THE PRESIDENT’S ANNUAL REPORT

TO THE

BOARD OF TRUSTEES

November 2008

American University of Beirut

Beirut, Lebanon
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PRESIDENT

The last months have shed interesting light on the extent to which Lebanon occupies a unique political and financial niche in the Middle East. Recent meetings between Lebanese leaders of internal political movements of all stripes have given rise to cautious optimism here that the recent tendency to resolve issues by show of force, as exemplified by the May events of last spring, has begun to yield to a determination to achieve a degree of outward calm in advance of national elections, which are to take place in May 2009. Only more time will tell whether such rapprochement proves to be truly effective, widespread, or long-term, yet such signs are embraced as positive progress, with the hope frequently expressed that the elections themselves will prove to be less prone to violent demonstrations than in the past. AUB can feel especially proud that, during a reception at West Hall on October 24, hosted by the WAAAUB, in honor of Prime Minister Fouad Siniora and ten other government ministers (all of whom are AUB alumni), the sense of camaraderie and common roots among these politicians from different segments of the political spectrum were prominently on display. Meanwhile, in this land of contrasts, and in the context of worldwide sinking markets and global financial meltdown, Lebanese banks are among the few pillars left standing.

As the academic year opens, both student enrollment and faculty numbers have remained roughly as projected, and the beginning of classes has been observed without any indication of discontent on the part of students at the higher cost of tuition for 2008-09. Budgeting will remain a major preoccupation for us in terms of this year’s financial crisis, but it is satisfying to note that the Development Office has ended its most successful year ever, bringing in over $30 million.

Two searches are presently very much at the forefront of my mind, one for Provost and the other for Dean/VP for Medical Affairs. Both are well underway, with a preliminary short list already in hand for the Provost’s job announcement and candidates to be interviewed during the November meeting of the Board. The search process for the Dean/VP for Medical Affairs is about two months behind the former, with applications and nominations now being received, but no formal committee action as yet.

As part of an effort to familiarize myself with this complex institution, I have begun a series of meetings with all University faculty, in order to connect with departments on campus and to learn more about the issues that are of primary concern to individual faculty members. Due to the importance of the search for Dean/VP for Medical Affairs, I have started with the Faculty of Medicine and will move on to Arts and Sciences, moving initially through the two largest faculty bodies. One of my concerns in these sessions (but by no means the only one discussed) has been to learn more about faculty recruitment, faculty retention, and the promotion process, issues that shed light on AUB’s commitment to the future of its academic programs and its ability to mentor junior scholars in a manner most productive to their research profile and their service to the community. These discussions have been enlightening, candid, and of great importance to my own education.
The accreditation process through the Middle States Commission on Higher Education proceeds apace, with the advance visit of Dr. Tim Sullivan, the team leader, occurring during the October meetings of the Board in Beirut. His preliminary comments following that visit will be most helpful to us during the task of finalizing the draft of the Self-Study Report, now being revised under the supervision of Acting Provost Waddah Nasr. The final version will be posted on the AUB web site from November to early December and will be open to comments from all members of the AUB community; remarks from the Board of Trustees will be especially welcome. By mid-January all additional feedback will be incorporated and the final Report sent to the full accreditation team, whose visit is expected the first week in March. We have high hopes at this time that the accreditation process will be conducted in person by the usual team of eight or nine members, rather than by teleconference. I draw your attention to three other highly anticipated accreditation processes, which reflect the aspirations our Faculties have for recognition by prestigious accrediting agencies: ABET for the Faculty of Engineering and Architecture; the Association to Advance Collegiate Schools of Business for the Olayan School of Business; and Magnet status by the American Nurses Credentialing Center for the School of Nursing.

One theme that I realize has consumed a good deal of trustees’ time this year--and is likely to do so for much of the coming year--is strategic planning. We are presently at work on combining the campus and medical center plans into a single strategic document that, I trust, will be couched in language broad enough to encompass the goals of the institution as a whole, yet can take into account the specific goals and needs of the hospital operations. The second major strategic question is how best to position AUB in the context of newly established universities in Lebanon, the region, and especially the Gulf, where huge financial resources have spurred the founding of schools and programs, occasionally in partnership with prestigious American institutions, that can and will compete with AUB in important ways. The success of our own positioning will, I believe, depend very much on the extent to which we are able (or are allowed) to replicate our mission and our unique qualities outside of a Lebanese milieu.

Peter F. Dorman
President
The resilience of the American University of Beirut as an institution and its ability to cope with adverse external conditions have been frequently tested throughout its history, and academic year 2007-08 is no exception. Regional tensions and unresolved internal conflicts in Lebanon, which peaked in Beirut on May 7, 2008, posed additional challenges to our efforts to continue to recruit and retain students and faculty. That recruitment at both of these levels has been quite successful is further evidence that the good reputation and prestige of AUB continue to attract high quality students and faculty.

However, we face serious challenges to our recruitment of high quality students, to restoration of the international mix that characterized our student body in the past, and to attaining greater geographic and socioeconomic diversity. AUB has offered additional merit scholarships to attract academically distinguished students. These scholarships are, for the most part, offered to students from the region and from parts of Lebanon where students would not otherwise be able to afford expenses incurred by studying at AUB. The scholarships we offer, in collaboration with Lebanese Council for Scientific Research, to the 12 top scorers on the national exams of the four Lebanese Baccalaureate tracks, provide an example of a successful program that could be emulated. These top scorers are good students who have done very well at AUB. The majority of them come from parts of Lebanon from which we get very few students. However, the more needy students continue to be given priority in granting financial aid. But the type of student who is clearly interested in studying at AUB, who qualifies for admission but cannot afford our tuition fees, is becoming more numerous in view of the worsening economic situation of families in Lebanon and other countries in the region from which we draw applicants. Our financial aid budget is not growing at the same rate at which the need for financial assistance is growing, which impacts on many qualified prospective applicants for admission to AUB.

Our ability to recruit and retain high quality faculty is also facing serious challenges. We have to make sufficiently lucrative offers when we compete in the international market for recruitment from fields such as economics or engineering. This is not only true in regard to the recruitment and retention of faculty members. Some of our highly skilled and technically trained staff members have been targeted by institutions and companies in Lebanon and the region.

Important as the financial factor is, there are relatively affordable means of addressing the issues of maintaining and enhancing a student body of high quality students with diverse backgrounds. Strengthening remedial programs such the University Preparatory Program (UPP) would be very helpful to academically promising students from some of the countries in the region and some areas in Lebanon who need help in English proficiency.

Preparing for the renewal of institutional accreditation from the Middle States Commission on Higher Education (MSCHE) was a major preoccupation and priority at the Office of the Provost during the academic year 2007-08. Each of the 8 working groups that were formed in spring 2007 to research the 14 accreditation standards of the MSCHE submitted a final report to the Self-Study Steering Committee (SSSC) in April 2008. These reports were labeled D1 (First Draft). The reports have been thoroughly reviewed and edited by a main editor, the SSSC, and a review committee. The Fourth Draft (D4) was sent to Dr. Earl (Tim) Sullivan, the Chair of the Evaluation Team which is scheduled to visit the campus during the first half of March 2008. The
Chair of the Evaluation Team is required by the MSCHE to pay a “Preliminary Visit” to the institution. Dr. Sullivan conducted this visit during the week of October 6-10 and met with the various constituencies of the university including “representatives of the institution’s governing board.” Dr. Sullivan provided us with valuable input on the self-study process and report. The current draft of the self-study is still undergoing review with particular emphasis on the advice given to us by Dr. Sullivan. Going through the accreditation process has proven to be very beneficial to the university. Subsequent to receiving institutional accreditation in 2004, various Faculties and academic units at the university have either already received or are close to receiving professional accreditation from the appropriate accreditation bodies. Accreditation and re-accreditation are continuous, ongoing processes. Conducting self-studies and voluntary submission to external peer evaluation is a healthy exercise that will enhance a culture of self-examination and continuous improvement.

Two of the main recommendations from the evaluation team which reviewed our institutional self-study that led to receiving institutional accreditation in June 2004, were: (1) assessment of student learning outcomes, and (2), reviewing and strengthening our general education component.

During the academic year 2007-08 a three-stage plan was put into effect. The first stage focused on the development of clearly articulated program learning outcomes. In October 2007 the Center for Teaching and Learning, in coordination with the University Learning Outcomes Coordinating Committee (ULOCC), organized a two-day retreat to plan for the implementation of a program to help departments in the FAS and the FAFS develop program learning outcomes. By July 2008, the process was successfully completed. The second phase (developing learning outcomes at the level of courses) is scheduled to take place during the academic year 2008-09.

The mission of general education at AUB, its goals and requirements, as well as the distribution of courses to meet the general education requirements, have all been reviewed and improved for the past three years or so. During academic year 2007-08 the Senate Academic Development Committee in coordination with the Office of the Provost has addressed issues pertaining to the effective implementation of the university’s general education requirements. A new standing committee of the Senate (the University General Education Committee) will oversee the implementation of the general education component of our educational offerings. One of the remaining unfinished tasks is to establish criteria that courses must meet in order to qualify as “Writing intensive” courses.

By April 2008 it became clear that as of August 2008 a new president would be on board, and the position of Provost would become vacant at the end of July when the resignation of Provost Peter Heath took effect. Preparing for the transition period became a major priority at the Office of the Provost. During the months of April- July the Provost and the Associate Provost held frequent meetings and conducted a thorough review of the basic responsibilities with which the Provost is charged. This review acquired additional importance after the approval of the proposal of Drs. Waterbury and Heath that during the transition period, and until the position of Provost is filled, the Associate Provost will be Acting Provost with the understanding that Dr. Dorman will assume the responsibility of dealing with the Deans. Dr. Nisreen Ghaddar has kindly agreed to serve, on half-time basis, as Acting Associate Provost. Her assistance during this transition period has already proven to be very valuable.
During August and September the Acting Provost met with each of the heads of the units that report to the Provost. The unit heads had been requested to send reports about their units with emphasis on achievements during the previous year, and their plans for the coming year. At each of these meetings the reports were reviewed, and the needs of the unit and the challenges facing it were identified, as well as matters that would arise at follow up meetings.

The importance of keeping the momentum going was emphasized. The transition period should not be viewed as a wait-and-see period. What guarantees the stability, continuity, and progress of an institution such as AUB is the fact it is committed to a clearly stated mission and core values, and governed by policies and procedures defined and derived from those values.

Waddah Nasr
Acting Provost
**Land and Building Registry - AUB Campus**

**Municipality Tax**
Consequent to the legalization process of the AUB property that was initiated back in 2003, an exemption from the “Built Property” taxes on AUB property was secured from both municipality and MOF taxes. In the process of obtaining occupancy permits, drawings to pertaining lots were filed, and records of the MOF and of the municipality were properly updated. A summary table follows in which paid taxes were tabulated, in addition to a chart showing the exemption from the property taxes, even as rental values are increasing as a result of the additional facilities recently added on campus.

Due to AUB’s exemption as a non-profit organization, the university is being reimbursed for previous years payments, from the late nineties on, for the as-built property taxes, which we should not have paid.

**Permits for Construction Works**
The construction, demolition and other permits required from authorities for prompt handling of the administrative routine related to ongoing capital projects were obtained, namely for the Olayan School of Business, OPD Building, Issam Fares Institute, Green Field fence, Raymond Ghosn and the emergency staircase of the New Women’s Dorms, Buildings No. 43 & 44, & 45 & 46, Gulbenkian (UHS), utility tunnel, Irani Oxy Engineering Complex, underground water tank, pump rooms and fuel tanks, Duraffourd East And West. We also obtained permits to extend working hours for construction works at the Charles Hostler Student Center site, Building 56, OPD Building, CCC SRB site and New School of Nursing and the AUB Beach sites.

**Registration for Buildings & Occupancy Permits**
Occupancy permits were obtained for all campus buildings and for the first time every AUB building is now registered at the municipality and more importantly the exemption from the “Built Property” taxes has been secured.

**SRB Clarification & Abou Khater Medical Arts Facilities**
We obtained the occupancy permits after submitting the necessary files & drawings and securing all required clearances. The file applications were cleared by the municipality and accordingly obtained the real estate values and the respective tax exemptions on all AUB properties. The final step was to sign the construction contract and pay the one-time fee of 1%. The building constructions were registered on the Land Registry Department thus having all existing buildings reflected on the cadastral maps and on the title deed.

**Abou Khater Medical Arts Facilities**
The occupancy permit for the renovated building was secured after submitting the necessary files & drawings, and securing all the required clearances. The real estate value and the exemption from the MOF from the property tax were secured at the Municipality of Beirut. The last and final step in the registration process was also completed after signing the construction contract and settling the one-time fee of 1%. The building constructions were registered in the Land Registry Department.
Registry Department thus having the building reflected on the cadastral maps and on the title deed.

**Hostler Roadway**
The Land Registry Department assigned the public Domain with a lot number (1060) thus identifying the roadway as a municipality property. We are also preparing all the necessary works and official formalities allowing AUB to purchase that roadway from the municipality.

**Duraffourd Roadway**
Lots 1052, 1053, 1054 & 1055 representing Duraffourd Roadway and the surrounding leftovers 988 and 1017 were registered in AUB’s name.

**Land Registry Department**
Decree No. 655 was published in the official gazette and AUB unified the owner name on all lots as the “American University of Beirut”. The owner name was corrected on all title deeds as well as recently merged lots. Registration of new and the old constructions was also completed.

**Yellow Building**
In the court hearing held on April 2, 2007, the Court of Appeal revoked the provisional judgment of July 10, 2006 concerning the cross-examination of Dr. Hala El Ariss. Thus, there was no longer a judgment in this respect to comply with.

**Merits of the Case**
1- The two main grounds on the basis of which AUB is challenging the First Degree judgment on behalf of AUB are: 1) the Promise of Sale Contract is in fact a preliminary sale agreement and not a unilateral promise of sale, and 2) the legal action initiated by Mr. Mohammad Tannir for the cancellation of the Promise of Sale Contract must be rejected as to form because it has not been registered in the records of the properties at the Real Estate Register (which is a mandatory legal requirement).

2- Even if it is correct as stated in the First Degree judgment that a promise of sale must provide for a term for the exercise of the purchase option, such judgment misinterpreted the agreement between the parties (Tannir and Chammas). Such agreement is a preliminary purchase agreement and not a unilateral promise of sale especially that the purchaser settled LBP 75,000 of the sale price amounting to LBP 80,000 as determined by the parties upon execution of the sale contract titled “Promise of Sale”. Therefore, such contract does not have to provide for a period of time for the exercise of the option to buy, as the matter does not involve the exercise of an option but involves a sale. However, since courts in Lebanon have a broad and discretionary power to characterize and describe contracts, it is difficult to assess the outcome of the litigation.

**Land and Building Registry Files**

**International College**
In preparation for executing the assignment agreement, the following tasks were completed: Clearing all the entries and violations existing on IC campus, obtaining occupancy permits for the buildings, obtaining the real estate value, filing the petition to reflect the constructions on the
land registrar records, preparing a plan of the improvement procedures and approval from the municipality. AUB recently obtained approval of the plan by the highest authority, the Directorate of Urban Planning. The file is in the final stage whereby the Municipality will note the new boundary lines and later update the cadastral plans and the land registry offices of the same.

**AREC**
Based on an exemption from property tax on Beirut Campus, a petition to this effect shall be submitted in the Bekaa requesting the exemption for the residences of research faculty members on AREC premises.

**Other Key Activities and Initiatives**

Coordinated with Mr. Adams/FM2 and discussed ways to improve the quality and efficiency of the workflows and services provided by the facilities units. Key areas for improvement are performing Facility Condition Analysis, introducing the Enterprise Model Zone “A-Team”, Redefining PPD Business Relationship with FPDU, Guiding PPD to implement 90-day Maintenance Planning Report, assessing the possibility to flatten the organizational structure of the units reporting to the VPFF and working towards implementing a Campus Space Planning Procedures and Tool.

- Assisted in providing information and data necessary to finalize the comprehensive insurance plans for the university including OPIC application for violence and loss of income coverage.
- Alfa team removed the tower and vacated the premises on the rooftop of the AUB Medical Center, after reinstating the facilities to their original condition by the end of March 2008.
- Effective February 1, 2008, The Materials Management Campus Department reported to the Office of the VP for Facilities. The shift in reporting lines from Business Services to the VP Facilities included central stores, central receiving and hospital receiving at the AUH. A Subject Matter Expert (SME) was employed to continuously monitor the workflow within the MMDC and closely observe the handling and closing of the different daily tasks handled within the unit and by each individual team member. Appointment of Mr. Mustafa Badreddine as a Subject Matter Expert (SME) should facilitate addressing the high and medium risk items listed in the E&Y report as well as improving recommendations and implementing improvement measures for more efficient, reliable MMCD operation.
- A revised cash flow for the main capital projects was prepared to reflect the impact of the delay of a number of projects on the cash flows and the delivery of the projects.
- A historical study was conducted on the Marquand House highlighting its architectural and historical values with the aim of drawing the guidelines for its preservation. The report included research on the history of the house and presented a complete set of detailed drawings of its current state, along with an assessment of its architectural, structural, and electro-mechanical systems. Problematic zones were highlighted and detailed solutions were proposed. The report concluded with a list of immediate and short term needs as well as recommendations and constraints for any future works in order to preserve the House.
• AUB Power Plant’s contract with EDL assumed an uninterrupted power supply, but the supply has been interrupted daily, especially at peak times. A proposal to purchase an additional generator to provide redundancy and the additional capacity required by new facilities was approved. The timeline will be 6 months to order and 3 months to install and be ready before the summer of 2009. The request to receive bids through purchasing was processed and bids were received. Negotiation with the most competitive bidder(s) is ongoing and recommendation to award will be issued shortly.

• The sound attenuation project to the power plant equipment was implemented with full coordination between all the members of the project team (Contractor, FPDU and Power Plant). All issues and concerns were promptly addressed while maintaining the intent of the project, quality of the material, as well as timely delivery of works. On September 8, 2008, following the recommendation of the Board of Trustees, the electric power lines feeding the Kiosk located at the AUB Medical gate and erected on the Municipality of Beirut grounds, and the other eight small buildings located in the salient area adjacent to the Power Plant, were disconnected.

• Met with the coordinator and the special consultants working on the AUB Neighborhood Initiative and shared thoughts and ideas for launching of this project if approved.

• Appointment of Mr. Jean Abdel Nour, Power Plant Manager, as the acting director for the PPD. Recruitment of Ms. Randa Naboulsi Kanj as the budget officer for the VPFF starting as of mid August 2008. Re-appointment of Mr. Robert Fayad as a special consultant to the VPFF to assist and provide technical support and follow up on Mayfair Residence reconstruction, Relocation / Central Receiving areas and warehouses, Update Master Plan and technical support to FPDU on the new ongoing and commissioned facilities. Also Mr. Fayad will provide support and coordination on special activities and tasks as assigned by the Vice President for Facilities.

Environmental Health Safety & 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. If needed, these details can be provided upon request.

Completed the testing and handing-over of all safety related systems/features in the Charles Hostler Student Center and Building 56. Witnessed the testing and/or commissioning of 3 FM-200 systems and the emergency escape stair at Jewett Hall. Updated the Building Priority table that highlights the works required to attain life safety code compliance in all buildings.

Tested 12 Bio-safety Cabinets (BSCs). Responded to operational problems complaints and tested/fixed 5 BSCs. Conducted 4 offer reviews for BSCs. Monitored the handling and transport of approximately 222,418.84 Kg of bio-hazardous waste from AUBMC, Campus and Medical School. Packed 1711 kg/liters of chemical wastes from Biology, Chemistry, Agriculture, Engineering, and Lab Medicine. Stored around 1056 liters of wastes at AUBMC chemical storage room. Collected around 120 liters of expired Pharmaceutical Drugs 64 kilograms of expired medications, 80 vaccine vials, 20 jars containing fixed specimens, blood specimen tubes, and approximately 800 Kg of expired infant milk formula from AUBMC. Properly destroyed 1.5 kg of potentially explosive picric acid and 7 liters of potentially explosive ether.
Conducted 215 laboratory inspections (Campus and AUBMC), documented findings and applied corrective measures where needed. This included hood inspection, checking on physical conditions, code compliance, and observing safe work practices. Supervised and participated in 5 projects related to asbestos abatement. Assisted in phasing-out of Mercury from AUBMC, which resulted in the collection of 4 kg of phased-out mercury.

Submitted AUB’s Facility Wide Safety Plan to the US Army Medical Research and Materiel Command, a prerequisite for the AUBMC to receive an $849,999 research grant. Assisted in the development and preparation of all manuals (relevant to FMSC) required for the Joint Commission International for Accreditation (JCIA); participated in all the Safety meetings and rounds with JCIA consultant surveyors; and participated in the Action Planning Committee for the JCIA findings.


Assisted the Lab Medicine Safety Committee and safety officer in the preparation for CAP visit. Followed up on chemical storage and advised on proper segregation methods. Tested Xylene and Formaldehyde vapor levels in Pathology Laboratory Medicine (PLM). The levels were below the Threshold Limit Values. Assessed sound levels at PLM and found the levels below the Threshold Limit Values.

Provided eight radiation safety orientations for users of ionizing radiation in various departments/faculties. Reviewed seven proposals for studies involving the use of ionizing radiation, received and checked 527 packages containing radioactive materials, performed the (monthly, quarterly, and/or yearly) quality control on 5 radiation detectors/counters and 42 radiation detectors, performed the monthly contamination surveys in 31 laboratories where open sources of radioactive materials are used, and carried out the monthly personnel monitoring for radiation exposure program for 326 personnel members. Responded to and cleared three ionizing radiation related emergencies. Supervised the disposal of 225 bags of radioactive waste from 13 laboratories.

Coordinated with the insurance consultant and solicited bids/offers from insurance providers for property insurance with an increase in property values as a result of re-evaluation/addition of new university property and a decrease in the deductible for Fire & Allied Perils. Assisted in the review and evaluation of the Life Insurance RFP. Renewed major university insurance policies (Medical Malpractice, Public Liability, & Political Violence) and coordinated the issuance of 260 other insurance policies for various activities and departments.

Followed up on reported occupational injuries and ensured proper completion of incident reports, logging, and distribution (355 incident reports during FY 2007-08). Statistical information was provided for risk assessment, root cause analysis, loss control, action plans, and prevention. Investigated incidents with concerned departments/individuals and helped in setting action plans to prevent similar incidents. Followed up on 8 claims management/settlements, duly notified
insurance firms, and followed up on proper and timely reimbursement from third parties ($20,500).

Identified elements of risk, liabilities and insurance requirements for 27 university contracts/projects and obligations and recommended actions to minimize risks. Assisted in drafting and review of 7 policies to reduce liability and loss exposure. Followed up with 21 household help applicants and helped in the registration process.

Followed up on the Committee on University Wellness (CUW) action plan set in 2006-07. The Committee has initiated free fitness classes for AUB community and reviewed the Tobacco Free Campus Initiative (AUB smoking policy) along with the designated areas for smoking. The CUW is currently working on the Wellness Fair, contacting AUB and non-AUB participants to exhibit and share their health information, and preparing materials to be distributed during the fair to promote wellbeing.

Responded to the explosion in the cremator room at AUBMC. Afterwards, checked for two days for the presence of flammable gases and levels of carbon monoxide in Operating Rooms, verified safe environment, and reassured OR personnel. Removed the partially incinerated load from the cremator at AUBMC, decontaminated the area, and incinerated the load at DTS. Responded to 133 emergencies: 2 explosions, 6 fires, 8 Mercury spills, 1 TB spill, 1 chemo-spill, 1 biological spill, 3 floods, 1 flooding sewer, 1 chemical disposal, 1 falling building façade tiles, 45 fire alarms, 22 false alarms, 2 fire smoke, and 8 fire odors, 1 gas leak, 5 gas odors, 4 panel trouble, 9 bio-safety and 12 sanitary related cases in AUB and AUBMC.

Offered 20 training sessions (26 hours) related to fire safety, 6 training sessions (12 hours) related to bio-hazardous waste management, sterilization, public health, food safety and hygiene topics, and 22 training sessions (56 hours) related to occupational health and safety topics, 7 sessions (7 hours) related to Risk Management and incident reporting, to faculty, physicians, students, and staff. In addition, provided respiratory protection/training to the nursing staff due to varicella cases (on 3 occasions).

**Facilities Planning & Design Unit (FPDU)**

Below is a list of the on-going projects that are managed by FPDU. Tables with the proposed timelines for the major capital projects on Campus and Medical Center follow.

**Major Projects / AUB Main Campus**

**Construction / Rehabilitation Projects:**
- Charles Hostler Student Center and Corniche Frontage
- Rehabilitation of the Green Field and the Corniche Frontage
- Construction of the MEP Services Utility Network
- Central Chilled Water Plant
- MEP Services Utility Tunnel
- Olayan School of Business
- Nicely Hall - Upgrading Classrooms
- Renovation of Seven laboratories - Biology Building
- Renovation of Reserve Reading Room - Jafet Library
Renovation of FEA Board Room
Redesign & Renovation of Engineering Lecture Hall (ELH)

Conceptual / Design Projects:
  Issam Fares Institute for Public Policy & International Affairs
  Irani Oxy Engineering Complex
  Dar Al Handasah Architecture Building
  West Hall - Art Gallery
  Main Pumping Station
  Survey of Marquand House
  Overlook Surrounding

Demolishing Projects:
  Durrafound East & West Buildings

Major Projects / AUB MC
Construction / Rehabilitation Projects:
  Abou Khater – Old OPD (Bldg. 23)
  Building 56
  School of Nursing
  Renovation of 4th Floor – “Abu Haidar Neuroscience Program”
  Renovation of 8th Floor – “Naef K. Basile Adult Cancer Center”
  Neonatal Intensive Care Unit (NICU)
  Central Fire Pump Station in Building 56

Conceptual / Design Projects:
  Renovation and Expansion of Surgery Suite
  AUBMC Circulation Plan and Building Surroundings

Minor Renovations
  Jewett Hall - Emergency Escape Stairs
  Renovation of Residence 41 - Ground Floor
  Handicap platform lift - Van Dyck Amphitheater
  Remodeling of Post Hall Northern Piazza
  DTS Cell Culture Lab
  Extension of the Office of Information and Public Relations
  Structural Assessment of the Dar Al Handasah Architecture Building
  Jafet Manuscript Room
  Faculty Apartment No-1 - New Elevator
  West Hall / Van Dyck Signage

Minor Projects with PPD
  Renovation of Bashar Khayyat Memorial Psychology Laboratory/Nicely Hall
  Common Room Refurbishing – West Hall
  Renovation of SMEC Lab - Fisk Hall
  Renovation of Records Room Human Resources Office - College Hall
  Renovation of Apartment 102CE
Materials Management Department

Inventory Section
Introduced 70 new store items that and the stores’ inventory count for fiscal year 2007-2008 was achieved in campus Main Stores, the count was done on sample basis and the result was as mentioned in the attached report.
Stores Movements for Center 1: From 01/10/2007 - 29/08/2008 were as follows:
Total Issuing: $899,506.90, Total Receiving: $961,994.58

Receiving Section
Local and foreign purchase orders received in AUB & AUH Receiving Sections totaled 18,853.

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 LBP 70,991,302.80

Customs and Clearance Section
Customs and Clearance section helped in clearing more than 544 Air shipments, 42 ocean shipments and 16 personal effects & household shipments.

Physical Plant Department

Budget
The Physical Plant Department (PPD) operational expenditure for fiscal year 2007-08, including utilities, reached $16 million PPD’s. Deferred Maintenance expenditure for FY 2007-08 reached $615,000. The minor and capital improvement projects value for FY 2007-08 reached $834,000.

Physical Asset Management
During this FY, PPD received 14,859 service calls and 1,993 Service Requests (SR). Over 329 activities and campus events were supported. These events include, but are not limited to MEMA, Job Fair, Science Fair, Outdoors, Folk Dance, Commencement, retirement receptions and dinners.

