

THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

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American University of Beirut
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PRESIDENT

We are still living the aftermath of the assassination of Rafic Hariri, and we will continue to do so for some time. The latest episode has been the release of the Detlef Mehlis report which raises strong suspicions of the involvement of very senior Lebanese and Syrian officials in the assassination. The investigation is to continue until at least December 15, and the Security Council has called upon Syria to cooperate fully in the next stage. Whatever the outcome of the investigation, the political tensions it will arouse will be part of our life as a university for a long time to come.

Toward the end of October a small group of senior administrators visited AUC. The AUB group consisted of myself, George Tomey, John Bernson, Peter Heath, and Khalil Bitar. We met with our counterparts at AUC, David Arnold, Paul Donoghue, Tim Sullivan, Andrew Snaith, VP for the New Campus, Hussein Sharkawy, and Associate Provost, John Swanson. Last October AUB hosted a similar gathering in Beirut. Both meetings proved to be very useful to both institutions as we reviewed common policies in all areas.

In what follows I want to focus on one aspect of our visit that bears directly on our quest for regional diversity, a goal which AUC shares. AUC has about the same proportion of non-Egyptians as AUB has non-Lebanese and, like us, AUC wants to increase the proportion of non-Egyptian students.

AUC has also made a strategic decision to keep its undergraduate student body at roughly its current level of 5000+ even after the move to the new campus in 2007. This decision is based on AUC's conviction that growth beyond that level might lead to a deterioration in the quality of its liberal arts education and threaten the kind of intimacy that the students and faculty currently enjoy. Therefore any growth in non-Egyptian undergraduates will come at the expense of Egyptian enrolments.

To refresh your memories on our own non-Lebanese enrolment figures I present here a table from a recent report of our Strategic Planning Enrolment Management Committee, chaired by Saouma Boujaoude.

After the devastating effects of the civil war on non-Lebanese enrolments, we have begun to reverse the trends of the 1980s and early 1990s. Moreover, the picture is actually better than the table indicates because our total student body has grown by 20% in the last five years so that the actual numbers of non-Lebanese at AUB have grown substantially. Our hope is that the proportion of unambiguous non-Lebanese (i.e., a combination of Arab and other nationalities) will reach 25% of our undergraduate student body. That would mean an enrolment in the medium term of 1400 non-Lebanese students.

Percentage of AUB students from Lebanon, Arab countries other than Lebanon, and other countries in the years 1970, 1975, 1990, and 2005.

Year	Lebanon	Arab countries other than Lebanon	Other countries
1970	41.48	37.00	23.34
1975	53.25	28.18	19.30
1990	90.80	6.81	2.48
2005	80.39	9.40	10.20

Can we do it? I hope so, but AUC will be competing directly with us in the Gulf, Saudi Arabia, and North Africa. The two campuses after 2007 will offer very different styles of life to foreign students.

The new AUC campus on 200 acres lies between the main highways to Suez and Ain Sukhna, several miles east of downtown Cairo. It is at the heart of a 'planned' community to be called New Cairo with a forecast population of 3 million. It is an upscale development, much, I think, like Heliopolis was over a century ago. What one sees today is reminiscent of the space-rich developments of Kuwait, Dubai, or Abu Dhabi. For those of us who lived near the Nile and the historic old city, the character of New Cairo is not altogether appealing, but let's take a second look.

The new AUC campus will be self-contained, spacious, with well-designed and, by definition, thoroughly up-to-date facilities. Being in a distant, upscale neighborhood, security will be maximized. The university itself will be gated, guardedly welcoming to the public, but not open. The new campus will provide dormitory space for 400+ foreign students. No dormitories are planned for Egyptian students. AUB, by contrast, currently has dormitory space for 855 students.

Contrast this with AUB; we are an urban campus and not self-contained. We depend on the fabric of services and housing of Ras Beirut and the city as a whole (as did AUC at its old location). Being in the heart of a city, our security situation is necessarily harder to manage. AUC will have a California-style campus (Santa Cruz?) while we will more resemble the University of Chicago or NYU.

My guess is that AUC will have a strong appeal especially for women undergraduates from the Gulf and Saudi Arabia. It will look like home but at the same time provide a high-quality, American-style undergraduate program with strong professional schools in engineering, computer science, and business.

AUC's planned dormitory space will not provide for the numbers that we seek to reach of 1400 non Lebanese students, but, especially for male students, both institutions may use the local housing market as flex space. Neither of us can predict what rental values will be in our surroundings.

Our Strategic Planning Positioning Committee (chaired by Andre Nahas) will present an analysis of our environment and potential major competitors in the region and elsewhere. I am jumping the gun a bit by suggesting that AUC, at the undergraduate level, will be our major competitor for a long time to come.

I conclude my report with reference to another table from the Enrolment Management Committee. This shows a ratio that has long pre-occupied me and which I have periodically shared with the Trustees. It is tuition revenues as a proportion of operating expenses including and net of the operating expenses of the AUBMC and of endowment yield.

Tuition and financial aid between the academic years 1995 and 2003.

