health 2009 had over 2,500 exhibitors in addition to 30 country pavilions, and internationally-accredited conferences. Medhealth 2009 is the Arab Hospital Federation seventh annual forum. The forum was held simultaneously with the meeting of the Council of the Arab Ministers of Health In both events, AUBMC participated in the exhibitions with centrally-located booths which were heavily visited by participants. Starting June 2009, and with the announcement of the Magnet designation, an intensive communications campaign featuring the designation was executed.

**Nursing**

History was made with the Magnet recognition and soon hospitals in the region will seek assistance and strive to become Magnet-designated hospitals. Being on the Journey to Nursing Excellence may seem endless, especially when the destination is simply “the horizon” towards excellence. At AUBMC, we have been and will always be on such a journey, in times of war and times of peace as well; for, the main reason of our existence as an institution is to maintain a leadership role in consistently providing excellent, accessible, and comprehensive health care services to the people of Lebanon and the region. The Journey of Excellence began in 2003, and the application was sent in 2007. This was the result of persistent efforts towards excellence. On June 23, 2009, the Nursing Services at AUBMC earned its place on the Magnet international map. As of this date and when looking for Magnet designated hospitals, you will find, on the ANCC website-link [http://www.nursecredentialing.org/MagnetOrg/searchmagnet.cfm](http://www.nursecredentialing.org/MagnetOrg/searchmagnet.cfm), Lebanon, one of the smallest countries in the world, standing equal to New Zealand and Australia.

**Human Resources**

The overall turnover rate for non-nursing staff has decreased, compared to the previous years, from 6.5 percent last year to 4.9 percent this year. The turnover of nurses showed also a decrease in the same periods from 14.1 percent to 11.9 percent. A retention plan for nurses was introduced in March 2009, and is proving to be successful. Additionally, a career ladder and a new salary plan was created and will be in effect in October 2009. Overtime hours have been closely followed up; changes in scheduling and staffing plans have been implemented in some areas and the number of total overtime hours decreased significantly, 16 percent year to year. Other initiatives in this regard are still in progress to improve productivity and decrease the hours
further. On the other hand, the transition to competency-based management was successfully launched and a new talent management software was purchased.

**Pharmacy**
During this year, the Pharmacy Department had the opportunity to work closely over a period of three months with the U.S. consultant Nexera to assess the current medication use processes, and develop new strategies for cost containment. The identified opportunities for pharmacy cost reduction and operations improvement were carefully analyzed and tabulated as short, medium, and long, based on literature review. For the clinical activities and under the leadership of the Pharmacy and Therapeutics Committee, the methodology and the policies needed to initiate the IV to Oral conversion and the Therapeutic Interchange (TI) programs were set and the policy for the IV to Oral conversion program was approved. For the TI program and based on the American College of Clinical Pharmacy position statement, the Pharmacy and Therapeutics Committee decided to launch the program for the 5HT3 receptor antagonists. Under the leadership of the Negotiation and Reviewing Committee the cost containment strategies related to pharmaceutical purchases are ongoing and reflected by an increase of the free-of-charge goods (FOC) by 13.78 percent over last year.

**Capital / In-House Projects**
The renovation works at the new School of Nursing were completed and the building was occupied by the end users in March. Renovation works for the Inpatient part of Abu Haidar Neuroscience Institute (4th floor of phase II), the Neonatal Intensive Care Unit (7th floor of Phase II) and the Naef K. Basile Cancer Institute (8th floor of Phase II) are underway. The completed part of Abou Khater Medical Arts Building is mostly occupied. The Laboratory Medicine section on the first floor is now functional. The Wound Care Center was inaugurated in December. The Pre-Admission Unit (PAU) was relocated from first floor of Phase II main hospital building to the first floor of Bldg 56.

I would like to conclude this report by thanking each and everyone at AUBMC for their outstanding efforts and dedicated service.

Munthir Kuzayli
Medical Center Director

**CHIEF OF STAFF**

**Chief of Staff Office**

Special Medical Staff Committees, Task Forces, Investigations, and Root Cause Analysis (RCA) Teams:
- Nine Special Medical Staff Committees to review certain aspects related to care of patients.
- Two special committees for investigation of staff and issues.
- One group to review the Disaster plan.
- One Root Cause Analysis (RCA) Team.
• One group for waste management implementation.

Medical Staff Meetings
• The Annual Medical Staff Meeting was held on October 13, 2008.
• A Special Meeting was held on October 30, 2008 for Election of the Committee of Peers.
• A Special Medical Staff meeting was held on November 6, 2008 to review the situation with the insurance companies.

The Medical Board Meetings
• 11 for discussion/approval of issues related to: medical staff appointments, reappointments and re-privileging, and for committee appointments; quality management and performance improvement; and approval of Emergency Department professional fees and structure.
• One special meeting to review the situation with the insurance companies.
• One special meeting to review the collaboration with CMC.
• One special meeting for Medical staff reappointments.

Meeting with BOT subcommittee on Performance Improvement
Monthly meetings (nine via telephone and three in Beirut).

Committees of the Medical Board
• The Committee of Peers: did not meet

• The Standing Committees: 15 committees (minutes available):

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Chairperson</th>
<th># of Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulatory Service</td>
<td>Dr. Faek Jamali</td>
<td>6 meetings</td>
</tr>
<tr>
<td>Antimicrobial Usage</td>
<td>Dr. Souha Kanj Sharara</td>
<td>6 meetings</td>
</tr>
<tr>
<td>Bioethics</td>
<td>Dr. Samir Najjar</td>
<td>3 meeting</td>
</tr>
<tr>
<td>Blood Utilization</td>
<td>Dr. Raja Haddad</td>
<td>8 meetings</td>
</tr>
<tr>
<td>Cancer</td>
<td>Dr. Ali Shamseddine</td>
<td>3 meetings</td>
</tr>
<tr>
<td>Critical Care</td>
<td>Dr. Pierre Bou Khalil</td>
<td>6 meetings</td>
</tr>
<tr>
<td>Infection Control</td>
<td>Dr. Souha Kanj Sharara</td>
<td>8 meetings</td>
</tr>
<tr>
<td>Medical Records</td>
<td>Dr. Salman Mroueh</td>
<td>4 meetings</td>
</tr>
<tr>
<td>Operating Room</td>
<td>Dr. Jamal Hoballah</td>
<td>11 meetings</td>
</tr>
<tr>
<td>Pharmacy and Therapeutics</td>
<td>Dr. Ziyad Ghazzal</td>
<td>8 meetings</td>
</tr>
<tr>
<td>Professional fee</td>
<td>Dr. Ahmad Tayyim</td>
<td>4 meetings</td>
</tr>
<tr>
<td>Quality Management / PI</td>
<td>Dr. Saleem Kiblawi</td>
<td>7 meetings</td>
</tr>
<tr>
<td>Radiation Safety</td>
<td>Dr. Mukbil Hourani</td>
<td>5 meetings</td>
</tr>
<tr>
<td>Tissue and Case Review</td>
<td>Dr. Jaber Abbas</td>
<td>6 meetings</td>
</tr>
<tr>
<td>Utilization Review</td>
<td>Dr. Mukbil Hourani</td>
<td>1 meeting</td>
</tr>
</tbody>
</table>

• Ad Hoc Committees: 8 committees (minutes available):

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Chairperson</th>
<th># of Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Medical Education</td>
<td>Dr. George Zaytoun</td>
<td>1 meeting</td>
</tr>
<tr>
<td>Laser Safety and Credentialing</td>
<td>Dr. Abdul Ghani Kibbi</td>
<td>1 meetings</td>
</tr>
<tr>
<td>Medical Staff Bylaws Review</td>
<td>Dr. Saleem Kiblawi</td>
<td>2 meetings</td>
</tr>
<tr>
<td>Nutrition and Dietary</td>
<td>Dr. Pierre Bou Khalil</td>
<td>5 meetings</td>
</tr>
<tr>
<td>Organ Transplant</td>
<td>Dr. Randa Haddad</td>
<td>6 meetings</td>
</tr>
</tbody>
</table>
Patient Education   Dr. Bassem Saab     5 meetings
Physical Medicine   Dr. Mansour Dib    0 meeting
Social Service      Dr. Umayya Musharrafieh 2 meeting

Medical Staff Office

- Updated electronic database for appointments, reappointment and re-privileging.
- Performed Primary Source Verification (Education and Training) as required by JCI for Active Medical Staff.
- Updated Physician profiles for all Active Medical Staff.
- Updated data on the CME requirement for All Active Medical Staff.
- Started CME monitoring for the Clinical Associates.
- Ensured annual signatures on the “Disclosure of Activities which may involve Conflict of Interest” for all Medical staff.
- Medical Staff statistical data :

<table>
<thead>
<tr>
<th>Medical Staff Category</th>
<th>June 2008</th>
<th>June 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Medical Staff - Admitting</td>
<td>193</td>
<td>191</td>
</tr>
<tr>
<td>Active Medical Staff – No Admitting</td>
<td>44</td>
<td>43</td>
</tr>
<tr>
<td>Clinical Associates</td>
<td>101</td>
<td>89</td>
</tr>
<tr>
<td>Emeritus Staff</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Total AUBMC Medical Staff</td>
<td>345</td>
<td>333</td>
</tr>
<tr>
<td>AUBMC Resident Staff</td>
<td>276</td>
<td>279</td>
</tr>
</tbody>
</table>

Performance Improvement Function

- Screening of admissions and continued stay (20 percent sample) i.e. 4,273 records.
- Re-admissions within 30 days: for 1,049 patients with 1,764 readmissions; focused on consequence of previous admission; readmission rate: 31.4 percent.
- Re-operations within 30 days: reviews on 262 patients who underwent 285 operations; focused on finding if complication from first operation.
- Mortality reviews: total 365 cases with focused study on all unexpected mortality, AUBMC Average Mortality Rate: 1.49 percent.
- Focused study and presentation on Eliminating Error-prone Abbreviation in medication orders on 164 records.
- Initial pain assessment review on 1,652 records.
- Study on correct laterality designation in ophthalmology records.
- Case review, peer review, utilization review, and adverse events reviews of 1,170 records.
- Root cause analysis (RCA) for incorrect drug dosing incident.
- Educational presentations: residents orientation and departments: 75 sessions.
- Presentations on departmental performance improvement indicators 11 meetings.
- Meetings with multiple committees for 28 sessions.

Accreditation and Risk Management Office

- Maintained the state of readiness for accreditation survey by the JCI.
Conducted quarterly mock JCI surveys using tracer methodology.

The Accreditation Office drafted, prepared, edited, formatted, modified, coordinated reviews by concerned committees and individuals, and obtained final approvals for 61 policies.

Duplicated and distributed policies and procedures, and placed the hard copies in the 216 AUBMC policy and procedure manuals located in all departments.

Coordinated the development and maintained copies of 56 updated departmental policy and procedure manuals.

Developed and circulated soft copies and “Tips of the Week” for 57 topics.

Uploaded to AUBMC Web all multidisciplinary policies, Infection Control Manual, and the Safety and Risk Management related policies.

Developed and distributed Accreditation Awareness Questionnaires (3,000 copies). Received and analyzed 892 responses.


Developed and sent electronically to all AUBMC staff, on a weekly basis “Tip of the Week”

Attended sessions regarding the new Lebanese Ministry of Public Health Accreditation process and implementation plan.

Discussed potentially legal cases or issues with the Risk Management Committee during its weekly meeting with the Legal Council.

Investigated 179 incidents related to risk management and potentially legal issues and reviewed in-depth 52 medical records due to complaints.

Conducted intense analysis on 24 potentially very serious situations

Presented six educational sessions on Risk Management.

Prepared 543 responses to correspondences regarding accreditation and risk management issues.

Saleem Kiblawi, MD FCCP
Chief of Staff, Accreditation Survey Coordinator, and Chair of the Performance Improvement Committee

HARIRI SCHOOL OF NURSING

General Remarks

An open house was held on May 28 for students and potential applicants. It included a tour of the building, demonstrations in skills lab, and a talent show by students.

Skills and simulation lab is not fully functional yet due to delays in purchasing of beds. All other equipment, including Sim Man and Sim Baby, were received. Faculty training sessions, lectures, and workshops were organized and given by specialists. A Task Force was appointed to develop and monitor policies and procedures of use.
• Computer lab will be fully functional by fall 2009.
• Discussions with FPDU regarding HSON auditorium are ongoing. Expected date of completion is January/February 2010.
• HSON had major AC problems this summer in addition to other defects; FPDU is working with contractor to resolve them.

Faculty Affairs

Appointments
• Dr. Michael Clinton, professor, per September 1, 2009.
• Dr. Christine Abbyad Weir, clinical assistant professor, per September 1, 2009.
• Dr. Barbara Sullivan, visiting assistant professor, September 2009 to June 30, 2010.
• Dr. Marjaneh Fooladi, Fulbright Scholar, September 1, 2009 to June 30, 2010.
• Ms. Angela Massouh, assistant clinical instructor, Per September 1, 2009.
• Ms. Mira Abi-Saad, assistant clinical instructor, per November 1, 2009.
• Ms. Randa Farha, Skills Lab coordinator, per September 1, 2009.

Departures/retirement
• Dr. Keith Cash, professor, per September 30, 2009.
• Mrs. Sossy Balian, retired September 30, 2009.
• Mrs. Nuhad Azoury was planning to retire September 30, 2009 but requested postponement of retirement until June 30, 2010.

Secondments
• Mrs. May Khoury, Mohamad Almana’ College of Health Sciences MACHS, coordinator of Division of Nursing, fall 2008-09 and fall 2009-10.
• Mrs. Mary Arevian, MACHS, coordinator of Division of Nursing, spring 2009.
• Mrs. Nuhad Azoury, MACHS, fall 2009-10 for 60 percent; co-teaching one course.

Education
• A BA/BS-BSN second degree program for holders of BA or BS degrees has been reactivated and further developed. A feasibility study was conducted among AUB, USJ, LU, and Balamand students. Program will be launched in 2009-10.
• Six MSN students spent residencies at Johns Hopkins University SON and hospitals, and four at Columbia Presbyterian Hospital in New York under the supervision of Dr. Hussein Tahan. Residencies at University of Michigan were approved and will start in 2009-10.
• Final Year Project Day took place May 28 during the SON Open House and included a display of projects and theses of BSN and MSN students. Two awards were given to best BSN project and MSN project/thesis.

Research
• A UNFPA project was awarded to Dr. Nuhad Dumit for the implementation of a “rapid assessment of sexual and reproductive health HIV linkages” and an LNCSR project was awarded to Dr. Huda Huijer on palliative care.
A number of grants were submitted for funding to NIH, Fogarty, LNCSR, Oncology Nursing Society, and WHO among others.

**Student Enrollment**

- Composite scores for BSN admission were raised this year from 450 to 480 and AUB tuition fees were substantially raised. Both are expected to have an impact on enrollment.
- The Hariri endowment fund for student scholarships has not been implemented yet.
- The table below compares 2008-09 data with provisional 2009-10 data.