Communications
In addition to the daily routine operation and maintenance tasks of the telecommunication system, many other activities were completed. Departmental telephone charges for this year marked an increasing trend, compared to last 2 years especially in cellular costs with around 12% total increase.

Training
All electricians and leads received one hour training on electrical works. All Power and Steam Plant workers fulfilled during this year 14 hours of in house training on electrical and mechanical subjects related to their work duties.
Energy and Water Conservation
An energy conservation awareness web page was developed and posted on PPD web page. We continue to identify energy conservation projects, such as replacing old and inefficient light fixtures with new electronic more efficient ballasts and bulbs, window replacement with double glazed pane, and infrared motion sensors for lighting control. Water meters were installed on all residential facilities and other high consumption locations in order to track and better trend consumption.

Utilities
Consumption rates for all utilities, namely water, steam electricity and communication are unchanged when compared to the data on record for the same periods last year. No major variance or interruption in the supply of utility for the exception of the continuously rising price of crude oil. The cost of diesel jumped from $700/ton in October 2007 to $900/ton in March 2008, up to $1,200/ton by June 2008. In August 2008 it dropped back to $1,000/ton.

Work Coordination Center
During this period Physical Plant Help Desk received 14,859 service calls and 1,993 Service Requests. The preventive Maintenance (PM) work orders averaged about 293PMs per month or a total of 3,516 for the year. The decline in PMs in 2007-08 was due to an initiative to improve productivity by eliminating un-necessary work.

Plant Engineering & Shops
In addition to the routine operation and maintenance tasks of the physical assets, PPD Facilities & Coordination Center completed renovation, alteration and upgrade projects as requested.

Grounds and Transfer Services
The team maintained the campus property by providing cleaning, gardening, pruning and spraying, weeding, fertilizing and planting of new trees and seasonal planting of flowers. Aside from day-to-day moving activities on the AUB campus and the AUBMC, the department assisted in numerous events all over the campus and the medical center

Custodial Services
The team provided daily routine facility cleaning, monthly window cleaning and pest control services to campus facilities. Aside from the day-to-day cleaning activities on the AUB campus and some AUBMC facilities, the department assisted in 329 activities and campus events.

Samer Maamari
Vice President for Facilities
VICE PRESIDENT FOR FINANCE

2007-08 Objectives

When the recruiting process for a new Vice President for Finance was initiated in May 2007, several expectations were outlined in the search document. These 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.

We accomplished a majority of the above objectives through the cooperative efforts of dedicated finance teams in Beirut and New York. Our activities over the past fiscal year included 1) a review of our financial position and how it is aligned with the campus strategic initiatives, 2) an analysis of our capital projects and hospital financial performance, 3) a restructuring of the Finance functions to streamline services and create a business systems support function, and 4) in conjunction with the Purchase-to-Payables (P2P) project, a thorough and more cost effective assessment of current Oracle systems and what corrections can be implemented to yield good results in fiscal year 2008-09. More specific accomplishments in each area are outlined in the following sections.

Office of Financial Planning and Budget

The primary deliverables of the Office of Financial Planning and Budget (OFPB) this year were the 2008-09 Capital Budget with a multiple-year time horizon, the 2008-09 Operating Budget and a 5-year scenario for operations for longer-term planning purposes. Many challenges that we faced concerning limited financial resources were overcome for next year; however the situation will in all likelihood be more pronounced in the years that follow owing to inflationary pressures in areas such as the government-imposed increase in the cost of living for AUB’s employees.

During 2008, we revamped our existing policies and procedures for Financial Planning and Budgeting which should be published in the fall of 2008 on the AUB website representing several weeks of work that reflect important changes in our financial planning methodologies over the past few years. In addition, a detailed manual of the office’s work instructions was completed. This document serves as an important tool for any new staff member that may join the office to understand the exact details of how work is done in OFPB in order to produce our financial plans and regular management reports to the Board of Trustees. It is also a road map of how to run the day-to-day operations of the office for any new Director in the future. Looking forward, the OFPB staff will be taking on new assignments in the coming months as we look to backfill the position of Deputy Director which became vacant in September. The former Deputy Director was promoted to CFO/Director of Finance for the AUBMC in October 2008.
**Office of the Comptroller**

**Staffing**
Assistant Treasurer Howard Ray retired as of September 30, 2008. His retirement will have an impact on the Comptroller’s Office during fiscal year 2008-09 as we look to train a new Assistant Comptroller in New York, Diana Hahn, and reassign some of the financial statement preparation responsibilities to senior accounting staff in Beirut. Mr. Ray was involved in the preparation of the University’s financial statements for more than 30 years in his capacity as KPMG partner, AUB consultant, AUB Comptroller, and finally AUB Assistant Treasurer. We have retained Mr. Ray as a consultant to help cross-train senior accounting staff in New York and Beirut on the financial statement preparation process for fiscal year 2007-08 and other duties formerly performed by the Assistant Treasurer. This assistance from Mr. Ray will be particularly critical as we make the transition from KPMG to a new independent auditor, Deloitte & Touche, for the 2007-08 fiscal year.

**Systems/Software/Controls**
In August 2008, a team of Oracle consultants completed a post implementation review and assessment of the Oracle Financial modules implemented at AUB. Their report was issued in late September. We are currently reviewing their recommendations on more effective use of the functionalities and features of the Oracle Financials e-Business Suite and expect to move forward with implementing several system improvements during fiscal year 2008-09.

In conjunction with the Purchase-to-Payables (P2P) project and control reinforcement, the Comptroller’s Office implemented a new organizational structure in the Accounts Payable Department in response to the Ernst & Young (E&Y) recommendations on segregation of duties. New responsibilities, job descriptions, and qualifications were defined and electronic access rights were adjusted accordingly on Oracle.

We continued to work closely with the P2P consultants to address the other high-risk items identified in the E&Y report. This has involved extensive meetings to resolve Oracle system configuration issues to ensure proper segregation of duties between the receiving, purchasing and accounts payable functions.

**Construction in progress (CIP)**
The fixed assets section completed a detailed analysis of the CIP accounts. This study resulted in the write-off of some $6 million CIP, representing items that were either of an expense nature or had not been transferred to an appropriate asset category in past years and, therefore, subjected to depreciation over the past three or so years.

**Office of Business Services/Reorganization**
Summarized below are the significant accomplishments for the Office of Business Services, which includes auxiliary services (central duplicating, ID center, maintenance contracts, motor pool, post office, travel office), bookstore, food services, housing, materials management, parking, purchasing and vending machines. A reorganization plan has been implemented to free up existing resources to create a Business and Financial Systems Support (BFSS) team to address ongoing Oracle and financial systems issues.
Auxiliary Services
As part of regular operating procedures, the Office of Auxiliary Services closely monitored the operations of all subordinate departments, adjusting operating procedures to accommodate changes, improve operations and decrease running costs whenever possible. The Director of Auxiliary Services retired in September 2008. As part of a reorganization plan, the former director’s duties will be assumed by the current Assistant Director of Business Services, who will become an Assistant Director for Auxiliary Services.

Bookstore
The new bookstore independent contractor, Libraire Antoine, completed the first year of a three-year contract that began in July 2007. The transition to the new bookstore operator went smoothly.

Materials Management (Campus)
The Materials Management and Central Receiving functions were transferred from Business Services to Facilities Management in February 2008 in response to recommendations that surfaced as part of the P2P project.

Purchasing
The Purchasing Department was heavily involved and worked closely with Ernst & Young staff on assessing the current supply chain process which includes mapping of the purchasing processes and functions. We are in the process of conducting a search for a new position, Chief Procurement Officer, for this function. The former Director of Auxiliary Services will function as an Interim Chief Procurement Officer until the position is filled with a permanent director (expected timeframe is January, 2009).

Business & Financial Systems Support (BFSS)
This is a new department that was created through a combination of streamlining and downsizing. The former Director and Assistant Director of Business Services positions were combined with Financial Planning and Auxiliary Services to create one unit that is managed by the current Director of Financial Planning (who is now Director of Financial Planning and Auxiliary Services). The Director and staff of the new BFSS unit will be responsible for interacting with business and finance system users, management, vendors and technicians to assess computing needs and system requirements. These individuals will also administer the financial information system development and security program.

Stephen Kenney
Vice President for Finance
**Introduction**

The 2007-08 fiscal year has been another benchmark setting year for the Office of Regional External Programs (REP) and the Continuing Education Center (CEC), a division of REP, at the American University of Beirut. This year new standards were established for almost all financial and non-financial key performance indicators. REP secured 24 new projects and managed a total of 51 projects; the largest in REP’s history to be managed simultaneously in any one year. Furthermore, REP had the widest historical geographic spread with active projects in 12 countries and 16 locations. This fiscal year witnessed the largest number of AUB consultants participating in REP projects over the past decade with 107 (or 26% of faculty) involved in REP projects as well as 13 faculty and staff seconded and adjuncted to REP activities abroad.

REP has also made strides in developing its reward structure. As a result of REP’s growing relationship with the Saudi-based Arab Supply and Trading Co. (ASTRA), Mr. Kamil Saddedin, ASTRA’s General Manager, culminated in a scholarship fund for AUB’s Continuing Education Center to be distributed over the next four years. This will translate to around 23 scholarships per regular semester to AUB employees seeking CEC certificates and diplomas. In addition, the “Abdul Hamid Hallab REP Service Award for Consulting Excellence” was suggested by REP and unanimously approved at the June 20, 2008, Board of Trustees Meeting after receiving an endowment. This will be the first such award offered by REP. The first award will be presented at the end of the 2008-09 fiscal year and will award an outstanding consultant who has made a major contribution to REP mission of providing world class professional services while reflecting AUB core values and its commitment to service excellence.

This fiscal year was also a benchmark financial year for REP. The total volume of REP and CEC operations amounted to $11,542,775. This face value of business is 34% greater than that of the previous year. Furthermore, gross revenue of $2,265,394, net revenue of $1,417,897, and a percentage margin of 63% were all the highest over the past decade. Moreover, REP was able to return over $310,000 in overhead recovery (almost 70% more than 2006-07) to AUB faculties and contribute $617,904 in consulting fees to 107 AUB consultants.

**Professional Contracts**

- Activated with Dhofar University the budget for 2008-09.
- Activated with the Prince Fahad Bin Sultan University the budget for 2008-09.
- Signed the addendum to Al Mana’ agreement for phase II covering the period July 1, 2008 through June 30, 2009.
- Signed with Gulf Investment Corporation the ‘Sixteen-week Management Education Program’ starting May 2, 2008.
- Signed with Nesma Holding Company in Jeddah, Saudi Arabia an agreement for the creation of a business plan for a university for allied health services.

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1 Signed or activated in FY 2006-07 by face value in descending order. Please note that for multi-year projects, the budget for one year is added to the total.
• Signed with the Ministry of Health in Dubai, United Arab Emirates an agreement for a program on Leadership in Health Care.
• Signed with Gulf Investment Corporation in Kuwait the Management Education Program for GIC Managers starting October 11, 2007.
• Signed with the Ministry of Health in Iraq the Training Services for Nurses and Paramedics for the period of four months starting February 1, 2008.
• Activated the budget for 2007-08 for the Journalism Training Program – $160,000 and revolving the unused balance to the current year thus leading to a total of $229,508.
• Signed with Safwan Trading & Contracting Company the agreement for setting up a specialized Neurosurgery/Spine/Joint Replacement hospital in Kuwait.
• Signed with Aramex the agreement for ‘Executive Education Program’ starting April 15, 2008.
• Signed with Algorithm the agreement for ‘Executive Education Program’ starting May 1, 2008.
• Signed with UNICEF the contract for Management of Humanitarian Emergencies: Focus on Children and Families for the period of three months and a half starting December 1, 2007.
• Signed with Ahfad University for Women the agreement for Phase II assistance.
• Signed with Aramex in Jordan the agreement for the Design of an English Language Proficiency Test for the period of three months starting November 1, 2007.
• Signed with Droguerie de l’Union the agreement for ‘Executive Education Program’ starting May 1, 2008.
• Signed with Biologix FZ Co. the agreement for ‘Executive Education Program’ starting May 1, 2008.
• Signed with UNESCO the contract for Comprehensive School Health Education for the period of five months and a half starting December 14, 2007.
• Signed with AVSI the agreement for ‘Training of four LRA Laboratory Staff on technical and Management Laboratory Issues’ for the period March 19, 2008 through June 30, 2008.
• Signed with UNFPA an agreement for the Development & Implementation of a Monitoring and Evaluation System for the Y-PEER Network.
• Activated with Middle East Airlines another round of tests for the Pilot Cadet Recruitment Project in November 2007 with a budget of $6,875 and another one in September 2008.

The value of the above new initiatives (signed & activated) amounts to $5,230,489. The face value of the 20 on-going contracts is $5,291,014 including the completion of six projects ($420,219) during this fiscal year.

The face value of the administered professional contracts amounts to $10,521,503

**Workshop Contracts** (Outside Lebanon)

The face value of the four on-going workshop contracts amounted to $443,320 including the completion of one workshop contract ($4,320). The face value of the following new workshop contracts amounted to $115,750:
Signed with Deloitte and Touche, Middle East the contract for conducting a Strategic Planning & Management workshop for Al Faisal University in Riyadh, Saudi Arabia for the period of six months starting December 28, 2007.

Signed with ADMA-OPCO the Strategic Executive Thinking, Planning & Implementation Seminar to be conducted in Abu Dhabi, United Arab Emirates.

Signed with the National Bank of Kuwait the implementation protocol for a two-day Executive Seminar during a period to be determined starting January 15, 2008.

Signed with the Syrian Young Entrepreneurs Association the agreement for a ‘Strategic Executive Leadership’ workshop.

REP conducted the workshop on ‘Finance for Non-Financial Managers’ in collaboration with Progress Management Consultants.

Total Workshops Contracts amounts to $559,070

Continuing Education Center

637 students and workshop participants were enrolled in the various courses and certificate programs during the 2007-08.

CEC Workshops (In Lebanon)

In addition to the completion of two workshop contracts in Lebanon with the budget of $125,520, CEC administered the following new workshop contracts in Lebanon during the FY 2007-08:

- Signed with IREX the agreement for a Media Management Workshop conducted during the period June 23 – August 2, 2008.
- Signed with Heinrich Böll Stiftung the agreement for the Citizen/Online Journalism conducted during the period June 1- September 30, 2008.
- Signed with the International Foundation for Election Systems (IFES) the new agreement in support of the workshop on Elections Coverage due to be held from February 5-8, 2008.

Total Volume of REP Operations in FY 2007-08: New and in-progress

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting/Professional Initiatives (Face Value) Acquired</td>
<td>$5,230,489</td>
</tr>
<tr>
<td>Existing Active Consulting/Professional Initiatives (Face Value)</td>
<td>4,870,795</td>
</tr>
<tr>
<td>Closed Active Consulting/Professional Initiatives (Face Value)</td>
<td>420,219</td>
</tr>
<tr>
<td>Workshops: Acquired &amp; Current</td>
<td>559,070</td>
</tr>
<tr>
<td>Continuing Education Center (Contracts Face Value &amp; participation fees)</td>
<td>462,202</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,542,775</strong></td>
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REP Income Estimate Forecast for the Fiscal Year and Actual for 2007-08

<table>
<thead>
<tr>
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<th>October 1, 2007 – September 30, 2008</th>
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<tbody>
<tr>
<td></td>
<td>(Projected)</td>
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<tr>
<td>Income – REP Contracts &amp;</td>
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</tr>
<tr>
<td>Workshops</td>
<td>$1,350,000</td>
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<tr>
<td>Income – Continuing Education Center</td>
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<tr>
<td>Gross Earnings</td>
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<tr>
<td>REP Administrative Expenditures</td>
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<tr>
<td>CEC Administrative Expenditures</td>
<td>$ 188,717</td>
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<td>Total Expenditures</td>
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<td>Net Earnings</td>
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<tr>
<td>Actual</td>
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<tr>
<td></td>
<td>$ 319,522</td>
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<tr>
<td></td>
<td>$2,265,394</td>
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<tr>
<td></td>
<td>$ 663,833</td>
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<td></td>
<td>$ 183,665</td>
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<td></td>
<td>$ 847,498</td>
</tr>
<tr>
<td></td>
<td>$1,417,896</td>
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</tbody>
</table>

**Conclusion**

As can be seen from the table above, the net revenue attained during 2007-08 of over $1.4 million is the highest over the past decade and around 70% higher than the projected figure for the fiscal year. Furthermore, REP’s success over the fiscal year has not gone unnoticed. REP projects significantly added to AUB’s visibility and marketing in the region. The Continuing Education Center (CEC), Journalism Training Program, and Emergency Health Rehabilitation project delivered to Iraqi paramedics and nurses were only some of the REP activities highlighted in over 20 media outlets. The media attention came from international written media such as the Associated Press and International Herald Tribune; regional media such as L’Orient Le Jour and Gulf News; local media such as the Daily Star, An Nahar, and As Safir; and AUB media such as the Main Gate and Outlook.

The great success experienced in this fiscal year motivates REP to reach even greater heights in the coming year. Some of the objectives for next year include expanding on the current geographic spread achieved with respect to number of countries and locations by penetrating North Africa for the first time, raising the appropriate funds to rehabilitate the space allocated to CEC and have the new space operational by the end of the 2008-09 fiscal year, and continuing to expand our client profile to ensure that the AUB name is reaching the widest possible audience.

Hassan Diab, Vice President
Regional External Programs
In this section you will find the reports of the New York and Beirut offices of Development, Alumni Relations and Communications.

From a resource development point of view, the past fiscal year was a year of unprecedented fundraising achievement. Total donations hit a record of $30,650,552 as compared to last year’s old record of $26,409,570. This represents a 16% increase over 2006-07. We also saw an increase in the number of gifts received – 4,956 gifts in FY 2008 as compared to 4,835 in FY 2007 for a 2.5% increase. The following charts show the source of gift and the allocations of the gifts received and provide a comparison of the last few years.

Universities worldwide – indeed, all not-for-profits -- are worrying about the impact of the financial crisis on their ability to raise funds. Those colleges and universities in major fundraising campaigns and those ready to launch major fundraising campaigns are wondering about the impact on their campaign efforts. Those institutions, like AUB, having just concluded campaigns are feeling pleased but worrying about the impact that this crisis will have on outstanding pledges and our ability to sustain the fundraising achievements of the past few years.

We are fortunate that our donors are still interested in and supportive of the university, and I fully expect that we will not see any delay in or default on outstanding pledge payments.

The correspondence I receive addresses the issue of giving during economic slowdown and recession. They all seem to give the same advice:
Work closely with the board of trustees and with your volunteers to make certain that they are current donors and advocates for the institution.
Follow the fundraising, communications and stewardship plans that you have in place and stay focused in order to maintain momentum. It is best not to divert resources for good ideas at this point. Take no donor for granted and focus efforts on renewing gifts from current donors. Steward donors wisely during this period. Maximize the use of all fundraising tactics available. This includes: thank you calls made by volunteers; online giving options; effective use of public relations and media relations to communicate AUB’s message broadly. Stay focused and ask for gifts in a clear manner and with a clear purpose in mind. Put another way, they are advising us to: Be pro-active, be alert, be discriminating, be flexible, be resolute, be observant, be knowledgeable and be patient.

AUB’s donor base has continued to grow over the past five years and with work it will continue to expand. There is increased competition for the charitable dollar in the U.S. and in the Gulf and we need to continue to identify new donors and carefully maintain those donors who demonstrated their interest and loyalty to AUB during the Campaign for Excellence. The need to increase funding for financial aid, seek funding for the various building projects and to increase funding our endowment are our priorities now and as we move forward during this particularly difficult period. With the help of the trustees and our volunteers and staff we will continue to pursue the level of support that we achieved this past fiscal year.

ANNUAL GIVING – NEW YORK OFFICE

The New York Development Office has increased the number of personal visits to donors and prospective donors over the last year while continuing its efforts to steward scholarship donors and donors for other purposes. We will continue to do so during the 2008-09 fiscal year and fully expect an increase in the number of face-to-face visits with our alumni and friends. We have highlighted here a number of direct mail appeals and other techniques that have been utilized during the year to increase contributions.

Direct Mail Solicitations FY 2007-08

Direct mail solicitation efforts were directed to garner new donors, promote increased giving from existing donors, and to steward annual giving donors into major gifts. This year, Development launched four new annual funds to associate support with AUB’s key constituencies: Alumni Fund, Faculty & Staff Fund, Parents Fund and Friends Fund. Solicitations included: year-end Campaign gifts, Armenian and Faculty of Health Sciences scholarship support, and targeting new Daniel Bliss Society donors.

AUB gained approximately 328 new donors in North America, of which 210 were new alumni donors.

Last October an appeal from Trustee William Hambrecht echoed the call for action and education in the Middle East made during the Four President’s event in New York City. This special appeal raised $90,933. A December solicitation reminded alumni and friends that the Campaign for
Excellence concluded December 31st, and this solicitation yielded $129,586 from 351 donors. In the same month a solicitation asking for funds to match the Ford Foundation’s $1 million challenge was sent to approximately 185 graduates of the Faculty of Health Sciences. Although this only raised $325 in gifts, thus far the FHS Challenge has raised $827,732 of the match.

In February, Development announced the establishment of four new annual funds to North America. As indicated above, together these new annual funds raised $29,560. This was a successful start to associating the funds with these constituencies, and became further pronounced in the results from a June solicitation mailing from AUB Chairman Thomas Q. Morris. Thus far, this solicitation has raised $53,702.

To date, $304,106 has been raised from North American mail solicitations. Final solicitation mailings of the year the Armenian Students Fund and the general scholarship fund. We expect to see the results of this mailing in the coming weeks.

**AUB Alumni Phonathon**

In fall 2007, AUB engaged RuffaloCody to conduct its first telephone solicitation program. This program generated $42,528 from 335 pledges to the Campaign with an additional $1,375 in corporate matching gifts. Development’s spring 2008 phonathon program was even more successful. Beginning May 25 and ending September 20, specified pledges and gifts from alumni donors raised $91,235, a 92% increase over the fall program. To date, we have received $44,776 in cash and pledges paid, or 48% fulfillment.

**Daniel Bliss Society**

AUB Offices in New York and Beirut have worked jointly to increase the visibility, benefits and membership to the Daniel Bliss Society. Supported by the DBS Leadership Committee, led by AUB Board vice-chairman Philip Khoury, Development has introduced new levels and benefits to the Society. The Committee agreed on a strategy to help recruit new members and enlist their support in identifying new prospects for annual and major giving.

**AUB On-line Giving**

AUB’s on-line giving page has been successful in advancing the use of the Internet to facilitate donor contributions. The results have shown increased on-line giving. The new site, launched in 2007, raised the number of gifts dramatically from 2005, with a total of 152 gifts on-line and $38,434 raised. In 2008 it was further utilized to input phonathon contributions. This fiscal year AUB donors increased gifts to 197 online donations which raised $59,249, an increase of 48% over last year. It is worthwhile noting that in 2005 we raised $8,110 from 29 gifts on-line.

W. Stephen Jeffrey  
Vice President for Development  
& External Relations
EXECUTIVE SUMMARY

This was another record-breaking year in terms of financial results. The Beirut Office received $16.8 million in donations from donors outside North America and 2,953 gifts.

FINANCIAL RESULTS

Donations from outside North America totaled $16,777,508 through 2,953 donations compared to $14,291,418 from 2,839 last year (17.4% increase in amount and 4% increase in number). Breakdown of Beirut received donations by amount was as follows: alumni 19%, business and foundations 21%, individuals 47%, private groups 3%, trustees 8% and others 2%. Total current funds comprised 60% while endowment funds constituted 40%. Gifts designated for scholarships were $4,201,139, comprising 25.7% of the total with $1,712,084 for current scholarships and $2,489,055 for endowed scholarships.

ANNUAL FUND

We sent 9 Annual Fund appeals during this fiscal year, including 2 general appeals, a faculty/staff appeal, a parents appeal, a Lybunt/Sybunt appeal, a bookmark appeal, an email solicitation to faculty/staff for contribution to the Tomey HIP Retirees Fund, and a Class Reunion gift appeal. More specific appeals included one for FHS alumni toward the $1 million Ford Foundation matching grant and one for FAFS faculty/staff for the Freiji Scholarship. We also held a phonathon for the Armenian Student Fund. We structured our donor approach by emphasizing four primary funds that constituted the Annual Fund: the Alumni Fund, the Faculty and Staff Fund, the Parents Fund, and the Friends Fund. Total donations received to the Annual Fund this year were $4,823,217 from 1,215 donors. The results compare favorably to last year’s $4,362,890 (10.6% increase) from 1,213 donors. As for DBS, 311 donors at the various DBS levels contributed $1,978,747. This constitutes an increase of 5.8% in number of donors and 19.7% in amount raised over last year’s, when 294 DBS donors contributed $1,653,000.

FINGERPRINTS

The Fingerprints program continued in its success. This year, 1,049 graduating students (around 60% of the graduating class of 2008) contributed $32,982 to Fingerprints, in addition to $1,000 from the Business Student Society. Compared to last year, the student participation rate is at par (60%), but with an increase in amount of around 7%. The amount donated will be matched two-to-one both by AUB Trustee Farouk Jabre and the University Student Faculty Committee (USFC). As a result, the total raised so far for the Fingerprints Endowed Scholarship will exceed $800,000.

SCHOLARSHIP STEWARDSHIP

Reporting to our donors regarding disposition of current and endowed scholarship funds continued after close coordination with Financial Aid and Comptroller’s offices. We also act as a liaison between theses offices and NY Office. We solicited annual scholarship renewals. We coordinated and attended meetings between donors and the students receiving their scholarships.
Collaboration with Faculties and Other University Units

The development officers worked closely with the deans and other senior administrators and volunteer groups on fundraising opportunities. We held development focused trips to Kuwait, Abu Dhabi (with Advisor to President, FEA Dean, and FEA faculty), Amman (with President), London (with FEA Dean), Qatar (with FEA faculty), Athens (with FEA Dean), Paris (with FEA Dean), Bahrain (with FAS Dean), Cairo (with Dean of Students), Oman (with VP REP), Riyadh (with FAFS Dean, FEA Dean), Jeddah (with President), and Saudi Arabia’s Eastern Province (with President). The Office worked with the Office of the Dean of Students, the Center for Civic Engagement and Community Service and with IBSAR. The period witnessed commitments to several named gifts. We took part in preparation of several campus events including: honorary degrees and commencement exercises, Class Reunion, and WAAUB events. We worked with various Faculties on dedicating named spaces. We conducted a public awareness campaign for Brave Heart, and raised additional support for it.

Volunteer Groups

The President’s Club continued their support in enhancing student life, raising funds through annual memberships and the bench campaign. The Women’s Auxiliary maintained its monthly support of AUB and the Medical Center. In collaboration with the Zaki Nassif Program Committee, all the archive of Zaki Nassif, including around 1100 music scores, was transferred to Jafet Library. We held a fundraising concert by Fayha Choir at Assembly Hall with proceeds going to support the Program. We worked with the Armenian Students Fund on raising financial aid money for Armenian students.

Prospect Management and Research

Research on donors and prospects was conducted using electronic, online databases, reference books, periodicals, trip reports and personal information. Research reports on individual, and alumni/volunteer group giving were generated. Updating and addresses and contact information of alumni, prominent alumni, and donors continued.

Looking Forward

The first three months of this fiscal year were the concluding months of the 5-year Campaign for Excellence. As we celebrate the successful Campaign that raised $171 million (the original target was $140 million), we plan to maintain the momentum and drive that the Campaign created. Since the Campaign conclusion, we focused on expanding our prospect and donor base, and on raising funds for financial aid, building projects, and other initiatives that started during the Campaign. This will be our focus in the months ahead. We are concerned about how the current financial and banking crisis will affect our donor base in the Region, in the US, and around the world.