	1995/96	1996/97	1997/98	1998/99	1999/00	2001/02	2002/03	2003/04
Tuition Net of Financial Aid / Total Unrestricted Revenue	35.0%	34.3%	39.5%	39.7%	40.7%	44.0%	45.5%	46.4%
Tuition Net of Financial Aid /Total Unrestricted Revenue (Less Medical, Endowment etc *)	77.4%	79.5%	81.9%	83.6%	82.7%	85.9%	87.8%	88.2%
Financial aid (including work-study) to undergraduate tuition	7.8%	9.4%	10.0%	10.9%	10.3%	11.0%	11.9%	11.6%
Financial Aid** to Tuition	10.7%	12.5%	13.1%	14.2%	13.8%	15.0%	16.5%	16.1%

* Total unrestricted revenue less net patient-related revenues, doubtful accounts, mddf support, grants, gifts and investment income

** Financial aid = scholarships, graduate assistantships, student work scholarship and bursary

The only good trend here from my point of view is the ratio of financial aid to tuition, but even that ratio, after steady improvement, has begun to deteriorate in the last year or so. It is imperative that we augment other sources of revenue while containing or reducing costs where possible.

John Waterbury
President

PROVOST

This past year has been busy and productive for AUB and exceptional for Lebanon. Much time has been devoted in the university to strategic planning and this will be a continuing activity this year as well. Given that strategic planning will be a point of focus in the months to come, I will report about other matters of importance.

Faculty Recruitment

Despite the uncertain external environment, faculty recruitment continued to be normal. Among the teaching faculty (instructor through full professor) 34 faculty members left the university in June 2005 and 35 new faculty members arrived in September 2005. Since the goal was to hold both student and faculty numbers stable, this equation fit our goals. One new group of faculty is four English instructors hired from abroad to strengthen our English communication skills programs. We have increased in undergraduate numbers by around 100 students, so faculty recruitment for next year will increase accordingly.

Interfaculty Committees

Two new interfaculty committees functioned well this past year. The interfaculty lab capital committee made progress on choosing laboratory major equipment efficiently and in a coordinated fashion this past year. This coordination facilitates long-term planning, avoids waste, and promotes a shared knowledge of university laboratory resources. The new unified admissions committee was generally successful in its first year of existence. We still have had some minor surprises with admission, but this committee has been able to guide and assess the process in a much more effective way than that of past years.

Faculty Workload System

The Provost's office has been working for several years to develop a faculty workload system. This is a complex endeavor and for the next few years we will work on refining the teaching load reporting aspect of it while laying foundations to include research and service. Most faculty members are justly wary of such systems and worry that their efforts will be evaluated quantitatively in a superficial way. These concerns are justified, and we must all be aware of the strengths and weaknesses of any such quantitative system. On the other hand, what such a system can do is to attempt to provide in a methodologically transparent report to each faculty member that elucidates how his/her teaching workload compares to colleagues throughout the Faculty/School and university. In other words, the primary end-users of this information are the individual faculty member and the department. If successful, this tool should help departments better evaluate the teaching commitments of departmental members in order to be more equitable in distributing teaching assignments.

A Beta version of the workload reports will be issued in the early part of the fall 2005-06 semester so that we can get feedback from each faculty member regarding its accuracy. If developed successfully, this system will also provide enormously useful reports that connect faculty activity with financial reporting in ways that will improve long-term institutional planning.

Learning Outcomes Assessment

The Middle States Commission's accreditation response to AUB's 2004 Self-Study made two specific institution-wide recommendations that AUB is required to report on by the time of its first report in April 1, 2006. The first requirement was to develop and implement "a comprehensive institutional strategic plan which links long-range planning to decision making and budgetary processes and assessment results." AUB began this effort last year and continues it this year.

The second recommendation was to embark on "a written plan for the assessment of student learning at the institutional, program, and course level." The Center for Teaching and Learning will soon announce its schedule for creating this student learning assessment capability at AUB. The project's timeline is reasonable, but this effort requires work on both the departmental and the individual levels. After one has learned the underlying methodology and mindset of this endeavor, I believe that the effort involved is fairly straightforward. However, in the U.S. faculty reactions to such plans have initially tended to be negative. Whatever one's personal response, this is something that the university must do to gain re-accreditation. Faculty in Engineering, Business, and Health Sciences are already engaged in this endeavor as part of pursuing their own professional accreditations. I hope that the initial period of dissatisfaction with this initiative is brief. In the longer term, I believe that departments and most faculty will be convinced that it was worth the effort.

Ph.D. Programs

After much talk over the last few years, many faculty are wondering about the present status of this initiative. At present, the six departments involved (Arabic, History, Biology, Physics, Mechanical Engineering, Electrical and Computing Engineering) have sent their initial Ph.D. proposals to the Board of Graduate Study for review. The New York State Department of Education regards initiating or reviving Ph.D. programs as a very significant institutional commitment, and they require many steps before such programs are accredited by them. Each program must be reviewed by two visiting teams: one chosen by AUB but approved by the NYSDE and a second team selected by NYSDE. In addition we have to prepare a detailed institutional readiness report and host a site visit by a senior visiting team of university administrators, including a university president, a chief academic officer, a VP for finance and/or administration, a library director, and a specialist in student services. The engineering departments have each had an initial site visit, but we must still organize visits for other departments. We are working on the institutional readiness report and plan to send it to NYSDE this fall.