<table>
<thead>
<tr>
<th></th>
<th>BSN</th>
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<th>BSN</th>
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<th>BSN</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Spring 07-08</td>
<td>Spring 08-09</td>
<td>Fall 08-09</td>
<td>Fall 09-10</td>
<td>Total 08-09</td>
<td>Total 09-10</td>
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<tr>
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<tr>
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<td>53%</td>
<td>52%</td>
<td>45%</td>
<td>50%</td>
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**REP Projects**

- HSON completed an evaluation project for Jabal Amel Women’s Association JAWA, for the development of a nursing program. The report was submitted in June.
- A three-day course on Care of the Elderly/Geriatric Nursing was offered in Cyprus by Dr. Samar Noureddine and Mrs. Marina Adra to a multidisciplinary team of health care professionals; funded by MOH Cyprus. Follow-up courses are anticipated.

**Summer Nursing Institute**

A Total of 10 Courses were planned and eight actually offered summer 2009:

- Common Symptoms in Chronic Illness: From Assessment to Treatment; Dr. Samar Noureddine. Cancelled due to low attendance
- Qualitative Research Methods; Dr. Myrna A. Doumit.
- Evidence-Based Practice Methods; Dr. Cheryl Dennison, JHU SON.
- Practical Applications of Budgeting in Nursing; Dr. Hussein Tahan, U.S.
- Effective Communication; Dr. Michael Clinton.
- Stress Management; Dr. Laila Farhood.
- Nursing Sensitive Outcomes Measurements; Dr. Nuhad Dumit.
• Evaluating Clinical Outcomes: Approaches for Clinical Research and Patient Safety; Dr. Richard Redman, University of Michigan. Cancelled.
• Leadership and Management in Nursing. Two separate courses offered to nurse managers at Makassed and St. George Hospitals.

Huda Huijer  
Director, School of Nursing

SAAB MEDICAL LIBRARY

Introduction

This year SML emphasized staff development programs on the various aspects of medical librarianship and electronic resources. The Library added new e-resources and cancelled more hard copy journals. Upon the continuous request of the users, SML extended its summer hours by seven hours per week.

Library Hours

Monday-Friday 8:00am-11:00pm; Saturday 8:00am-5:00pm; Sunday-closed
The Library opens 84 hours per week.

Summer Hours this year were increased by seven hours per week as follows: Monday-Friday 7:30am-9:00pm; Saturday 8:00am-3:00pm; Sunday-closed

Automation and Digitization

• A new ILS (Integrated Library System) was purchased “Millenium” by Innovative, with University Libraries to replace the old OLIB system.  
• More items were digitized and added to the e-Historical Collection.  
• More theses were scanned and added to SML database.  
• ACC and School of Nursing showed interest in the Institutional Repository at SML.

Reshape SML to fit the new environment

Electrical facilities for users’ laptops were installed on the Reading Room tables. The seating area by the current serials issues was furnished with comfortable seating. Coffee and tea were allowed in the Reading Room provided they are in tightly covered cups. The PBL Rooms Project is being reactivated.

Health Information Literacy Skills

Several Information Literacy sessions were given on EBM to the physicians, medical students, interns, residents, Nursing, and FHS students, in addition a session on “How to find quality
An SML blog to replace the *SML NewsLetter*, was created and posted on SML homepage advertising library services and related issues.

**Marketing**

SML had a booth at MEMA to promote its services/resources as a center for “Quality Resources, Better Health”. SML prepared questions to test the attendees searching skills, and prizes were distributed to the winners.

**Award**

On July 15, 2009, the Student Representative Committee of the Faculty of Medicine (SRC-FM) held a ceremony where Ms. Hilda Nassar, the medical librarian, received an award from AUB medical students as a token of appreciation for SML.

**National and International Collaboration and Conferences**

- SML is still a developing partner with SCOPUS, so the medical librarian was invited to attend ScienceDirect and Scopus 1st joint Colloquium in Miami November 18-20, 2008.
- The medical librarian attended London Online Conference and Exhibition in London December 2-4, 2008. The exhibition is important for librarians as the publishers exhibited the latest development in electronic publishing.
- The medical librarian attended two European Library Advisory Board meetings: Wiley-Blackwell meeting as she is a member of the ELAB, Oxford, UK (December 8-9, 2008); and Elsevier ELAB in Amsterdam May 12-13, 2009.
- The medical librarian and information specialist attended IFLA 76th General Meeting and Conference in Milano, Italy “Libraries create futures: building on cultural heritage”, August 2009.
- SML supported the Journey to MAGNET that was actualized on June 23, 2009.

**REP Workshop**

Two SML librarians held the session “Searching for evidence based answers” in the “Workshops for Iraqi Health Professionals in Lebanon”, organized by REP.

**Staff Training and Continuing Education**

- SML librarians attended different seminars presented by vendors of different Integrated Library Systems.
- Seven members of SML staff attended workshops and lectures offered by different publishers in cooperation with Levant Distributors: Gale publishers on e-publications; Wiley-Blackwell
on e-books, e-journals and e-databases; and Cambridge Univ. Press on their electronic publications.

- Two staff members attended a presentation on SciFinder.
- A session on SCOPUS new tools was given by an Elsevier manager to the reference librarian and to the statistician at the Medical Dean’s Office and they exchanged information about bibliometrics.
- In-house training and CE on Consumer Health and Evidence Based Medicine.
- SML IT staff attended a Dell technology update and an Intel workshop on latest developments.

Hilda T. Nassar
Medical Librarian

MEDICAL ENGINEERING

Major Projects

Hospital
- Finalized the P.O. for the Radiation Oncology Department.
- Installed a new cardiac cath. Lab.
- Installed and tested 147 new equipments.
- Prepared 129 different specifications for equipment bids.

Basic Sciences (DTS)
Installed a new confocal microscope and work is in progress to install new equipment in Infectious Diseases Core Facility Laboratory.

AUB
The two engineers servicing FAS whom we had recruited before are now administratively fully under Medical Engineering Department and so are their activities.

Departmental Issues

Accreditation
The Department Manual was revised and updated with new policies and procedures. The Preventive Maintenance program completion is above 90 percent. Regular meetings with nursing managers are being held to streamline various activities to both parties.

Restructuring Medical Engineering Department
The second phase of the restructuring was approved and is being implemented. New staff has been recruited and more will be.
Training

<table>
<thead>
<tr>
<th>Training (Visits)</th>
<th>Country</th>
<th>Person</th>
<th>Training (Visits)</th>
<th>Country</th>
<th>Person</th>
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<tr>
<td>RSNA Conference</td>
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<td>1. MED-IST Conference</td>
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<td></td>
<td></td>
<td>Zeiss Training</td>
<td>Germany</td>
<td>K. Khater</td>
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Maintenance Expenditures

The total figures EOY 2007-08 and EOY 2008-09 are $1,003,274.54 vs. $1,237,633.27 – an increase of 23.36 percent ($234,358.73), mainly in: Radiology (New CR service agreements and software licenses) and repairs in OR and Anaesthesia.

<table>
<thead>
<tr>
<th>Fiscal Year 2008-2009</th>
<th>Fiscal year 2007-2008</th>
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</thead>
<tbody>
<tr>
<td>Requests</td>
<td>Stock</td>
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<td>CORONARY CARE UNIT</td>
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<td>Fiscal Year 2008-2009 Requests</td>
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AUBMC – COMPUTING AND NETWORKING SERVICES

CNS-MC continued with plans to build up the Hospital Information System (HIS), and grow the department. Last year we added a number of new applications, enhanced many of the existing applications, upgraded the infrastructure, and added staff to the department.
Medical Applications

- RIS/PACS solution: The RIS/PACS solution was further developed by the migration of the old reports, merging them with the new reports and making them available over the web.
- A modification now enables the ER to view preliminary radiology reports instantly.
- HL7 server was installed to allow communication with the RIS to place requests and receive events and reports.
- The RIS/PACS solution is now stable, the number of diagnostic workstations has been increased, and reporting through voice recognition is being used by radiologists and residents. Around 300 studies are done daily on the system and images and reports are now accessible from all nursing floors and clinics.
- Medical Records: The scanning project, delayed by lack of space, was started. Paper records are being scanned into a document management system and will be made available over the web. The same system will be used in ER, Private Clinics, HR and Medical Dean’s Office.
- A program was written to convert and index historical and machine generated digital medical records, consolidate into an SQL database and make available over the web as part of the Electronic Health Record (E.H.R)
- Work is in progress on creating a generic reporting module that allows the use of templates and drop-down lists to be used by doctors and residents to unify report writing.
- The mandatory use of a patient identifier in 2007 has greatly simplified the creation of the E.H.R., but a large number of historical reports still need to be digitized and incorporated.
- Wound Care Center (WCC): An application was developed for the WCC; the application will be refined as more feedback comes in from the users
- Operating Room Scheduling: Several enhancements were added to the OR Scheduling system to allow nursing units to view the schedule. An extension was built to allow tracking the in/out time and acuity of patients in the recovery room. Enhancements were made to ordering of orthopedic supplies.
- Other applications: Several other enhancements were made to the ER Dashboard, Vascular Lab reporting, laboratory information system and others.
- A holiday management feature was added to the nursing scheduling and attendance program.

Administrative and Financial Systems

- We continued with the plan to reduce paper usage by making many financial and administrative reports available interactively over the web.
- Added expiry date and lot number to accommodate managing perishable supplies. The interface with the Oracle FIS system was upgraded to accommodate these changes.
- On-line ordering of drugs from the pharmacy for the emergency cabinets and lab supplies from the store has resulted in shortening delivery time and reduced paperwork.
- NSSF billing was modified to incorporate the new per-capita agreement with NSSF, and settlement of bills on the web.
- ER billing was revised to regulate charging of consultations to patient and changed ER payable system (based on units instead of money) in accordance with new ER practice plan.
- Created a web interface to allow transfer of patients and requesting of services from Clemenceau Medical Center (CMC) as per the recent partnership agreement.
- Various other minor enhancements to patient discharge and billing were made.

**Medical Dean’s Office**

- The web-based Faculty Profile application to track faculty publications and CV was deployed, and populated from the existing excel records.

**Infrastructure**

- System reliability, security, and manageability were enhanced by using virtual machines allowing addition of needed services, increasing the number of remote terminal services.
- The Agfa RIS/PACS backup system was installed and commissioned.
- We tested and selected a thin client configuration for many areas to cut down on the cost of PC while improving manageability and reducing virus spread.
- Around 150 PCs and thin clients were ordered to replace old PCs as part of a program to replace all PCs every 3-5 years.
- The IVR (voice dictation system) server was upgraded and is heavily used by surgeons and doctors to dictate operative reports, discharge summaries and other reports, and for transcription by medical records.

**Staffing**

- Hired two new developers, bringing the number of developers to four.
- Sent staff members for training courses on web development and AS400 security.
- We are still facing difficulty in filling the vacancies for an Imaging Specialist.

**Plans for Next Year**

- Launch order entry on the floors and in private clinics - currently used in ER only.
- Launch of the generic reporting module, dubbed D Forms across departments.
- Integrate the drug profile in the E.H.R and upgrading the pharmacy operation.
- Enhance HIP management now that HIP has reverted back to the benefits office.
- Simplify the payment process for outpatient service requests to improve patient experience.
- Increase SAN (network disk storage) to accommodate the increase in storage due to graphics.
- Hire support and development staff to upgrade the level of support provided to users.
- Address requests for system enhancements and minor applications.
- Plan the upgrade/replacement of the 15 year old Laboratory Information System.
- Plan the acquisition of an instrument tracking system for OR instruments.

Sami Cortas  
Chief Information Officer and  
Director of AUBMC-CNS
DEAN OF THE FACULTY OF ARTS AND SCIENCES

Administration

After an international search, Patrick McGreevy was selected as the new dean of the Faculty of Arts and Sciences and assumed his duties as of September 1, 2009. McGreevy, a professor in the Department of History and Archaeology, joined AUB in 2004 as director of the Prince Alwaleed Bin Talal Bin Abdulaziz Al Saud Center for American Studies and Research (CASAR). He is succeeding Khalil M. Bitar, who is stepping down after 12 years as dean of FAS. Malek Tabbal from the Department of Physics has also accepted to serve as associate dean.

Students

Student Enrollment 2008-09
First semester: 2,517 undergraduates, with 350 new freshmen and 449 new sophomores. This was a significant decrease in sophomores compared to the previous year (528 new sophomores in 2007-08); 415 graduates, and 6 PhD students.
Second semester: 2,531 undergraduates, with 52 new freshmen and 78 new sophomores; 429 graduates, and 7 PhD students.

The current policy for admission in FAS is to keep the sophomore class size steady but to increase the number of students at the freshman level, if possible. FAS must continue to accommodate fluctuations in student numbers for the next two years and until the additional students admitted in 2007-08 all graduate.

The graduate program saw 117 new students enrolled during the first semester. This is an increase in admission compared to the previous year. During the second semester, the graduate class saw 51 new students registered.

University Preparatory Program
The UPP saw 18 registered in September 2008 out of a total of 28 accepted applicants. This represents a decrease compared to the same period last year. Twelve new UPP students registered in the second semester out of 17 accepted applicants. Out of 23 applications for 2009-10, ten were accepted for the first semester.

Faculty

Faculty Number and Composition 2008-09
The teaching program involved 275 faculty members, with 160 graduate assistants for the first semester and 158 for the second semester. During the first semester, a total of 2,796 students were enrolled in 411 different courses (equivalent to 972 courses and sections). A total of 2,762 students were enrolled in 419 different courses (equivalent to 985 courses and sections) during the second semester.
There were 275 budgeted full-time faculty lines in FAS for 2008-09, all of which were filled. Full-time contracts accounted for 215 of these, with the balance used for part-time appointments. Full-time appointments are distributed as follows: 135 in the professorial ranks (assistant, associate, and full professors), 75 in the ranks of instructor and lecturer, two assistant instructors, and three are in ranks of research associate.

The marked increase in total faculty lines during the current academic year (as compared to budgeted lines in previous years) reflects an ongoing increase in students taking courses in FAS as well as changes in teaching-load assignments in English courses serving all AUB students (e.g. full-time instructors are now asked to teach three sections of 25 students each rather than four). This number also includes faculty members on paid junior and research leaves (16 in total for both semesters).

**Recruitment 2008-09**
A total of 565 applications were received for faculty positions advertised as available in FAS starting September 15, 2009. After consultation with the departments and the Advisory Committee, 46 offers were made, with 34 offers accepted, 10 declined, and two pending as of the end of the academic year. The national distribution of those who accepted are: two Canadians, two French, two German, nine Lebanese, 15 U.S. citizens, and one each from: Italy, Jordan, Palestine and Syria. One visiting position is filled within the Edward Said Chair in American Studies and one for the Whittlesey Chair in Fine Arts and Art History.

**Promotion**
Ten applications for promotion were received by the deadline of August 2008. Five were for promotion to the rank of full professor and five to the rank of associate professor. The promotion cycle resulted in four faculty members being promoted to full professor, and another four to associate professor. One further special case for promotion to associate professor was considered during the academic year, which was not successful.

**Faculty on Leave 2008-09**
- Ten professors were on paid research leave for one semester each during the academic year and three other faculty members, financed by university funds, were on junior paid research leaves.
- Three faculty members were on sick leave during the second semester.
- Eight faculty members were on leave without pay during 2008-09: four for the full year, three during the first semester, and one during the second semester.
This is a very large number of leaves granted faculty during one academic year. Chairs and departments were urged to curtail this to more reasonable levels.