Imad Baalbaki,
Director of Development, Beirut
WAAAUB: North American Chapters

The NY Office team continues to participate in all meetings, discussions and activities of the various leadership bodies of the worldwide alumni association. Specifically in this past year this has entailed participation in:
Planning and execution of the first WAAAUB convention (Jan 2008)
Facilitating work of the Outreach Committee via MainGate advertisements; working on production of WAAAUB’s first e-newsletter, Al-Jame’a (premiere issue, June 2008).
Working to expand the summer program at AUB for children of alumni beyond and including North America (with Beirut colleagues; Programs committee activity)
Planning and executing the Inaugural Regional Gathering in North America, held Sept.26-28 in Washington DC (a component of the Chapters Committee’s objectives).

The meeting in Washington DC was intended to bring together chapter leadership and alumni-at-large from across North America to meet with each other and WAAAUB leadership from Lebanon. Presentations were given on the work of the various WAAAUB committees (Board and Standing Committees) as well as updates on chapter activities. Ten of the active 20 chapters were represented by alumni from fifteen different states and provinces. The weekend included an Iftar dinner organized by the local Washington DC chapter. Those in attendance felt the exchange with fellow alumni and chapter leaders to be inspiring and informative. As well, leadership from Lebanon had the opportunity to learn firsthand about the activities of their North American chapters and their fellow alumni.

NY Alumni Relations also coordinated all outreach to alumni pertaining to WAAAUB via MainGate articles, email blasts and mailings. The NY office continues to be responsible for the logistics of all WAAAUB-related teleconferences – the mainstay of communication in the association.

Support to all chapter activities (events, elections, etc) is ongoing, including – coordinating mailings, production of printed materials, providing database details, assisting with event logistics. A new chapter was recently approved: Philadelphia/Delaware Valley chapter.

Transition Issues: AANA into WAAAUB

The NY Office staff continues to finalize the legal standing of the chapters as they move out of AANA into complete WAAAUB status. With AUB’s counsel, procedural and operational matters are being established for all the chapters.

AUB On-Line Community

In an ongoing effort to expand user rate and marketing of the AUB “OLC”, the NY office staff worked with Beirut colleagues to ensure content was supplied to the Career Center module of the OLC by the AUB Career and Placement Services. Working with AUB’s legal counsel, certain
components of the OLC’s Career Center module were being reassessed; this necessitated that the site be made temporarily unavailable.

NY Office staff remains responsible for all mass email communications via the “OLC”, in this time period including:
Message to alumni from WAAAUB alumni trustees
Announcement of new president appointment
Reunion and regional gathering in Washington DC announcements.
Communications from WAAAUB leadership

Additionally the NY office retains responsibility for:
Responding to all general enquiries about usage of the OLC, including registrations.
Overseeing and approve all content provided by North American chapters for the chapter page section of the “OLC”.
Outreach activities for marketing activities including the use of MainGate.

ALUMNI RELATIONS – BEIRUT OFFICE

Fiscal year 2007-08 was a very important year for all AUB Alumni worldwide and a vital year in the history of the formation of WAAAUB. The Alumni Relations Office in Beirut is leading the effort to achieve the following objectives:
Launching WAAAUB Operations in Lebanon and worldwide
Supporting the WAAAUB Standing Committees operational plans
Promoting WAAAUB to all AUB Alumni chapters and Alumni worldwide in coordination with the Alumni Relations Office in New York.

In addition to these objectives the Office continues its important role in reactivating dormant alumni chapters and providing support services to chapters outside North America. A brief description of the work accomplished during 2007-08 follows:

Work Accomplished at the WAAAUB Level

Developed, and supervised the activities of the WAAAUB Convention that was held in Beirut in January 2008. The convention was attended by more than 100 participants representing 16 countries.
Conducted the first AUB Alumni survey to support the development of strategies for the WAAAUB standing Committees.
Supported all WAAAUB committee meetings
Directed and supervised the implementation of the four WAAAUB Committees
Organized the WAAAUB Open House event that was held in Beirut at the WAAAUB premises
Assisted the Alumni Relations Office in New York in developing the program for the North America Regional meeting that was held in Washington, D.C.
Worked closely with the WAAAUB Committee for Chapters in developing the proposals for the regional Chapters meetings that will be held in the following Countries: the first Levant meeting in Jordan (October 10-11, 2008) for AUB Alumni Chapters in the Middle East region including
Palestine, Jordan, Damascus and Lebanon and the first GCC meeting in Bahrain (November 20-21, 2008) for AUB Alumni Chapters in the Gulf region including alumni chapters in Dubai, Abu Dhabi, KSA, Bahrain, Oman, Qatar and Kuwait
Assisted in establishing the new WAAAUB Alumni Chapter in Cairo.
Supported the WAAAUB Nominating Committee, the Committee on Chapters and the WAAAUB Outreach Committee during their meetings
Developed and coordinated the activities of the three-day Class Reunion 2008. This event was attended by more than 700 AUB alumni and friends who came from different parts of the world to be honored.
Prepared the proposal for the Alumni Benefits Program
Organized the WAAAUB annual Iftar that was held in Beirut on September 15, 2008.
Coordinated the establishment of the WAAAUB Office in Beirut
Share and report WAAAUB news and updates to media
Maintain and update WAAAUB website

Work Accomplished at the Chapters Level (Outside North America)

Reactivated four dormant alumni chapters (Bahrain, Oman, Jeddah and Qatar), with work in progress to reactivate the Paris Chapter
Supervised the Bahrain Chapter Executive Committee election process.
Assisted the Oman Chapter in organizing their first event that was held in Muscat.
Assisted the Dubai and the Abu Dhabi branches in the production of their annual book.
Initiated and supervised the election of the Jeddah Alumni Chapter
Updated the Paris AUB alumni database as a first step in preparing for their general assembly.
Assisted the Health Sciences Chapter in developing its election process.
Assisted the Eastern Province and Jeddah chapters in organizing for their Suhour events.
Posted AUB alumni chapters activities and events on the AUB Alumni on-line community
Maintained and updated the AUB alumni relations office website
Reported Alumni chapter events to MainGate

Future Plans

The Alumni Relations Office will continue to support WAAAUB Committees in their activities and also will support AUB Alumni Chapters in developing and executing new alumni programs that aim to meet the needs of all AUB alumni and alumni groups.

OFFICE OF UNIVERSITY PUBLICATIONS

During the 2007-08 fiscal year, the Office of University Publications designed and produced just over 400 unique projects for clients representing all faculties, AUBMC and major administrative departments. The Office completed 72 projects for the Office of Development (including New York and Beirut offices), 31 projects for AUBMC, 38 for Admissions, 44 for the Office of Information and Public Relations, 23 for Alumni Relations and 16 projects each for REP and
During the fiscal year, the Office was actively involved in assisting other centers and departments with their advertising needs to promote campus lectures, events and other activities. To that end, approximately 75 posters were designed and distributed in addition to 47 banners and 16 programs to support AUB-related events and activities. Eight ads were developed for offices of Development, Alumni Relations, REP and AUBMC. A full-page ad was placed in *The Daily Star* to celebrate AUBMC receiving JCI accreditation. Other projects included 32 brochures, 14 newsletters, four logos (EMBA, Issam Fares Institute, CEC/REP, and the Neighborhood Initiative), 6 working paper series, 4 issues of *MainGate* and AUB’s undergraduate and graduate catalogs. A number of e-newsletters were developed for mass distribution and online viewing for the Issam Fares Institute, Alumni Relations, and for the Office of Information and Public Relations. Minor changes on the CEC website for REP were updated through the Office. In addition, the Contributor’s Report was modified for online viewing.

All publications designed through the Office of University Publications adopt an institutional design philosophy. This includes aesthetic standards in terms of both design and use of professional photography and how official logos and identifiers are to be used. This serves to sharpen the visual identity of the university and protect its brand integrity.

The Office’s digital photography archive has also expanded. This ongoing activity currently has nearly 35,000 photographs organized in a scalable and searchable database.

**Market Intelligence**

Market research and competitive intelligence reports have been authored for the executive management of AUB. Such reports include:
a) “Emerging Knowledge Clusters in the Middle East: Implications for the American University of Beirut”, Intelligence Report, August 2008. This report analyzes the interplay between industrial clusters and higher education institutions that interact with them. Strategies in which universities are leveraged to reinforce emerging clusters in the Middle East are analyzed along with divergent public policies that govern the American branch campus phenomenon in Qatar and the UAE. The report concludes with marketing implications intended to position AUB with more regional presence and greater mind share.

b) Intelligence Brief, April 2008. Drawn largely from intelligence gathered during the GETEX student recruitment exhibition in April 2008, this report analyzes higher education trends in the region with an emphasis on the strategic differences between American branch campuses and more expansive and independent American universities like AUB, AUS, AUC and other institutions like KAUST. The report takes a closer look at the importance of independently managed university endowments and the relative degree of autonomy that various universities operating in the Middle East enjoy.

c) “An Overview of International University Ranking Sources”, March 19, 2008. This report explains the methodologies behind significant international ranking sources. An underlying theme is the concern that AUB does not rank well, or is largely absent, in such ranking sources. The report concludes with relevant recommendations for AUB.

**Branding Concerns: Developing a Consistent Identity System**

The Office is moving steadily towards a more uniform system of identifying departments, centers and other administrative and academic units within the university. This effort is still a work in progress, and adherence to this visual design philosophy is optional at this point. However, the Office recognizes the need to standardize the manner in which new logos are developed and integrated with the university’s official design philosophy. The Office is working to define a brand architecture that encompasses the university and its hospital and their relevant departments, centers and subunits.

Omar Odeh,
Director of University Publications

**DIRECTOR OF INFORMATION AND PUBLIC RELATIONS**

During the span of this report, Peter Dorman became AUB president, replacing John Waterbury who spent ten years at the helm, an experience outlined in the winter 2008 issue of MainGate (co-produced by this office) with the title "The Waterbury Years". Provost Peter Heath also left AUB to become chancellor of the American University of Sharjah and the search is on for a new AUB provost.

Many political and security upheavals took place in Lebanon. While AUB was spared by the combats which took place virtually next door, the closure of Beirut International Airport, the
street battles and the generally difficult commute to the university disrupted normal life on campus. Our Office was continuously manned during the difficult days in May and was capable of disseminating alert messages to the AUB community through an answering machine voicing the latest announcements and through instant messaging to mobile numbers of students, faculty, and staff.

Despite tensions in the country in May, there was an encouraging return to normalcy in the summer. The sit-ins in the down-town area of Beirut gave way to throngs of tourists and shoppers. Cultural festivals were held in all major cities. Almost all the AUB students who fled the fighting in May returned to campus to complete the semester.

Throughout this very eventful year, AUB stayed its course of service to the community. In the opening ceremony of AUB's academic year on October 1, 2007, President John Waterbury said that the university would become more involved in the development of its neighborhood, and in the span of this report, AUB acted to serve the health and environment of its neighborhood and its parent community.

Environmentally, AUB scientists discovered the main causes behind the outbreak of a cedar needle-eating sawfly which threatens the cedar forests of Lebanon. Later the Nature Conservation Center for Sustainable Futures at AUB (IBSAR) organized a university-wide event on the occasion of International Biodiversity Day. In June this year, a team of fourth-year engineering students and their professor successfully demonstrated Apollo's Chariot, the first solar-powered vehicle in the Arab region and a demonstrator of eco-friendly technology. Another group of researchers from AUB completed a unique sensor system that would help in the early detection of forest fires.

Medically, AUB physicians carried out the first ever trial to treat Multiple Sclerosis using pure stem cells, while two AUBMC surgeons successfully performed endoscopic endonasal surgeries for the removal of pituitary tumors. Professor Iman Nuwayhid, named Dean of FHS, received a $200,000 NIH grant to study the effects of solvents on working children, while a joint AUB-Virginia Commonwealth University (VCU) team was awarded a $2.8 million research grant from the US National Cancer Institute to study human exposure to toxicants as a result of nargileh (water pipe) smoking. In the same period, the AUB campus was made smoke-free except in a few designated areas.

In other developments, this office issued press releases about the Department of Electrical and Computer Engineering at AUB launching a two-year graduate program in Information and Communication Technology, the Sir Michael Atiyah Chair in Mathematical Sciences being established, and the Zakhem Deanship being established. We also issues press releases about the Dar Al-Handasah/Shair Architecture Building and Central Research Science Laboratory, the Abu-Haidar Neuroscience Institute, the Virtual Instrumentation Center for Excellence, the Center for Civic Engagement and Community Service, the Muhieddine Ahdab Neuromuscular Laboratory, the Hassan and Leila Idriss Pediatric Library and the Charles W. Hostler Student Center when these facilities were inaugurated during the span of this report.

In other media-focus events, AUB was the venue of the 8th National Public Speaking competition finale of the English Speaking Union in Lebanon, AUB Trustee and director of the
Kuwait National Bank Ibrahim Dabdoub, gave a high-profile lecture entitled "Preparing For A New Era" and the musical archives of the late Lebanese composer Zaki Nassif were donated to AUB. The university thus ensures the preservation of Lebanese musical heritage.

Alumni reunions, the AUB Summer Arabic Program, and the ceremony by AUBMC's Children Cancer Center of Lebanon in honor of patients who passed the Lebanese official exams were prominent in the media. Other noteworthy events in the span of this report included the awarding of the Merit and the Franklin scholarships, the appointment of seven new members to the BOT and the death of trustee Kamal Shair.

Prominent figures who lectured at AUB about crucial topics included British Ambassador Frances Guy who talked about British-Muslim relations, Alistair Crooke who spoke about talking with Islamists, and former UN peace mediator Alvaro de Soto who recalled his long experience in conflict resolution.

Despite the unsettled political situation, most traditional events were held as planned. The opening ceremony of AUB's academic year on October 1, 2007, was followed on December 3, 2007 by the Founding Fathers' ceremony in which President Waterbury recognized that the struggles going on outside AUB are reflected inside AUB, but he lauded the AUB family for demonstrating remarkable maturity and not allowing their feelings to interfere with their duties and their work. In fact the tension between supporters of the government and the opposition outside AUB's walls in late 2007 compelled the administration to postpone student elections from 28 November 2007 to 11 January 2008. When these elections were held, they were an example of democracy. The traditional Christmas concerts attracted scores of guests to Assembly Hall. The 14th Science, Math, and Technology Fair was held at AUB early in May and attracted extensive media coverage with its hundreds of projects. The commencement and honorary degrees ceremonies were held in June and rated extensive media coverage. Hanan Ashrawi, Mona Hatoum, Irene Khan, Orhan Pamuk, and Georges Tohme received their honorary degrees as planned. President John Waterbury also received an honorary doctorate, which had not been previously announced.

These and other events on campus were covered by this office in scores of press releases and in electronic news bulletins, in Arabic and English, which are now reaching a wider audience, through newspapers and websites in the Gulf, with planned activities being covered before and after taking place. The Office participated in preparing brochures for traditional events such as the Opening Ceremony and Founders' Day, providing historical excerpts.

This Office continued to issue its regular and special publications. Periodical published independently by the Office are AUB Bulletin Today, AUB Calendar of Events, Press Summary, Press Clippings, Press Releases and the yearly AUB Calendar. Special publications have included the AUB Planner. This Office assisted in the production of MainGate, AUBMC News and Outlook. Online versions of most of these titles are published by this office on the AUB Homepage. AUB in the News, the online version of the AUB Press Summary, is now a regularly update feature of the Information Office homepage.

Besides its regular publications, this Office continued to supply information and material about AUB to requesters and continued placing ads in the local newspapers for various units in the
university.

During the span of this report, the Office coordinated many interviews with AUB professors, physicians and administrators and maintained the university's positive relations with the community through concerts, good-will visits and contacts, and through the Visitors' Bureau and Campus Tours Office. The Office also coordinated musical activities in Assembly Hall.

Student ushers and students from the Visitors Bureau helped in all of the public relations activities at Assembly Hall, and in various official events on different locations on campus.

Ibrahim Khoury, Director
Information & Public Relations

DIRECTOR OF COMMUNICATIONS NEW YORK

MainGate Magazine

The fall 2007 MainGate magazine focused on architecture, featuring current design projects on campus, work in the Department of Architecture and Design and the careers of sixteen architecture graduates worldwide. The winter 2008 issue celebrated the successful completion of the Campaign for Excellence and provided a retrospective of President John Waterbury’s tenure at AUB. Feature articles highlighted areas significantly strengthened by the Campaign, including student financial aid, capital improvements and academics programs. Questions concerning the environment in Lebanon (particularly scientific research examining the environmental impact of the 2006 war), and AUB’s role as an environmental leader framed the spring 2008 magazine. “A Summer Mezze”, the theme of the summer 2008 MainGate, featured the slow food movement at AUB and trends that encourage Lebanese “heritage” cuisine, research by food scientists at AUB and the role of agricultural sustainability and genetic engineering in food production. AUB alumni who work in all aspects of the food industry—from French pastry chefs to poultry processing in Egypt—told their success stories. The alumni profile feature in “A Summer Mezze” included a series of mini-features, an approach that has consistently drawn positive feedback from a readership interested in news from classmates and friends of the University in Lebanon and abroad.

In the fall of 2007, the production of the North American segment of MainGate (currently 9,000) was transferred to a company specializing in alumni magazines. This significantly improved the printing and mailing process.

Ads and Promotional Materials

The editors consistently work with Alumni Relations to provide editorial coverage as well as promotional materials and advertisements for WAAU members and events, WAAAUB committees, and developments in the AUB On-Line Community (OLC). With the Development Offices in New York and Beirut, we identify opportunities to integrate donor stories and
constituent cultivation into each magazine storyboard; produce magazine inserts to encourage giving (remittance envelopes, postcards); and develop advertisements that highlight different ways of giving. In the fall of 2007, an inspirational series titled “Why I Give”, written by longtime donors to AUB, was developed to encourage giving before the end of the Campaign for Excellence. The final winter 2008 “Campaign Update” on the John Waterbury Endowed Fellowship Fund has been followed by a new series of three development advertisements titled “American Education, Global Leaders”, “Partnerships for AUB” and “Our Legacy”. These spotlights profile alumni and friends worldwide in order to illustrate the diverse ways of giving to AUB, focusing on the importance of annual giving, scholarship support and legacy gifts.

The OLC and Alumni News

Through the AUB On-line Community, the editors have started tracking and contacting all alumni who enroll and make changes in their on-line profiles. Alumni have responded enthusiastically, leading to a 47% increase in submissions to class notes and hundreds of updated records in the AUB database.

Media

In conjunction with the Beirut Office of Information and Public Relations, press releases were circulated on a variety of topics. A bi-weekly e-newsletter summarizing press clippings worldwide and AUB news highlights was launched in October 2008 and distributed on an “opt-in” basis to all constituencies.

September 30, 2007- September 30, 2008

1,041 clips press clippings tracked in North America
## Monthly coverage by top 20 sources

| Source                        | 10  | 11  | 12  | 01  | 02  | 03  | 04  | 05  | 06  | 07  | 08  | 09  | 10  | 11  | 12  | 01  | 02  | 03  | 04  | 05  | 06  | 07  | 08  | 09  | 10  | 11  | 12  | Sum |
|-------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Calibre Macro World           | 3   | 10  | 11  | 11  | 5   | 4   | 4   | 12  | 7   | 3   | 4   | 16  | 90  |
| Washington Post               | 0   | 0   | 7   | 4   | 2   | 8   | 0   | 9   | 0   | 0   | 1   | 0   | 31  |
| Yahoo News USA                | 3   | 2   | 1   | 2   | 2   | 0   | 0   | 4   | 5   | 2   | 3   | 2   | 26  |
| Ya Libnan                     | 1   | 0   | 0   | 0   | 0   | 4   | 1   | 9   | 4   | 1   | 1   | 1   | 22  |
| Campus Watch                  | 1   | 1   | 1   | 0   | 1   | 3   | 0   | 4   | 1   | 4   | 0   | 2   | 18  |
| Bloomberg                     | 0   | 0   | 1   | 3   | 0   | 1   | 0   | 9   | 0   | 2   | 1   | 0   | 17  |
| Huffington Post              | 0   | 0   | 1   | 0   | 2   | 2   | 1   | 3   | 2   | 4   | 2   | 0   | 17  |
| International Herald Tribune  | 1   | 1   | 2   | 4   | 0   | 2   | 1   | 5   | 0   | 0   | 1   | 0   | 17  |
| Macro World Investor          | 0   | 0   | 1   | 2   | 1   | 0   | 0   | 3   | 3   | 2   | 1   | 4   | 17  |
| Los Angeles Times             | 0   | 2   | 1   | 4   | 1   | 0   | 0   | 4   | 1   | 1   | 0   | 2   | 16  |
| Chicago Tribune               | 0   | 0   | 1   | 2   | 0   | 1   | 0   | 8   | 0   | 0   | 0   | 1   | 13  |
| TMCnet                        | 1   | 4   | 0   | 0   | 1   | 2   | 2   | 0   | 0   | 2   | 0   | 1   | 13  |
| Forbes.com                    | 1   | 2   | 1   | 0   | 2   | 1   | 1   | 0   | 0   | 1   | 1   | 2   | 12  |
| Time Magazine                 | 1   | 0   | 1   | 1   | 0   | 0   | 0   | 4   | 0   | 1   | 3   | 0   | 11  |
| Washington Post               | 0   | 1   | 2   | 0   | 1   | 0   | 0   | 5   | 0   | 0   | 2   | 0   | 11  |
| Denver Post                   | 2   | 0   | 1   | 3   | 1   | 0   | 0   | 1   | 0   | 0   | 1   | 0   | 9   |
| Santa Barbara News            | 0   | 1   | 1   | 1   | 1   | 1   | 0   | 3   | 0   | 0   | 0   | 1   | 9   |
| Earthtimes.org                | 0   | 1   | 1   | 4   | 0   | 0   | 1   | 0   | 0   | 0   | 0   | 1   | 8   |
| PR Newswire                   | 1   | 0   | 1   | 1   | 2   | 1   | 2   | 0   | 0   | 0   | 0   | 0   | 8   |
| The New York Times            | 0   | 1   | 0   | 3   | 1   | 0   | 0   | 1   | 1   | 0   | 1   | 0   | 8   |

Ada Porter, Director of Communications
New York Office
VP FOR HUMAN RESOURCES

Recruitment - Campus

During this fiscal year, 114 positions were advertised on campus (out of which 32 were above Grade 12). Positions filled include President AUB, Dir. Of Fin/CFO and Deputy Dir. of Finance AUBMC, Executive Officer for IPPI, Instructional Web Master for ACC, Budget Officer for Office of VP Facilities, Senior Database Application Specialist, Wellness/Loss Control Officer, IT Audit Manager, Unix Technology Specialist and Communication Technology Specialist for CNS. Recruiting began for the Provost (campus) and VP/Dean Medical Center.

Compensation & Benefits

We continued to make a good deal of progress in the compensation and benefits areas. The new approach to modernize our compensation and classification systems was partially implemented; salary range adjustments are pending resolution of the cost of living increases under discussion by the Lebanese Cabinet. Meetings were held on campus and AUBMC with various departments to introduce the competency based HR process. Both campus and AUBMC HR groups will be working in the coming year to finalize core competencies related to the various job families in coordination with the heads of departments.

If implemented as proposed, the cost of living and transportation allowances (including retroactivity) proposed by the Lebanese Cabinet will cost $1.8 million for 2007-08 and $5 million for the 2008-09 budget period. The Budget office is making the necessary adjustment to the proposed budget. Last minute changes by the Lebanese Cabinet are expected to reduce the amounts; however, at the time of preparing this report no official confirmation has been given.

The academic compensation plan resulted in an additional $500k adjustment pool being distributed. Compensation issues with the Faculties will continue to be examined during 2008-09. Membership of the Employee Benefits Committee (EBC) was again revised and is pending approval by the BOT Pension Plan Committee in November 2008. Work continues on equalizing and refining both Plans A and B pension schemes.

Retirement Plan A
A new contribution option ROTH 403(b) has been introduced as of October 1, 2008. This after-tax option allows participants to be exempted upon retirement from paying income tax on contributions and on earnings. The process of transferring assets from TIAA CREF continues to be refined and improved in addition to the introduction of the option to rollover contributions from previous employer’s US tax qualified plan or IRA.

Retirement Plan B
As a result of the financial market turmoil, Merrill Lynch was acquired by Bank of America in Sept. 2008. In Feb. 2008 we identified some risk issues with Merrill Lynch and after consultation with the Pension Committee of the BOT we transferred all of our money market holdings at Merrill Lynch International Bank in Miami Fl. into U.S. Treasury certificates of deposits.
Alternative providers able to provide offshore plan administration were sought through Watson Wyatt; options were examined and AIG and HSBC were short-listed. HSBC was selected but discussions with HSBC were curtailed in September 2008 due to their inability to conform to our trust requirements. Watson Wyatt issued an RFP, resulting in two potential providers, Friends Provident International and Zurich Financial Services Group, both offshore insurance and pension providers. A third possibility, Butterfield Bank located in Bermuda, was identified. The intention is to have a “beauty parade” of the three possibilities by end-October in Beirut to see which firm best meets our requirements. Our plan is to have a new Plan B provider in place in the first quarter 2009.

**Benefit Costs**

We continue to enjoy the results of an actuarial study on the adequacy of the end-of-service reserves. We were able to reduce the overall benefit accrual form 14% to 9% for non-academic employees, to 12.5% for Plan B participants and 10% for Plan A participants. The net result was a savings of $2.3 million plus for the 07-08 operating budget; similar savings will be enjoyed for 2008-09 budget and subsequent years going forward. We will test the validity of the actuarial results on an annual basis to ensure the adequacy of reserves.

The overall benefit rate by employee category was changed as follows:

<table>
<thead>
<tr>
<th></th>
<th>2006-07 Budget</th>
<th>2007-08 Actual</th>
<th>2008-09 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>26%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Management</td>
<td>31%</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Non-Academic</td>
<td>40%</td>
<td>34%</td>
<td>34%</td>
</tr>
</tbody>
</table>

**Health Insurance Plan (HIP)**

Overall HIP had mixed results for the year. MedNet was introduced as the TPA and made some progress on cost control. Past year medical expenses increased slightly compared to the previous year ($6.95 million versus $7.3 million for the past year).

**NSSF Outpatient Receivables**

Outpatient receivables with NSSF continue to be problematic. A tentative agreement in principle was reached with NSSF management to enter into a payment contract for all the outstanding outpatient receivables from 2002 to 2008; this is being worked on and a progress report will be made at the Nov. 2009 BOT.

**TPA MedNet Contract**

The TPA contract with MedNet was extended for one more year to Sept. 2009. A consulting report was issued in Sept. 2008 advising us to seek a third party administrator as well as revising the premium structure and introducing stop loss insurance. A RFP for this purpose will be issued in the first quarter 2009.
Syndicate Negotiations

The new Syndicate Agreement was signed on April 9, 2008. The university offered book allowances during the duration the new agreement. The next contract negotiations will be scheduled for June 2009.

Educational Allowances

EDUCATIONAL ALLOWANCES AND SCHOLARSHIPS FY 2007-08

<table>
<thead>
<tr>
<th>School / University</th>
<th>No. of Students</th>
<th>Tuitions LL</th>
<th>Tuitions $</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>IC</td>
<td>289</td>
<td>2,444,264,600</td>
<td>1,620,900</td>
<td>School Educ</td>
</tr>
<tr>
<td>ACS</td>
<td>107</td>
<td>1,446,503,000</td>
<td>959,200</td>
<td>School Educ</td>
</tr>
<tr>
<td>Other Schools</td>
<td>1,628</td>
<td>3,312,386,100</td>
<td>2,196,500</td>
<td>School Educ</td>
</tr>
<tr>
<td>AUB</td>
<td>282</td>
<td>4,760,454,700</td>
<td>3,156,800</td>
<td>Univ. Educ</td>
</tr>
<tr>
<td>Other Universities</td>
<td>58</td>
<td>508,301,100</td>
<td>337,100</td>
<td>Univ. Educ</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,364</strong></td>
<td><strong>12,471,909,500</strong></td>
<td><strong>8,270,500</strong></td>
<td></td>
</tr>
</tbody>
</table>

Other Business

The time and attendance automated system called WinTime will be installed at all Campus locations; currently it is installed at 50% of the Campus locations.

Five non-academic grievances were received and settled during the year (1 from campus and 4 from AUBMC).

James Radulski, Vice President
Human Resources
Students and Academic Affairs

One student from the class of 2011 was asked to leave for academic reasons, and one student withdrew. The class of 2010 has 85 students including 2 repeaters. Sixteen percent of the class of 2008 graduated with distinction; two students from this class secured matching residency positions in the USA through the matching program.

Student Admissions

87 students registered in Medicine I (37% female), 82 of whom had completed their pre-med program at AUB, and 5 who completed their program from outside AUB (one in Lebanon, and 4 in the USA). Seven earned bachelor degrees with high distinction, 25 with distinction in their majors from AUB, including one recipient of the prestigious Penrose Award from FAS. The MCAT averages of registered students were: Biology 11.1, Physics 11.3, Verbal Reasoning 7.2, Writing Sample 7.2, and the general MCAT average of the registered students was 10.38. Below is a table showing the MCAT averages of current year accepted students as compared to those of previous years. (Biology Science BS, Physical Science PS, Verbal Reasoning VR, Writing Skills WS). It is important to note that their MCAT’s are slightly better than last year and their average since 2001. Despite the increased number of students, the MCAT averages for admitted students are still rising.

<table>
<thead>
<tr>
<th>Year</th>
<th>BS</th>
<th>PS</th>
<th>VR</th>
<th>WS</th>
<th>MCAT AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>11.10 ± 1.2</td>
<td>11.30 ± 1.5</td>
<td>7.20 ± 1.9</td>
<td>7.20 ± 2</td>
<td>10.38 ± 0.9</td>
</tr>
<tr>
<td>2007-2008</td>
<td>10.89 ± 1.2</td>
<td>10.55 ± 1.6</td>
<td>6.88 ± 2</td>
<td>7.62 ± 1.9</td>
<td>10.01 ± 1.1</td>
</tr>
<tr>
<td>2006-2007</td>
<td>11.05 ± 1.3</td>
<td>11.04 ± 1.5</td>
<td>7.44 ± 2.3</td>
<td>7.65 ± 2.3</td>
<td>10.34 ± 1.2</td>
</tr>
<tr>
<td>2005-2006</td>
<td>10.57 ± 1.4</td>
<td>10.28 ± 1.6</td>
<td>7.03 ± 2.2</td>
<td>7.63 ± 1.9</td>
<td>9.79 ± 1.1</td>
</tr>
<tr>
<td>2004-2005</td>
<td>10.41 ± 1.5</td>
<td>10.38 ± 1.4</td>
<td>6.99 ± 1.9</td>
<td>7.21 ± 2</td>
<td>9.73 ± 1.1</td>
</tr>
<tr>
<td>2003-2004</td>
<td>10.44 ± 1.3</td>
<td>10.71 ± 1.5</td>
<td>5.93 ± 2</td>
<td>7.10 ± 2</td>
<td>9.72 ± 1.1</td>
</tr>
<tr>
<td>2002-2003</td>
<td>10.62 ± 1.1</td>
<td>11.34 ± 1.4</td>
<td>6.97 ± 2</td>
<td>7.66 ± 2.2</td>
<td>10.23 ± 1.0</td>
</tr>
<tr>
<td>2001-2002</td>
<td>11.19 ± 1.1</td>
<td>11.72 ± 1.3</td>
<td>7.17 ± 1.9</td>
<td>5.99 ± 1.7</td>
<td>10.51 ± 0.9</td>
</tr>
<tr>
<td>AVE</td>
<td>10.78 ± 0.3</td>
<td>10.92 ± 0.5</td>
<td>6.95 ± 0.4</td>
<td>7.26 ± 0.6</td>
<td>10.09 ± 0.3</td>
</tr>
</tbody>
</table>

A structured interview to evaluate non-cognitive performance has been in effect for the last 2 years. As a result of the interview, this year ten students with good academic performance were admitted but closely monitored during their first year. Credits transferred from the Lebanese Baccalaureate II were applied against pre-medical requirements to allow graduates from non-science undergraduate programs to apply to Medicine with all other students.

Financial Aid
239 students (73% of medical students) applied for financial aid. 217 of these (91% of the applicants) received a total of L.L.2,271,048,000 ($1,506,000). The average amount per student was around L.L.10,465,659 ($6,940), which represents around 29% of the tuition fees. In addition, these students will benefit from bank loans.

**MD-PhD Program with Medical University of South Carolina (MUSC)**

This year, one Medicine III student joined the MUSC-AUB MD-PhD program with the MUSC. So far 9 students have joined the program. One graduated with an MD-PhD, and two defended their PhD thesis and are now in the clinical years of the MD program. A mentor took one student to Emory University School of Medicine and Emory recognized his basic science years at AUB.

**Medical Education**

The Medical Education Unit activities during 2007-08 included (1) Introduction of a medical ethics course within the core medical program. (2) Holding 4 Workshops on student assessment under different settings, led by specialists from the USA. (3) Establishing new software to analyze student performance on written examinations. (4) Established automated clerkship evaluation forms and conducted exit survey of graduate students.

**Graduate Medical Education (GME): Housestaff Application and Selection**

Applicants to the postgraduate programs totaled 291,155 from outside AUB. The fellowship program received 45 applications, 12 from the AUB residency program and 33 from non-AUB programs. The non-AUB applicants were mainly Lebanese, followed by Syrians, Jordanians, and Iraqis. 92 residents were accepted, 22 from outside AUB, of which 48% were women with an increase of 6% of last year. GME activities included: (1) A number of GME policies were reviewed updated and approved (2) The GMEC agreed to initiate an internal review of all programs, planned for during the year 2009. (3) The template for summary resident evaluation that was developed and approved by the GMEC is currently in use by the Departments of Anesthesiology and Internal Medicine. (4) Residents procedure logs have been developed electronically and department administrators and residents are trained to use them. These will be essential to benchmark our residents’ portfolio to their US colleagues in the same specialties.

**Research**

The Office of the Assistant Dean for Research received 260 research proposals, 6 of which did not require IRB or IACUC review. The remaining proposals were divided among the two committees as follows: (1) Institutional Review Board (IRB) which processed 215 research proposals during this period, 116 of which were from the Faculty of Medicine and 99 from other Faculties in the University. (2) Institutional Animal Care and Use committee (IACUC) which processed 39 proposals during this period, 19 of which were from outside the Faculty of Medicine.

The Research Committee reviewed 54 proposals submitted for funding from intramural sources: 19 in the fall cycle and 35 in the spring cycle of 2007-08, of which 15 and 26, respectively, were recommended for funding. Research funds received by members of the Faculty of Medicine during
this period amounted to $254,879 divided as follows: URB: $199,000, MPP: $395,840, LNCSR: $89,250, and extramural sources: $1,570,789

Core Facility

The Core laboratories are utilized well, some at maximal capacity. New equipment received: Refrigerated Centrifuge, Upgrade of the Storm Image Analyzer (ASHA), Gel Drying System with pump, Biosafety Cabinet (Cell Culture Hood).

Publications

From January 1 to December 31, 2007, there were 249 publications: 117 (47%) original research articles, 63 (25%) case reports, 28 (11%) reviews and 41 (16%) others. In 2008, as per a Medline search conducted in September, there were 110 publications by faculty members: 55 (50%) original research articles, 25 (23%) case reports, 13 (12%) reviews and 17 (15%) others.

Appointments

Dr. Jamal Hobballah (Professor in surgery-vascular medicine) assumed the chair of the department of Surgery as of July 15, 2008, Dr. Ayad Jaffa (professor of biochemistry) assumed chair of Biochemistry as of September 23, 2008, and Dr. Ziyad Ghazzal (professor in medicine-cardiology) assumed his position as Associate Dean for Clinical Affairs (Chief Medical Officer) as of July 1, 2008. In addition, the Faculty of Medicine was able to recruit 18 faculty members, during 2007-08: 1 professor, 8 assistant professors, 9 instructors. After a thorough search, Mr. Walid Uthman was appointed as CFO and Mr. Jad Khayat as Deputy CFO.

The Medical Practice Plan

The total collected professional fees for 2007-08 are forecast to be $24,134,209 compared to a collection of $24,478,142 in 2006-2007 even though billing is up by 5.31% over the same period. The decrease is attributed to a decrease in collections from NSSF.

The College of American Pathologists (CAP) Accreditation

The department of Laboratory Medicine at AUBMC was notified that the Clinical Laboratory services were reaccredited for another two years ending February 25, 2010.

External Programs

Three new agreements were signed, 1) with Ministry of Health (Iraq) for Advanced Cardiac Life Support (ACLS) and Basic Life Support (BLS) training, 2) with Nesma Holding (Jeddah) which is establishing private schools in Medicine, Nursing and Pharmacy, 3) with Safwan trading and contracting (Kuwait) who is establishing a specialized Neurosurgery hospital. The outreach program extended to support Saida Governmental Hospital and Amel Association. We also have on going training projects, and delegations visits for prospective agreements.

Information Systems
All of the 23 planned Hospital Information System (HIS) modules were implemented, and some are being expanded into other departments in the Medical Center (ex: Picture Archiving Computer System (PACS) in Radiology into Cardiology, Document Management in Medical Records into other departments). Video Conference set-ups are operating, and the Cancer Group is holding regular conferences with MD-Anderson and Sloan-Kettering. A data repository (QUOSA) has been established for all documents and archives in Medicine.

Financial Performance

The AUBMC YTD August 2007-08 deficit is $3,334,007 compared to YTD August 2006-07 of $4,499,497, less by $1,165,490. The FY 2007-08 net revenues are $88.3 million compared to a budget of $87.4 million, an improvement of $900,000. Expenses are still not out for the full year.

Ambulatory Care Center YTD August 2007-08 deficit is $541,913 compared to YTD August budget 2007-08 of $134,459.

The Faculty of Medicine YTD August 2007-08 deficit is $500,037 compared to YTD August 2006-07 of $311,928.

The School of Nursing YTD August 07-08 surplus is $408,330 compared to a surplus of $431,009 for YTD August 2006-07.

The overall Medicine YTD August 2007-08 deficit is $3,967,627 compared to YTD August 2006-07 of $4,380,415, less by $412,789.

New AUBMC Pricing Structure

Consequent to the costing and pricing study completed by Deputy Chief Financial Officer Jad Khayat, AUBMC adopted as of October 1, 2008 new prices as follows: one price for inpatients and one price for outpatients; as for room rates there will be two prices, single vs. two beds per room. As for the supplies, the margin was restructured to become more in line with the market. The selling price of supplies will decrease approximately 10%, while net overall prices increased by 7%.

Nadim Cortas, Vice President
Medical Affairs, & Dean, Faculty of Medicine & Medical Center
As we come to the end of 2007-08, a year in which we experienced relative peace with the exception of a few days in May, we cannot but be gratified with the year’s outcome both operationally and financially. The Joint Commission International accreditation added value to the efforts to deliver safe care to our patients. Financially, we expected net revenues to be equal to the budget and expenses to be fractionally higher than budget (by 0.44%). This performance was mainly due to the increase in outpatient volume and improved patient mix, despite additional fuel costs, the rise in Euro and higher allocations and HIP loss. Unfortunately, this will not be the case in view of the recent government decree to increase salaries of employees by LL 200,000 across the board, to add an additional LL 2,000 daily to the already existing transportation allowance of LL 6,000 and to raise the minimum monthly wage from LL 300,000 to LL 500,000.

The major milestone of the year was the opening of Building 56, which is now home to the Basile Adult Outpatient Cancer Center, CCCL inpatient and outpatient, inpatient psychiatry, Family Medicine, Pre Admission Unit and the Computing and Networking Services. During this year we also embarked on three major construction programs at AUBMC: Abou Haidar Neuroscience Institute (4th floor), Neonatal Intensive Care Unit (7th floor) and Basile Adult Inpatient Cancer Unit (8th floor). Completion of these projects is projected for the 3rd and 4th quarters of 2008-2009. We were able, concomitantly, to maintain the number of staffed beds.

**Workload**

Even though admissions for 2007-08 are expected to be lower (1.9%) than the previous year the mix has improved in first class which is expected to be 1.7% higher than the previous year and the same thing in first class patient days which are expected to be 13.9% higher than the previous year. The average length of stay is expected to be higher than last year by 3.31%. This year showed a major increase over last year in the number of private clinics visits, 9.1%. Revenues from outpatient procedures showed a year-to-year increase of 9.18%.

**Patient Satisfaction**

The average satisfaction rates for the 1st, 2nd and 3rd quarters of 2007-08 were 4.59, 4.52 and 4.45 out of 5, respectively. A questionnaire tackled different aspects of satisfaction ranging from overall satisfaction with AUBMC services to satisfaction with nurses, physicians, admission process, food, housekeeping, supportive services, discharge process. The seemingly steady decline in the overall satisfaction of the patients may be attributed to the noise levels and the increased client expectations of the offered hotel services as well as response time by staff.

**Marketing**

AUBMC's marketing activities were tailored towards advertising the JCI accreditation: A desk calendar featuring AUBMC’s first accreditation in 1956, CAP accreditation, ANCC accreditation, and other important milestones was developed and widely distributed as of the beginning of 2008. Two issues of the AUBMC newsletter were dedicated to news about JCI accreditation, AUBMC's history with accreditation, the accreditation process, and the reception held to
celebrate this achievement. The reception was attended by members of the Board of Trustees, AUB president, administration, VP for Medical Affairs, Medical Center Director and administration, AUBMC doctors and staff; all wearing specially designed sweatshirts with JCI accredited status. Promotional material integrated the JCI accreditation status. Quick screens and posters, reflecting JCI accreditation in addition to our motto “Deep Roots Endless Skies”; were produced and posted on several occasions at AUBMC and its entrances. A corresponding ad was published newspapers and magazines. Editorials and press releases reflecting the JCI accreditation were also published. AUBMC website displayed the JCI accreditation, adding the JCI gold seal to the AUBMC homepage and a new introductory animation that reflects AUBMC’s first accreditation in 1956, CAP and ANCC accreditation as well as a glimpse of the newly renovated buildings 26 and 56. Finally, ID badges with the FM/AUBMC logo and 'JCI accredited" status were distributed to all AUBMC doctors and staff.

AUBMC participated, with its own booth, in the Arab Health Conference and Exhibit in Dubai in January 2008. The unstable condition of the country during the May incidents affected the number of international patients received, however this was reversed due to a blooming and active summer season in the country. Patients from all over the region came to AUBMC for a wide spectrum of medical services.

Nursing

This year has been a dynamic and challenging period marking the beginning of the Nursing Services Department to become a Magnet Designated Hospital, hopefully the first Magnet Hospital in the Region and the third in the world. Such a Journey is with no doubt a courageous step in a country of turmoil and unrest. Our Journey has unfolded into goals guided by the strategic plan and the fourteen forces of Magnet. The documents will be sent to the ANCC Magnet appraisers in February 2009 and if successful and we expect a site visit in May 2009. We count on the support of the entire Organization including the medical and healthcare team to assist us on this exceptional Journey. We are now members of the National Database for Nursing Quality Indicators (NDNQI) Center and benchmarking with 1173 hospitals in the US for 12 indicators. Based on the results, several initiatives took place, the most important being the establishment of the multidisciplinary Pressure Ulcer Team and a Shared Governance Structure. The goal is creating an environment where nurses are empowered, autonomous, and share in the decision making towards better accountability and improved patient outcomes. The patient population today requires expert nurses who are competent in dealing with the complexity of care existing at AUBMC. To meet those needs, the Department established a Clinical and Professional Development Center offering a variety of educational sessions. We cater for AUBMC, Lebanon, and the Region, Iraq being a major customer. Today we have 28 Heart Saver Instructors, 28 BLS, 21 ACLS, and 8 PALS Instructors. We have certified over 582 staff at AUBMC and 166 outsiders. The Department has also provided 12,300 education hours for AUBMC staff and 550 participants from other institutions. We have also become the first Center in the region to sit for certification specialty exams at AMIDEAST qualifying our staff to become certified RNs in specialty areas. A Residency Program was also established for new graduates to facilitate the transition to a clinical setting. Nursing Research is now in its infant stage but expected to develop with the collaboration of the School of Nursing and other Faculties. The number of staffed beds in the hospital increased from 206 (2006) to 226 (2007) to 255 (2008). This brings with it the challenge of retaining the AUBMC Nurse. Today the challenge is to retain
the AUBMC Nurse and provide competitive salaries. We are faced with a high turnover rate 13.59% and a low retention rate. The percentage of Nurses with three years and less today is 55%. The average median age is 26.3 (in the US it is 46). The patient acuity has increased from 8.74 (2005-2006) to 9.33 (2006-2007) to 9.57 (2007-2008) and it is expected to rise further with the increase of Ambulatory Care. We must retain our nurse who is considered superior to all nurses in the region. Being a JCI and a Magnet Nurse, they will soon be magnetized to other facilities and get offered better opportunities. With expert and competent nurses, physicians will feel more comfortable to attract patients to come to AUBMC and thus improve patient outcome and bed capacity. Today the salary structure must be addressed otherwise it would be very difficult to sustain the excellence we have achieved. The success of the JCI accreditation was a testimony of excellent Nursing Care that exists identifying in their report, the two exemplars in Nursing.

**Pharmacy**

The Pharmacy Department in line with its mission to place priority on never-ending improvement started 24-hour coverage in April 2008. This allowed meeting the most stringent JCI requirements by removing all concentrated electrolytes from patients’ care units and taking over the IV admixture of concentrated electrolytes for neonatal intensive care unit orders. Efforts continue to move towards a pharmacotherapy based management system that integrates clinical patient focus and maximizes patient safety in order to optimize clinical outcomes. Many efforts were focused to ensure this transition: the career ladder proposal to introduce the Clinical Pharmacy Program was approved and three pharmacists were eligible to sit for the Board Specialty Certification Examination in Pharmacotherapy while 12 pharmacists were registered online to take the Pharmacotherapy Preparatory Course of the American College of Clinical Pharmacy. To enhance patient safety, the Pharmacy Department implemented the computerized entry of physicians’ orders (patient profile system). This important step eliminates the risk of errors during the transcribing process. The new version of the AUBMC Formulary which included dosage requirements was finalized and was posted on AUBMC website.

The cost containment strategies continued this year under the leadership of the Negotiation and Reviewing Committee, which looked also at other cost containment opportunities such as revision of payment terms and updating the public price of pharmaceuticals. The efforts had a huge impact on the Free of Charge (FOCs) data: The total value of FOC increased to $ 899,600 representing 5.79% of the total purchases for the period Oct 07-August 08 compared with $ 655,942.71 representing 4.27% of total purchases for the period Oct 06-August 07 (the latter data is based on the information generated by the AS400 system).

**Human Resources**

Human resources at AUBMC had few changes last year. While the turnover of nursing staff continues to be high but comparable to the previous year, turnover of non-nursing staff has reached the highest rate ever (6.5%), which is probably due to the low salaries at AUBMC and the political instability in the country as well as increasing opportunities for work in the Gulf region. Despite the addition of new positions this year, the overall productivity in the medical center increased due mainly to the administration of Early Retirement Program, the transfer of
unproductive employees to different services, and to stricter follow up on sick leaves. In fact, the number of sick days was remarkably lower than last year (dropped by 33%).

Competency profiles are still being developed for all positions. Seven workshops conducted during the course of the year. Moreover, in response to the difficulty in finding right candidates for new positions, and as a retention strategy, we are developing career ladders and logical career paths that could facilitate succession planning. To support this, a strong staff development program has been prepared for year 2008-09.

**Capital / In-House Projects**

The completed part of Abou Khater Medical Arts Building is almost completely occupied. Laboratory Medicine section on the first floor will become functional shortly and will be the last section after the Pediatric Private Clinics also on the first floor. The Wound Care Center is planned to start operation in January 2009. Building 56 was received in April and was occupied by users on all floors since then. Renovation works on the School of Nursing progresses according to schedule and is expected to be received by within two months. Renovation works for the In-Patient part of Abu Haidar Neuroscience Institute (4th floor of phase II), the Neonatal Intensive Care Unit (7th floor of Phase II) and the Basile Adult Inpatient Cancer Center (8th floor of Phase II) are underway. Phase 1 of the 4th floor renovations is expected to be received by November 2008. The following is a selection of the in-house projects that were ongoing during the year and are now either completed or very near completion: New Women’s Health Center on the 7th floor of Phase I, PACS center in Diagnostic Radiology Department, Dumbwaiter serving the dirty utilities between OR and CSSD, Fire Speakers in Hospital.

I conclude this annual report by recognizing the great efforts and work of all the staff, and to single out in this recognition our nursing staff and their leadership. They continue to give while facing the challenge of the highest turnover at AUBMC and continue to show their determination to achieve their dream of a magnet status around the middle of 2009.

Munthir Kuzayli, Medical Center Director

**CHIEF OF STAFF**

**Chief of Staff Office**

Appointment of Seven Taskforces

For Reevaluation of the PAU Report and PAU Medical Records
For Staff Sharp Injuries (Mostly Needle stick)
For Peripherally Inserted Central (PIC) lines
For “Specimen Received Without Requisition”
For “Airway Management Guidelines and Education”
For Special Investigation
For “Age Limit for Pediatrics and Adolescent Medicine and Adult Services”
Appointment of 12 Special Medical Staff Committees to review care of patients.
Appointment of Two Root Cause Analysis (RCA) Teams

BOT/Performance Improvement Committee monthly meeting for action item planning regarding Performance Improvement Monitors: 12 sessions.

The Medical Board and its Committees

The Medical Board held 12 meetings. Eleven meetings were for discussion/approval of issues related to: Personnel and committees, to Quality Management & Performance improvement activity reports, for approval of multidisciplinary Policies and Procedures etc., and One special meeting was held on May 13, 2008 to review the Hospital status during the political unrest and civil strife. The Committee of Peers met and discussed two cases.

Standing Committees of the Medical Board meetings:

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Chairperson</th>
<th>Number of Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulatory Service</td>
<td>Dr. Assad Soweed</td>
<td>No meetings</td>
</tr>
<tr>
<td>Emergency Med Subcommittee</td>
<td>Dr. Amin Kazzi</td>
<td>4 meeting</td>
</tr>
<tr>
<td>Private Clinic OPD subcommittee.</td>
<td>Dr. Ahmad Husari</td>
<td>1 meeting</td>
</tr>
<tr>
<td>Antimicrobial Usage</td>
<td>Dr. Souha Kanj Sharara</td>
<td>5 meetings</td>
</tr>
<tr>
<td>Bioethics</td>
<td>Dr. Samir Najjar</td>
<td>1 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>Housestaff changed to GME</td>
<td>Dr. Thurayya Arayssi</td>
<td>Under GME report</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>5 meetings</td>
</tr>
<tr>
<td>Operating Room</td>
<td>Dr. Ismail Khalil Dr.</td>
<td>10 meetings</td>
</tr>
<tr>
<td>Pharmacy &amp; Therapeutics</td>
<td>Dr. Joseph Simaan</td>
<td>9 meetings</td>
</tr>
<tr>
<td>Professional fee</td>
<td>Dr. Fadi Mourad</td>
<td>4 meetings</td>
</tr>
<tr>
<td>Quality Management / PI</td>
<td>Dr. Saleem Kiblawi</td>
<td>6 meetings</td>
</tr>
<tr>
<td>Radiation Safety</td>
<td>Dr. Mukbil Hourani</td>
<td>3 meetings</td>
</tr>
<tr>
<td>Tissue and Case Review</td>
<td>Dr. Jaber Abbas</td>
<td>5 meetings</td>
</tr>
<tr>
<td>Utilization Review (New Appt)</td>
<td>Dr. Mukbil Hourani</td>
<td>1 meeting</td>
</tr>
</tbody>
</table>

The Ad hoc Committees of the Medical Board:

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Chairperson</th>
<th>Number of Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Medical Education</td>
<td>Dr. George Zaytoun</td>
<td>2 meetings</td>
</tr>
<tr>
<td>Laser Safety and Credentialing</td>
<td>Dr. Nabil Fuleihan</td>
<td>No meetings</td>
</tr>
<tr>
<td>Bylaws Review – Appt. on</td>
<td>Dr. Saleem Kiblawi</td>
<td>2 meetings</td>
</tr>
</tbody>
</table>
Jan.8, 08

<table>
<thead>
<tr>
<th>Nutrition and Dietary</th>
<th>Dr. Pierre Bou Khalil</th>
<th>5 meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organ Transplant</td>
<td>Dr. Miguel Abboud</td>
<td>3 meetings</td>
</tr>
<tr>
<td>Patient Education</td>
<td>Dr. Bassem Saab</td>
<td>5 meetings</td>
</tr>
<tr>
<td>Physical Medicine</td>
<td>Dr. Mansour Dib</td>
<td>1 meeting</td>
</tr>
<tr>
<td>Social Service</td>
<td>Dr. Umayy Musharrafieh</td>
<td>2 meetings</td>
</tr>
</tbody>
</table>

Medical Staff Office functions
Verification of Medical Staff credentials for active medical staff Category A: 81 % complete.
Completion of Annual Physicians’ profile, CME and reappointment files of all Medical staff.

Performance Improvement & Monitoring: Quality Management & Utilization Review Program:
Three task forces for: blood transfusion related adverse events (wrong blood) & specimen received without a requisition and for near miss incidents
Study & Presentation on: Eliminating error prone abbreviations in medications orders; 351 records.
On going review of Medical Records for deficiencies & documentation 2,042 charts
On going Reviews for: Utilization: 4,786 Medical records; in hospital mortality 410 cases; Re-operations 68 records and readmissions within 30 days 1221 cases
Initial Pain assessment: 1,772 records, CCU admission & discharge criteria: 123 records.
Educational activities: 117 sessions; Committee attendance 32 meetings.

Accreditation and Risk Management
Drafted, prepared, edited, coordinated reviews and finalized 85 multidisciplinary policies and procedures and distributed copies to 130 sites at AUBMC
Prepared, designed, edited, obtained articles, duplicated, and distributed 300 copies of the Performance Improvement and Accreditation Newsletter.
Designed, duplicated, and distributed hard copies of the Performance Improvement & Accreditation Awareness questionnaires: 3,950
Received and analyzed the responses, sorted them into staff categories, and identified the staff with correct answers : 932
Posted at the website 58 new & updated policies and procedures & 36 Tips of the Week
Reviewed and analyzed data on physician’s compliance with: Informed Consent, Discharge Instruction, Conscious sedation, Patients’ Assessment, patient identification, and patients and family multidisciplinary education: 1,745 occurrences
Participated in Committee meetings 62 times
Delivered 111 educational discussions, lectures and other activities
Organized the smooth conduction of the JCI Accreditation survey during Oct 2007.
Worked on 285 incidences of risk management issues related to potentially legal complaints, to ECRI and to risk related Sharp injuries and other risks.

Saleem Kiblawi, M.D. FCCP
Chief of Staff
SCHOOL OF NURSING

Faculty Recruitment and Appointments

Results of efforts for AY 2007-08:
September 2008 appointments: Dr. Souhad Shbeir, assistant professor and Dr. Michael Clinton, visiting professor. Dr. Hala Darwish, assistant professor, appointment planned for February 2009. Two PhD prepared applicants are under negotiation.
Faculty Academic/Clinical Tracks: Academic Track: 9 (includes new appointments. Clinical track: 7 (3 are working towards their PhDs).

Faculty Development

Nuhad Dumit successfully defended her PhD dissertation June 2008.
SON held a faculty retreat, July 25 2008, focused on methods to evaluate learning outcomes; theory and clinical.