**Faculty on Leave 2009-10**
Several requests for leave without pay and paid research leaves for 2009-10 were considered by the Advisory Committee of FAS. As of the end of the 2008-09 academic year, 20 leave requests were approved: two leaves without pay for the full academic year; nine paid research leaves, one for the full year and the rest for one semester; and nine junior faculty paid research leaves for one semester each.
General Remarks

Strategic Plan
The Strategic Plan for the next five years for FAS has been completed with all its implementation and monitoring committees.

Degree Programs
- New degree programs in Applied Mathematics, one leading to a BS and another to a BA, have been approved by the BOT and added to the offerings of the Department of Mathematics.
- New minors in Music and Theater have been approved by the Faculty as well as a new Diploma in Communications.
- The Faculty approved a new Master’s degree in Clinical Psychology that is now being considered by the Board of Graduate Studies.
- The Computational Science Program is up and running and graduated the first candidate in its complement of entering graduate students.
- All four PhD programs, from four departments in FAS, have PhD students, and all are preparing for the 2009-10 academic year with new admitted students.

Classrooms
Plans to upgrade a group of ten classrooms in Nicely Hall were implemented during the summer of 2008 and these classrooms were put to use as of October 2008. These classrooms were renovated through support of both university and ASHA funds. During the same period, the renovation of lecture hall Bliss 203 into a fully-computerized exam room was completed. This was done with support from the President’s Club and the lecture hall has been dedicated in their name.

Career Services
The new FAS Career Services Section that was established in the Office of the Dean is in full operation. Work is continuing to build a database and website for career services for FAS students.

Conferences
“Orientalism and its Critics” a one-day conference, was held on June 1, 2009 and organized by CAMES.

Patrick McGreevy, Dean
Faculty of Arts and Sciences
DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

489 new undergraduates were admitted in October 2008 and 107 in February 2009. Enrollment in the fall term was 1,683 undergraduate, 175 graduate, and 18 PhD; during the spring term was 1,715 undergraduate, 165 graduate, and 20 PhD. Degrees were awarded to 338 undergraduate and 89 graduate students.

Conferences, Seminars and Meetings

During the year Dean Hajj: traveled with the Office of Development to Amman, Jordan and London, UK to meet with alumni and potential donors; visited the U.S. to attend the Global Engineering Deans Council in Maryland and the ASEE Engineering Deans Meeting in Boston; attended the ABET Commission Meetings in Virginia; and visited the University of Illinois, Berkeley, Stanford, and UT-Austin to discuss research collaborations and meet with alumni. Dean Hajj was elected to the Executive Committee of the Global Engineering Deans Council.

As the National Secretariat for IAESTE in Lebanon, FEA arranged for 17 international students to do summer training in Lebanon and 19 FEA students to do training abroad. The Career Center arranged 206 job offers for graduates and 342 internship offers for third-year students.

42 invitations were received by faculty members to participate in academic, research, and professional activities in the U.S., Canada, Europe, and the region: 20 supported by URB and 22 by external sources. One faculty member went on long-term faculty development leave awarded by URB during the summer to conduct research at the American University, Washington DC.

The engineering departments organized 35 academic perspectives seminars by external speakers, alumni, guests, and faculty members. The Department of Architecture and Design held 12 public lectures, four academic events, one open forum “The Third Edition of Talk 20 Beirut”, two exhibitions for external guests, and one Student Exhibition “Re-Use and Re-Design”.

Research Grants to Full-Time Faculty Members

- LNCSR granted 11 new research grants ($98,666) and extended four.
- URB awarded 36 grants ($188,800).
- Two external research grants were completed, three are still in progress, and seven new ($389,600) were granted from Ford Foundation Project, ASHRAE, Swedish Research Council, Intel Corporation, Middle East Desalination Research Center, Development Alternatives Inc., and Tempus European Community.
- An ASHA grant for 2008-09 was $244,642.

Academic Personnel

New Faculty
Joel Condon, Karim Najjar and Brian Holland (ARD), Ali Yassine and Issam Srour (EM) as visiting assistant professors; and Haitham Akkary and Fadi Zaraket (ECE), Mutasem Shehadeh (ME), Ghassan Chehab (CEE) as assistant professors

**Promotions**

Zeina Maasri and Mona Harb (ARD), Ali Chehab and Mazen Saghir (ECE) were promoted to the rank of associate professor.

**Faculty on Leave**

- Faculty on approved unpaid leave of absence: Professors Toufic Mezher and Riad Chedid, Assoc. Prof. Mazen Saghir for a second year, Asst. Prof. Mona Fawaz for the fall term, and Prof. Issam Kaysi for one year.
- Prof. Fouad Mrad went on approved paid leave of absence.
- The secondment appointment of Prof. Farid Chaaban to serve as the Dean of Engineering at Dhofar University in Oman was extended for the year 2008-2009.
- Junior faculty paid research leave: Asst. Professors Daniel Drennan and Ghanem Oweis.

Prof. Nesreen Ghaddar was selected to serve as Acting Associate Provost; the appointment of Professors Fadl Moukalled and Marwan Darwish as CAMS Fellows was renewed. Prof. Mutasem El Fadel was selected to fill the University’s Dar Al Handasah (Shair and Partners) Endowed Chair in Engineering. Prof. Nesreen Ghaddar received the prestigious “2008 Poster Presentation Award” by ASHRAE and Asst. Prof. Shadi Najjar received the Best Paper Award for Author under 35 at the IFCE Expo ’09 in Orlando, Florida.

**FEA Visitors and Scholars**

i) Mr. Justin Rattner, Intel Chief Technical Officer, discussed funded research opportunities; ii) Trustee Gabriel Rebeiz and Trustee James Wei met with the dean and faculty members; iii) two URB visiting scholars, Dr. David Padua, offered a seminar and met with faculty in ECE Dept, Dr. Bassem Armaly, offered a seminar, met with faculty and helped in the ABET review in ME Dept; iv) Dr. Hussein Mousavinezhad helped in the ECE ABET review; v) Dr. Byron Jones was invited as an external evaluator to the new ME Applied Energy Program; vi) Mr. Wissam Khater provided training services to students on Oracle tools; vii) Dr. Abdo Rouhana from Philips Lighting Academy, Dubai offered a short course to ECE students

**Faculty News**

FEA held: i) its special FEA Distinguished Alumni Award Ceremony and presentations; ii) the inauguration ceremony of the new Intel-High Performance Multicore Computer Lab; iii) the inauguration ceremony of the new Information Research Lab; iv) the Third Faculty Retreat; v) a gathering in memory of Dean Raymond Ghosn; v) a ceremony for naming “The Mounir Boulos Classroom”; vi) the dedication of the “Fahmi Karagulla Dean’s Wing”; vii) launched the new Mechanical Engineering Master Program in applied energy; viii) the 8th FEA Student Conference, dedicated to the inauguration of the 15th President of AUB that included distinguished plenary presentations, technical sessions, students’ exhibition, and ended with a reception and awards ceremony; ix) commencement reception and awards ceremony on June 26;
x) a dedicated ceremony for naming FEA Cafeteria the “Khatib and Alami Cafeteria”; xi) the ground breaking to start the construction of the Irani/Oxy Engineering Building.

**Donations, Gifts and Pledges**

FEA received: i) donations totaling $6,840 to support FEA research and academic activities; ii) a donation of $23,800 to support FEA Career Development Center; iii) a donation of $2,100 to support FEA student conference; iv) pledges of $113,750 to name classrooms, halls, and offices in engineering buildings; v) Areen Architecture Lecture Series Fund of $20,000; vi) Oracle software licenses valued at $640,000; vii) GIS data and consulting services valued at $72,500; viii) Hyperlink deployment, training, and support of Oracle software valued at $19,000; ix) Fujitsu Graphical workstations valued at $76,000; x) Five Doctoral Fellowships were established and awarded to five PhD students: the Rathmann Family Foundation, the Petrofac, the Pierre Amine Gemayel, the Kamal Shair, and the CCC PhD Fellowship in Manufacturing.

**Students’ Awards**

Areen Award of Excellence in Architecture: Maya Rafih, (1st), Farah Kassab (2nd), Ryam Idriss (3rd); ii) Areen Award of Excellence in Graphic Design: Michelle Abou Abboud (1st), Fouad Mezher (2nd), Tamara Chehayeb Makarem (3rd); iii) Fawzi Azar Architecture Award: Haig Papazian; iv) Abdul Hadi Debs Endowment Award for Academic Excellence, graduate level: Ali Ramadan (ECE) and Nancy Daher (ME); v) Distinguished Graduate Award: Haig Papazian (Arch), Hisham Haddad (CEE), Kassem Fawaz (CCE), Joelle Awad (ECE), Said Hobeika (ME); vi) Dean’s Award for Creative Achievement for the projects of: (Dima Tannir, GD), (Muhammad Mahdi, Arch), (Raja Atoui, Louay EL Kadri, Ramzi Maalouf and Jean Sfeir, CEE), (Eric Abi Younes, Maria Abou Rjeili and Fouad Aoun, CCE), (Marwan Dakroub, Mohamad Mounir El Dana and Faysal Fawaz, ECE), Tarek Atallah, Nabil Audah, Charbel Farraj and Ali Outa, ME), Sarine Babikian, Imad Khaled, Sabine Khater and Raja Oueis, ME); vii) Rosemarie A. Haggar Award in Music: Yasmina Sabbah (GD); viii) Chadirji Award: Rola Idriss (1st), Rana Zeidan (2nd); ix) ASME Young Engineering Paper Contest: Jack Abboud, Nancy Daher, Wafa Karaki and Hussein Osman, under the supervision of Dr. Ghanem Oweis, ME; x) Outstanding Award of Masters Degree with Distinction (Lancaster University Management School, UK): Omar Hamasni; xi) Stars of Science Competition (Qatar Foundation): Bassam Jalgha (1st, ME) and Mohamad Amin Abou Harb (3rd, CCE) supervised by Dr. Fouad Mrad; xii) William Fulbright Scholarship for the Master’s Program, Georgia Institute of Technology: Mahdi Kanso, FEA graduate; xiii) Sustainability Week Project Competition: Wassef Dabboucy (1st, Arch), Carl Madi, Said Hobeika, Naaman Bejjani and Toufic Rahal (3rd, ME); xiv) Inauguration Student Essay Contest: Edmond Gaspard (1st, ECE) and Lotfi Al Salah (2nd, Arch).
DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Highlights

New Programs
On November 21, 2008, the BOT approved a new BS program in Agribusiness and on June 23, it approved a new undergraduate coordinated program in Nutrition and Dietetics (CP) as required by the American Dietetic Association (ADA) for accreditation.

Enhanced Visibility
Much-needed marketing publications were produced. A new FAFS website was developed and launched in addition to a Faculty flyer, branded folders, and notebooks. The Faculty portfolio is now in its final stages of preparation.

Associated Research Unit
An agreement was signed between FAFS and the Lebanese National Council for Scientific Research (LNCSR) launching a three-year collaboration whereby the LNCSR established at the NFSC Department an Associated Research Unit (ARU) for “Under-Nutrition and Obesity in Lebanon”. The main investigator from AUB is Dean Nahla Hwalla in collaboration with faculty members from Saint-Joseph University (USJ) and University Saint-Esprit de Kaslik (USEK). LNCSR will support this unit with $50,000 annually.

Personnel Affairs

Academic

New Faculty
Three new faculty members were appointed as assistant professors: Dr. Ali Chalak in the AGSC department (Microeconomics), and Drs. Mohamad Al Abiad (Food Engineering) and Hala Ghattas (Community Nutrition) in the NFSC department. Dr. Dalia Tannous El Khoury (lecturer) and Ms. Nadine Mikati (instructor) were also appointed as full-time faculty in the NFSC Department.

Promotion
Drs. Jala Makhzoumi (LDEM) and Omar Obeid (NFSC) were promoted to the rank of full professor while Dr. Ammar Olabi (NFSC) was promoted to associate professor.

Other Academic Appointments
Dr. Salma Talhouk was appointed as the Seed Bank Director at AREC effective March 18, 2009. The contract of Dr. Ahmad Al Zubaidi (AGSC), research fellow, supported by the Iraqi Rescue scholar fund, was renewed for one year as of June 1, 2009.

Leaves and End of Contracts
Dr. Musa Nimah was on special leave with pay during the first semester 2008-09. The resignation of Dr. Moatasim Sidahmed, professor (AGSC), was accepted, and the contract of Mrs. Salma Husseini Salman, senior research assistant (LDEM), was not renewed.
Nonacademic
Ms. Lisa Bilal was appointed as administrative assistant in the Dean’s Office as of June 1, 2009. Mrs. Tania Ghannam was promoted to secretary at the NFSC Department; while Ms. Haifa Hamzeh was promoted to executive secretary in the Dean’s Office. Mrs. Yamama Wali resigned from her position in December 2008.

Faculty and Students Statistics

Faculty
During 2008-09, the total number of full-time faculty of professorial rank was 23 and distributed as follows: 14 full professors, 3 associate professors, and 6 assistant professors. The total number of FTE in both professorial and non-professorial ranks was 30.85.

Student Enrollment
During this academic year, undergraduate student enrollment was 735 distributed as follows: 187 in the Nutrition and Dietetics Program; 128 in the Food Sciences and Management Program, 201 in the Agriculture Program (4 years); 103 in the Landscape Design and Eco-Management Program (4 years); eight in the Veterinary Sciences Program; and two in the Agribusiness Program. Graduate enrollment was 106 distributed as follows: 53 in Nutrition; 23 in Food Technology; six in Animal Science, six in Irrigation; five in Plant Protection; four in Ecosystem Management; three in Agriculture Economics; three in Soil and Mechanization; two in Plant Science; and one in Poultry Science.

Student Graduation
139 students completed the requirements for a BS degree in the academic year 2008-09: 52 in Food Science and Management, 32 in Nutrition and Dietetics, 17 in Landscape Design and Eco-Management, eight in Agriculture; and 30 graduate students received their MS degrees in different majors. Seventeen students continued their fourth year in the newly-approved undergraduate Coordinated Program in Nutrition and Dietetics (CP).

Faculty Research
As of October 1, 2008, the University Research Board (URB) provided funds for 13 faculty members with a total budget of $83,324, while the Lebanese National Council for Scientific Research (LNCSR) provided funds for seven faculty members, including the dean, with a total budget of $86,140. During 2008-09, the following faculty members received new funds from external sources amounting to approximately $1,057,000: Drs. Abou Jawdeh (1), Barbour (3), Chaaban (2), Hamadeh (2), Hwalla (3), Makhzoumi (1) Nasreddine (1), Obeid (1), and Zurayk (2). A total of 26 papers were published in scientific peer reviewed journals: nine (AGSC), eight (AVSC), three (NFSC) and six (LDEM). The manuscript submitted by Dr. Salma Talhouk received the Constantin Rebeiz Award (CA and CC Rebeiz Award) of $1000 for Agricultural Research at FAFS.
**AREC**

On February 15, AREC welcomed 35 undergraduate students from the LDEM (22) and the AGSC (13) departments to gain hands-on experience provided by its staff and facilities. AREC has assisted on two URB projects for Drs. Yau and Bashour, one LNCSR project for Dr. Farran, and one international grant with UCODEP and Slow Food for Dr. Zurayk. As part of its outreach initiatives, AREC hosted IBSAR’s workshop “Seeds of Hope, Trees for Tomorrow”. It also organized a workshop for small producers under the “land and people” project. Finally, AREC hosted a Bedouin Health project organized by FHS.