Education

A proposal for a new MSN track on Public and Community Health Nursing was submitted for approval July 2008.
A total of 9 MSN students, sponsored by Hariri Foundation, spent their residencies at JHU SON; 4 in June/July and 5 in September/October.
A post-basic course on community nursing was offered to 20 nurses working at Hariri Community Centers in Lebanon. Certificate distribution took place during a special ceremony July 4, 2008.
Final Year Project Day took place June 20 and included a display of projects and theses of BSN and MSN students.

American Association of Colleges of Nursing (AACN)

AUB SON is now officially a member of AACN.
AACN meetings are usually held in October and April.

Student Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Applied</th>
<th>Accepted</th>
<th>Enrolled</th>
<th>Confirmed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Spring 2007-08</td>
<td>Fall 2008-09</td>
<td>Total</td>
<td>Spring 2007-08</td>
</tr>
<tr>
<td>BSN</td>
<td>49</td>
<td>97</td>
<td>146</td>
<td>26</td>
</tr>
<tr>
<td>MSN</td>
<td>17</td>
<td>37</td>
<td>54</td>
<td>17</td>
</tr>
<tr>
<td>Grand Total</td>
<td>66</td>
<td>134</td>
<td>200</td>
<td>43</td>
</tr>
</tbody>
</table>
Research

Quality of Palliative Care in Lebanon, the Perspectives of Adults with Cancer. Submitted to NIH by Huda Huijer (PI) and other SON and FM colleagues June 2008.
Quality of Palliative Care in Lebanon, the Perspectives of Children with Cancer. Submitted to NIH by Huda Huijer (PI) and other SON & FM colleagues June 2008.
Samar Noureddine was awarded an AHA Post doc Fellowship $14,000. - to develop a collaborative intervention study in cardiovascular nursing. She spent July/Aug 2008 as visiting scholar at UCSF to develop proposal with Dean Kathy Dracup.
SON faculty were involved in a total of 24 research projects.
A total of 26 articles were published in international/national refereed journals.

Summer Nursing Institute

Six courses were offered:
Evidence-Based Practices in Infection Control and Hospital Epidemiology; Dr. Jason Farley JHU SON and Dr. Suha Kanj AUBMC; 20 participants.
Therapeutic Communication; Dr. Laila Farhood; 6 participants. Cancelled.
Evidence-Based Practice Methods; Dr. Cheryl Dennison, JHU SON. 21 participants. Postponed.
Practical Applications of Budgeting in Nursing; Dr. Hussein Tahan, USA. 29 participants.
Qualitative Research Methods; Dr. Myrna Doumit; 8 participants.
Health Care Ethics; Dr. Keith Cash; 17 participants.

School of Nursing Conference

The SON hosted a National Conference on ‘Capacity Building in Nursing; Challenges and Opportunities’ on June 20, 2008. The Conference was well attended and evaluations were very positive. National recommendations were sent to policy makers, administrators and nurses. Conference partners and sponsors were WHO, Order of Nurses and Ministry of Health/Italian Corporation as well as AUBMC Nursing Services, which issued CNE units.

Regional Projects

Mohamad Almana’ College of Health Sciences (MACHS): Two SON faculty members visited MACHS and gave workshops. Mrs. May Khoury is seconded to MACHS as coordinator of Division of Nursing September 1, 2008 – January 31, 2009.

School of Nursing Building

The Hariri Foundation donated $10 million endowment for SON and SON Building. December has been given as a possible date for moving into new SON Building. Furniture and skills lab equipments are currently being ordered.

Huda Huijar, Director
School of Nursing
SAAB MEDICAL LIBRARY

Introduction

This academic year, SML added more electronic resources including e-databases, e-journals and e-books. SML contributed two presentations at the WHO/EMR Conference in Cairo, this meets its vision as a leader and a trainer in medical librarianship in the region. The Librarians also created and designed the Lebanese Order of Physicians e-Library. SML created the “Medicine Repository”, which is an institutional repository for the Faculty of Medicine, Medical Centre and the School of Nursing. SML is fulfilling step by step its strategic goals.

Library Hours

Monday-Friday 8:00a.m. - 11:00p.m Saturday 8:00a.m. - 5:00pm Sunday CLOSED The Library opens 84hrs/week. In Summer it opens 64hrs/week.

Goal 1: To manage the technological evolution of the digital library and the ongoing digitization of information

More items were digitized during the second semester. Some were added to SML Institutional Repository “Medicine Repository”, and others added to the “History of Medicine”, they include the old thesis of the School of Pharmacy and of the Medical School.

Goal 2: To plan the new PBL facility, and reshape library services to fit the new environment

Computers and equipments were purchased for the new PBL rooms and for the Computer Classroom and Lab. FPDU Dept. presented the Mezzanine plan for housing the History of Medicine, the five PBL rooms and the Computer Lab and Classroom. The plan was discussed fully.

Goal 3: To teach Health Information Literacy Skills for research, clinical decision making, and education

Several Information Literacy sessions were given on EBM to the physicians, medical students, interns, residents, nursing and Faculty of Health Sciences students. IDTH 301 course was given to 19 graduate students from the Faculty of Medicine, during the 1st semester, the evaluation of the course was so encouraging that the Librarians wished to organize similar courses to all AUB graduates.

SML Newsletter, Volume 12, issues 1 & 2, 2007-08 (available online at SML Homepage)

Goal 4: To provide service excellence and timely access to healthcare information independent of user location and mode of access

SML added more e-resources including e-databases, e-journals and e-books and cancelled more hard copy serials. SML is redesigning its homepage to make it more user friendly for its users. SML created the “Medicine Repository”, to host all the minutes of meetings, faculty publications, thesis, lectures, posters, photos, in brief the Medical Centre publishes all that.

Goal 5: To collaborate creatively with colleagues within the University, the country and the region for the improvement of scholarly communication and the management and delivery of information services.
SML is still a developing partner with SCOPUS, so the medical librarian was invited by Elsevier-Scopus to attend Scopus colloquium in Berlin October 18-19, 2007.

On November 18-20, 2007 SML Librarians attended the Virtual Health Library Conference. Ms Nassar was invited by WHO/EMR and she represented Lebanon; Ms Farha was representing AUB-SML. Ms Farha was nominated to be assistant chairperson of the conference, she coordinated all the sessions and helped in preparing the final recommendations. Ms Nassar gave 2 presentations, one on the medical library situation in Lebanon and the second one on SML new homepage using Web2.0 technology.

The medical librarian was invited by Wiley-Blackwell to attend London Online Conference and Exhibition in London December 4 – December 6, 2007. The exhibition is important for librarians as the publishers exhibited the latest development in the electronic publishing. Also Wiley-Blackwell invited the medical librarian to serve for 2 years on its ELAB (European Library Advisory Board) and to attend its meeting at Wiley-Blackwell offices in Oxford, UK (November 29-30, 2007). Also the British Medical Association, BMJ invited the medical librarian to serve on its ELAB and to attend the meeting on December 3, 2007 at the BMJ offices in London. On June 4-5, 2008 the medical librarian who is a member of Elsevier ELAB since 3 years, was invited Elsevier to attend the ELAB in London. Ms Nassar and Ms Farha attended IFLA Conference in Quebec City, Canada. Ms Nassar is still an active member on IFLA/Regional Committee for Asia and Oceania, she is the Information Coordinator. The IT, System Administrator Mrs. Dania Salem attended several IT workshops at AUB CNS, and one workshop organized by Microsoft.

SML librarians gave training to Iraqi health professionals during two workshops designed for them by REP. Also SML was involved in the Summer Mellon Workshop with Ms. Farha teaching Health Information Literacy. This strengthens the position of AUB-SML internationally.

SML Medical Librarian is involved in the AUB accreditation self study.

**Goal 6: To maintain and enhance our status as one of the top academic medical libraries in Lebanon and in the Region**

More in-house training for SML staff is done. On September 23, 2008 six staff members attended the Gale workshop, organized by Levant Distr., on the latest developments at Gale in the electronic publishing.

SML’s vacancy at Serials Dept, in grade 7 was filled by Ms Dalia Nouh who is a graduate in Library & Information Science from the Lebanese University. Ms Joyce Aways joined SML at the Circulation and Reference Dept. replacing Ms Ribal Yazbek who moved to the Comptroller’s Office.

SML librarians were asked to create and develop the Lebanese Order of Physicians’ E-Library which was launched on December 11, 2007.

Hilda T. Nassar, Medical Librarian
DEAN OF THE FACULTY OF ARTS AND SCIENCES

Student Registration: 2007-08

During the first semester, the freshman class saw 356 new students registered, while the sophomore class saw 528 registered. This was a significant increase in admission to these classes from previous years.

During the second semester, 42 new students registered as freshmen and 77 as sophomores.

The current admission policy in FAS is to keep the student population in the sophomore class in FAS at the same levels as for the previous academic years but to increase the number of students at the freshman level if possible. This year’s unexpected increase was an unusual situation.

The graduate program saw 95 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 58 new students registered.

The UPP (University Preparatory Program) saw 12 registered in September 2007 out of a total of 24 accepted applicants. This represents a decrease in registration in this program in relation to the same period of 2006-07. Four new UPP students registered in the second semester out of 7 accepted applicants.

During the first semester, the total enrollment at the undergraduate level was 2,411, while at the graduate level it was 380 in addition to 5 new students at the PhD level.

During the second semester, the total enrollment at the undergraduate level was 2,356, while at the graduate level it was 401 in addition to the 5 students at the PhD level.

Student Admissions: 2008-09

The University Unified Admissions Committee (UUAC), with representation from all Faculties, met and acted on all applications. Early admission to the University by the UUAC has resulted this year in 208 applicants being admitted to the sophomore class and 52 to the freshman class in FAS. Furthermore 843 applications for admission to the freshman class were received and 375 applicants were issued letters of acceptance to-date for the first semester of 2008-2009 including early admissions. Additionally a total 1299 of 2101 applicants for admission to the sophomore class (including early admissions) were issued letters of admission. It is to be noted that many of these accepted applicants represent students applying to other Faculties at AUB also.

Incomplete applications for admissions to the freshman class that have now been completed will be also processed. These are expected to be very few as the numbers above represent essentially final admission decisions.
The Arts and Science Admissions Committee acted on 32 applications to the UPP (University Preparatory Program) and to date 24 were accepted for the first semester.

**Current Faculty Number and Composition: 2007-08**

The teaching program involved 270 faculty members, 160 graduate assistants for the first and 159 for the second semester. During the fall semester, 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 spring semester.

Budgeted full-time faculty lines in FAS for 2007-2008 are two hundred and sixty four (264) lines all of which are filled. Two hundred and five (205) are currently used for full-time contracts with the balance used for part-time appointments. Full time appointments are distributed as follows: One hundred and thirty three (133) are in the professorial ranks (Assistant, Associate, and Full Professors), sixty seven (67) are in ranks of Instructor and lecturer, two (2) are Assistant Instructors and three are in ranks of research associate (3). The marked increase in total faculty lines during the current academic year (as compared to budgeted lines in previous years) reflects an on-going increase in students numbers 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). Furthermore, it is to be noted that this number includes all faculty members on paid junior and research leaves (21 in total for both semesters).

**Professors on Leave 2007-08**

Ten professors were on ‘paid research leave’ during the academic year. Five were on leave during the first semester and five during the second semester. Eleven other faculty members, financed by university funds, were also on junior paid leaves, six during the first semester and five on similar leave during the second semester.

Nine faculty members were on leave without pay during the current academic year; five 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 and Chairs and departments were urged to curtail this phenomenon to more reasonable levels.

**Professors on Leave 2008-09**

Several requests for leave without pay and paid research leaves for 2008-09 were considered by the Advisory Committee of FAS. To date three professors and one instructor have been granted leaves without pay for the academic year 2008-09 and one instructor for the first semester. Six professors have been granted paid research leaves for the first semester of 2008-09 and, to date, one for the second semester. Three faculty members were granted junior faculty research paid leaves one for the first and two for the second semester of 2008-09.
Faculty Recruitment 2008-09

A total of 485 applications have been received to faculty positions that were advertised as available in the Faculty starting September 15, 2008. After consultation with the departments and the Advisory Committee, 45 offers have been made so far, 28 offers have been accepted and 17 have been declined. The national distribution of those who accepted our offer are: 4 British, 2 German, 7 Lebanese, 11 US citizens, and one each from: Syria, Ukraine, Canada and Jordan. One visiting position is filled within the Edward Said Chair in American Studies and one for the Whittlesey Chair in Sociology.

Applications For Promotion

Sixteen applications for promotion were received by the deadline of August 6, 2007. Four applications were for the promotion to the rank of full professor and twelve for the rank of associate professor. The promotion cycle resulted in two faculty members being promoted to full professor, and eight to associate professor.

General Remarks

The Faculty faced a major increase in the number of registered students and handled their registration efficiently during the summer months of 2007. This was then reflected in the increase in the total full time equivalent faculty lines engaged in FAS as compared to previous years. FAS will have to continually accommodate these extra students for the next two years and until they all graduate.

Several planned conferences in History and in Arabic had to be postponed as a result of the summer of 2006 war but were held during the first semester of the academic year 2007-08. The American Studies and Research program held its international conference also during this same period.

The Computational Science Program is up and running with its first compliment of entering graduate students.

Five prototypical classrooms have now been established in Nicely Hall with new modern look and upgraded technological teaching aids. Plans to upgrade another group of ten classrooms in Nicely Hall were implemented during the summer of 2008 and these classrooms will be put to use as of October 2008. These classrooms were renovated through support of both university and ASHA funds. We also completed, during the same period, the renovation a lecture hall (Bliss 203) into a fully computerized exam room. This was done with support from the ‘President’s Club’ and the lecture hall will carry their name.

Renovating a new teaching laboratory and faculty lounge in the department of Education (Fisk Hall) has also been completed.

A new “career services section” has been established in the office of the dean of FAS. Work has started in order to build a database and website for career services for FAS students.
All four Ph.D. programs, from four departments in FAS, have been approved by the Board of Education of the State of New York. All departments currently have Ph.D. students, and all are now preparing for the start of the first semester of 2008-09.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences
Academic Affairs

456 new undergraduates were admitted in October 2007 and 75 in February 2008. Enrollment in the undergraduate, graduate and PhD programs was, respectively, 1,575, 175 and 9 during the fall term and 1,588, 179 and 12 during the spring term. 322 undergraduates and 61 graduates were awarded degrees.

With the recent approval of the Master program in Engineering Management for accreditation, all FEA undergraduate and graduate programs and degrees are now registered with and accredited by the New York State Education Department. The new Chemical and Petroleum Engineering and Construction Engineering Programs were approved by the Board of Trustees in March 2008. The programs are expected to start fall 2009.

Conferences, Seminars and Meetings

During this year Dean Hajj: i) traveled with the Office of Development to Riyadh, Saudi Arabia, Abu Dhabi and UAE in November, to CCC in Athens, Greece, in March and to Paris, France, in April to meet with potential donors, alumni and company presidents; ii) visited MIT, Boston, upon an invitation arranged by Trustee Philip Khoury, and visited also the University of Illinois in Urbana, Champaign for recruiting in April; iii) visited universities in Istanbul, Turkey for research, teaching collaboration and recruiting PhD students in June; iv) visited the University of Illinois in Urbana, Champaign, the University of California at Berkeley, and Stanford University to check on their Chemical Engineering Departments in August.

As the National Secretariat for IAESTE in Lebanon, FEA arranged for 4 international students to conduct summer training in Lebanon and 14 FEA students went in return for summer 2008 training abroad. FEA Career Center arranged 411 job offers for our graduates and 639 internship offers for our third-year students.

FEA faculty members received 40 invitations to participate in academic, research and professional related activities in the U.S., Canada, Europe and the region. 18 of these were supported by URB and 22 by external sources. One faculty member went on long-term faculty development awarded by URB to the “Centre National de la Recherche Scientifique”, Toulouse, France, during summer 2008.

The engineering departments organized 30 academic perspectives seminars by external speakers, alumni and guests. The Department of Architecture and Design held 8 public lectures, 3 academic events, one open forum “The First Edition of Talk 20 Beirut” and one exhibition “Signs of Conflict”.

Research Grants

LNCSR granted 4 new research grants ($30,333) and extended three. The URB awarded 32 research grants to full-time faculty members ($188,500). Three external research projects were
completed ($194,500) and three are still in progress ($543,805). 13 new external research grants ($2,369,436) from National Instruments Corporation, National Institute of Health, World Bank Group, International Ports Management Beirut, USAID-Amideast, Arabia National Instruments, Tempus European Commission, ASHRAE, IEEE Foundation, International Development Research Center, Association for Forests Development & Conservation and Cellmec were granted to FEA faculty. USAID/ASHA grant for 2007-08 was $235,959.

**Academic Personnel**

i) New faculty who joined FEA: Karim Nader (assistant professor, ARD), Shadi Najjar and Pascal Saikaly (assistant professors, CEE), Mariette Awad and Hazem Hajj (assistant professors, ECE) and Daniel Asmar (assistant professor, ME); ii) Faculty who were promoted: Howayda Al-Harithy to the rank of professor (ARD) and Walid Nasrallah to the rank of associate professor (EM); iii) New administrative appointments: Prof. Karim Kabalan as chair of ECE Dept. as of September 1, 2007 replacing Prof. Ayman Kayssi, and Prof. Marwan Darwish as chair of ME Dept. as of October 1, 2007 replacing Prof. Nesreen Ghaddar who served as ME chair for two consecutive terms; iv) Faculty receiving the Hewlett Junior Faculty Research Leave were: Assist. Profs. George Arbid (fall 2008) and Bacel Maddah (spring 2008); v) Faculty on approved paid leave of absence were: Profs. Ramsey Hamade and Habib Basha (one year), Adnan Al-Alaou (fall 2008); vi) Faculty on approved unpaid leave of absence were: Prof. Mutaseem El-Fadel and Assist. Prof. Mohamad Mansour (one year), Profs. Riad Chedid and Toufic Mezher (spring 2008); vii) Assist. Prof. Mona Fawaz went on approved maternity leave (spring 2008); viii) Prof. Farid Chaaban was appointed as secondment to serve as Dean of Engineering at Dhofar University in Oman for the year 2007-08; ix) Prof. Mounir Mabsout (CEE) was appointed Director of AUB’s new Center for Civic Engagement and Community Service; x) Assist. Prof. Zaher Dawy (ECE) received the Teaching Excellence Award for 2007-08 ($5,000); xi) Prof. George Ayoub (CEE) received the first Outstanding FEA Professor Award; xii) Faculty who resigned from FEA were: Assoc. Prof. Walid Ali Ahmad (ECE) in September 2007 and Visiting Assoc. Prof. Rami Daher (ARD) in January 2008; xiii) Faculty whose contracts were not renewed: Assist. Profs. Kinda Khalaf and Samer Abdallah (ME).

**Faculty News**

FEA held: i) the dedication ceremony of the Dar Al-Handasah & Partners Architecture Building and Kamal A. Shair Central Research Science Laboratory on October 3 in Architecture Lecture Hall; ii) its second Faculty Retreat on November 10; iii) the official launching event for one of its graduate programs, the Master of Engineering Program in Information and Communications Technology on January 28; iv) Due to the security situation in Lebanon in May 2008, the 7th FEA Student Conference was cancelled; however, the committee decided to organize a special FEA Distinguished Alumni Award Ceremony where the distinguished alumni will present talks and receive their awards on October 16-17, 2008; v) a team of four ME students won 1st place and $2,000 in the Smart Robot–Design Challenge Competition held among seven teams from three universities on June 2; vi) Annual rehearsal, reception and distribution of awards for graduating students on June 27; vii) FEA Class Reunion (1948-2003 with five years intervals) ceremony and reception on July 1; viii) ceremony and reception on July 4 to launch the opening of the Multi-Core Computer Lab in SRB donated by Intel Corporation (UK) Ltd. to AUB.
Students’ Awards

i) Areen Award of Excellence in Architecture was awarded to: Rola Idriss, (1st) $2,000, Rana Zeidan (2nd) $1,500, Nicholas Fayad (3rd) $1,000; ii) Areen Award of Excellence in Graphic Design was awarded to: Wissam Bou Assi (1st) $2,000, Samiya Azar (2nd) $1,500, Omar El-Mismar (3rd) $1,000; iii) Abdul Hadi Debs Endowment Award for Academic Excellence at the graduate level: Youssef Tawk, CCE and Rola Idriss, ARD; iv) Sakkal Renewable Energy Graduate Thesis Award: Mohammad Al-Othmani, ME; v) Distinguished Graduate Award: Agop Koulakezian, CCE, Hrag Margossian, ECE, Narine Boulghourdjian, CEE, Sherif Kassatly, ME, Omar El-Mismar, ARD; vi) Dean’s Award for Creative Achievement for the projects of: (Grace Salem, GD), (Celine Stephan, ARCH), (Milad Chalfoun, ECE, Hovig Denkilkian, CCE, Rostom Ohannessian, CCE and Agop Koulakezian, CCE), (Maya El Moghrabi, CCE, Mohammad El Habbal, ECE and Omar Monajjed, ECE), (Sherif Kassatly, Edouard Layoun, Joseph Kanaan and Ramzi Semaan, ME); vii) Penrose Award: Hani Elias Joseph Tohme, ECE.

Donations, Gifts and Pledges

FEA received: i) donations totaling $74,786 to support FEA research and academic activities; ii) a donation of $60,000 to support FEA Career Development Center; iii) a donation of $7,100 to support FEA student conference; iv) pledges of $2,821,000 to name classrooms, halls and offices in Engineering buildings; v) chair professorship endowment of $2 million from Nasser Al Kharafi; vi) ESRI GIS Software Maintenance valued at $11,320; vii) lab equipment from METACS valued at $40,328 and hardware & software equipment from Intel Corporation (UK) Ltd. valued at $50,000 to ECE Labs, viii) Nabil and Reem Barakat scholarship to Mohamad Merhi (engineering student).

Ibrahim Hajj, Dean
Faculty of Engineering and Architecture
DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Students

Student Enrollment
During the academic year 2007-08, 657 students were enrolled as follows: 173 in the Nutrition and Dietetics Program; 144 in the Food Science and Management Program, 143 in the undergraduate Agriculture Program (4 yrs); 113 in the Landscape Design and Eco-Management Program (4yrs); and 84 graduate students in the following majors: 37 in Nutrition, 21 in Food Technology, 7 in Plant Protection, 5 in Agriculture Economics; 5 in Irrigation; 3 in Ecosystem Management; 3 in Poultry Science; 1 in Animal Science; 1 in Plant Science; 1 in Soil Science.

Student Graduation
153 students completed the requirements for graduation in the academic year 2007-08: 55 with a B.Sc. in Nutrition and Dietetics, 40 with a B.Sc. in Food science, 14 with a B.Sc. in Agriculture; 17 with a B.Sc. in Landscape Design and Eco Management; and 27 received their M.Sc. degrees in different majors. Ms. Claudia Matta (B.Sc. in Nutrition and Dietetics) received the FAFS Penrose Award.

FAFS signed, for the NFSC Department, official agreements with six hospitals in Lebanon (Makassed Hospital; Saint Georges Hospital; Mount Lebanon Medical Center; Rizk Hospital; Hammoud Hospital and Labib Medical Center) other than AUBMC and Rafic Hariri University Hospital, securing internship places for graduating students in Nutrition and Dietetics.

Curriculum

New Undergraduate Program in Agribusiness
This new undergraduate program, combining the different aspect of financial and business management with the principles of agricultural and farm management, was approved by the Senate in its meeting on June 26, 2008.

Undergraduate Veterinary Science Program
This program was officially registered in the Lebanese Ministry of Education and Higher Education.

Faculty

New Appointments
Dr. Farah Naja Alameddine joined the Nutrition and Food Science Department as an assistant professor of Nutrition effective September 15, 2008. Dr. Jad Chaaban joined the Agricultural Science Department as an assistant professor of Agricultural Economics.

Promotion
Dr. Nadim Farajalla was promoted from assistant professor to associate professor in the Landscape Design and Ecosystem Management Department effective October 1, 2008.

Leave without Pay
Dr. Jala Makhzoumi was on leave without pay during the first semester 2007-08. Dr. Moatasim Sidahmed was on leave without pay during the academic year 2007-08.

**Resignation**
Dr. Shady Hamadeh resigned from his post as Associate Dean effective February 1, 2008. Dr. Malek Batal (denied promotion to Associate), who was on leave without pay during the academic year 2007-08, submitted his resignation as of September 30, 2008.

**End of Contracts**
The contracts of Drs. Sana Ghaddar, Assistant Professor in Nutrition, Ragy Darwish, associate professor in Economics and Sayyed Ali Hussein, assistant professor in Landscape design were not renewed beyond September 30, 2008.

**Research Grants and Service Contracts**
Effective October 1, 2007, the University Research Board (URB) funded 13 faculty members with a budget of $82,300, while the Lebanese National Council for Scientific Research (LNCSR) provided funds for 4 faculty members including the dean with a total budget of $19,562. Effective October 1, 2007, the following faculty members received new funds from external sources amounting to approximately $270,898: Drs. Abou Jawdeh, Bashour, Farran, Farajalla, Hamadeh, Hwalla, Makhzoumi and Nasreddine.

**Faculty Professional Activities**
The following faculty members received short term faculty development grants and presented papers and/or chaired sessions in scientific meetings: Drs. Abou Jawdeh, Barbour, Hamadeh, Haidar, Kassaify, Obeid, Saad, Toufeili, Yau and Zurayk. Dr. Olabi received long-term faculty development to conduct research at California Polytechnic State University, San Luis Obispo, USA, from July 1 to August 31, 2008. Dr. Elie Barbour’s manuscript received the Constantin Rebeiz Award (CA and CC Rebeiz Award) of $1000 for Agricultural Research at FAFS.

**Community Service**

**Symposium on Food Safety in the Middle East**
The FAFS and the FAFS Alumni Chapter of AUB held a symposium on December 7, 2007, on food safety issues in Lebanon and the M.E. region. Speakers at the opening ceremony were Dean N. Hwalla, Mr. Musa Freiji, President of the FAFS Alumni Chapter, and Dr. Sami Haddad, Minister of Economy and Trade. The keynote speaker was Dr. Ewen Todd, Director of the Food Safety Policy Center at Michigan State University. Other speakers were: Drs. Nasri Kawar, Nuhad Daghir, Zeina Kassaify, Raja Tannous and Dr. Fatimah Hashem, FAO Food and Nutrition Officer for the Near East. The Symposium was followed by a gala dinner during which the Faculty and Alumni chapter honored eight of its distinguished alumni, namely Drs. Nuhad Daghir, Nasri Kawar, Raja Tannous, Fatme Hachem, Abbas Yaghi, Mr. Wadih Jordan, Mr. Khalil Milki and Mrs. Carla Habib Murad.

**Honors**
The Nutrition and Food Science Department was designated as a World Health Organization (WHO) Collaborating Center for research, training and outreach in nutrition and food science.
This is the first WHO Center in any field in Lebanon. On this occasion, a ceremony was held on December 6, 2007 at Issam Fares Hall and was attended by Provost Heath; Dean Hwalla; WHO Country Representative Hussein Abu Zaid; Farid Karam representing the Ministry of Public Health in addition to FAFS Faculty Members, Lebanese Association for Nutrition and Food Science members, graduates and students. During the ceremony, Dean Hwalla presented an award to Mrs. Sawsan Wazzan Jabri, graduate of the Nutrition Department; for receiving the Bahraini Prize of innovation and excellence.

**AREC**

In order to improve his management skills Mr. Nicolas Haddad, the AREC Interim Manager, participated in a training program at Mississippi State University (MSU) in October 2007.

During 2007-08, research conducted at AREC was selected under the theme “solving farmers’ problems” such as water accessibility, dramatic increase of raw material prices, marketability of products, etc. Conservation agriculture, which aims at reducing the cost of operations and protecting the environment, was the first and the most important project to take place at AREC. On March 2, AREC welcomed 27 undergraduate students to obtain practical experience in various sectors of agriculture and landscape design.

From March to August, AREC was a research field for 11 projects carried out by FAFS faculty members, in addition to a grant with UNIFERT. In August, AREC held its annual sweet corn day and was honored with the presence of AUB new president Dr. Peter Dorman, and 1000 guests of AUB students, faculty, staff and alumni.