**Fund Raising and Endowed Fund 2009**

**Abdul Hamid Hallab Endowed scholarship fund:** established to provide financial assistance for a full-time FAFS student majoring in Food Science in perpetuity.

**FAO Scholarship:** established in the name of a fellowship for a graduate student majoring in plant protection in the amount of $25,964 for two years.

**AREC ’80 Endowed Fund:** On May 22, 2009, representatives of AREC ‘80 presented to the dean a check worth $40,000 towards the $75,000 pledge. In 2002, the Class of AREC ‘80 decided to work towards establishing a scholarship fund to be known as AREC ‘80 Scholarship Fund in memory of three AREC 80’ites who passed away. This award will go annually to a FAFS student who has spent more than three regular semesters at FAFS, is financially needy, and not on probation.

**UNIFERT Scholarship:** Unifert, a Lebanese agricultural company, approved a scholarship of $8,000 for a FAFS student studying at AREC.

**Donation-in-kind:** Mr. Jacques Hanna, ARD Unifert, donated $3,000 to support the FAFS 50th Anniversary Graduate Student Endowment Fund. Mr. Saba Abdo and Fouad El Khoury from Dar Al-Handasah Consultants (Shair and Partners) donated $2,000 to support the FAFS Career Center. A number of FAFS alumni made contributions to the Faculty amounting to $1,700 through AUB Development Office.

Nahla Hwalla, Dean
Faculty of Agricultural and Food Sciences
DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Graduates from Degree Programs
Ninety students graduated from FHS during 2008-09: 17 with a BS in Environmental Health, 31 with a BS in Medical Laboratory Technology, 38 with an MPH, and four with an MS degree.

Name Change of MLT Program
The Faculty, through the Provost’s Office, requested the Ministry of Higher Education in Lebanon and the Department of Education in the State of New York to change the name of the FHS undergraduate “Medical Laboratory Technology” Program to “Medical Laboratory Sciences” Program effective October 1, 2009. The change is limited to the name only. There is no change in the curriculum or current resources.

Name Change of BS Degree
The Faculty also requested the Ministry of Higher Education in Lebanon to change the name of the BS degrees to be more reflective of the content/profession of each undergraduate program:
   a) Bachelor of Science in Health Sciences major Environmental Health to Bachelor of Science in Environmental Health.
   b) Bachelor of Science in Health Sciences major Medical Laboratory Technology to Bachelor of Science in Medical Laboratory Sciences.

Scholarship Students
FHS awarded six scholarships to regional applicants: three passed the English requirements and only two (from Sudan) joined the program. The cumulative number of graduate students supported to study at FHS through scholarship funds till the end of September 2009 is 37.

Student Life
Some students were individually active in voluntary community work but the Student Representative Committee (SRC) did not play the expected leading role in student life.

Faculty

Promotion
Dr. Abla Sibai was promoted to the rank of professor effective October 1, 2009.

Faculty Retention
By the end of 2008-09, two full-time faculty members left FHS: one associate professor, for reasons of non renewal of contract, and one professor on leave of absence without pay decided not to return to Lebanon for personal reasons and resigned from FHS.

Faculty Mentoring
Mentoring of new faculty at FHS is done informally. Faculty members agreed that there is a need to document how it is being done without it becoming a rigid structure.
Faculty Retreat
A Faculty Retreat was held on June 16, during which three main issues were discussed: 1) Value of the faculty member, 2) Strategic approach from a regional perspective and 3) Cross departmental collaboration.

Graduate Public Health Program
The Graduate Public Health Program (GPHP) was accredited in October 2006 by the Council on Education for Public Health (CEPH) for five years. The Faculty submitted on September 9, 2009 an additional interim report on concentration learning outcomes, competencies, and courses for the GPHP. As part of the accreditation requirements, departments held meetings with stakeholders to re-acquaint them with the departments, seek their input regarding the strategic direction of departments, and discuss potential areas of collaboration.

Sponsored Research

New Grants
During the academic year (AY) 2008-09 a total of $1,048,286 was received for research grants; $438,977 for service grants and $350,877 for institutional development including scholarships.

Publications
In 2008-09, the total number of publications was 59, out of which 41 (including 39 articles) were publications in refereed journals.

Ford Foundation Endowment
FHS is $15,534 short of matching the $1 million Ford Foundation Endowment grant.

Workshops, Training, and Outreach
A total of 15 workshops, training courses, and regional meetings were organized by FHS in Lebanon and the region during AY 2008-09 (341 participants). Following are the workshops not reported in the previous reports:

- The editorial team of the book “Public Health in the Arab World” held a meeting at FHS September 22-24 to evaluate the progress of the book and plan for the next phase.
- The Choices and Challenges in Changing Childbirth (CCCC) Research Network held a regional meeting at FHS September 17 and 18, 2009. It was attended by 21 participants and was part of the funding proposal preparations activities to the Wellcome Trust Grant.
- The Reproductive Health Working Group (RHWG) met for its 21st annual conference in Aleppo, Syria July 15-17, 2009. A record number of abstracts were received this year (33) and 46 participants attended the meeting. The Ford Foundation covered members' participation in the meeting and all group expenses. Partial contribution came from Birzeit University and the Wellcome Trust grant. The meeting was hosted by Aleppo University.
• A short course on “Strengthening National Capacity in Reproductive Health Operations Research in the Eastern Mediterranean Region” was held at FHS June 22-July 10, 2009. It was supported by The Department of Reproductive Health and Research (RHR) at WHO headquarters in Geneva and the WHO Regional Office and attended by 14 participants.

• A workshop on “AIDS Special Issue Paper Writing Workshop” was held at FHS June 17-25, 2009. It was supported by the Ford Foundation and WHO and attended by 19 participants.

• FHS conducted three (out of nine) training modules in the UAE as part of an agreement with the Ministry of Health in the UAE to conduct an 18-month training program on health care management starting October 2008. Thirty participants attended the 3 modules.

Faculty and students were actively involved in the outreach and community-based research projects in different regions of Lebanon. These activities, in addition to the coordination of a workforce development program and connecting research to policy, will be the main focus of the forthcoming Outreach and Practice Unit at FHS.

Iman Nuwayhid, Dean
Faculty of Health Sciences
DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

Academic year 2008-09 will always be remembered as a milestone in the history of the OSB. In April of 2009 we became officially AACSB accredited belonging to the elite top 5 percent of business schools worldwide. Shortly thereafter, the OSB was also recognized by the European Business School ranking agency (EDUNIVERSAL) as first in the Arab World and second in the Middle East coming right after Tel Aviv University. The much awaited new building was all but complete by June of 2009, and a bumper crop of nine new faculty members have signed contracts to join the School in fall 2009. An impressive line-up of international scholars visited the School and two major international conferences were successfully held. Faculty research output received major enhancement in terms of the ratings of publication outlets, the attraction of external funding, and the formation of faculty research teams. During this same academic year, the OSB significantly consolidated its standing as an executive education provider of choice attracting top corporate clients through the region. The OSB now serves on the accreditation teams for three other international business schools, and the AACSB Global Advisory Committee on Best Practices in Business Education.

Facts and Figures about AY 2008-09

Faculty Profile

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Research and Scholarly Activities

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<td>85</td>
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Promotion
Dr. Assem Safieddine was promoted to the rank of full professor as of October 2009. The files of two faculty members are being processed for promotion to associate professor effective October 2010.

Student Statistics

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Admission

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Average Composite Score and SAT of Accepted Undergraduate Students

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GMAT/UG Average and Yrs of Exp of Graduate Students

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<td>Spring 2008-09</td>
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Major Highlights

AACSB Accreditation
On April 2009, the Olayan School of Business joined the ranks of less than 5 percent of business schools worldwide that have earned AACSB international accreditation. This major event was celebrated on May 5 at the Phoenicia Hotel as part of President Dorman’s inauguration month.

Lecture Series
a) Professor John Quelch, Harvard Business School visited the School and was the guest speaker at the Salim Kheireddine/AlMawared Bank Lecture Series that was held at Bathish Auditorium on December 1, 2008.
b) Mr. Timothy Dorman, Managing Director, Authentic Leadership Institute, was this year’s Lecturer at the Kuwait Strategic Executive Leadership Program, on May 27.
Future Plans

The OSB has a broad range of future initiatives embedded in its strategic plan, including:

- global positioning to be achieved through linking up and building alliances with major U.S. and European business schools;
- serving on major AACSB accreditation committees and advisory bodies;
- recruiting major international academic talent, be it on short or long term basis;
- building research alliances; enhancing our standing as a major provider of executive education services;
- modularizing the delivery of MBA degree to attract a regional constituency;
- introducing two new MS programs in Human Resources and Finance;
- launching the Corporate EMBA off campus; and
- forging strategic corporate alliances.

Foremost among our plans is entering the global business school ranking process, and reaching co-branding agreements with major U.S. and European Business Schools.

George K. Najjar, Dean
Olayan School of Business
DEAN OF STUDENT AFFAIRS

Dean’s Office

This academic year proved to be politically the most stable the University has experienced in recent years. It was the first under the leadership of Dr. Peter Dorman, who was joined later in the year by the new Provost Dr. Ahmad Dallal. Thus the year required a familiarization of the Office of Student Affairs by the new leadership. Thanks to the more stable climate the student elections in November passed extremely peacefully and in a healthy spirit of democratic exchange. Moreover, major annual events such as the Outdoors Festival and the Job Fair were successfully held on schedule. In fact, the Outdoors Festival was the largest and financially most successful than any other previous year. The vacancy for Coordinator of Student Activities was filled by Ms. Hiba Hamadeh, replacing the former Director. Sadly, one new international student passed away following a fatal accident while engaged in an activity in the mountains.

Charles Hostler Student Center

The membership program at the Charles Hostler Student Center completed its first full year. Significant revenue was generated with almost 900 members joining from all categories. Activity classes were offered in yoga, jazzercise, pilates, aerobics, dance, and a new strength conditioning activity called “extreme pump.” Instructional classes were also offered in personal fitness and swimming for beginners, youth, and for fitness. As usual, more than 500 students tried out for the various sport teams and recreational activities. AUB took the lead in establishing the first Lebanese University leagues in basketball and volleyball. Varsity teams also traveled to Serbia and Egypt to compete in international tournaments. University Sports hosted the First Annual All-Lebanese Sports Festival with more than 14 teams competing in a variety of different sports.

Student Housing

A recent and untypical trend we are experiencing is increased demand for rooms in the men’s residence halls resulting in a long waiting list for the first time in years. Around 84 rooms in Kerr Hall are occupied by staff nurses resulting in a significant revenue loss, making the need to re-evaluate priorities more urgent, especially with parental pressure for on-campus housing. The addition of Mayfair to the women’s residence halls is expected to resolve the high demand among female students. However, the delay in the completion of renovation and preparation works has posed a major challenge for the move-in. This increased demand coupled with the increase in revenues must give way to the introduction of essential improvements for on-campus buildings, changes that can no longer be delayed. In terms of residence life, our program became richer with the introduction of educational activities hand-in-hand with social activities.

Career and Placement Services

135 firms registered in the Job Fair 2009 (multinational 61, regional 43 and local 31). As an extension to the Job Fair 2008, the CPS organized two Special Employment Days, during October (62 firms) and February (26 firms). Despite the economic crisis, 2,824 job vacancies
were advertised to students and alumni during the year. 106 campus recruitment presentations and 96 on-campus interviews were organized, an increase of 7 percent and 47.6 percent, respectively. 843 students and alumni were placed on full-time/part-time basis or internships. 820 students and AUB graduates received career guidance sessions at the CPS, an increase of 22.9 percent. A total of $421,613 was collected from the Job Fair, Gala Dinner, and February Special Employment Day, some of which will be used to cover the expenses of the 2009-10 Special Employment Days and as seed money for the Job Fair 2010. A total of $250,000 was donated to student scholarships, Job Fair endowed scholarships, and student work scholarships.

**Counseling Center**

In the year since September 2008, the Counseling Center has seen changes in its staffing level, going to two and a half positions. Clinical services have been maintained to their usual level. Provisions for outreach services have been considered and will hopefully materialize in the coming year aimed mainly at women’s dorms with the view of providing wellness programs. The long-term aim is to diversify the nature of services provided and to reach more students.

**Student Activities**

Student activities witnessed considerable growth in the events initiated by students. Many activities such as musical concerts, lectures, and workshops were held on campus and showed high level of enthusiasm among students. May 2009 was exceptionally busy, peaking with the Outdoors event held on May 23-24 with the ‘China on campus’ theme, which attracted around 12,000 people. Orientations were held in July for around 900 new sophomores, and in September welcoming all freshmen, sophomores, and graduate students, and all were efficiently conducted.

**International Student Services**

Study Abroad and Exchange programs continued drawing the interest of many AUB students. The ISS held a general informational session in December attended by 70 students. In a continuous effort to promote Study Abroad and Exchange programs, the ISS organized information sessions about several exchange programs: Erasmus Mundus External Cooperation Window Lot 4, Sciences Po, Menton, Elliott School of International Affairs, and George Washington University. Another informal meeting was set with the Royal Institute of Technology (KTH) in Sweden discussing opportunities of exchange. Many students from abroad are also interested in studying at AUB. In May, the ISS coordinator again joined the NAFSA conference in Los Angeles for professional development as well as meeting with exchange partners and exploring opportunities for new exchanges. As a result of these meetings, AUB will be signing two new exchange agreements; one with Berkeley and the other with Northeastern University. The International Student Handbook was completed and posted online.

Maroun Kisirwani
Dean of Student Affairs
Seminars

1. A Coupled Finite Volume Solver for the Solution of Incompressible Flows, F. Moukalled, AUB.
2. Moduli interpretation and improved convergence for Eisenstein series, K. Khuri-Makdisi, AUB.
3. Fake Supersymmetry, HKT Geometry and de Sitter Supergravity, W. A. Sabra, AUB.
4. Spontaneous Symmetry Breaking/Realization, K. M. Bitar, AUB.
5. Recent Developments in Vortex Methods for Bounded Domains, I. Lakkis, AUB
7. Implicit Multi-Block Coupling, M. Darwish, AUB.
8. On the design of optimal memoryless relays for uncoded communications, I. Abou Fayçal, AUB.
9. Transient Analysis of Multistage Degraded Systems with L Exponential Failure Modes and Partial Repairs of General Distribution Modeled by Hypoexponential Distribution, M. Moustafa, American University of Cairo.
10. A Causal Spin foam for 3d quantum gravity, T. Tlas, AUB.
12. Topological stability of anyonic quantum spin chains, C. Gils, ETH Zurich, Switzerland.
13. Fermat's last theorem, R. Ramakrishna, Cornell University, U.S.
14. External-Memory Algorithms, M. Atallah, Purdue University, U.S.
15. Private and Cheating-Free Outsourcing of Algebraic Computations, M. Atallah.
17. Approximation of rearrangement by explicit iterated polarizations and applications, H. Hajaiej, Institut Preparatoire aux Etudes d'Ingénieurs de Tunis, Tunis.
18. Classical and Drinfeld Modular Forms, A. El Guindy, Cairo University, Egypt.
19. Simulation of decays of heavy mesons in Quantum Chromodynamics on the lattice, A. Ali-Khan, Taiz University, Yemen.