On February 1, 2008 Ms. Laila Houri was appointed Financial Officer for FAFS. As of September 15 2008, Dr. Rami Zurayk was appointed the Associate Dean to assist the Dean in valorizing AREC as an academic asset to FAFS and AUB.

**Fund Raising and Endowment Funds 2008**

The new Joseph and Ilham Cicippio Research Fund, amounting to $100,000, is targeted to support Nutrition and Food Science students’ Research. The Sheikh Sultan Bin Mohamad Al Qassimi Endowed Scholarship Fund provides $250,000 endowment to support a needy Lebanese student from rural areas of Lebanon to study Agriculture.

Two T Family Scholarships is an anonymous fund to support education of 2 Agriculture students. Musa and Amal Freiji Endowed Scholarship fund, when received, will be used to support one Lebanese FAFS and one Education student.

AREC '80 Fund has successfully raised until now around $36,000. Khaled and Mona Miqdadi Scholarship Fund is an annual contribution to AUB equivalent to the fulltime undergraduate tuition fees for an FAFS student.

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

Academic Programs

Graduates from Degree Programs
Ninety five students graduated from FHS during AY 2007-08 (including summer 2007): 52 students graduated with a BS in Health Sciences (20 from EH and 32 from MLT), 33 students graduated with an MPH degree and 10 graduated with an MS degree.

Regional/MD Students
The cumulative number of graduate students supported to study at FHS through scholarship funds till the end of June 2008 is 35: 26 from the region (Egypt 5, Iraq 3, Jordan 4, Morocco 1, Palestine 5, Palestinians residing in Lebanon 2, Sudan 3, Syria 2, Tunis 1) and 9 MDs from Lebanon. The scholarship students are supported by grants from the Arab Fund, the Ford Foundation and the Wellcome Trust.

Faculty

Faculty resources have been rising gradually at FHS. In fall AY 2007-08 there were 19 faculty in professorial ranks and a total of 24 full-time faculty, reflecting “teaching faculty on line”. An additional two faculty members at the rank of Assistant Research Professor, covered by soft funds, bring the number of faculty in professorial ranks to 21. Recruitment activity during AY 2007-08 was successful and resulted in the recruitment of four new faculty members in professorial ranks starting AY 2008-09.

Strategic Planning Initiatives

During AY 2007-08, work continued on all 10 initiatives (in line with the FHS Strategic Planning Report of June 2006 and with CEPH accreditation requirements) addressing students (4 initiatives), instruction (3 initiatives), ongoing research, service (2 initiatives), and evaluation and planning (1 initiative).

Students
FHS has the smallest size of the student body among AUB Faculties (304 in AY 2007-08) and the largest proportion of graduate students at one third.

Undergraduate Health Sciences Program (UHSP)
Activities to promote the Undergraduate Health Sciences Program (UHSP) targeting freshman students at AUB and high school students from schools, located all over Lebanon continued during AY 2007-08. The composite score for new students registered in AY 2008-09 in both the Environmental Health and the Medical Laboratory Technology majors has continued to rise. FHS has achieved a higher yield rate and an increasing level of admission composite score for registered new undergraduate students in AY 2008-09.

Graduate Public Health Program (GPHP)
The mission of the Graduate Public Health Program (GPHP) at FHS, which includes the MPH and MS degrees, emphasizes regional outreach and relevance. To advance regional diversity, a formal initiative was established in January 2008 for promotion of the GPHP in selected countries of the region, namely, in Jordan, Syria and Yemen on the one hand, and in countries of the gulf on the other, guided by an FHS Steering Committee. There is a pressing need, however, to attract a larger proportion of students from the region and more full-tuition paying students, which is the target of the initiative on promotion of the GPHP in the region.

FHS has received a larger number of applications for the GPHP in AY 2008-09 as compared to the previous year (195 versus 125) and achieved an almost similar acceptance rate of 77% as compared to 73% in the previous year. In fall of AY 2007-08, almost half (49%) of total graduate students had their previous degree from AUB, while the remainder came mostly from other recognized Universities in Lebanon, and also from the region.

Teaching
A main instruction initiative that continued from last year was the development of learning outcomes and assessment tools for all FHS programs, and particularly for the GPHP as required by the Council on Education for Public Health (CEPH) and reported in the second interim report submitted in August 2008.

Regarding student evaluation, the FHS exit interview was self-administered at the end of AY 2007-08 to graduating students of October 2007, February 2008 and June 2008. It shows very positive results on overall assessment of the programs. The same pattern of very positive overall evaluation holds among graduates from the MPH program, with all graduates evaluating the program as good to excellent and about a quarter evaluating the program as excellent. The number of graduates from MS programs was too small to enable evaluation.

Research
For AY 2007-08 the number of publications is 68 which is higher than the number achieved in AY 2006-07 (53) with 1.8 being the average number of publications per research active faculty member. Most journal publications are appearing in high quality journals. FHS was able to maintain a high level of funding at $1,002,562 in AY 2007-08. The Faculty is maintaining a spending research budget between $700,000 and 800,000 per year.

Service
The Task Force on Service (TFS) worked on developing measures for monitoring and assessing service, and on providing guidelines for review of service activities in faculty evaluation and promotion. In AY 2007-08, the recommended measures of service were introduced into the FHS Annual Activity Performance Form. The scoring mechanism, included in the final document to provide an indicator of individual faculty outreach and practice activities, was used to develop a service score for faculty members. This score formed a component -together with scores for teaching, research, and administration - in the Dean’s evaluation of faculty members for merit increases in July 2008. The work of the TFS in developing a definition and measures for service activity and in providing guidelines for including service in promotion reviews, is both innovative and pioneering and an important contribution to academic institutions in the field of public health anywhere in the world.
Organization and planning for training activities is coordinated by the Work Force Development Task Force (WFDTF) and with participation of several FHS faculty members in the training. Several training activities had to be postponed because of the unstable situation in Lebanon at the assigned time. In general, the courses were well attended and included participants from Lebanon and the region working mostly in the public, NGO and private sectors. To date and since 1998, 1,550 participants from Lebanon and the region have received short-term training at FHS.

Evaluation and Planning
During AY 2007-08, the Evaluation and Planning Committee (EPC) reviewed the goals and measurable objectives with targets and time frames that had been developed in AY 2006-07 for the accreditation criteria of “Instruction”, “Research” and “Service”, and developed measurable objectives with targets and timeframes for the remaining accreditation criteria of “Resources”, “Faculty and Staff” and “Students”. An Evaluation and Planning Data System (EPDS) team was appointed in the Dean’s Office at the beginning of AY 2007-08. It worked on developing and delineating data sources that can provide information annually on the 107 Evaluation and Planning indicators for the GPHP.

Revenue
The main source of revenue at FHS is tuition revenue from students registered in FHS. There was an increase in tuition revenue from $2,215,941 in AY 2000-01 to $3,358,170 in AY 2007-08 amounting to over $1,000,000. This increase is a result of tuition rise at AUB, rather than growth in the FHS student body. FHS also had available $45,218 in overhead funds in AY 2007-08 which were used mainly to support research and strategic planning initiatives.

Endowment: $1 Million
FHS received $1 million endowment from the Ford Foundation in September 2007 to be matched by AUB by 2009. FHS is collaborating closely with the AUB Development Office and $833,824 has been raised as matching funds by September 2008.

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

Introduction

The academic year 2007-08 was a period of decisive achievements for the OSB. For the first time, faculty FTE’s approached 55, a five-fold increase in six years, multiple international recognition came our way, faculty research made significant headway, major international conferences were planned, executive education offerings multiplied, work on the new building continued unabated, AACSB accreditation efforts came a major step closer to completion, significant research – grant opportunities were identified and pursued, and OSB branding reached levels never before attained.

Against each of the achievements listed above, there lurks a major challenge for the OSB. The political turmoil in Lebanon creates very serious constraints that frustrate most of the key items on the School’s agenda. Recruitment efforts are precarious as a result, and international visitors are unusually few and far in-between. The accreditation team visit is now set for January 2009, which leaves us in fear of the unexpected. Throughout the year EMBA participants were nervous about coming to Beirut and often call off their plans. We look forward to putting this problem behind us as we start the new academic year. We also have good reasons to believe that major international conferences that were rescheduled will now be held on schedule starting in October 2008.

The AY 2007-08 was in a sense an intricate mix of opportunities and threats from which the OSB has undoubtedly learned valuable lessons in making major progress under adversity.

Facts & Figures - AY 2007-08

Faculty Profile
Faculty Distribution:

<table>
<thead>
<tr>
<th></th>
<th>06-07</th>
<th>07-08</th>
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</thead>
<tbody>
<tr>
<td>Professors</td>
<td>04</td>
<td>04</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>02</td>
<td>04</td>
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<tr>
<td>Assistant Professors</td>
<td>20</td>
<td>24</td>
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<tr>
<td>Senior Lecturers</td>
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<td>05</td>
</tr>
<tr>
<td>Lecturers</td>
<td>08</td>
<td>03</td>
</tr>
<tr>
<td>Instructors</td>
<td>09</td>
<td>08</td>
</tr>
<tr>
<td>Executive In Residence</td>
<td>01</td>
<td>01</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>06-07</th>
<th>07-08</th>
</tr>
</thead>
</table>

45 49

Faculty Development, URB & Research

a. Academic Year 2007-08

Paid Research Leave 2 faculty members
URB research Grants 9 faculty members
Faculty Development Grants 1 long term and 10 short term
Six faculty members benefited from OSB overhead recovery fund (earned against REP work) to either present papers in international conferences or conduct research in collaboration with professors abroad.

b. Approved for Academic Year 2008-09

- Paid Research Leaves: 2 for fall 2008-09 and 2 for spring 2008-09
- URB Research Leaves: 13 faculty members

c. Research & Scholarly Activities

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008 (Jan–June, 08)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Published articles in refereed journals</td>
<td>39</td>
<td>43</td>
<td>42</td>
<td>35</td>
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<tr>
<td>Refereed Conference Presentations</td>
<td>10</td>
<td>4</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Publications in refereed conference proceedings</td>
<td>23</td>
<td>16</td>
<td>20</td>
<td>19</td>
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<tr>
<td>Published books/chapters in books/monographs</td>
<td>1</td>
<td>6</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Research in Progress</td>
<td>64</td>
<td>26</td>
<td>20</td>
<td>69</td>
</tr>
</tbody>
</table>

Appointment, Resignation, Secondment & Leaves

- Five faculty members joined the School in AY 2007-08
- Four new faculty members will be joining the School in fall 2008
- Two faculty members submitted their resignation effective September 2008
- One senior lecturer was on secondment to a REP project
- One assistant professor was on maternity leave for the second semester 2007-08
- One associate professor was on LWOP for AY 2007-08
- One professor was on LWOP for one year effective spring 2007-08

Promotion

- Dr. Karim Rebeiz was promoted to the rank of associate professor as of October 2008.

Student Statistics

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>06-07</th>
<th>07-08</th>
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<tbody>
<tr>
<td>Undergraduates</td>
<td>1143</td>
<td>1150</td>
</tr>
<tr>
<td>MBA’s</td>
<td>105</td>
<td>104</td>
</tr>
<tr>
<td>EMBA</td>
<td>37</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td>1285</td>
<td>1302</td>
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Admission

<table>
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<tr>
<th></th>
<th>Undergraduate</th>
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<tr>
<td></td>
<td>Applied</td>
<td>Accepted</td>
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<tr>
<td>Fall 07-08</td>
<td>1458</td>
<td>834</td>
</tr>
<tr>
<td>Fall 06-07</td>
<td>1449</td>
<td>646</td>
</tr>
<tr>
<td>Spring 07-08</td>
<td>199</td>
<td>73</td>
</tr>
<tr>
<td>Spring 06-07</td>
<td>185</td>
<td>72</td>
</tr>
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</table>

Average Composite Score and SAT of Accepted UG Students

<table>
<thead>
<tr>
<th></th>
<th>AVG Composite Score</th>
<th>AVG SAT</th>
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</thead>
<tbody>
<tr>
<td>Fall 07-08</td>
<td>545</td>
<td>1075</td>
</tr>
<tr>
<td>Fall 06-07</td>
<td>559</td>
<td>1076</td>
</tr>
<tr>
<td>Fall 05-06</td>
<td>555</td>
<td>1120</td>
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GMAT/UG Average and Yrs of Exp of Graduate Students

<table>
<thead>
<tr>
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<th>AVG. GMAT</th>
<th>AVG.UG</th>
<th>AVG. EXP</th>
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<tbody>
<tr>
<td>Fall 07-08</td>
<td>603</td>
<td>82.85</td>
<td>2.3</td>
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<tr>
<td>Fall 06-07</td>
<td>597</td>
<td>82</td>
<td>2.67</td>
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<tr>
<td>Spring 07-08</td>
<td>599</td>
<td>82</td>
<td>2.7</td>
</tr>
<tr>
<td>Spring 06-07</td>
<td>608</td>
<td>83.46</td>
<td>2.9</td>
</tr>
</tbody>
</table>

EMBA

15 new students were accepted out of 20 applicants for fall 2007-08 and 11 applicants joined in spring 2008.

Profile of new students:
Average age: 36
Average years of professional experience: 13
Average years of managerial experience: 10

Number of OSB Graduating Students

<table>
<thead>
<tr>
<th></th>
<th>221</th>
</tr>
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<tbody>
<tr>
<td>Undergraduate</td>
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</tr>
<tr>
<td>MBA</td>
<td>12</td>
</tr>
<tr>
<td>EMBA (Classes 3,4 &amp;5)</td>
<td>58</td>
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</tbody>
</table>

Enrollment Management: A new enrollment management five–year proposal was prepared and approved as detailed below:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<tbody>
<tr>
<td>BBA</td>
<td>1140</td>
<td>1100</td>
<td>1060</td>
<td>1020</td>
<td>980</td>
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<tr>
<td>Graduate Programs</td>
<td>170</td>
<td>230</td>
<td>280</td>
<td>330</td>
<td>380</td>
</tr>
</tbody>
</table>
The net financial effect is an additional positive contribution to the university.

**Other Achievements**

**AACSB Progress**
On August 1, 2008, OSB submitted its Self-Evaluation Report, to AACSB International following clearance for a peer-review team visit to take place January 25-28, 2009. Three business deans from the American University (DC), Virginia Tech and the University of Louisville, have accepted the invitation to serve on the peer-review team and travel to Lebanon. OSB expects an accreditation decision by June 2009. In January 2008 OSB submitted its second and final report to AACSB International on its progress with regard to the implementation of its Accreditation Plan. This report was approved in April 2008.

**Kheireddine Al Mawared Lecture Series**
Trustee Ibrahim Dabdoub was the guest speaker in the Kheireddine Al Mawared lecture series on March 7, 2008. He addressed a packed Bathish auditorium on the “Economics of the new Era”.

**Reuters Seminar & HR Conference**
Two major events at OSB were rescheduled for fall 2008 due to the prevailing situation: a) The Middle East HR conference, sponsored by NBK - May 29-30. b) The Reuters Workshop/Seminar on “Business Journalism in the Arab World” - June 3-4. Arrangements were finalized for both events including the speakers and invitations. In both cases, an impressive line up of regional and international speakers was organized.

**CEMBA Program**
Final agreement was reached with KPC to commence the corporate MBA program in Kuwait in fall 2008. The official ceremony to mark the commencement of the program, which was scheduled on February 27, 2008, was deferred upon the request of KPC. We are working with them on fixing a new date for the official ceremony.

**Corporate Social Responsibility** The Seminar on “Corporate Social Responsibility” in collaboration with Coke, which was scheduled for March 28, 2008, was postponed upon the request of Coke, due to personal turnovers at their end.

**Al Maktoum Entrepreneurship Center**
OSB signed a memorandum of understanding with the Mohammed bin Rashid Al Maktoum Foundation to establish a center for entrepreneurship and innovation at AUB. The MOU provides an endowment of AED 18.3-million (almost $5 million) to establish the center which will serve as a regional nucleus for entrepreneurship research and knowledge dissemination in the Arab world.

The MOU was signed on July 10 at AUB by Sultan Lootah, vice president of the Mohammed bin Rashid Al Maktoum Foundation - Employment and Entrepreneurship, and George K. Najjar, Dean of the Suliman S. Olayan School of Business in College Hall, B1. The signing ceremony was attended by high ranking officials, as well as by AUB faculty members, noted businessmen leaders. There was excellent media coverage.
International Board of Overseers
Two meetings were held on November 12, 2007 and June 17, 2008. The meeting of June 17 was attended by Dr. Joel Podolni, Dean, Yale School of Management, who accepted our invitation to join the board as of June 2008.

Middle East Advisory Board
Mr. Rachid Al-Miraj, Governor, Central Bank of Bahrain, and Mr. Nehmeh Sabbagh, Executive Manager, Bank MED, accepted to join the OSB Middle East Advisory Board. The meeting of this body was held on June 6, 2008.

Executive Education Program
As part of Executive Education Program, OSB in conjunction with REP offered: a) An eight week “Financial Management” training program for top managers of the Gulf Investment Corporation in Kuwait, b) A four day workshop on “Strategic Planning and Management” to top managers from Al Faisal University/Riyadh in collaboration with Deloitte and Touche, c) A two day seminar on “Strategic Thinking and Analysis for NBK managers in Kuwait, d) A thirteen day workshop on “Management Development” for ARAMEX and seventeen day workshop for Algorithm executives. Major new executive education programs have also been successfully negotiated for fall 2008 delivery.

The MBA Program Case Competition
Thanks to a sponsorship from Pepsi International, the MBA program has completed the first round of its first annual MBA Case Competition under the topic “Towards a Successful MBA Program at OSB”. A ceremony was held on May 30 to announce the winners.

Future Plans
By the end of academic year 2008-09, we except to be on course with an enrollment management plan. We also expect to have five additional members, and to have all but completed the AACSB accreditation process, moved to and settled in the new building, launched the corporate EMBA in Kuwait and/or elsewhere, got the Mohamad Bin Rashid Al Maktoum Entrepreneurship Center to a solid start, broadened and deepened our Executive Education network, and covered significant new grounds in the implementation of the OSB strategic plan. That same period should also witness successful completion of a series of major enhancement steps through significant regional and international links.

Beyond next year our plans, as already developed and costed by way of strategic initiatives, include launching of new graduate degrees, significantly enhancing our research output, establishing formal links and joint degrees with top US and European Business Schools, and becoming the foremost provider of executive education services in the region. Our next goal will be entry into the global business school ranking game.

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

Dean’s Office

The office began the academic year with optimism despite a prevailing tense political climate due to the delay in electing a new President of the Republic. Its main impact was postponement of the Student Representative Committee elections from mid-November 2007 to mid-January 2008. Almost all other universities had also delayed student elections. These elections were well ordered with all student participants recognizing the transparency and efficiency of the elections and the count. Planning for major annual events such as Outdoors, the Job Fair and the Folk Dance as well as for the production of the Campus Yearbook preoccupied the office during spring with expectations for a lively end of year set of programs. In addition, final preparations were underway for the opening of the Charles Hostler Student Center by the beginning of summer. A group of Trustees were fortunate enough to visit the CHSC before the political situation in the country deteriorated in May. Normality was resumed in June for students to enjoy the AUB campus and its facility.

University Sports

University Sports emphasizes a wide range of activities and programs to meet the many needs of a diversified student population. Athletic teams continued to use off-campus facilities during the fall semester while the Charles W. Hostler Student Center (CHSC) was in the final stages of preparation. During the spring semester the auditorium green field, gymnasium, and fitness areas opened for use. The membership program soon followed with more than 500 individuals joining. The athletic teams consisting of some 300 student participants traveled to Greece and to Dubai for international tournaments and enjoyed successes in both locations. Additional features for University Sports included the hiring of 19 new staff, an updated web site, a CHSC and athletics policy manuals, and the development of a new student-athlete handbook.

Student Housing

Though the political situation did not significantly affect our rich activity agenda, it placed an unprecedented demand for on-campus housing, especially the men’s dorms where occupancy rose to 89% compared to 65% last year. Occupancy reached 98% for in women’s housing, prompting us to open a new section at Kerr for female graduate students. This demand, which continues to increase for 2008-09 and is manifested by a waiting list of over 100 students this summer obliges us to reconsider the decision to host the nurses in Kerr. Capital Budget income for next year should allow for major improvements. Concerning the residents, there were some cases of emotionally distressed students. They were handled effectively, but staff professional training must be sped up. Thefts were another issue, prompting consideration to introduce small safes inside the rooms. A major priority is to reassess the cleaning regime for student housing.

International Student Services

The number of incoming international students was not affected despite the unsettling political situation in the country. 1,411 students were registered this fall 2007-08 semester as opposed to 1,353 in fall 2006-07 and 1,499 in fall 2005-06. During AY 2007-08 ISS planned and
coordinated 6 orientation sessions, including International Student Orientation Program (fall 08, spring 08, fall 09), New Student Orientation Program (spring 08 and July 08) and Erasmus Mundus: 2 rounds of information sessions for 2008 and 2009. The ISS also held individual and group Study Abroad advising sessions and assisted students with applications and admission to host universities. This year, 40 students were accepted to universities abroad to complete one or two semesters through existing exchange agreements in the US. ISS also coordinated work on Erasmus Scholarships funded by the EU Commission, NEST scholarships and Peace Scholarship funded by the US government.

**Counseling Center**

Students receiving psychological services since October 2001 number 1,312. In the summer the average weekly clinical encounter is 50-55 as compared to 75-80 during the academic year. Ms. Donna Alam took a year off and was replaced by 2 part timers. Plans to expand the role of the Counseling Center with activities such as wellness and outreach programs mainly towards the dorms faces the same hurdle of limited staffing levels at the CC. Clinical work uses all available time, as there has been an increase throughout the year of problematic or difficult cases requiring a more intensive approach. The CC remains actively involved in the workings of the UMHC committee aiming at addressing issues pertaining to mental health problems on campus.

**Career and Placement Services**

231 firms registered in the Annual Job Fair 2008 (98 multinational, 87 regional, and 46 local) based in the Gulf, Middle East, Africa, and Europe (GCC countries, Spain, France, Romania, Poland, Egypt, Lebanon, Syria, Jordan, Algeria, Libya, Morocco). Due to the political turmoil in Beirut on May 7, some firms were unable to reach AUB and consequently the Job Fair and the Gala Dinner events were suspended in the following day. 623 job vacancies were advertised prior to the Job Fair event and 203 students and alumni were placed. Despite the political situation, 2,793 job vacancies were advertised during the academic year 2007-08 to students and alumni, an increase of 68.5% compared to last year. Overall 580 AUB students and alumni were placed on full-time or part-time basis or internships. Two employment research studies were conducted and the reports were submitted in November 2007 and January 2008.

**Student Activities**

For most of the year, West Hall continued with many events, highlighting the positive student activism at AUB. Concerts, lectures and debates took place, including a successful Latin Night on the Green Oval. When tensions increased in the country, student clubs hosted some controversial guests. To their credit students maintained a high level of tolerance towards each other. Unfortunately, in early May, the situation in the country became unsafe, and classes were suspended with all activities cancelled by the university until the end of the semester. During the academic year, the Director of Student Activities was seconded as a consultant in Qatar. This summer, efforts are focused on the New Student Orientation Program for 2008-09, which includes the resumption of a cultural trip to Baalbeck after a two-year interruption.

Maroun Kisirwani, Dean of Student Affairs
Seminars

18. “What is Index Calculus”, Claus Diem, Faculty for Mathematics and Informatics, Mathematical Institute, University of Leipzig, 06 February 2008.
27. “Hartree-Fock and Correlation Calculations for Atoms and Molecules”, John C. Morrison, Physics, University of Louisville, USA, 02 June 2008.

Workshops

CAMS and the Computational Science Group organized a workshop on Computational Models in Medical and Health Sciences in June 2008. The workshop intended to bridge the gap between researchers from the mathematical and natural sciences and those in the medical and health sciences. Topics included: Advanced Finite Element methods and applications to computational biomechanics, Real-Time Finite Element Modeling for Surgery Simulation, Left Ventricular Model: Second Order Nonlinear Electromechanical Coupling, Mathematical Problems in Diffusion Tensor Magnetic Resonance Imaging of the Brain, Computational Models for Age-structured SIR Epidemic Models, Gender Models for simultaneous hermaphrodite populations.

Visiting Scholars

Fouad El Zein, Institut Jussieu, France, Sean Hartnoll, University of California, Santa Barbara, Mina B. Abdel Malek, Alexandria University, Egypt, Mikhael Balabane, Paris 13, France, Claus Diem, University of Leipzig, Germany, Hichem Hajaiej, Justus-von-Liebig-Universitaet Giessen, Germany, Thierry Coupez, CEMEF, France, Maher Moakher, LAMSIN, Tunis, Slimane Ben Miled, LAMSIN and IPT, Tunis, John C. Morrison, University of Louisville, USA. Abdallah Assi, University of Angers, France. Walid K. Abou Salem, Department of Mathematics, University of Toronto.

CAMS Fellows

Mazen El Ghoul, Chemistry Department, and Marwan Darwish, Mechanical Engineering Department, will join CAMS as fellows starting October 2008.
Appointments


Wafic Sabra, Director
Center for Advanced Mathematical Sciences
ISSAM FARES INSTITUTE FOR PUBLIC POLICY

The Institute completed its second full year with a series of important achievements: 1) substantial implementation of all core projects and programs set out in the first year, 2) the establishment of a mechanism of effective cooperation between the worlds of research and policymaking, 3) close and mutually satisfying working relations with scores of professors at AUB, 4) launching of three programs on youth, climate change and Palestinian refugee camps in the Middle East, 5) discussions regarding other programs to be launched in the coming year (Arab food systems, urbanism, and think tanks and policy-making), 6) extensive contacts with donors to match the program funds donated by HE Issam Fares ($210,000 per year, for three years), 7) funding research work by AUB professors and sending professors to attend international conferences in our fields of activity, and 8) contacts and activities with regional and global partners that have made IFI-AUB an internationally recognized leader in public policy-oriented research in the region. IFI also launched the Bill and Sally Hambrecht Distinguished Peacemakers Lecture Series, and The Ambassador in the Academy program.

The three ongoing programs on climate change, youth, and Palestinian camps link research with policy-making, and revolve around a series of activities aimed at scholars, students, public officials, the private sector, NGOs, the media and the international donor community. These included in the past year:

- public lectures and panel discussions by AUB professors and other speakers,
- closed workshops and conferences to develop relationships across academia, the public sector, and the private sector, public seminars and conferences promoting wider discussions of issues of interest,
- development of comprehensive online databases combining AUB faculty research with global scholarship and analysis,
- research-based policy memos in Arabic and English that stress policy recommendations and are sent out to policymakers, media, NGOs, and academics throughout the region and globally, and publishing research and other texts.

Our activities in 2007-08 initially centered heavily on public lectures by AUB scholars and visiting lecturers as the most cost-effective way to promote awareness of our work and AUB’s research capabilities, generate cooperation links within AUB and with partners around the region and the world, and provide a useful service for the AUB community. Lecturers included Karen AbuZayd, UNRWA Commissioner-General; Richard Cook, Director of UNRWA Affairs in Lebanon; Nadim Farajalla, the climate change program’s faculty research director; Samir Khalaf, Hamed Assaf, Iman Nuwayhid, Mutasem El Fadel, Jad Chaaban, Mark Saadeh, Imad Saoud, Marcus Marktanner, Karim Makdisi, John Waterbury, Timur Goksul, and Nabil Nemer of AUB faculty; former UN special mediator Alvaro de Soto; Conflicts Forum director Alistair Crooke; Souheil Abboud of EcoSecurities Group; Wael Hmaidan, Executive Director of IndyAct-The League of Independent Activists; George J. Nasr, Faculty of Engineering, Lebanese University; Berj Hatjian, Director-General of the Lebanese Ministry of Environment.