Public Lectures

2. Frontiers of Computational Sciences, a Series of Lectures, Peter V. Coveney, University College London.
3. The LHC Experiment—Preparing to Discover the Higgs, Sharon Hagopian, Florida State University.
4. Evidence of Dark Matter and Searches Using The Large Hadron Collider at CERN, Vasken Hagopian, Florida State University.
5. Stellar Beacons in the Ocean of Night: A Journey Into the Violent Universe from the Big Bang to Supernova Explosions, Jordi Jose, Technical University of Catalonia (UPC).

Symposiums

This symposium, organized with the Lebanon Group of SARIMA project and the Computational Science Group of FAS, aimed at bringing together Lebanese scholars working in the many disciplines of mathematical sciences, including mathematics, computer and computational science, statistics, and theoretical and computational physics. The two-day symposium gathered seven international speakers (from France, Cyprus, Greece, and Tunis) and 20 local speakers.

Mini-Courses

This mini-course, offered by Maciej Dunajski, Centre for Mathematical Sciences, Cambridge, UK, provided an elementary introduction to Twistor Theory, concentrating on applications to differential equations. Twistor Theory was originally proposed by Sir Roger Penrose as a way to unify quantum mechanics and general relativity. Its status as a physical theory remains unclear but it found unexpected applications in pure mathematics.

Meetings

First Lebanese Astrophysics Meeting '09: From Stars to Galaxies, April 14-17, 2009.
The meeting was organized by the CNRS (Task-Force Astronomy and Astrophysics) and funded by: CNRS, CAMS, the French Embassy, Notre Dame University-Louaize, and the Observatoire de Paris/CNRS-France. The meeting is part of the activities planned in Lebanon to celebrate the “International Year of Astronomy 2009” declared by UNESCO. The four-day meeting gathered 25 local and international speakers.

Conferences

The Conference had two objectives: to introduce the local community to the recent significant developments in the theory of modular forms and related topics, and to encourage young Lebanese mathematicians to pursue their graduate studies in this area with many applications in different branches of the mathematical sciences. The conference gathered six international and five local speakers.

Wafic Sabra, Director
Center for Advanced Mathematical Sciences
The Center for Civic Engagement and Community Service (CCECS) entered its second year in March 2009, a year after the appointment of the Center’s director on half-time basis. The CCECS is currently supported by a university operational budget following a USAID start-up grant which expired in December 2008. The CCECS aims to develop a culture of service and civic leadership within the AUB community. The main objectives of the CCECS are to: promote the integration of service to society with academic study and research in a variety of disciplines; encourage responsibility and leadership through volunteer service; and create closer links with the community.

The full-time staff for CCECS is one administrative assistant and one research assistant. A full-time project coordinator position has been advertised and is expected to be filled soon. Expert consultants are hired as needed to support the Center in coordinating workshops and projects, linking with community partners, and other tasks. As of July 2009, an intern from the Youth Association for the Blind is assisting in various administrative and writing tasks as part of a program funded by USAID (Towards Inclusive Development in Lebanon). Several undergraduate students on work-study programs also assist in defined office tasks as well as organizing and leading student volunteering activities and projects. The Center also benefits from the support offered by various units and departments at AUB.

The Center is currently in the process of finalizing its website. In the meantime, the main communication forum and contact channels to the university have included e-mail news briefs, AUB Bulletin announcements, publishing the Center’s activities on AUB News Highlights, and through meetings and discussions with various units and individuals. Descriptive materials such as pamphlets and brochures are also under preparation.

The CCECS has been establishing relationships with other university units and individuals who share an interest in community-related activities. Contacts with community organizations outside the university have been increasing, and some partnerships established. Several collaborative outreach activities and community projects are being undertaken to gain experience and build a portfolio that will be used to enlarge the Center’s scope of activities and secure funding for long-term initiatives and projects. A select summary of activities and projects where the CCECS had a major partnership or supporting role is outlined below.

Community outreach activities included: an International Youth Exchange meeting at AUB with Amel Association; a Fill-a-Bag donation drive with clubs; a book donation drive with Nesma; Poetry on the Walls with the Neighborhood Initiative; AUB Volunteering Day with FEA-SRC, NGOs, and university activists; Photography Outreach workshop with Fotovision, Department of Photography, and Office of Information and Public Relations; a summer camp in the village of Marwaheen to study water reservoirs as community public spaces; and supporting IBSAR on Days of Science, Seeds of Hope–Trees for Tomorrow, and the Biokids initiatives.

Community-based projects included: Zawtar Nursery Playground with FHS, USFC, LDEM, Beit bil-Jnoub, and the municipality; Computer Literacy Program in southern villages with IEEE-FEA student organization, UN Habitat, and municipalities; English Language Literacy for AUB
employees with Civic Welfare League; Computer Recycling Project at AUB with CNS; Karm El Zeitoun Neighborhood Study and Landscape Design Project with LDEM and Hariri Foundation for Sustainable Human Development.

Promoting Community-Based Learning (CBL), or Service Learning, is a primary goal of the Center. Following an internal CBL workshop held in August 2008, CCECS met with the Acting Provost and Deans and Directors of Faculties and Schools to share views and discuss the possibilities of introducing CBL at AUB. CCECS also co-organized a regional workshop with the Gerhart Center at AUC on “Expanding Civic Engagement in Arab Universities: A Peer Learning Workshop”. The four-day workshop at AUB (June 2009) included 40 participants from various Arab universities and was facilitated by local, regional, and international experts. The workshop was supported by the Ma’an Arab University Alliance and Talloires Network, which AUB joined recently. AUB is also now an international member of Campus Compact, which is a U.S.-based national coalition of more than 1,100 colleges and universities dedicated to promoting community service, civic engagement, and service-learning in higher education. In collaboration with partner universities in Europe, Jordan, and Lebanon, the Center participated in an application for a TEMPUS grant to support CBL and civic engagement activities at AUB.

EARTH University in Costa Rica and AUB continued to implement a collaborative funded program set for three years (2009-2011), including a partnership between EARTH and CCECS on “Community Outreach” projects. In this initial phase, exchange visits by students and faculty and collaborative civic engagement and community development programs are being coordinated. The Center’s director was hosted by EARTH for one week during September 2009 and prospects for the initiation of joint activities and programs were explored.

The Center’s director participated in several international, regional, and local meetings and workshops related to CBL and civic engagement, and co-authored a paper “Beyond the Walls: AUB engages its communities”, presented during the Arab Regional Conference on Higher Education in Cairo organized by UNESCO. The director has also been requested to serve on “community-relevant” boards and committees as well as invited to public panels and conferences as speaker or moderator.

The Center’s primary challenge is to make civic engagement and community service a pleasant, constructive, and rewarding experience that students and faculty will cherish. Students should be presented with diverse opportunities which, if at all possible, would feed into their academic learning and professional career. In order to encourage engagement by faculty in community-related activities and interventions, it is necessary that proper recognition and due credit are given. This remains an issue of concern to many, and it should be given serious consideration by the academic units. To confront these challenges, the CCECS will be initiating or participating in discussions with the academic heads of the university.

Mounir Mabsout, Director
Center for Civic Engagement and Community Service
The past year was eventful and satisfying for IFI, as we implemented all the ideas and plans that we had formulated in our first two years of life. We fully launched our four core programs in the fields of climate change and environment, Arab youth, Palestinian refugee camps, and the links between research and policy-making in our region. Our staff increased to eight, which is the limit that can be accommodated in our temporary offices. Fundraising also moved ahead smoothly, as we more than matched the $210,000 in program grants from the Issam Fares family. Work on our permanent building is moving ahead again, and is expected to be completed in late 2011.

All four IFI core programs initiated their basic activities, including, most notably, commissioning and funding original research, hosting workshops and conferences, holding public lectures and panel discussions, and publishing policy memos. The anchor of all this work has been our expanded relations with dozens of AUB professors, whose research and analysis are the heart of our work as a policy research institute. Each of our four programs has its own faculty advisory committee, usually five professors from different faculties who meet several times a year to discuss and approve our strategy in each program and also comment on specific activities. One faculty member acts as research director for each program, and typically meets regularly with our staff. Each program is managed in-house by a full-time program coordinator (all of whom are young AUB graduates).

We are particularly pleased to have started funding new policy-relevant research by AUB professors, thus fulfilling our core mission of generating new knowledge that can be used to influence public policy-making in the Arab world. We also started funding research by AUB Master’s and PhD students. The results of the initial research projects will be available starting in December, which we will disseminate in different forms while the professors also publish their work in academic journals.

We quietly initiated a fifth program on food sector issues in the Arab world, in cooperation with the FAFS, but have not announced it yet, as we prefer to expand its activities and secure funding before making it a formal program. We are considering a sixth program on urbanism in the Arab world, which may be launched in early 2010 in close cooperation with the graduate program in urban design and studies. Any such new programs will be physically managed out of the respective partner departments, given our space limitations.

The Bill and Sally Hambrecht Distinguished Peacemakers Lecture Series proceeded smoothly, with five speakers during the year. The series will finish with five more speakers in the 2009-10 academic year, ending with a book that captures the essential lessons from the speakers’ respective mediating and conflict-resolution experiences.

A new activity has been launched with the creation of the Nadim Makdisi Memorial Fund. Housed at IFI, and funded with a generous $200,000 donation from the family of the late Nadim Makdisi, this program will include an annual lecture by a respected media figure, and funding of research by AUB graduate students. The IFI Writer-in-Residence program appointed former
*Washington Post* correspondent Nora Boustany as its second fellow. The Ambassador in the Academy program hosted the South African ambassador on campus.

An important element in the core programs moved ahead with the development of a searchable database that will be hosted on the IFI website, with complete information on researchers, institutions, published texts and available data related to our core programs. The basic database will be adapted to each of the four core programs in the fields of climate change and environment, Arab youth, Palestinian refugee camps, and the links between research and policy-making in our region. We expect this facility to help IFI achieve its goals as being the leading regional coordination center and global repository of knowledge in the areas of its core programs.

An important development last year was the establishment of strategic relationships with a series of partners in the region and globally. Unicef’s Middle East and North Africa regional office joined with IFI to launch the first integrated study of youth in the MENA region, which will also develop IFI research and policy analysis linkages with other UN agencies. UNRWA is working with our Palestinian camps program in several areas, and the Lebanese government asked IFI to undertake a major study related to the environmental costs of climate change adaptation – one of five such studies around the world to be featured at the Copenhagen climate change summit in December. We have also agreed with Lund University (Sweden) to undertake youth-related research in the coming four years, with Swedish government funding. In all four cases our partners approached IFI to undertake projects, which makes us feel that we have quickly achieved the credibility we seek with global and regional partners. We are working with the European Union to launch a project for European-Arab research and analysis of policy issues, and have also developed working relationships and joint research programs with the Maxwell School at Syracuse University, the Dubai School of Government, Harvard University, and the Goethe Institute.

We have continued to develop our audio, video, and web-based digital dissemination capabilities, with a staff member dedicated to this work, including launching our newsletter later this year. In the summer we took in eight student interns (BA and MA level) from Lebanon, Turkey, the U.S., and Jordan. The experience was very successful and we plan to have interns throughout the year also.

The AUB president and provost both visited our office last year and had long meetings and exchanges of views with the staff.

Rami G. Khouri, Director  
Issam Fares Institute for Public Policy and International Affairs
OFFICE OF THE REGISTRAR

Document Management Software
The Registrar’s Office is in the process of installing document management software for the purpose of converting paper documents to electronic images.

Assistance to Universities in the Region in their Registration Functions (REP Projects):

<table>
<thead>
<tr>
<th>University</th>
<th>Date</th>
<th>Registrar’s Office Staff</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahfad University for Women, Um Durman, Sudan</td>
<td>April 28-May 2, 2009</td>
<td>M. Salameh</td>
<td>Assessment of new Student Information System requirements. Revision of the main registration rules and regulations.</td>
</tr>
<tr>
<td>Fahd Bin Sultan National University (FBSU), Tabuk, Saudi Arabia</td>
<td>May 22-26, 2009</td>
<td>M. Nassif</td>
<td>Helped in defining the organizational structure, and personnel responsibilities of the Registrar’s Office. Implemented changes of the registration system as recommended by M. Salameh.</td>
</tr>
<tr>
<td>Dhofar University, Salalah, Oman</td>
<td>Sept. 10-18, 2009</td>
<td>H. Nakad</td>
<td>Assisted in the on line registration, and revised and updated the plans of study.</td>
</tr>
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</table>

On-line Transfer Application
Major refinement was made to the existing on-line transfer application as of summer 2009 applications. The architecture was changed in a way that students are no longer obliged to select their priorities by Faculty/major but rather major. Automated confirmation letters also are being generated and sent to students three days before the end of the application period. Future plans are to provide access to Faculties to enter their decisions regarding the applications online.

Book Adoption
In coordination with CNS, the Book Adoption Application now allows for multiple-book ordering when pedagogically justified.

Conferences/Professional Development:
- H. Abou Arraj attended the SunGard SCT Middle East Conference held in Dubai.
- H. Abou Arraj presented her paper “Web Submission of Grades at the AUB” at the SunGard European User Group that was held in France. This paper discusses AUB’s experience with web grade submission and how this process contributed to increasing administrative efficiency.
- Mrs. H. Nakad, assistant registrar for Computer Affairs, attended the SunGard Summit in Philadelphia and concentrated on issues related to managing the graduation of students with CAPP.
• M. Salameh presented a paper titled “Optical Storage of the Transcript of Records” in the AACRAO (American Association of Collegiate Registrars and Admissions Officers) 95th Annual Conference that was held in Chicago, Illinois.

• M. Salameh presented a paper titled “Planning the Registration Process Via CPM Analysis” in the ARAB ACRAO, 29th Annual Conference held in Beirut.

Top 10 Cited Articles
Registrar Prof. Moueen Salameh’s paper “Economic production quantity model for items with imperfect quality”, coauthor M. Jaber, published in the International Journal of Production Economics (IJPE), has been ranked among the top 10 cited articles published in IJPE.

October 2008, February 2009, and June 2009 Graduates

<table>
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<tr>
<th>Faculty</th>
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<th>Grand Total</th>
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<td>Grand Total</td>
<td>962</td>
<td>848</td>
<td>1810</td>
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<td>MD</td>
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<td>43</td>
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<td>Graduate</td>
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<td>Undergraduate</td>
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<td>684</td>
<td>1388</td>
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<tr>
<td>Total</td>
<td>962</td>
<td>848</td>
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</tr>
<tr>
<td>Percent</td>
<td>53%</td>
<td>47%</td>
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<td>Australia</td>
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<tr>
<td>Bahrain</td>
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<tr>
<td>Belgium</td>
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<td>Brazil</td>
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<td>Bulgaria</td>
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<tr>
<td>Cambodia</td>
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<td>Columbia</td>
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<td>Ecuador</td>
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<td>Egypt</td>
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<td>Finland</td>
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<td>France</td>
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<td>Germany</td>
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<tr>
<td>Greece</td>
<td>2</td>
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<tr>
<td>Iran</td>
<td>1</td>
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<tr>
<td>Iraq</td>
<td>3</td>
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<tr>
<td>Ireland</td>
<td>1</td>
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<tr>
<td>Jordan</td>
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<tr>
<td>Kuwait</td>
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<tr>
<td>Lebanon</td>
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TOTAL | 1810 |

<table>
<thead>
<tr>
<th>Percent</th>
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<tbody>
<tr>
<td>Lebanon</td>
</tr>
<tr>
<td>Arab</td>
</tr>
<tr>
<td>Non Arab</td>
</tr>
</tbody>
</table>
The Office of Admissions received 4,429 undergraduate applications for the fall semester of 2009-10. This is an increase of 550 applications (14.2 percent) as compared to 3,879 undergraduate applications for the fall semester of 2008-09.