In addition to public lectures, IFI hosted or co-sponsored more than 15 public events (panel discussions, lectures, workshops, and conferences) with local NGOs, international organizations, and academics from abroad. The events brought key international affairs issues and public policy debates to AUB, while expanding the network of local and international organizations eager to collaborate with IFI. Partners included the Embassy of Switzerland, the Lebanese Political
IFI cosponsored an international conference in San Diego with UC San Diego on “Development without developmental states: Latin America and the Middle East compared”, and a follow-up conference is planned at AUB in 2009. Anthony Shadid, Washington Post Middle East Correspondent, appointed the first IFI Writer-in-Residence Fellow, gave a public lecture. Former President John Waterbury was appointed as IFI’s first Distinguished Senior Public Policy Fellow, and will contribute to our policy research programs while also mentoring younger scholars at IFI. Several non-resident research fellows and summer fellows were associated with IFI, including three who conducted research in Lebanon in the summer for their PhD or post-doc work.

We entered into agreements on joint activities (conferences, lectures, research) with the Stimson Center in Washington, DC; the Dubai School of Government; and the Carnegie Council on Ethics in International Affairs; other discussions are ongoing for similar arrangements with the Brookings Institution, Harvard University, University of Chicago, Syracuse University, Georgetown University, and a consortium of German universities.

IFI’s logo was completed and its website redesigned, and now includes regular updates on program activities, including video and audio of lectures and panel discussions. The databases being compiled for each program will be put on the website and made accessible to all researchers in November 2008.

IFI staff has increased to five full timers (all AUB graduates) and two volunteers/interns. We have held discussions on funding to match the money provided by HE Issam Fares and AUB with the Carnegie Corporation, the Swedish, Norwegian and British governments, The Qatar Foundation, UNICEF, the World Bank, Arab private-sector corporate donors, and the Canadian International Development Research Centre. We expect to formally request funds from some of them in November 2008.

The IFI director and other staff members participated in international conferences, lectures and symposia throughout the year at: Harvard, Tufts, Georgetown, Chicago, Lake Forest, Northeastern, and Oregon State Universities, the Dubai School of Government, and in Cairo, Frankfurt, Amman, Sharm el-Sheikh, Dubai and Doha. AUB professors on behalf of IFI have attended conferences in New Delhi and Alexandria. We launched our IFI Student Advisory Committee, and established faculty advisory committees for each of our programs. We hope to create a student journal and hold an annual student conference related to public policy and international affairs.

Rami Khouri, Director
OFFICE OF THE REGISTRAR

Assistance to Other Universities in Their Registration Functions

Mrs. Huda Nakad, Assistant Registrar for Computer Affairs, revisited Dhofar University, Oman from Sept. 4-12, 2008 to assist in the registration process, SIS access rights, and the implementation of degree audit on their student information system.

General Education Requirements

The Registrar’s Office is implementing the new General Education Requirements by updating the Curriculum, Advising, and Program Planning structure (degree audit software), and by flagging courses in the University catalogue as appropriate.

Continuing Education Center (CEC) Records Integration

The Registrar’s Office integrated the CEC records into Banner for the purpose of initiating online registration, statistical reporting, and data maintenance.

Processes Documentation

Documentation of the processes related to the Registrar’s Office was completed. Ms. Hala Abou Arraj, Associate Registrar, has worked with CNS to organize all processes related to the Registrar’s Office tasks. Processes related to Dean’s Honor List, registration of current, old returning students, course catalogue, and class schedules were covered. The aim is to compile all activities related to the Registrar’s Office in a single report for future reference.

Commercializing the Exam Scheduling Software

A software license agreement was signed in February 2008 between AUB and White Mountain Technologies (s.a.l.). The university granted a non-exclusive license to White Mountain Technologies to use the Exam Scheduler Software that was developed by M. Salameh.

Risks and Controls

Continuous follow up is being implemented on risks and controls relevant to the registration process, clearance of leaving/graduating students, issuance of degree authentication – including preparing degree certificates and securing required signatures, issuance of transcripts (and other statements), including students’ records and related filing, Banner system, data maintenance, and grade changes. Banner access is continuously monitored and updated as deemed necessary.

Process Improvement

The Registrar’s Office solved the prerequisite problem technically for courses that have prerequisites in the immediate preceding term. Previously on line registration was blocked for
such courses. Starting December 2007 students could register for courses in this category without facing any problems.

**Process Update**

The Registrar’s Office and CNS are in the process of overcoming the problem of GPA computation regarding the course English 102. According to the new regulations this course is calculated in the term average, but not in the overall GPA, which is not in line with the normal Banner GPA computation.

**Balance Scorecard**

The Registrar’s Office updated its Balance Scorecard to include new KPIs that reflect actual performance.

**University Accreditation**

Two members of the Registrar’s Office participated in the Accreditation Self-Study Work Group IV (Student Services), and one member in Work Group VI (Educational Offerings)

**Conferences - Professional Development**


M. Nassif presented a paper titled “Beyond Automation: Graduating Students & Clearance Integration” in the Sungard Middle East User Group Conference held in Dubai, UAE, December 11-13, 2007.

H. Abou Arraj presented a paper titled “Electronic Sequential Filing using Banner” in the Sungard European User Group Conference that was held in Manchester, UK, January 9-11, 2008.

H. Abou Arraj presented a paper titled “Successful Start and End of Term: PLAN AHEAD!” in the Sungard European User Group Conference that was held in Manchester, UK, January 9-11, 2008.

H. Nakad attended the Sungard European User Group Conference held in Manchester, UK, January 9-11, 2008.

M. Salameh presented a paper “Simple Heuristics to Facilitate Scheduling of Final Examinations” in the AACRAO 94th Annual Conference that was held in Orlando, Florida, March 24-27, 2008.

M. Salameh presented his paper “Simple Heuristics to Facilitate the Generation of the University Calendar” in the ARAB ACRAO, 28th Annual Conference that was held in Cairo, Egypt, April 7-10, 2008.
## Oct. 07, Feb. 08, and June 08 Graduates

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<th>Faculty</th>
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<td><strong>878</strong></td>
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### Distinction

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### Nationality

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<td>Arab</td>
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<tr>
<td>Non Arab</td>
<td>9.04%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>181</strong></td>
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</table>

*Total* 5
Moueen Salameh,
Registrar
The Office of Admissions received 3,877 undergraduate applications for the fall semester of 2008-09. This is a decrease of 40 applications (1.0%) as compared to 3,917 undergraduate applications for the fall semester of 2007-08. This was mainly due to a decision of the Board of Deans not to accept regular undergraduate applications beyond February 10, 2008 as compared to February 25 for sophomore applicants and June 30 for freshman applicants the previous year. Also it was decided to limit the number of registered undergraduate students for the year 2008-9 and hence the acceptance rate was reduced to 68% as compared to 74% the previous year. Accordingly, a 10.0% decrease in registered undergraduate students was observed this year as compared to the previous year 2007-08 (1,693 vs. 1,863).

The decrease in undergraduate applications was observed in the freshmen applicants (6.5%), sophomores 4.2% and transfers from outside AUB 6.3%. An increase in undergraduate applications was observed in the special not working for a degree applicants (50%), teaching Diploma (16.7%) and the University Preparatory Program (6.3%).

The decrease in sophomore applicants from Lebanon was 7.5% (2273 vs. 2457) whereas a 24.4% (219 versus 176) increase was observed from applicants from the Arab countries and an increase of 83.35% (66 versus 36) was observed from applicants from other countries. The increase in applicants from the Arab World was from UAE, Saudi Arabia, Kuwait, Qatar, Palestine and Morocco.

The total number of standard graduate applications for the fall 2008-9 is 987 as compared to 767 last year, a 28.7% increase. A major increase of 43% was observed in the number of new non-AUB graduate applications as compared to 2007-8 (651 vs. 455).

The University Preparatory Program that started five years ago has 45.8% (35 vs. 24) increase in number of applications when compared to last year, the applicants are mainly from Saudi Arabia, Lebanon, Syria, Kuwait, Iran and Iraq, Qatar and Cote D’Ivoire.

There were 169 applications to the medical school for the year 2008-09 as compared to 155 for the year 2007-08, an increase of 9%.

The office of admissions participated in both the freshman and the sophomore orientation programs. The Associate Director of Admissions attended the NAFSA meeting in Washington DC from May 24-31, 2008. Applications and marketing material for 2009-10 are currently being distributed to schools outside and within Lebanon. The new DVD and posters would be ready by the end of October.

Appendix A provides data on admissions.

Salim Kanaan, Director of Admissions
<table>
<thead>
<tr>
<th>FACULTY</th>
<th>MAJOR</th>
<th>Fall 2005</th>
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<tr>
<td>SB</td>
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<tr>
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<tr>
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<tr>
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<td>5.0%</td>
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<td>3.6%</td>
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<td>3.8%</td>
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<td>7.2%</td>
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<td>3.2%</td>
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The Director of Financial Aid and the Interfaculty Financial Aid Committee (IFAC) have evaluated 3,300 financial aid applications, of which 2,668 (81%) were granted financial aid for the academic year 2007-08. Compared to last year, there was an increase of 7% in the number of applicants and a decrease of 5% in the number of awardees. The percentage coverage of the tuition fees ranged from 10% to 65% including the need-based grant, the merit component, and the work scholarship. Those who received full merit scholarships were included in the figures above.

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

Financial aid disbursements reached $10,633,446 for the academic year 2007-08 including merit-scholarships, work-study granted through the financial aid office, interest on loans, and petitions of the fall semester only. Applications and petitions of the spring semester were reviewed; however, due to lack of funds, financial aid was not disbursed. As a result there was a 12% decrease in the financial aid work-study program; a total of 144 students (as compared to 163 last year) received work scholarships. A summary of the distribution of financial aid by Faculty is included in Table 1, Appendix B.

The total sum of merit scholarships for the academic year 2007-08 was $749,162 awarded to 63 students, including tuition fees, dorm fees, and stipend. Four merit scholarship programs were offered this year through the Office of Financial Aid:
- **AUB Merit Scholarships:** 38 students
- **The Lebanese Baccalaureate Merit Scholarships:** 17 students.
- **Jubilee School Scholarship:** 3 students.
- **The Presidential Scholarships:** 5 students.

The loan program for medical, engineering, nursing, and business students continued this year. During previous years, the medical and nursing students were receiving loans from HSBC. A decision to shift these loans from HSBC due to the high interest rates on AUB graduating students to another bank and the bids resulted in the decision to deal with Banque Misr Liban (BML) and SGBL but the latter withdrew. Accordingly, financial aid was granted in the form of a package including a grant from AUB and a loan from BML, Byblos Bank, and Bankmed, for the medical/nursing, engineering, and business students respectively. The total financial aid package (grant and loan) for these students hence ranged from 30% to 80% of their tuition including a maximum loan of 30%. The amount of loans reached $2,128,850 disbursed to 565 students by the three banks. The distribution of grants and loans in the Faculties of Medicine, Engineering and Architecture, and Schools of Nursing and Business, is summarized in Appendix B.

Lists of nominees were sent as of October 2008, through the Development Office, to various donors for their prior approval. In addition, The Financial Aid staff processed various restricted scholarships that required no prior approval.

The Financial Aid Office has received 3,141 financial aid applications (2,399 continuing and 742 new) for the academic year 2008-09, an increase of 7% from the fall of last year. A total of 2,649
students (84% of the total applicants) were granted financial aid (2,124 continuing and 525 new). The final number of awardees for the fall of the academic year 2008-09 will be known at the end of the final registration and payment period. The office also received 251 petitions for late applications and for reconsideration for the academic year 2008-09 (95 new and 156 continuing). The petitions will be reviewed by the IFAC by the end of October 2008. The financial aid application form and brochure for the year 2009-10 were reviewed and necessary changes were introduced.

The two Financial Aid Officers, Mrs. Ghada Hajj and Mrs. Raghida Samaha, conducted interviews for all new and first-time applicants along with their parents, except for students with siblings at AUB or those whose parents reside outside Lebanon. The Associate Director of Financial Aid, Mrs. Hanaa Kobeissi, and the Assistant to the President in New York Office, Mrs. Julie Millstein, are coordinating the Financial Aid Program for U.S. Citizens. During the academic year 2007-08, 171 applications were processed but only 40 students completed the process and received federal aid in the form of a Stafford Loan. Two of these students also received a PLUS loan.

The FAO staff completed the development of business processes for the financial aid system. Required documentation was submitted to the CNS. The purpose of this task was to describe the current process while highlighting the problems faced by FAO. It is anticipated that this review will result in a recommendation of how to proceed with the financial aid system, whether by improving the current system or acquiring a new one.

Mr. Nabil Chartouni, member of the Board of Trustees, visited the Office of Financial Aid on May 28 and 29, 2008 and met with the ten AUB students who benefit from the Emile and Helene Chartouni Scholarship fund. He also visited the office during the month of July to select the new Chartouni recipients for 2008-09.

Salim Kanaan,
Director of Financial Aid
Core Business Applications

Financial Applications (FIS)
This period focused on the completion of the P2P short and medium term charters. The Comptroller’s office, Purchasing and Material Management continued with the systematic data cleansing process and the timely closing of periods. The effort reduced the number of incidents and cleared some long-pending problems.

Oracle Consulting (CEP) conducted a Post Implementation Review (PIR) and reported on the findings and suggested alternative solutions. Bob Gavigan will present the PIR report to the BOT Audit Committee during its October 8, 2008 meeting.

Student Information System (SIS)
The Solaris infrastructure upgrade complemented by the load balancers noticeably enhanced the performance of Banner. The students’ satisfaction survey administered by OIRA showed that the highest improvement was in the efficiency of the on-line registration. The most satisfying steps to students were: viewing statement on web, validation process, SIS access on-campus in addition to activating AUBnet account. The most dissatisfying was access from off-campus.

Mr. George Salloum resigned as SIS Senior Data Base/Application Specialist on May 5, 2008 and CNS has not yet located a competent replacement. Mr. Zaher Bu Daher was moved back to the position of primary SIS application specialist and Mr. Simon Laham as primary Database Administrator. Currently CNS is operating the SIS without backup/redundant application or database specialists.

Payroll System
The Payroll section at the Comptroller’s Office is, since November 2007, running the payroll in parallel mode on both the local and the secure remote systems with no discrepancies.

CNS completed the automation of 14 out of the 18 identified payroll interfaces and ported the manual miscellaneous data entry application to the secure remote system. In parallel the Payroll section tested and rolled the interfaces into production. The Comptroller’s Office delayed the documentation of the payroll output business processes, data uploads, archives and the various reports due to other priorities. As anticipated, the main benefits of the project are in the documentation of the Payroll section business processes, payroll feeds and payroll outputs.

AUBnet Infrastructure

AUBnet Backbone and Wireless Network
CNS upgraded, optimized and fine tuned AUB active backbone and AUBwlan wireless penetration. The number of active subscribers to AUBwlan reached to 4,080 subscribers. CNS commissioned on schedule the AUBnet Network services in the dorms, building 23, building 56 and Hostler Center. AUBnet network services delivered a stable operation during the report period.
Miss Caroline Sabbagh resigned as Data Network Specialist on April 30, 2008 and CNS did not succeed yet in attracting a competent replacement.

Internet Services
For the first time since 1999, due to budget restrictions, CNS was unable to increase the internet bandwidth during fiscal year 2007-08. CNS retained the services of Broadband after assessing the possibility of replacing Broadband bandwidth with additional bandwidth from the two other ISPs. Demand for AUBnet Internet bandwidth has grown steadily, steered mainly by the increase in students’ portables and the shifting patterns in Internet usage for academic and social endeavors. CNS recommends the increase of AUB Internet bandwidth by 8 to 12 Mbps per year over the coming two years to reach to at least 48 Mbps by fall 2010.

CNS awarded the peripheral firewall bid to TripleC/Fortinet and installation is planned to start in mid November 2008. CNS is currently analyzing the reposes to the Internet traffic shaping devices RFP.

Intranet Services
CNS upgraded the Windows servers and services infrastructure and released to production the administration portal. Also, CNS enhanced the virus protection signature update and Windows patch updates provisioning services, tightened the authentication security of the mail and proxy services and successfully deployed the solutions with minimal interruptions.

Mr. Elie Al-Azzi resigned as Windows Technology Specialist on June 30, 2008 and CNS has not succeeded in attracting a competent replacement.

Data Centers
CNS has redesigned the data centers power controls. However, we don’t believe that we are fully protected against all possible power abnormalities unless we install isolation transformers, which are expensive and not available in the local market.

Physical Plant (PPD) renovated VanDyck 2nd floor Data Center and upgraded the facilities to meet fire protection standards and rewired the power and network distribution in compliance with benchmark safety and redundancy requirements while facilitating access. There are still critical access control works to be completed but PPD was unable to deliver the service after they lost their electro-mechanical engineer in December 2007.

End Users Support
CNS Service Desk responded to 15,649 incidents (on average 65 service calls per working day) during the reported period. CNS’s average resolution time was 61% within the same working day and 76% within the second working day. CNS’s problem resolution statistics reflects noticeable decrease in performances if compared to previous years. The set back at the level of the service desk is due to the high turnover in dispatchers. AUB received 720 new PCs and 14 servers during this period thus maintaining the 20% hardware renewal rate per year.
Miss Mirna Itani resigned in January 2008, Mr. Hisham Fayad joined CNS on December 1, 2007, and Mr. Anis Jarada joined CNS on May 5, 2007 as Help Desk/User Support Specialists.

**AUBweb Presence**

AUB Webmaster and Web Editor finalized the Request for Proposal for “AUB Website Redesign”. The AUBweb Oversight Committee chair did not approve the RFP due to funding constrains. CNS initiated an in house project to assess the possibility of porting AUBweb to Microsoft Content Management System over Microsoft Sharepoint portal.

**Business Process Improvement**

CNS conducted several internal seminars followed by professional workshops on ITIL business process compliance covering the ITIL service support framework (incident, problem, change and configuration management) and enforced change management compliance. CNS will gradually deploy ITIL management tools starting with budget year 2008-09.

**CNS Organizational Structure**

CNS advertised 11 vacancies during this period, interviewed a numerous candidates and was able to attract two Help Desk Specialists, a Windows Technology Specialist and a Web Application Developer. CNS lost AUBsis Senior DBA/Application Specialist, a Senior Web Application Specialist, a Windows Application Specialist, a Data Communication Specialist and two Help Desk Specialists. CNS extended an offer to a Unix Technology Specialist and is currently interviewing for four positions.

Based on numerous interviews that we conducted during this fiscal year it is obvious that the supply of IT specialists in Beirut is declining in quality and quantity. The current prospect of attracting and retaining qualified IT specialists is not promising and CNS and HR worked on remedial actions/initiatives to enhance retention of existing employees and in parallel to attract qualified candidates.

Nabil Bukhalid, Director
Computing and Networking Services
This report summarizes the major activities performed by the Academic Computing Center (ACC) during the period October 1, 2007 through September 30, 2008.

**Training and Assistance**

The Center 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 and Turnitin, or taking the Plagiarism Test.

The Center assisted 620 faculty members and 219 staff/RAs through various activities: 380 training sessions on various computer applications to individuals or groups, 83 sessions on the use of Moodle and/or Turnitin to full classes of students, 106 proctored online exams, and 7 Web-conferencing sessions between AUB faculty and faculty abroad.

During the period of this report, ACC developed new training material for a series of workshops on the Office 2007 computer applications and on Web 2.0 applications. These new workshops were made available for faculty members in the spring semester.

**E-Learning**

During the academic year 1,710 semester course-sections used Moodle to supplement their classroom meetings. This number represents 54% of all AUB course-sections of the AY 2007-08. In comparison, last year Moodle was used in 42% of all semester course-sections. See http://staff.aub.edu.lb/~acc/Moodle/Previous_Courses.htm for details. These courses were taught by an average of 48% of the AUB instructors teaching semester courses, while in 2005-06 only an average of 38% of the instructors used Moodle. In addition, 20 courses of the Faculty of Medicine—which follow a special schedule, are currently using Moodle. Moodle is also used as an interactive platform for faculty, staff, and students’ projects.

In February 2008 a new, enhanced version of Moodle was installed and the respective training material was developed and made available to the AUB community.

**Projects**

Soliya Connect Program (http://www.soliya.org/): During the fall semester, students of the PSPA course “USA in the Middle-East” interacted online, in real time, with students in universities in the USA and in the Middle East. Some AUB students appear in the Soliya’s Connect Program featured on December’s Edition of CNN’s “Inside the Middle East”.

In February, ACC launched a dedicated channel on YouTube and since then the channel has been viewed more than 7,800 times by people all over the world. The channel currently includes 60 videos divided into eight ‘playlists’. See http://www.youtube.com/AUBatLebanon
In March, ACC announced the availability of Web-conferencing services for AUB faculty and staff wishing to interact in real time with people located outside Lebanon. Since then, the virtual room ([http://staff.aub.edu.lb/~acc/Services/webconferencing.htm](http://staff.aub.edu.lb/~acc/Services/webconferencing.htm)) has been used by 15 faculty members for various purposes, including training, thesis defense, and interviews of prospective faculty.

ACC established a Digital Repository Server to store all types of learning objects, including the videos available on the AUB YouTube Channel (for local use) and videos and audio files of AUB classes for easy student access. The server currently holds 93 videos and 39 audio files, most of them generated by the Multimedia Unit of ACC.

All lectures of BIOL 201, taught by Prof. Tarraf, were videotaped to be used by his students as additional studying material. A survey conducted among all BIOL 201 students showed that 93% of the students think the video lectures are very beneficial to their learning and would like other courses to follow this model.

In order to further promote available teaching technologies, ACC arranged meetings with all departments of the Faculty of Health Sciences and the Dept. of Architecture and Design.

News articles on some ACC projects:
[http://staff.aub.edu.lb/~acc/Events/inthenews/InTheNews.htm](http://staff.aub.edu.lb/~acc/Events/inthenews/InTheNews.htm)

Seminars

On May 29th, 2008, ACC coordinated the Sixth Faculty Seminar on the Use of Technology in Teaching and Learning with the participation the President Waterbury and Provost Heath. The presenters were Alan Aycock, from the University of Wisconsin-Milwaukee, and from AUB: Thalia Arawi (FM), Leila Hanna (OSB), George Arbid (FEA), and Rosângela Silva (ACC). See [http://staff.aub.edu.lb/~acc/Events/VIFacultySeminar2008/main.html](http://staff.aub.edu.lb/~acc/Events/VIFacultySeminar2008/main.html)

During the summer, nine faculty members participated in a four-week seminar funded by the Provost Office. The program intended to assist instructors in making further use of various academic resources now available at AUB and to integrate them in the development of their courses. ACC was in charge of one of the three main areas--that of instructional technologies--and as such focused on the theory and practice of what it takes to create, manage and teach good quality, interactive, Web-enhanced courses. The participants also received training on Moodle and assistance in course design.

In March, ACC held a series of presentations on some of the integrative and pedagogical uses of Web 2.0 applications, including Wikis, YouTube, Del.icio.us, RSS, Flickr, Google Notebook & Blogs. The presentations attracted a large audience of AUB faculty, students, staff and alumni. See [http://staff.aub.edu.lb/~acc/Resources/Computing/Web2.htm](http://staff.aub.edu.lb/~acc/Resources/Computing/Web2.htm)

Plagiarism Prevention
ACC has continued supporting the use of Turnitin (http://turnitin.com/static/index.html)—a service that instantly identifies papers containing unoriginal material. During this academic year, 14,156 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 required online Plagiarism Tutorial and Test to all AUB students. In January 2008, a revised and expanded version of the test was made available to AUB students. See http://staff.aub.edu.lb/~eplagio/Tutorial-Test/test.htm

**Partnerships**
ACC established a partnership between AUB and NITLE (http://www.nitle.org/), a non-profit initiative dedicated to promoting liberal education. The partnership has already allowed staff from ACC and Jafet Library to participate in Web conferencing on teaching technologies with the NITLE community.

**Other Activities**
During the NITLE Summit (http://nitle.org/) in San Francisco, USA, April 3-5, 2008, I gave a well-received presentation on our Summer Seminars entitled “3 Academic Units, 1 Goal: Creative Integration of Resources in Course Design”.

- 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
Collection assessment, development, and maintenance continued in all libraries in order to enhance customer satisfaction.

The Serials Department conducted a short survey asking AUB-users about their preference between print and online format of books and journals. 1,501 responses were received, with 64% preferring the online format of journals vs. 33% for print, while 34% preference was for the online format of books vs. 63% for the print format.

A decision to shift from print to “online format only” of Elsevier and Springer periodical titles mainly in the Sciences and Engineering has saved $31,702 and €3,254 respectively. The purchase of digital backfiles and electronic journals has resulted in the discarding of: 3249 bound volumes from Jafet stacks, 4231 volumes from the Science stacks, and 1043 volumes from the Engineering stacks. Sixteen new Arabic serials and twelve new online journals needed for the PhD Program were subscribed to.

The Reference Department weeding efforts intensified this year. In coordination with the Collection Development and Cataloging Departments, 992 titles in 4156 volumes have been discarded, 579 titles in 839 volumes have been transferred from the Reference Stacks to other locations in the Library. Thus, 57 shelf units have been emptied and removed allowing the expansion of the reading area by 64 chairs and eight big tables. The new expansion was done timely with the closing of the Reserve Reading area for renovation. The reference staff created a database of articles and reports on Lebanon covering 8,381 records from major Lebanese papers.

In the Archives and Special Collections (ASC) Department the highlights of the year were the digitization of the Emile Bustani’s Papers, the reorganization and the initiation of the scanning of the Daniel Bliss Collection. The latter activity will provide researchers with remotely accessed sources of research and will preserve the collection. A total of 1050 students’ theses, projects and 1783 photographs were scanned. 475 audio and 340 video files of oral history interviews, lectures, conferences and concerts were converted for web access.

Since its inception, the Information Services Department (ISD) has built, through the information literacy program, an excellent reputation and a strong presence on campus (767 sessions with 8,942 attendees in 07-08 vs. 571 sessions with 7263 attendees in 06-07). The main aim of the program is marketing specialized and relevant resources and working with Faculty to integrate them in course content. A special Moodle course was created. It includes guides and help sheets to support the content of the IL sessions. The ISD collaborated with the Academic Computing Center (ACC) to highlight sources and services: It posted on Moodle two main services Ask a Librarian and How to Cite. Students will be able to access those library services through their Course Management system. The Department participated actively in the Summer Faculty Seminar on Creative Use of Resources in Course Design (Mellon) from June 23 – July 18, 2008. The library gave 23 hours to ten faculty members from a variety of disciplines. Participants and facilitators’ suggestions and recommendations were noted for implementation next year. Six exhibits were organized during the year. A brochure for Visitors’ Services was created and the
content of the New Students’ Orientation booklet was reviewed to suit the targeted audience needs.

The Document Delivery Services Department offered a free service to Ph.D. and graduate students based on a pre-assigned quota (15 items/year for Ph.D. students, and 10 items/year for graduate students).

**Internal Business Processes and Physical Working Environment Perspectives**

The following initiatives were completed:

In June 2008, the Automation Department staff submitted a document to the University Librarian listing all problems that staff and end users are facing with the existing Integrated Library System (ILS) – OLIB, emphasizing the system’s non-compliance with international standards and the absence of reliable maintenance and support. A request for proposal for a new ILS was prepared in July in coordination with Saab Medical Library and CNS. The project’s implementation awaits finalization by CNS.

An online survey was conducted to collect user’s response to various library services. In response to users’ comments, a UPS system for the Libraries was installed, three printers were added for students’ use, and seventeen new computers were installed to upgrade staff and lobby workstations.

All departments continued to concentrate on a clean up process of the collection. Weeding of old editions, outdated and duplicate items resulted in the discarding of 3,674 titles in 8,080 copies.

An inventory of the monographic holdings was conducted in all Libraries during the summer. It recovered forty items that were reported missing in the previous inventory of 2005. It also reflected a better control of the libraries’ collection (99 copies missing in 2007-08 vs. 431 in inventory of 2004-05).