On the other hand, a decision by the BOD to keep the number of registered undergraduate students constant led to a decrease in the acceptance rate and a 6.1 percent decrease in registered undergraduate students this year as compared to the previous year 2008-09 (1,605 vs. 1,710).

The increase in undergraduate applications was observed as follows: freshmen (28.9 percent), sophomores (13.8 percent), special not working for a degree (20.2 percent), transfer from outside AUB (25.9 percent) and University Preparatory Program (17.1 percent).

The increase in sophomore applicants from Lebanon was 11.2 percent (2,526 vs. 2,272). A 57.8 percent (101 vs. 64) increase was observed from applicants from other countries and a 28.4 percent (285 vs. 222) increase was observed from applicants from the Arab world, mainly from Syria, Jordan, Saudi Arabia, Egypt, UAE, and Bahrain.

The total number of standard graduate applications for fall 2009-10 is 806 as compared to 987 last year, an 18.3 percent decrease. There was also a decrease of 17.3 percent in the number of new non-AUB graduate applications as compared to 2008-09 (508 vs. 614).

The University Preparatory Program that started five years ago had a 17.1 percent (41 vs. 35) increase in the number of applications when compared to last year; applicants are mainly from Syria, Saudi Arabia, Lebanon, Kuwait, UAE, U.S., Venezuela, Bahrain, Benin, Brazil, Iran, Iraq, Qatar, Sudan, and Cote D'Ivoire.

The number of applications to the medical school for the current year 2009-10 is 195 as compared to 169 for the year 2008-09, an increase of 15 percent.

The Office of Admissions participated in both the freshman and the sophomore orientation programs. The Associate Director of Admissions attended the AACRAO meeting in Chicago from April 12-17 and the Director of Admissions attended the NAFSA meeting in Los Angeles from May 23-30, 2009.

The new applications and marketing material for the year 2010-11 are currently being distributed to schools outside and within Lebanon. The new DVD and posters will be ready by mid-October.

Applications Acceptances and Yield

Statistical Analysis of Admissions Trends: Fall 2006-2007 to Fall 2009-2010
Undergraduate Admissions

<table>
<thead>
<tr>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
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<tbody>
<tr>
<td>Applied</td>
<td>4121</td>
<td>3918</td>
<td>3879</td>
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<tr>
<td>Accepted</td>
<td>2899</td>
<td>2898</td>
<td>2645</td>
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<tr>
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<td>1864</td>
<td>1710</td>
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Undergraduate Admissions

<table>
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<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance Rate</td>
<td>70%</td>
<td>74%</td>
<td>68%</td>
</tr>
<tr>
<td>Yield</td>
<td>60%</td>
<td>64%</td>
<td>65%</td>
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School Origin - Sophomore and Freshman Applicants

<table>
<thead>
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<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab</td>
<td>21.7%</td>
<td>17.7%</td>
<td>20.2%</td>
</tr>
<tr>
<td>Lebanon</td>
<td>74.1%</td>
<td>77.0%</td>
<td>74.5%</td>
</tr>
<tr>
<td>Other</td>
<td>4.2%</td>
<td>5.3%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>
Graduate Admissions (Prospective Graduate Students are considered Undergraduate students)

Graduate Admissions

<table>
<thead>
<tr>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLIED</td>
<td>831</td>
<td>767</td>
<td>987</td>
</tr>
<tr>
<td>ACCEPTED</td>
<td>608</td>
<td>572</td>
<td>687</td>
</tr>
<tr>
<td>REGISTERED</td>
<td>260</td>
<td>280</td>
<td>344</td>
</tr>
</tbody>
</table>

Graduate Admissions

<table>
<thead>
<tr>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance Rate</td>
<td>73%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>Yield</td>
<td>43%</td>
<td>49%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Salim Kanaan
Director of Admissions
DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee (IFAC) evaluated 3,479 financial aid applications, of which 79 percent (2,765) were granted aid for 2008-09, an increase of 5 percent in the number of applicants and 4 percent in the number of awardees compared to the previous year. The percentage coverage of the tuition fees ranged from 10 percent to 65 percent including the need-based grant, merit component, and work scholarship. Those receiving full merit scholarships were included in the figures above.

Financial aid was granted to new applicants as a package combining need-based grants and merit awards. The need-based awards ranged from 0 to 55 percent. Merit awards, based on the composite score of the applicant, ranged from 0 to 10 percent. Total financial aid disbursements reached $11,633,979 for 2008-09 including merit-scholarships, work-study granted through the financial aid office, and interest on loans. Applications and petitions for the spring semester were not reviewed due to lack of funds. A total of 88 students received work scholarships.

### Financial Aid Distribution by Faculty for the Academic Year 2008-09:

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Financial Aid</th>
<th>By Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Applied</td>
<td>Std</td>
</tr>
<tr>
<td>FAFS</td>
<td>New</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>170</td>
</tr>
<tr>
<td>FAS</td>
<td>New</td>
<td>361</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>844</td>
</tr>
<tr>
<td>FEA</td>
<td>New</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>790</td>
</tr>
<tr>
<td>FM</td>
<td>New</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>237</td>
</tr>
<tr>
<td>FHS</td>
<td>New</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>120</td>
</tr>
<tr>
<td>SN</td>
<td>New</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>55</td>
</tr>
<tr>
<td>OSB</td>
<td>New</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>425</td>
</tr>
<tr>
<td>Total</td>
<td>New</td>
<td>838</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>2641</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3479</td>
<td>2765</td>
</tr>
</tbody>
</table>

Total amount with Merit including Jubilee students: $10,141,977
Presidential, Asfari, and Bacc scholarships with dorm and stipend: $460,511
Work: $119,288 for 88 students
Over and above: $712,203
Projected interest on loan: $200,000

Total Expenditures including Interest on Loans = $11,633,979
The total sum of AUB merit scholarships for the academic year 2008-09 was $492,634 awarded to 34 students including 3 Jubilee scholars. Other merit scholarship programs were also offered this year through the Office of Financial Aid as follows:

- Asfari Scholarship: $36,268 for 2 students
- The Lebanese Baccalaureate Merit Scholarships: $193,568 for 26 students.
- The Presidential Scholarships: $131,058 for 7 students.

Some scholarships included dorms and/or stipends amounting to $98,743

The Financial Aid Office has received 3,067 financial aid applications (2,309 continuing and 758 new) for the academic year 2009-10, a decrease of 2 percent as compared to the same period of last year. A total of 2,478 students (81 percent of the total applicants) were granted financial aid (2013 continuing and 465 new). The final number of awardees for the fall of the academic year 2009-10 will be known at the end of the final registration and payment period.

The Office also received 243 petitions for late applications and for reconsideration for the academic year 2009-10 (80 new and 163 continuing). The petitions will be reviewed by the IFAC during October 2009 based on the availability of funds.

The Financial Aid Officers, Ghada Hajj and Raghida Samaha, conducted interviews for all new and first-time applicants along with their parents except for the following categories of applicants:

- merit scholars
- applicants whose parents reside outside Lebanon
- siblings of AUB students or graduates
- applicants whose parents are employed at the Lebanese University
- applicants whose parents are in the army or internal security forces

The financial aid application form and brochure for the year 2010-11 were reviewed and necessary changes were introduced.

Lists of nominees were sent as of October 2008, 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.

Mr. Nabil Chartouni, member of the Board of Trustees, visited the Office of Financial Aid on April 23, 2009 and met with the AUB students who benefit from the Emile and Helene Chartouni Scholarship fund. He also visited the Office during the month of September to select the new Chartouni recipients for 2009-10.

The loan program for business, medical, nursing, and engineering students continued this year. Loans were disbursed by Bankmed (for OSB), Banque Misr Liban (for FM and SON), and Byblos Bank (for FEA). The total financial aid packages for these students ranged from 35 percent to 80 percent of their tuition including a maximum loan of 30 percent. The three banks disbursed $2,433,150 in loans to 635 students. The distribution of loans is summarized below.
Grant and Loan Distribution for Academic Year 2008-09

<table>
<thead>
<tr>
<th>Faculty/Major</th>
<th>Grant</th>
<th>Loan</th>
<th>Total Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># St.</td>
<td>Amount $</td>
<td># St.</td>
</tr>
<tr>
<td>FEA</td>
<td>840</td>
<td>3,538,629</td>
<td>344</td>
</tr>
<tr>
<td>FM</td>
<td>232</td>
<td>1,624,618</td>
<td>177</td>
</tr>
<tr>
<td>Medical</td>
<td>56</td>
<td>186,058</td>
<td>11</td>
</tr>
<tr>
<td>Nursing</td>
<td>403</td>
<td>1,221,555</td>
<td>103</td>
</tr>
<tr>
<td>OSB</td>
<td>403</td>
<td>1,221,555</td>
<td>103</td>
</tr>
<tr>
<td>Total</td>
<td>1531</td>
<td>6,570,860</td>
<td>635</td>
</tr>
</tbody>
</table>

The AUB student loan program is still under review. The Financial Aid Office staff met with Pappas consultants as part of the financial aid/enrollment management analysis conducted for the expansion of student loans across AUB. The purpose of the meetings was to discuss and evaluate the current financial aid and loan processes. Moreover, the introduction of the new student loan program by the Central Bank of Lebanon required further review of the loan program expansion possibilities.

Julie Millstein, assistant to the president in the New York Office, was in charge of the federal aid programs for U.S. citizens. She retired in January 2009 and the Associate Director of Financial Aid, Hanaa Kobeissi, has assumed these responsibilities while the program is being reevaluated and until a clear structure of the program is developed.

During the academic year 2008-09, 205 FAFSA applications were received, an increase of 20 percent as compared to last year (171 applications). Of these, 55 students have completed the process and received a Stafford Loan, including two students who also received a PLUS loan. The total amount of federal loans disbursed was $423,627.

A review of the resources needed to manage both the grant and loan programs (both local and federal) is still underway. New full-time staff members along with a new Student Information System are considered extremely necessary. The FAO staff had completed the development of business processes for the financial aid system and all required documentation has been submitted to the CNS.

Salim Kanaan
Director of Financial Aid
COMPUTING AND NETWORKING SERVICES

Core Business Applications

Financial Applications (FIS)
The FIS provided a stable operation during the reported period. The P2P work group focus was on the selection of an Oracle R12 implementer with proven university and medical center expertise. BFSS awarded phase-1 of the Oracle R12 reimplementation project to Pappas Consulting Group and Pappas conducted during the month of September two business process review sessions in the New York Office (NYO) and Beirut. In preparation for the upgrade to R12, CNS upgraded the FIS servers infrastructure to AIX version 6, the Oracle databases to 10.2, and Oracle Apps to the latest stable version 11.5.10.2

The Comptroller’s Office, Purchasing, Material Management, and FPDU continued with the systematic data cleansing processes and, assisted by CNS and BFSS, designed, developed and implemented key P2P change management projects. Most of the P2P short and medium term issues are completed or in their final deployment phase.

Student Information System (SIS)
The SIS provided a stable operation during the reported period. CNS upgraded the SIS to version 8.3 and AUB went live on the upgraded system in September 2009. CNS is currently interviewing a new batch of applicants to replace Mr. George Salloum who resigned in May 2008 from his position as Senior Database/Banner Application Specialist. CNS is operating the SIS with no backup/redundant application and database specialists.

Library Information System (LIS)
AUB selected Millennium LIS by Innovative Interfaces and initiated the implementation project in August 2009. The first phase of the project is quite important and complex as it involves the profiling, mapping, and conversion of OLIB data objects and importing them into Millennium test instance.

AUBnet Infrastructure

AUBnet Backbone and Wireless Network
AUBwlan was expanded to improve the wireless penetration in public areas and the dorms (700 access points). More than 5,000 students are currently subscribed to the service. Mr. Ayman Mukaddam joined CNS in August 2009 as Communication Technology Specialist (CL0-Trainee) replacing Caroline Sabbagh who resigned in April 2008.

Internet Services
Ogero released in February some additional internet bandwidth over its international fiber optic links and AUB benefited from 24 Mbps divided over three ISPs. The upgrade permitted the replacement of 12 Mbps of satellite downlink bandwidth with 21 Mbps over fiber optic. In May 2009 AUBnet total internet bandwidth reached to 38.5 Mbps and we were expecting to receive
another 1.5 Mbps by mid-August 2009. The remaining 5 Mbps satellite link will be replaced by a 9 Mbps fiber optic link by the end of December 2009.

CNS updated the peripheral firewalls and completed the project on schedule in August 2009. CNS rolled into production advanced traffic shaping devices over AUB internet leased lines and the project was completed on schedule.

**Intranet Services**

CNS expanded the Windows Infrastructure and virtualized many of the servers/services. CNS launched Windows exchange collaboration services and started with the migration of key departments on campus and in the Medical Center. CNS awarded the Storage Area Network (SAN) bid to “IBM/Quantech” after negotiating their prices down to meet AUB’s restricted budget. CNS extended an offer to Mr. Ismat Al Mourad to join CNS as Windows Technology Specialist (CL0) and replace Mr. Elie Al-Azzi who resigned in June 2008.

**Data Centers**

Physical Plant and CNS upgraded the Van Dyck data centers UPSs. The project execution was complex and critical as the works were executed while the data centers were in full production mode. CNS risk assessment analysis highlighted the fact that having the two data centers in Van Dyck building is a business risk and accordingly CNS recommends the creation and equipping of a redundant data center in the basement or sub-basement of College Hall or Jafet Library.

**End Users Support**

CNS Service Desk responded to 15,601 incidents (on average 65 service calls per working day) during the reported period. CNS’s average resolution time was 54 percent within the same working day and 77 percent within the next working day. CNS’s problem resolution statistics reflected a slight setback in the problem resolution efficiency (65 percent “very efficient”, 31 percent “efficient”, 1 percent “not efficient”, and 2 percent “problem not resolved”) while on the other hand we experience a noticeable improvement in the end user’s overall satisfaction with CNS support (72 percent “very good”, 24 percent “good”, 2 percent “fair”, and 1 percent “bad”). The setback at the level of the resolution efficiency is due to the high turnover in dispatchers and field support technicians.

**AUBweb Presence**

The AUBweb migration project to Microsoft Content Management System over Microsoft Sharepoint portal (AUBwcms) is progressing according to plans. AUBwcms redundant infrastructure (portal, content management and database servers, load balancers, U.S. hosted cashing servers, search engine and indexing server) was rolled into production in July 2009. CNS completed the training of 67 departmental Web-Content Contributors and Web-Content Approvers and offered a series of refresher sessions during the summer period. Out of the 92 sites that were scheduled to be migrated before the end of September 2009 the project team rolled into production 77 sites and completed the conversion of four additional sites. The remaining 11 sites are archival sites and will be exported to blank AUBwcms templates by the
end of October 2009. The AUBweb Steering Committee should meet before the end of October 2009 to commission the deliverables of phase two and initiate phase three of the project.

**Business Process Improvement**

CNS delayed the deployment of the ITIL management tools to Q1, 2010 due to its strained HR situation.

**CNS Organizational Structure**

CNS interviewed an acceptable number of candidates for five vacancies during the reported period and was successful in attracting a Unix Technology Specialist, Windows Technology Specialist, and Data Communication Specialist. According to HR, the prospect of attracting qualified IT specialists will keep improving, partly due to the financial crisis. CNS will re-advertise the following vacancies in the second half of October: Senior DBA/Application Specialist; Security Officer, Help Desk Dispatcher; and Data Center Supervisor.

Nabil Bukhalid, Director
Computing and Networking Services
Training and Assistance

The ACC provided daily assistance to AUB faculty members on issues related to the use of internet resources and technology tools for teaching and learning, as well as daily support to AUB students enrolled in courses using Moodle, Turnitin, or taking the Plagiarism Test.

- The Center assisted 580 faculty members and 71 staff/RAs through various activities:
  - 358 training sessions on various computer applications to individuals or groups.
  - 39 sessions on the use of Moodle and/or Turnitin to full classes of students.
  - 120 proctored on-line exams.
  - Seven web-conferencing sessions between AUB faculty and faculty abroad.
- The ACC Multimedia and Design Unit videotaped major lectures of the Civilization Sequence Program, which were then made available to CVSP students through Moodle. In addition, all lectures of the course *Probability and Decision Analysis*, taught by W. Nasrallah, FEA, were videotaped, as well as most public lectures promoted by CASAR and the Issam Fares Institute. A total of 144 lectures were video captured during the year.
- ACC continues training and assisting instructors in using the “remote response systems” (clickers) in their courses, and their experiences have been consistently rewarding.
- ACC designed two new training series focusing on the pedagogical gains of using educational technologies in courses: *Effective Teaching with Technology* and *Blended Learning*. These two training series will be offered to instructors during 2009-10.

E-Learning

- 2,074 semester course-sections used Moodle. This represents 66 percent of all AUB course-sections. In comparison, last year Moodle was used in 54 percent of all course-sections.
- On average, 58 percent of AUB instructors used Moodle, up from 48 percent in 2007-08.
- In addition, 29 courses in the Faculty of Medicine are currently using Moodle.
- 54 courses used Moodle Metacourses, for better management of their large classes.
- Moodle is being used as an interactive platform for 37 AUB projects.
- More than 2,300 users accessed Moodle daily during the fall and spring semesters.
- In August 2009 a new, enhanced version of Moodle was made available.

Projects

- In January 2009, the ACC Digital Repository (ACC DR) was established to foster innovation in education and enable collaboration, communication, and free sharing of information within the AUB community and the world. The ACC DR currently has 220 learning objects (videos, simulations, etc.) created at AUB, which can be searched easily. It also includes links to other AUB digital collections and some of the best external digital repositories.
- The AUB YouTube channel, AUBatLebanon continues to grow. Launched in spring 2008 with 36 videos, it now has 153 videos and has been viewed over 11,645 times by people all over the world.
**Seminars**

- In June 2009, ACC coordinated the *Seventh AUB Faculty Seminar on Teaching and Learning with Technology*. Presenters included A. Aycock, from the University of Wisconsin.
- In May-June 2009, eleven AUB faculty members attended a two-week on-line and three-day in-class workshop on *Faculty Development for Blended Teaching and Learning* conducted by Dr. Aycock. After the workshop, participants redesigned their courses with the assistance of ACC. Four of these blended courses will be offered in the fall and one in spring 2009-10.
- During the summer, ten faculty members participated in a four-week *Seminar on Creative Use of Resources in Course Design*, funded by the Office of the Provost, to assist instructors in making further use of various academic resources now available at AUB and to integrate them in their courses, including what it takes to create, manage, and teach good quality, interactive web-enhanced courses. The participants also received training on Moodle and direct assistance in the redesign of their courses.

**Plagiarism Prevention**

- ACC has continued supporting the use of Turnitin—a service that instantly identifies papers containing unoriginal material. This service is now used directly from inside Moodle courses, making its management easier. During this academic year, 19,497 student papers were analyzed and “originality reports” were generated and sent to the concerned instructors.
- ACC, together with the Office of the Registrar and CNS, has continued supporting the administration of the on-line Plagiarism Tutorial and Test required of all AUB students.

**Partnerships**

The AUB-ION (Illinois Online Network) and the AUB-SLOAN-C partnerships have allowed ACC staff and AUB faculty to take on-line courses on various aspects of teaching with technology and to access a vast amount of material relevant for teaching and research.

**Other Activities**

- In July 2009, ACC launched its new website, with advanced, interactive tools and resources.
- In April 2009, ACC held an Open House at its new location in Van Dyck, Annex for the AUB community to visit the new offices, meet the staff, and learn about the vast spectrum of work done at ACC.
- New Faculty Orientations, presenting ACC resources and services to new AUB faculty.
- New Student Orientations, presenting ACC resources and services to new AUB students.

Rosângela Souto Silva, Director
Academic Computing Center
UNIVERSITY LIBRARIES

The year was marked by the completion of several important projects related to collection development and management and improving library services.

The Serials Department purchased electronic back files of journals from three major publishers, which resulted in discarding 5,779 print volumes (freeing 272 shelves from the Libraries) and adding 267 new journal titles to the collection. The Department also shifted the subscription of many journals from print to electronic and added to the collection 14 new Arabic journals and 15 new electronic databases. Instead of buying print copies of recently published books and to replace the print copies with electronic versions of books the Libraries had, the Department purchased Springer e-books database (which includes a total of 2,545 titles). This package saved the University Libraries a significant amount of space and over $17,000.

The Reference Department completed the weeding project it started last year, discarding 2,427 volumes from the shelves. The saved space was used to provide more study areas. The Department also purchased several electronic packages, which resulted in acquiring approximately 600 new titles and providing searching capability to over 20,000 others. The Department continued its effort of indexing and providing better access to major journals.

The Archives and Special Collections Department concluded several projects, including the scanning, digitizing, and microfilming of approximately 7,000 AUB theses and dissertations, the assessment of the Closed Area books, and the re-cataloging of AUB Manuscripts.

The Information Services Department continued building on the excellent reputation it created on campus through its Information Literacy program, offering a total of 785 sessions attended by 8,206 students. Most sessions were aimed at introducing students and faculty to specialized and relevant resources useful for curricular purposes.

Document Delivery Services processed/fulfilled requests for 774 items (mostly journal articles) not available at AUB Libraries. The number of requests was less by around 8 percent in comparison to last year, largely thanks to providing access to more e-resources at AUB.

The Automation Department worked with the Bid Review Committee in selecting a new Integrated Library System. The Millennium system was chosen after exhaustive deliberation and is scheduled to go live by 2010-11. The Department, in collaboration with the Cataloging and the Archives and Special Collections librarians, cataloged and indexed 860 Arabic manuscripts and corrected 1,362 records for data consistency. The Automation librarians uploaded 7,373 e-books to the library catalog and enriched 15,887 records with tables of contents. The Department introduced a new service to the library system, enabling users to renew library books remotely.

The Cataloging Department cataloged 12,171 titles this year, an increase of 11 percent compared to the previous year. It also added to the library catalog records for 10,793 e-books, transferred 1,340 titles from one library location to another, and withdrew from the library catalog 5,494 titles. The Department additionally completed a number of database maintenance projects.
Revenues from library membership fees decreased from LL35,530,000 in 2007-08 to LL28,350,000 in 2008-09 as did revenues from late fees (LL 23,801,000 to LL 19,276,000). Use in many categories (e.g., number of borrowed items, door statistics) has increased this year in comparison to last year. At the same time, use in other categories (e.g., number of borrowers) has decreased thanks to providing access to more e-resources at AUB libraries.

The Reserve Reading Room was completely renovated to provide students with more comfortable and convenient group study areas.

The Collection Development Department completed the third and last phase of the Library PhD Project, the statistics of which showed that the University Libraries are on the right track in keeping abreast with new publications in various disciplines. The Department helped in assessing the monographic collection of the Archives and Special Collections (ASC), determining whether each title fit the criteria set for inclusion in ASC, and deciding whether to keep, transfer, or discard each title.

Due to a successful marketing campaign through the information literacy program as well as emails and direct contact with students, the Engineering and Architecture Library experienced a significant increase in library use as evidenced in circulation, reference, help request, and door statistics. The library also organized a number of workshops for faculty members for both research and curricular purposes. To save space and create room for new material, the library discarded 1,433 volumes, 171 videocassettes, and 11 manuals.

**Personnel**
- Almost all supporting staff members of the University Libraries were promoted.
- Two professional staff members retired and two others applied for early retirement.
- Four librarians attended professional conferences in the U.S. and most others attended training sessions in Lebanon organized by vendors and company representatives.
- One staff member was sponsored by the University Libraries to pursue a Master’s degree in Library and Information Science in the U.S. (Rutgers University).

**General Statistics**
- Budget spent on books, periodicals, and binding: $3,809,200
- Number of new items processed: 10,676 titles (including 703 as gifts)
- Number of cataloged items (e.g., print books and audiovisuals): 10,682 titles
- Number of e-books added to the catalog: 10,793 titles
- Number of circulated items: 54,848 items
- Number of bound items: 7,269
- Number of serials currently received in print: 2,040 (vs. 2,039 last year).

Lokman I. Meho
University Librarian
AUB MUSEUM

Museology

- The digitizing of the Study Collection by the Research Assistants is nearly completed.
- The Alarm system was renewed in the Museum Gallery and in the Strong Room. A new system was installed in the Study Collection Hall.
- Some restoration works were done on Cypriote items in the Museum in view of their publication.

International Conferences, Local Workshops and International Exhibitions

International Conferences

- October 25–29, 2008, Dr. Badre gave a lecture on: “Cultural interconnections in the eastern Mediterranean: evidence from Tell Kazel-Sumur in the Late Bronze Age and from Beirut in the Late Bronze and Iron Ages” at the “Intercultural Contacts in the Ancient Mediterranean” Conference in Cairo.

Local Workshops

- September 19, 2008, Dr. Badre held a seminar for ICOM (International Council of the Museum) at the AUB Museum, in view of organizing a seminar on Museology with the help and a grant from UNESCO.
- September 25, 2008, Dr. Badre, hosted a seminar with the Beirut Municipality Committee at the AUB Museum related to the preparation of the new Museum: Memories of War, in Sodeco – Beirut.
- May 18, 2009, on the occasion of the International Museum Day, the Society of the Friends of the AUB Museum invited all students and faculty members of AUB to a guided tour through the Museum. Six visitors were randomly selected to win tickets to Cyprus and to the Beiteddine Festival.
- August 27-29, 2009, Dr. Badre lectured on “Beirut in the Early Bronze period” in a seminar on Early Bronze Age Pottery in Lebanon, organized by the AUB Archaeology Department and the French Institute of Archaeology in Beirut and hosted at the AUB Museum.

International Exhibitions

The AUB Museum participated in the Exhibition: “Beyond Babylon: Art, Trade and Diplomacy in the Second Millennium B.C.” at The Metropolitan Museum of Art-New York, November 2008 through March 2009. The Minoan Kamares vase was lent from the AUB Museum.

Research Project

April 4–9, 2009, Dr. Badre worked with Dr. Vassos Karaeorghis on the study of 200 objects of the Cypriote collection from the AUB Museum in view of their publication.
Excavations at Tell Kazel – Syria:

The AUB Museum team resumed its 25th campaign between July 19 and August 23, 2009. A preliminary report was presented to the DGAM, Damascus.

Publications

- Badre, L. 2009 “Cultural interconnections in the eastern Mediterranean: evidence from Tell Kazel-Sumur in the Late Bronze Age” was submitted for publication to the Netherlands Institute in Cairo in May 2009.
- Badre, L. 2009 “Religious Architecture: Middle Bronze Age Beirut 003 and Late Bronze Age Tell Kazel” was submitted for publication in BAAL, Beirut in May 2009.
- On the occasion of the International Museum Day, Dr. Badre, President of the International Council of Museums (ICOM) Lebanon, with the collaboration of the Ministry of the Tourism, published a brochure on the seventeen Museums of Lebanon to be distributed on May 18, 2009.
- Badre L. and Karaeorghis V. 2009 published a book on Cypriote Antiquities in the Archaeological Museum of the American University of Beirut, and will be launched at the AUB Museum on October 7, 2009.
- The AUB Museum Newsletter Vol. XXII No. 3, was published in May 2009.

Lectures at the AUB Museum

- October 22, 2008, by President Peter Dorman, on: “Gender Trouble in Ancient Egypt: The Case of King/Queen Hatshepsut”.
- December 10, 2008 by Mrs. Nina Jidejian, on: “Beirut a City of Contrast”.
- January 21, 2009, by Dr. Michel Al-Maqdissi, Directeur adjoint des Antiquités de Syrie on: “La Deuxième Révolution Urbaine, de la Méditerranée à l’Euphrate, au IIle millénaire av. J.-C.”.
- February 18, 2009, by Dr. Jeanine Abdul Massih, Professeur à l’Université Libanaise, Co-Directrice de la Mission de Cyrrhus, on: “La Maison aux Mosaïques : Nouvelles Découvertes à Cyrrhus (Alep – Syrie)”.
- March 11, 2009, by Dr. Tim Stanley, Senior Curator V and A Museum on: “Islamic Art at The Victoria and Albert Museum : from the Founder, O. Jones (1852), to the Patron, M.A. Jameel (2009)”.
- On the occasion of the International Museum Day (May 18, 2009) with the theme “Museums and Tourism”, a presentation for the first time on the site Museum of the Roman Crypto-Portico was conveyed by Dr. Leila Bade.
Children's Programs

Four programs for children were held during the 2008-09 academic year: “Gebal the Oldest Harbor City in the World” at Byblos; “Masks through the Ages” at the AUB Museum; “Learn to Become an Archaeologist” in the Garden between the Museum and Assembly Hall; and “Restoring the Past” at the AUB Museum.

Museum Visitors

From September 19, 2008 till September 28, 2009 there were 3,000 visitors to the Museum: 1,300 tourists and 1,700 students.

Trips

The Society of the Friends of the AUB museum organized three trips:
- The Koura Plateau– to the Monastery of Kaftoun with its recently discovered and restored frescoes (11th–13th c.), followed by the Roman Temple of Bziza, (October 11, 2008).
- A trip to Palmyra, Ressafa and Qasr al-Hair, (April 30-May 2, 2009).
- A trip to Armenia (June 19–26, 2009).

Donations

- The Charles Kettaneh Foundation donated $4,000 to the Museum in March 2009.
- A grant from INSTAP (Philadelphia) of $6,000 was given to Drs. Badre and Karageorghis for the publication of the Catalogue of the Cypriote collection of the AUB Museum.
- The Society of the Friends was given $700 as a percentage from selling and signing Mrs. Nina Jidejian’s book at the Museum shop.