A new manuscript room was constructed in February with climate control devices, an alarm, extinguishing systems, and a biometric access. The Reserve Reading Room renovation was started in July to provide students with group study areas.

**Staff, Learning and Growth Perspective**

Three librarians (Automation, Cataloging and Information Services) were seconded by AUB to Qatar University Library. One Information Services Librarian attended AMICAL conference in Bulgaria, two Information Services Librarians attended a NITLE workshop on IL assessment in Chicago. The Automation Librarian attended IFLA annual conference in Quebec City. The Archives Librarian attended Archiving 2008 Conference in Bern-Switzerland. Two staff members were sponsored by the library to pursue a Masters degree in Library Science.

**General Statistics**

Budget spent on books, periodicals and binding: $3,559,319.73
Number of new items processed: 10,020 titles (including 722 as Gifts)
Number of catalogued items: 9657 titles
Number of circulated items: 60516
Number of bound items: 10034
Number of serials currently received in print: 2,037 vs. 2,295 last year, electronically accessed:
39,954 vs. 34,306, e-resources: 120 vs. 109.

Helen Bikhazi, University Librarian
Museology

A File Maker Pro computer program was prepared for the Museum collection inventory. The Museum staff has completed 80% of the database of the Inventory and photography of the Museum Gallery Collection and 30% of the Study Collection.

Another major project of database for scanning and digitizing all the slides of Tell Kazel excavations was undertaken by a volunteer senior student of Archaeology, Mr. Rafael Sequeira Garza. The archives of season 1985 – 88 were completed.

Storage

The stocks related to the Museum Shop and Museum activities were moved from Post Hall tower into the new storage space allocated for the Museum in Van Dyck basement.

International Conferences and Local Workshops

International Conferences

November 6, 2007, Dr. Badre gave a lecture at the “Symposium sur la Campagne de Tyr” at UNESCO, Paris. Her paper was entitled: “La Coroplastie de Tyr à l’Epoque Phénicienne”.

December 20, 2007, Dr. Badre, was invited by MURARTMUSEUM: le Musée des Ecritures du Monde (MEM), to a meeting in Paris concerning the preparation of the Symposium: “L’ECRITURE, transmettre une civilisation à inventer”.


May 24, 2008, Dr. Badre gave a lecture on “Collections for Multicultural Education” for the AUB CS Forum on Collecting Practices in Lebanon.

Local Workshop and Meetings

October 22-26, 2007, the AUB Museum participated in a seminar organized by UNESCO for Lebanese museums members of ICOM (International Council of the Museums). On October 25th, the AUB Museum hosted this seminar.

March 26, 2008, Dr. Badre participated in a round-table-debate organized by L’Orient-Le Jour et la Maison du livre on the theme “Quels musées pour quels publics”.

May 18, 2008, “Museums: agents of social change and development”, was the theme of the International Museum Day for this year. Several schools were invited to attend a special program at the AUB Museum.

Local and Foreign Exhibitions


Twelve objects from AUB Museum were sent on loan for the Phoenician Exhibition at the Institut du Monde Arabe, in Paris, between November 2007 - April 2008.

December 5 – 31, 2007, “Amulets and Talismans” was the theme of the Xmas event, organized by the Society of the Friends. The Museum shop exhibited a collection of decorative objects inspired by the Amulets of the AUB Museum Collection.


Excavations


Publications


The AUB museum Newsletter Vol. XXII No. 1, was published in December 2007.

The AUB museum Newsletter Vol. XXII No. 2, was published in July 2008.


Badre L. and Capet E., “The Late Bronze Age Pottery from Tell Kazel: Links with the Aegean, Cyprus, and the Levant” - Berlin (in press).


Lectures at the AUB Museum

October 17, 2007, by Dr. Françoise Briqueul Chatonnet, Directrice de recherches au CNRS – Paris, on: “Les origines des Eglises d’Orient”.

December 5, 2007 by Mrs. Nevine Mattar, on: “Amulets through the Ages”.


99

June 25, 2008, a documentary film on “the Phoenicians”.

**Children's Programs at the AUB Museum**


April 6, 2008 “The Seven Wonders of the World: Past & Present” at the AUB Museum.


**Statistics of Museum’s Visitors from the Museum Inauguration:**

From June 1, 2007 to September 18, 2008 - 1,924 visitors (670 tourists and 1,254 students)

**Trips**

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

A trip to Jurd Jbeil - visit of four Medieval Churches (12-13th c.) painted with frescoes. October 20, 2007.

Trip to the Heart of Russia, June 7 - 16, 2008.

**Donations**

The Charles Kettaneh Foundation donated $5,000.00 to the Museum in December 2007. Mrs. Anne Ayvaz donated a fragment of a Mosaic (Catalogue number 96.36), probably of a floor, to Jafet Library in 1959. It was in turn given to the Archaeological Museum in 1996. It was restored in December 2007, and is now placed on exhibit.

**Miscellaneous**

Dr. L. Badre was elected President of the International Council of Museums (ICOM) – Lebanon, on April 7th, 2008.

The AUB Museum hosted a large reception on the occasion of the Annual meeting of the President’s Club, on April 3rd, 2008.

Leila Badre,
Museum Curator
OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

Major Accomplishments

Institutional Effectiveness. As part of the ongoing institutional effectiveness assessment, the Office accomplished the following:
Fall 2007, gave the Student Registration Survey to a representative sample of undergraduate students. Around 900 filled out the survey. Report revealed progress made in various registration steps and areas of improvement. Comparison with previous survey results was done and reported on OIRA website.

Fall 2007, administered the Accreditation Survey to representative samples of AUB staff and students and to full-time faculty, administrative and academic heads. Results were provided to various accreditation task teams.

Assisted in the preparation, scoring and reporting of surveys for various AUB constituencies, like Library User Satisfaction Survey, and others.

Teaching Effectiveness. As part of the teaching effectiveness initiative, OIRA engaged in the following activities:
The Instructor Course Evaluation (ICE) Form was administered at end of the fall and spring terms to all AUB students, with the exception of the Faculty of Medicine. Results were reported to course instructors, department chairs, and faculty deans within a month of the administration. In addition, summary departmental and faculty reports were released and were posted on OIRA website. Summer session reports were issued to FAFS, FEA, FHS, and SNU.

Graduating Exit Survey was administered in May and results were reported.

The annual College Outcomes Survey (COS) and Collegiate Assessment of Academic Achievement (CAAP) were not administered this year due to security situation in order not to overburden students and faculty.

Institutional Data Reporting. The following activities were accomplished:

The 2007-08 Common Data Set was finalized and reported on OIRA website. Similarly, College Board 2007-08 data, Middle States Institutional Profile (IP), Peterson’s Annual Surveys of Undergraduate, Graduate and Professional Institutions, Universities, and ASHA info were completed and sent. AUB Facts and Figures data information was compiled and provided. Updated information on the Academic Balanced Scorecard (BSC). In addition, contributed to the Institutional Balanced Scorecard, and provided various strategic planners with required KPIs.

Met information needs of several AUB constituencies for different purposes like requests for data for the preparation of annual reports, scorecards, and accreditation reports. Met requests of several departments for preparation of surveys, questionnaires, and data analysis like FAS
measures, Jafet and Saab Libraries user satisfaction surveys, Health Risk Management team support, etc.

AUB Fact book 2007-08 was published end of May. It presents summary information about the following aspects of AUB: General Information, Students, Academic Programs & Degrees Awarded, Faculty and Staff, Financial Information, Physical Facilities & Services, and Alumni.

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

Faculty Workload Project: Provided data from the faculty workload database. Prepared a new version for the system using Oracle Application Express instead of Oracle Forms.

As part of REP Aramex project, administered English tests to a sample of Aramex employees, in addition to providing norms, reliability statistics and recommendations.

Others
Supported Unified Admission through the following:
Provided the administration with prognostications regarding fall 2008 continuing enrollment.
Provided data to the Enrolment Management Committee on trends in yield and retention rates.
Updated the school parameters used in the standardization of the school record, and calculated composite scores for all undergraduate applicants for fall 2008.
Calculated and implemented new composite score cutoffs for all majors sought by new first-time prospective undergraduate students, along with prognostications for the expected total undergraduate enrollment for fall 2008.
Produced list of fall 2008 acceptances to be approved and voted upon by the UAC.
Assisted the Faculty of Medicine with admission of first year medical students for the academic year 2008-09. Reported undergraduate performance criteria based on select core courses and provided the committee with the standardized core averages and standardized GPA.
Provided data and direction to the Olayan School of Business regarding retention rates and their method of calculation and interpretation in their college in a historic perspective that reached eight years into the past.
Conducted a small study for the Faculty of Engineering exploring the effect of joining the tow majors Computer Engineering and Electrical Engineering on the number of applications, the priority of choice as well as yield and retention in those two majors.
Provided, at the request of the Provost, Admission scenarios for the next five years, through which AUB can maintain two different levels of undergraduate enrollments.
Assisted the Budget Office in their efforts to project the 2008-09 budget and update of the 2007-08 budgets. Provided projections with respect to expected student numbers respective to the various tuition categories, and for all levels of study.
Presented reports on admissions, enrollment, faculty, performance of predictors, and grade inflation.
**Personnel**

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

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

*On consultancy contract from January 1-September 30.

**Test Administration**

The following tests were administered between October 1, 2007 and September 30, 2008:

<table>
<thead>
<tr>
<th>Name of Test</th>
<th>No. of Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUB EN</td>
<td>929</td>
</tr>
<tr>
<td>IET</td>
<td>772</td>
</tr>
<tr>
<td>EET</td>
<td>94</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1795</strong></td>
</tr>
</tbody>
</table>

In collaboration with AMIDEAST, administered the SAT to 402 candidates in October and November 2007 and to 99 candidates in May 2008. The CFA was administered to 280 applicants in June 2008. Financial Risk Management (FRM) exam was administered to 5 candidates. New IET format was normed on a sample of 255 intermediate school students representative of school population.

391 students from OSB sat for the ETS Major Field Tests (MFT).
MEA recruitment battery was administered to 53 candidates in September.

**Future Developments**

OIRA’s plans for 2008-09 include:
Continuously upgrading ICE system and reporting.
Continuing collection of institutional effectiveness and outcomes data through implementing the annual survey cycle.
Improve on OIRA data collection storage processes, automating more of them.
Conduct research on effect of various changes and process improvements in enhancing institutional and teaching effectiveness.

Karma El-Hassan, Director
OGC held a two-day “Open House” on October 1 and 3, 2007 providing faculty members with the opportunity to meet office staff, and learn about the office functions. OGC also held its first “Proposal and Budget Preparation Workshop” on February 15, 2008 which was attended by over 80 faculty members, graduate students and research assistants.

Dr. Homeidan was invited to present “Research policies and Procedures at AUB” at the IDRC workshop entitled “Achieving Greater Transparency and Better Accountability” held in Egypt. Dr. Homeidan was also invited to present “Resource mobilization for research and development” at the IDRC workshop: “Capacity Building in Resource Mobilization” in Jordan. Dr. Homeidan was also invited to Qatar University (QU) to assist the Office of Academic Research in post-award grants’ management.

Dr. Homeidan, Mrs. Ammar, and Ms. Nasser received certification by the World Intellectual Properly Organization on “Biotechnology and Intellectual Property”.

**Grants Awarded between October 1, 2007 – September 30, 2008**

Table 1 below summarizes the funding received from sponsoring agencies. A total of 107 grants from external sources, amounting to $6,354,980 were awarded during FY 2007-08. 135 grants were awarded through URB for a $899,113 USD, and 34 grants were awarded through MPP for $395,840. Table 1 does not include the newly awarded ASHA grant (start date September 25, 2008) for $2 million, the USAID Student Scholarship Support ($1.6 million), and USAID support to create a Center for Civic Engagement and Community Service ($100,000).

<table>
<thead>
<tr>
<th>Sponsor Category</th>
<th>Current Funding (USD)</th>
<th>Number of Grants</th>
</tr>
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<tbody>
<tr>
<td>Lebanese Government</td>
<td>315,659</td>
<td>36</td>
</tr>
<tr>
<td>U.S. Government</td>
<td>999,235</td>
<td>4</td>
</tr>
<tr>
<td>Canadian Government</td>
<td>459,979</td>
<td>1</td>
</tr>
<tr>
<td>French Government</td>
<td>11,324</td>
<td>1</td>
</tr>
<tr>
<td>Arab Governments</td>
<td>3,000</td>
<td>1</td>
</tr>
<tr>
<td>Associations</td>
<td>69,120</td>
<td>2</td>
</tr>
<tr>
<td>Foundations</td>
<td>1,954,724</td>
<td>15</td>
</tr>
<tr>
<td>Private and Clinical</td>
<td>578,177</td>
<td>15</td>
</tr>
<tr>
<td>Institutions</td>
<td>650,964</td>
<td>7</td>
</tr>
<tr>
<td>Governmental Organizations (GO)</td>
<td>715,108</td>
<td>15</td>
</tr>
<tr>
<td>NGOs</td>
<td>597,690</td>
<td>10</td>
</tr>
<tr>
<td>URB Funding</td>
<td>899,113</td>
<td>135</td>
</tr>
<tr>
<td>MPP</td>
<td>395,840</td>
<td>34</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,649,933</strong></td>
<td><strong>276</strong></td>
</tr>
</tbody>
</table>

In **Figure 1**, Comparison between the amount of funding received and the number of grants awarded over the last four years is shown.
Proposals Submitted between October 1, 2007 and September 30, 2008

During the fiscal year 2007-08, 207 proposals were submitted to external agencies for a total fund requested of $28,711,325. In addition, 148 proposals were submitted for URB funds for a budget requested of $1,355,252. This table does not include the ASHA proposal submitted on June 27, 2008 for $3,007,000 and USAID Scholarship Support proposal for $2,315,000.

Table 2. Proposals Submitted October 1, 2007 - September 30, 2008

<table>
<thead>
<tr>
<th>Sponsor Category</th>
<th>Amount Requested (US Dollars)</th>
<th>Number of Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebanese Government</td>
<td>1,358,824</td>
<td>63</td>
</tr>
<tr>
<td>US Government</td>
<td>12,743,872</td>
<td>14</td>
</tr>
<tr>
<td>European Government</td>
<td>2,611,441</td>
<td>6</td>
</tr>
<tr>
<td>Arab Governments</td>
<td>579,088</td>
<td>2</td>
</tr>
<tr>
<td>Canadian Government</td>
<td>603,638</td>
<td>3</td>
</tr>
<tr>
<td>Australian Government</td>
<td>290,803</td>
<td>1</td>
</tr>
<tr>
<td>Associations</td>
<td>1,003,552</td>
<td>8</td>
</tr>
<tr>
<td>Foundations</td>
<td>4,132,624</td>
<td>38</td>
</tr>
<tr>
<td>Private and Clinical</td>
<td>1,687,624</td>
<td>20</td>
</tr>
<tr>
<td>Institutions</td>
<td>1,788,484</td>
<td>10</td>
</tr>
<tr>
<td>Governmental Organizations (GO)</td>
<td>1,521,762</td>
<td>29</td>
</tr>
<tr>
<td>NGOs</td>
<td>389,613</td>
<td>13</td>
</tr>
<tr>
<td>URB Funding</td>
<td>1,355,252</td>
<td>148</td>
</tr>
<tr>
<td>TOTAL</td>
<td>30,066,577</td>
<td>355</td>
</tr>
</tbody>
</table>
Figure 2. Requested budget from proposals and the number of proposals submitted during the last four years.
Active Grants Administered by OGC

There are currently 450 active grants being administered by OGC for a total funding of $25,963,785. This amount does not include four ASHA grants for a total award of $7.4 million, the USAID scholarship grant for a total of $7.6 million, and the Financial Support to Create a Center for Civic Engagement and Community Service for a total of $100,000.

Memorandum of Understandings (MOU) signed October 1, 2007 - September 30, 2008

During the fiscal year 2007-08, AUB signed fifteen Memorandums of Understanding (or Agreement of Cooperation) with various organizations.

Technology Transfer Unit (TTU)

A licensing agreement between White Mountains Technologies and AUB was signed for the use of “Final Exam Scheduling” developed by Dr. Moueen Salameh, AUB Registrar.

Ten disclosures for technologies were submitted to OGC and one is currently being processed for patenting.

Fadia Homaidan, Director
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. Twenty-five Internal Audit Reports were issued during the year relating to completed audits, inventory counts, and a number of special investigations. During the years ended September 30, 2008 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.

I.T. Audits

For the first time, in 2007-08, Internal Audit was able to employ an IT security specialist. We took advantage of his expertise to conduct a baseline study on IT security at AUB, test the AUB wireless system security, (which proved secure), and conduct a detailed review of the payroll system security. In addition we initiated a review of the AUBMC billing system and the Oracle system electronic funds transfers. In consequence thereof numerous recommendations for improvements in system security are currently being implemented by management.

Inventories

In addition to attending scheduled inventory counts we conducted seven unannounced test counts in the Campus and Hospital stores during the year. With the exception of one occurrence in the Pharmacy store, where there was a $6,000 overage, all the tests were satisfactory. We believe that the overage was attributable to an error in the quantity delivered, although the supplier could not confirm it. While AUBMC benefited from this error, the fact that the over delivery was not noted at the time if receipt indicates that the receiving function was operating imperfectly.

Capital Projects

At the request of the President, Internal Audit convened meetings between the parties involved in ironing out teething problems in the SRB and the CHSC. The issues which related to air quality and energy consumption in the SRB have been resolved to the relative satisfaction of the end users (FEA). Issues relating to the design and maintenance of the swimming pool in the CHSC have also been resolved ensuring that the pool was opened in September.

Investigations

During the year Internal Audit conducted four investigations of alleged or suspected fraudulent activity. I am satisfied that none of the cases that were investigated were fraudulent, but in some instances there was negligence on the part of the individuals involved which was dealt with through appropriate disciplinary action. The most notable case was the abuse of overtime where a manager tacitly approved payment for O/T hours that were not worked. We found that there was no control mechanism in place for verification of the O/T reported. As a result it has been
decided to implement a biometric attendance system for all employees on Campus as well as at AUBMC where it is already in place.

**Surveys**

A survey on parking highlighted the fact that 35% of students commute to AUB by car and, as a result of the loss of approximately 800 parking spaces in the immediate vicinity of AUB over the past 10 years, they are finding it increasingly difficult to park near AUB. The survey concludes with the recommendation that a business case be prepared for student parking by AUB. A survey on telephone etiquette concluded that while there has been a noticeable improvement in service quality there was still a requirement for ongoing staff training in this area.

**Work in Progress**

At the year end there were a number of audits in progress including a review of the Student Loan Program, part of the plan to review Financial Aid, and a review of the Campus Receiving Area operations, the start of a review of materials management. 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**

The past three months have seen the resignation of three staff members. Mr. Riemer Brouwer, IT Audit Manager, left to join Booz Allen having been offered a 100% salary increase. Mr. Dani Saad El Dine, Assistant Director, left us for a CFO position at double his former salary, and Mrs. Imane Haddad, Administrative Assistant, emigrated to Canada. We were fortunate to recruit Mr. Saad Majari BSE CISA, formerly IT Security Manager with Deloitte, to fill the IT Audit Manager position and Mr. Mohammad Shehab, MBA, CIA, CFE has been promoted to Audit Manager. The Administrative Assistant position has been advertised and the office will be restructured with two managers and four auditors.

Maurice Carlier
Director of Internal Audit
INSTITUTIONAL PLANNING & PROCESS IMPROVEMENT

Outcome:

- Led the process of building balanced scorecards with designated teams in FEA, FAS, FAFS, OSB and REP for monitoring the implementation of their respective strategic plans.
- Provided a tool for FHS to monitor and report on its MPH program accreditation.
- Finalized the campus’ strategic planning overview.
- Aligned university key performance indicators with goals of the campus strategic plans.
- Finalized nomination and selection of candidates for the 2008 “President’s Service Excellence Awards”.
- Finalized the work to compile the 2008 Institution-wide Balanced Scorecard report.
- Coordinated with legal counsel on current court cases, new contracts, and amendments to existing contracts.
- Initiated the work to centralize information pertaining to AUB’s legal issues.
- Finalized and communicated the revision of the “Student Code of Conduct”.
- Reviewed and documented the full time faculty hiring process.
- Prepared an RFP to acquire an automated Enterprise Performance Management application.
- Redefined the role of IPPI as Office of Strategy Management.

Committee Work:

- Chaired the meetings of the:
  - Accreditation - Working Group 2 (co-Chair)
  - Campus Bookstore Committee
  - Policies & Procedures Review Committee
  - Service Quality Task Team
  - Student Code of Conduct Committee

- Participated in the meetings of the:
  - Accreditation - Working Group 8
  - Accreditation - Working Group 3
  - BOT Audit Committee
  - AUBMC Review Committee
  - Budget Committee
  - Budget Review Committee
  - Human Resources Committee
  - P2P Working Committee
  - Pharmaceutical Negotiation & Reviewing Committee
  - President’s cabinet
  - Senior Staff
  - Strategic Planning Committees

Andre Nahas, Director
APPENDIX A

Data on Admissions

Applications Acceptances and Yield

*Graduate Admissions* *(Prospective Graduate Students are considered Undergraduate students)*

<table>
<thead>
<tr>
<th>Graduate Admissions</th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APPLIED</strong></td>
<td>892</td>
<td>831</td>
<td>767</td>
<td>987</td>
</tr>
<tr>
<td><strong>ACCEPTED</strong></td>
<td>613</td>
<td>608</td>
<td>572</td>
<td>687</td>
</tr>
<tr>
<td><strong>REGISTERED</strong></td>
<td>319</td>
<td>260</td>
<td>280</td>
<td>344</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate Admissions</th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acceptance Rate</strong></td>
<td>69%</td>
<td>73%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>Yield</strong></td>
<td>52%</td>
<td>43%</td>
<td>49%</td>
<td>50%</td>
</tr>
</tbody>
</table>
**Undergraduate Admissions**

### Table 1: Undergraduate Admissions

<table>
<thead>
<tr>
<th></th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Applied</strong></td>
<td>3833</td>
<td>4121</td>
<td>3917</td>
<td>3877</td>
</tr>
<tr>
<td><strong>Accepted</strong></td>
<td>2623</td>
<td>2899</td>
<td>2897</td>
<td>2642</td>
</tr>
<tr>
<td><strong>Registered</strong></td>
<td>1617</td>
<td>1727</td>
<td>1863</td>
<td>1693</td>
</tr>
</tbody>
</table>

### Table 2: Undergraduate Admissions

<table>
<thead>
<tr>
<th></th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acceptance Rate</strong></td>
<td>68%</td>
<td>70%</td>
<td>74%</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Yield</strong></td>
<td>62%</td>
<td>60%</td>
<td>64%</td>
<td>64%</td>
</tr>
</tbody>
</table>

### Table 3: School Origin - Sophomore and Freshman Applicants

<table>
<thead>
<tr>
<th></th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arab</strong></td>
<td>22.0%</td>
<td>21.7%</td>
<td>17.7%</td>
<td>20.0%</td>
</tr>
<tr>
<td><strong>Lebanon</strong></td>
<td>74.8%</td>
<td>74.1%</td>
<td>77.0%</td>
<td>74.6%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>3.2%</td>
<td>4.2%</td>
<td>5.3%</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
Freshman Admissions (Early admissions included)

<table>
<thead>
<tr>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLIED</td>
<td>851</td>
<td>968</td>
<td>903</td>
</tr>
<tr>
<td>ACCEPTED</td>
<td>608</td>
<td>686</td>
<td>642</td>
</tr>
<tr>
<td>REGISTERED</td>
<td>344</td>
<td>360</td>
<td>360</td>
</tr>
</tbody>
</table>

Acceptance Rate

<table>
<thead>
<tr>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance Rate</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Yield</td>
<td>57%</td>
<td>52%</td>
<td>56%</td>
</tr>
</tbody>
</table>
Sophomore Admissions (Early admissions included)

<table>
<thead>
<tr>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLIED</td>
<td>2454</td>
<td>2603</td>
<td>2669</td>
</tr>
<tr>
<td>ACCEPTED</td>
<td>1657</td>
<td>1831</td>
<td>2004</td>
</tr>
<tr>
<td>REGISTERED</td>
<td>1071</td>
<td>1197</td>
<td>1374</td>
</tr>
</tbody>
</table>

Sophomore Admissions

<table>
<thead>
<tr>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance Rate</td>
<td>68%</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Yield</td>
<td>65%</td>
<td>65%</td>
<td>69%</td>
</tr>
</tbody>
</table>

Sophomore Admissions

<table>
<thead>
<tr>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Accepted to choice 1 from Accepted</td>
<td>56%</td>
<td>58%</td>
<td>67%</td>
</tr>
<tr>
<td>Overall Yield</td>
<td>60%</td>
<td>63%</td>
<td>69%</td>
</tr>
</tbody>
</table>
APPENDIX B

Financial Aid Distribution

Table 1: Financial Aid Distribution by Faculty for the Academic Year 2007-08:

<table>
<thead>
<tr>
<th></th>
<th>Applied</th>
<th>Awarded</th>
<th>Grants</th>
<th>Merit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Stds</td>
<td>Amount $</td>
<td>Total Amt$</td>
</tr>
<tr>
<td>FAFS</td>
<td>New</td>
<td>98</td>
<td>66</td>
<td>141,054</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>182</td>
<td>133</td>
<td>368,970</td>
</tr>
<tr>
<td>FAS</td>
<td>New</td>
<td>380</td>
<td>287</td>
<td>745,751</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>729</td>
<td>556</td>
<td>1,522,517</td>
</tr>
<tr>
<td>FEA</td>
<td>New</td>
<td>225</td>
<td>181</td>
<td>835,551</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>696</td>
<td>614</td>
<td>2,418,004</td>
</tr>
<tr>
<td>FHS</td>
<td>New</td>
<td>38</td>
<td>26</td>
<td>43,947</td>
</tr>
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<td></td>
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<td>115</td>
<td>87</td>
<td>248,002</td>
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<td>FM</td>
<td>New</td>
<td>6</td>
<td>4</td>
<td>10,760</td>
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<tr>
<td></td>
<td>Cont</td>
<td>233</td>
<td>222</td>
<td>1,543,494</td>
</tr>
<tr>
<td>SB</td>
<td>New</td>
<td>115</td>
<td>83</td>
<td>247,759</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>363</td>
<td>303</td>
<td>940,184</td>
</tr>
<tr>
<td>SN</td>
<td>New</td>
<td>20</td>
<td>14</td>
<td>37,534</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>59</td>
<td>51</td>
<td>206,195</td>
</tr>
<tr>
<td>Total</td>
<td>New</td>
<td>882</td>
<td>661</td>
<td>2,062,356</td>
</tr>
<tr>
<td></td>
<td>Cont</td>
<td>2377</td>
<td>196</td>
<td>7,247,366</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3259</td>
<td>262</td>
<td>9,309,722</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3300</td>
<td>266</td>
<td>9,823,794</td>
</tr>
</tbody>
</table>

Expenditure 2007-2008 including Merit students =$9,823,794
Bacc II and Presidential Merit Students =$235,090
Work Scholarship 144 students =$193,965
Over and above =$337,931
Dorm =$42,666
TOTAL EXPENDITURES =$10,633,446
Average award per student including merit =$3,986
Table 2: Grant and Loan Distribution for the Academic Year 2007-08 for FM, FEA, & OSB:

<table>
<thead>
<tr>
<th></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>817</td>
<td>3,572,505</td>
<td>298</td>
</tr>
<tr>
<td>FM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>226</td>
<td>1,554,254</td>
<td>165</td>
</tr>
<tr>
<td>Nursing</td>
<td>66</td>
<td>255,996</td>
<td>15</td>
</tr>
<tr>
<td>OSB</td>
<td>386</td>
<td>1,212,378</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td>6,595,133</td>
<td></td>
<td>565</td>
</tr>
</tbody>
</table>