Leila Badre
Director, Archaeological Museum
OFFICE OF INSTITUTIONAL RESEARCH AND ASSESSMENT

Major Accomplishments

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

- Fall 2008, gave the Student Registration Survey to a representative sample of undergraduate students. Report revealed progress made in various registration steps and areas of improvement.
- An on-line AUB Alumni Survey was launched in November 2008 to obtain alumni information on various issues related to their experience at AUB and to their work experience.
- Graduating Exit Survey was administered in May and results were reported.
- In collaboration with a number of U.S. universities, initiated a new research on determiners of quality of college life and the consequences on identification with AUB.
- Met requests of several departments for preparation of surveys and questionnaires, and analysis of data, including the Office of VP for Finance, FAS, Student Affairs (New Student Orientation program), Registrar’s Office (Customer Service Survey), Information Office (AUB Bulletin Questionnaire), Library Satisfaction Survey, e-Survey to MainGate readers, Auxiliary and Business Services, and evaluation of the School Fair.

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. Results were reported to stakeholders and they were provided the facility of on-line access to their reports. Summer session reports were issued to some Faculties.
- As part of learning outcomes assessment, the CAAP exam was administered in March to junior students to assess their critical thinking, math and science reasoning, reading comprehension, and writing. In addition, the College Outcomes Survey (COS) was administered to a representative sample of undergraduate students to assess growth achieved during 2008-09 in various areas of development.

Institutional Data Reporting
The following activities were accomplished:

- Filled out and reported the common data set (CDS), Peterson’s Annual Survey of Undergraduate Institutions, Peterson’s Annual Survey of Graduate and Professional Institutions, College Board Annual Survey, AUB Facts and Figures data information, ASHA, Times Ranking 2009, and MSCHE Institutional Profile, in addition to College Board financial information update.
- The AUB Fact Book 2008-09 was prepared and published at the end of May.
- An OIRA brochure was also released and shared with community.
Contributed to the revision of KPIs on Balanced Scorecard (BSC). In this regard, OIRA lent
technical support to the Office of Strategy Management in the context of the programming of
the KPIs directly into “Views” software used to generate KPIs.
Met information needs of several AUB constituencies for different purposes.
Held several meetings with parties concerned with the issue of data governance and
consistency of statistics and numbers reported by OIRA and others on campus. The meetings
addressed some of the concerns put forth successfully, while in some instances the need for
better data governance and data integration was established

Projects/Initiatives
MEA Cadet Recruitment Project. Administered a fifth 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.

Reports
BOT November report on admissions, enrollment, academic offerings, diversity, persistence,
and trends for the last 10 years
Reported on admission criteria, the composite score and performance of associated
predictors, and studied effect of doing away with SAT I on freshman admissions and the
efficiency of composite score, in general.
Compiled a report and documentation on enrollment projection for continuing students for
spring 2009 and for new students, 2009-10.
Prepared an update on budget estimates based on prognosis of student numbers 2008-09.
Prepared graduate persistence report.

Other Activities
Worked closely with Enrollment Management Committee and Unified Admissions
Committee chair to determine continuing enrollment and required new first time enrollment
and other categories for the fall of 2009.
Worked on spring 2009 admission score production.
Provided Faculty of Medicine with data needed for admission to first year medicine and
assisted in the admission process. Explored conducting validity studies to determine the
adequacy of criteria used in admissions. Study has been started and is to be completed soon.
Supported Unified Admissions:
- Provided data to the Enrollment Management Committee for spring 2009 and fall 2010
  admissions.
- Provided data for processing of transfer applications for a number of Faculties.
Monitored data integrity and accuracy of Banner Schedule data and in this regard produced
and sent error reports to officers in various faculties.

Personnel

Academic
El Hassan, Karma PhD, Director

Non-Academic
The following tests were administered between October 1, 2008 and September 30, 2009:

<table>
<thead>
<tr>
<th>Name of Test</th>
<th>No. of Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUB EN</td>
<td>763</td>
</tr>
<tr>
<td>IET</td>
<td>653</td>
</tr>
<tr>
<td>EET</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1476</strong></td>
</tr>
</tbody>
</table>

In collaboration with AMIDEAST, administered the SAT to 423 candidates in fall 2008 and to 102 candidates in May 2009.

The CFA was administered to 248 applicants in June 2009.

Financial Risk Management (FRM) and ACT exams were administered to five and three candidates, respectively.

67 students from OSB sat for the ETS Major Field Tests (MFT).

Administered the CAAP to 421 junior students in March 2009.

MEA recruitment battery was administered to 88 candidates in July.

Future Developments

OIRA’s plans for 2009-10 include:

- Working on developing a comprehensive institutional assessment plan.
- Actively assisting in developing and implementing assessments of program learning outcomes and the General Education program.
- Assuring consistency and integrity of institutional data.
- Continuously upgrading ICE system and reporting.
- Improving on OIRA data collection storage processes, automating more of them.
- Preparing an update on progress in accreditation recommendations.
During 2008-09, OGC organized various outreach activities at AUB which included hands-on training on the use of funding opportunities’ databases, and informational presentations about OGC services. Members of OGC also provided local and regional training and workshops on proposal writing at Notre Dame University and Qatar University.

The technology transfer unit at OGC in cooperation with Architree organized a workshop on “Intellectual Property: Copyrights” which was attended by a large number of Lebanese artists, members of the Ministry of Economy and Trade, and AUB faculty. In addition, members of OGC attended various workshops which included: “Fundamental Principles of Intellectual Property (IP)”, “Clinical Trial Management”, “Sponsored Project Administration” and specialized workshops on various funding programs such as EU Tempus Program, the FP7 Program, and the Mediterranean Sea Basin Program of the EC.

Grants Awarded

Table 1 below summarizes the funding received from the various funding agencies. A total of 123 grants from external sources, amounting to a total of $4,925,221 were awarded during FY 2008-09. A total of 135 grants were awarded through URB for a total amount of $839,916, and 42 grants were awarded through MPP for a total amount of $486,814. Table 1 does not include the newly awarded ASHA grant for $1,750,000, and the USAID Student Scholarship Support for $2,713,064.

Table 1. Grants Awarded October 1, 2008 – September 30, 2009

<table>
<thead>
<tr>
<th>Sponsor Category</th>
<th>Current Funding (USD)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebanese Government</td>
<td>577,170</td>
<td>42</td>
</tr>
<tr>
<td>U.S. Government</td>
<td>299,976</td>
<td>3</td>
</tr>
<tr>
<td>European Government</td>
<td>164,750</td>
<td>2</td>
</tr>
<tr>
<td>Canadian Government</td>
<td>560,600</td>
<td>5</td>
</tr>
<tr>
<td>Arab Governments</td>
<td>516,022</td>
<td>2</td>
</tr>
<tr>
<td>Associations</td>
<td>12,824</td>
<td>2</td>
</tr>
<tr>
<td>Foundations</td>
<td>885,508</td>
<td>9</td>
</tr>
<tr>
<td>Private and Clinical</td>
<td>621,204</td>
<td>24</td>
</tr>
<tr>
<td>Institutions</td>
<td>508,367</td>
<td>10</td>
</tr>
<tr>
<td>Governmental Organizations (GO)</td>
<td>631,129</td>
<td>14</td>
</tr>
<tr>
<td>NGOs</td>
<td>147,671</td>
<td>10</td>
</tr>
<tr>
<td>URB Funding</td>
<td>839,916</td>
<td>135</td>
</tr>
<tr>
<td>MPP</td>
<td>486,814</td>
<td>42</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>6,251,951</strong></td>
<td><strong>300</strong></td>
</tr>
</tbody>
</table>

Proposals Submitted

During 2008-09, a total of 203 proposals were submitted to various external agencies for a total funding requested of $21,069,673. In addition, a total of 152 proposals were submitted to URB
for a total requested budget of $1,641,689. This table does not include the ASHA proposal submitted in June 2009 for a total amount of $3,090,000 and the USAID financial proposal for an additional $298,710 for use in 2008-09 and $99,354 for use in the first semester of 2009-10.

Table 2. Proposals Submitted October 1, 2008 - September 30, 2009

<table>
<thead>
<tr>
<th>Sponsor Category</th>
<th>Amount Requested (USD)</th>
<th>Number of Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebanese Government</td>
<td>1,310,093</td>
<td>72</td>
</tr>
<tr>
<td>U.S. Government</td>
<td>3,012,865</td>
<td>11</td>
</tr>
<tr>
<td>European Government</td>
<td>3,683,295</td>
<td>3</td>
</tr>
<tr>
<td>Canadian Government</td>
<td>1,031,610</td>
<td>6</td>
</tr>
<tr>
<td>Associations</td>
<td>10,000</td>
<td>1</td>
</tr>
<tr>
<td>Foundations</td>
<td>4,867,773</td>
<td>39</td>
</tr>
<tr>
<td>Private and Clinical</td>
<td>1,545,432</td>
<td>18</td>
</tr>
<tr>
<td>Institutions</td>
<td>3,338,638</td>
<td>23</td>
</tr>
<tr>
<td>Governmental Organizations (GO)</td>
<td>1,307,418</td>
<td>17</td>
</tr>
<tr>
<td>NGOs</td>
<td>962,549</td>
<td>13</td>
</tr>
<tr>
<td>URB Funding</td>
<td>1,641,689</td>
<td>152</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>22,711,362</strong></td>
<td><strong>355</strong></td>
</tr>
</tbody>
</table>

**Active Grants Administered by OGC**

OGC is currently managing 344 active grants for a total funding of $30,869,980. These grants do not include four active ASHA grants for a total award of $7.4 million, and the USAID scholarship grant for a total of $10,413,064.

**Memorandum of Understandings (MOU)**

OGC is currently overseeing 37 active MOUs and during 2008-09, facilitated the signature of nine new Memorandums of Understanding (MOU) with various organizations and institutions.

**Technology Transfer Unit (TTU)**

During the 2008-09, 13 disclosures for new technologies were submitted to OGC, and one provisional patent filed with the U.S. Patent Office.

Fadia Homeidan, Director
Office of Grants and Contracts
DIRECTOR OF INTERNAL AUDIT

Overview
The work of the Internal Audit Office is guided by the Annual Plan which is reviewed by the Audit Committee in November each year. Thirty-eight reports were issued during the year relating to completed audits, inventory counts, and a number of special investigations. A further five reports have been issued to management for discussion but have not yet been signed off. Other than one instance relating to gasoline purchases described below, I did not become aware of or investigate any instances of fraud or non-compliance with GAAP which would have to be alerted to the Audit Committee.

IT Audits
Two reports (Payroll IT Review and Backup Procedures and Disaster Recovery) were issued to management but were not finalized, pending receipt of management response. Work in progress includes an external vulnerability assessment of network security using proprietary software.

Inventories
In addition to attending scheduled inventory counts, we conducted a number of unannounced test counts in the Campus and Hospital stores during the year. Overall the results of the “surprise” inventory counts were satisfactory and we found that the stores were well maintained and the computerized inventory was accurate. The majority of the “departmental stores” at AUBMC have now been included in the central stores inventory and medical supplies received on consignment are also recorded in the inventory, resolving a primary concern of prior years.

Capital Projects
One capital project, renovation of the Jafet Library reading room was the subject of a review. As has been noted in previous reports, it is important that all communications between the AUB project manager and those involved (end users, consultants and contractors) be properly documented in a timely manner, particularly when design changes, completion dates, or change orders are involved. In this instance, FPDU tendered the contract knowing that the budget was inadequate and the time allowed was insufficient, with the result that additional funding had to be secured and the time to completion was more than double that provided for in the contract.

Environmental Impact
Following up on a report issued in 2008 that showed an exceptional increase in power consumption at AUBMC, we conducted a series of tests in collaboration with AUBMC Plant Engineering and the Power Plant with technical support and equipment from the Faculty of Engineering and Architecture. We were thereby able to identify anomalies and explain, if not justify, the increase in consumption and cost and make recommendations that will better control electrical power consumption in the future.

Special Investigations
During the year, Internal Audit conducted nine investigations of alleged or suspected fraudulent activity. Two cases involving pharmaceuticals at AUBMC resulted in terminations. One case involved the submission of fraudulent gasoline invoices where the University has taken legal
action against a former part-time employee and a supplier to recover $20,000. We also investigated a forged ID card, an alleged case of conflict of interest, and three cases of questionable procurement practices.

**Surveys**

A survey of parking at AUBMC was conducted during the summer of 2009 in which 600 individuals were interviewed: 54 percent came to AUBMC by private car and of those less than half found parking in the AUBMC parking lot. Given that the two AUBMC parking lots are full most of the day, it is evident that additional parking is urgently required in the vicinity of the hospital.

**Work in Progress**

At the year end there were a number of audits in progress including a review of the graduate assistance program as part of the ongoing plan to review Financial Aid, a review of overtime, network vulnerability assessments, and the lost and found procedures. Two investigations are ongoing: one involves the overpayment of academic 10th month salary, and the other, possible kickbacks from suppliers. While the Internal Audit Office no longer receives the bids we continue to review the bidding process and contract awards on an ongoing basis as well as policy development and a number of discussion papers that have been circulated.

**Staffing and Professional Development**

The IT Audit Manager hired in 2007 resigned to join Booz Allen as a consultant; however we were fortunate to recruit Mr. Saad Majari, formerly manager of enterprise risk services with Deloitte, as IT Audit Manager. The IT Auditor hired in January 2009 resigned after eight months to get married and move to the U.S.; we are currently trying to fill the position. The Administrative Assistant position which had been vacant since the summer of 2008 was filled internally. Sarah Bou Diab, Senior Auditor, is qualified as a Certified Internal Auditor; Ghinwa Awada, Internal Auditor, is enrolled in the AUB MBA program; and Mohammad Shehab, Audit Manager, is studying for his CPA. Mr. Majari and Mr. Shehab attended the annual conference of the Association of College and University Auditors and I attended training on the use of the audience response systems that we are proposing to use in risk assessment workshops.

**Budget**

Historically, 90 percent or more of the Internal Audit Office budget has related to salaries and benefits, and minor increases have been provided for in 2009-10 to cover the cost of software licenses for CCH TeamMate, ACL and other tools used for IT vulnerability assessments as well as increased educational and professional development costs. No budget exists for renovation of the facilities occupied by the Internal Audit Office where, at times, up to seven persons share 550 sq ft of open plan office space with all the related files and equipment required by our operations. A request for additional space has been submitted to the space committee for consideration.

Maurice Carlier
Director of Internal Audit
OFFICE OF STRATEGY MANAGEMENT

Outcome

- Acquired the “VIEWS” and “BIRT” software that facilitate performance management at all levels in the organization. Software was installed and key users trained.
- Finalized the process of scanning and archiving the backlog of AUB’s legal files using the “LASERFICHE” software. New legal documents are now being scanned and archived on an ongoing basis.
- Incorporated key elements from the “Medicine” strategic plan and from the MSCHE accreditation self-study into the 2009 strategic planning overview.
- Identified Key Performance Indicators to measure progress in achieving the institution’s goals.
- Completed the 2009 cycle for nominating and selecting awardees for the “President’s Service Excellence Awards”.
- Coordinated with legal counsels on issues having legal implication.
- Coordinated the annual Strategy Review Meetings with the participation of deans for the first time.

Committee work

- Chaired the meetings of the:
  - Policies and Procedures Review Committee
  - Service Quality Task Team
  - Household Help Task Team
- Participated in the meetings of the:
  - Audit Task Force
  - AUBMC Review Committee
  - Budget Committee
  - Budget Review Committee
  - Food Service Provider Selection Committee
  - Human Resources Committee
  - P2P Working Committee
  - Pharmaceutical Negotiation and Review Committee
  - President’s Cabinet

Andre Nahas, Director
Office of Strategy Management