In addition, AUB's Strategic Planning Steering Committee is reviewing the report of the Planning Committee for Graduate Study and Research and is developing costing studies for the Ph.D. programs. In sum, we are making progress but there is still much work ahead of us.

I hope that this summary is useful in promoting understanding for each of these initiatives.

These are only a few of the projects that are on-going at AUB these days.

Peter Heath
Provost

VICE PRESIDENT FOR ADMINISTRATION

Human Resources (HR) Matters

A human resources transformation plan is being led by the Deputy VP for Human Resources. Structural changes were made to the HR organization to better service clients with value-added services. Two courses of “Certified Professional in Human Resources and Compensation Certification Program” have been completed. Fifty percent of the HR employees at AUB will be certified in all aspects of human resources.

Next steps in the HR transformation are the unification in 2006 of all the administrative aspects of HR under an HR Service Center concept and a finalization of the campus-AUBMC devolution. A replacement will be selected for the HR director, who recently resigned.

After lengthy negotiations with the Syndicate of employees and workers, AUB and the Syndicate both agreed to sign an agreement similar to the existing one. It was approved that a one time signing bonus will be given as book allowance to the eligible children who are entitled to educational benefits. A general assembly of the employees and workers will vote in October on the new agreement in the presence of the Ministry of Labor.

The Campus HR Department has introduced many new web enabled services such as allowing faculty to access retirement plan statements on line. Also, employees are able to view vacation balances and check their personal data and update emergency contacts on line.

The first 11 months of fiscal year 2004-05 reflect a positive swing in the financial performance of the Health Insurance Plan as shown in the table below.

Financial situation of HIP for FY 2004-05 (11 months) is the following:

HIP INCOME vs. EXPEND. FISCAL YEAR 2004-05 (11-Month)						
Description	HIP	HIP/NSSF	Students	Total	Admin. Cst.	G/Total
EXPEND. \$1=LL1508	3,469,000	1,680,000	466,300	5,615,300	678,400	6,293,700
INCOME \$1=LL1508	(2,696,600)	(1,498,300)	(1,259,400)	(5,454,300)	0	(5,454,300)
SURPLUS / DEFICIT \$	772,400	181,700	(793,100)	161,000	678,400	839,400

The budgeted savings were planned to be of the order of \$750,000 while the actual savings for the year will be close to \$ 1.7 million.

The following table shows a steady robust positive improvement of the overall HIP financial situation to the university for the past 5 years:

INCOME vs. EXPENDITURES FY 2000-2001 THROUGH 2004-05 11 Months

FISCAL YEAR	INCOME - \$	EXPENDITURES. - \$	DEFICIT (SURPLUS) - \$
2000-2001	(4,185,300)	5,642,700	1,457,400
2001-2002	(4,241,400)	6,084,100	1,842,700
2002-2003	(4,273,000)	6,127,900	1,854,900

2003-2004	(4,477,200)	6,315,400	1,838,200
2004-2005 (*)	(5,454,200)	5,615,400	161,200
SAVINGS 04-05 vs. 03-04	(977,000)	(700,000)	(1,677,000)

NSSF accounts receivable problems remain as far as outpatient medications and procedures are concerned. Negotiations for possible outsourcing of the HIP continue, with a final recommendation expected from the ad-hoc committee soon. A major advantage of outsourcing is the commitment of the third party administrator to help with collection of NSSF receivables. There is no solid proof of this achievement with other clients in the country.

Educational allowances this year increased by 9% over last year, mainly due to tuition increases in schools and university. The table below summarizes the distribution and value of these allowances:

Educational Allowances FY 2004-05

Description	Number	Tuitions
IC	238	1,734,308,000
ACS	108	1,345,392,600
Other Schools	1,522	2,778,526,200
Sub-total	1,868	5,858,226,800
AUB	253	3,710,816,200
Other Universities	50	375,283,300
Sub-total	303	4,086,099,500
TOTAL - LL	2,171	9,944,326,300
TOTAL - \$1=LL1508	2,171	6,594,400

As to the retirement pension plans, TIAA-CREF will discontinue accepting contributions from American institutions of higher education outside the United States effective January 1, 2006. However, participants in Plan A may choose to keep their balances with TIAA-CREF under the same conditions while investing new contributions with a new carrier to be chosen by AUB. A circular explaining this situation was distributed to all participants. An RFP for the TIAA-CREFF replacement was distributed to potential suppliers in Sept., 2005 and bids are expected by mid-October, 2005. A vendor should be announced prior to January 1, 2006.

Another RFP for normalization of non-academic classification and compensation structures was distributed and Towers Perrin (TP) won the bid. TP begins their study October 2005.

Computing and Networking Services (CNS)

Financial Applications

AUB went live on Grants on October 1, 2004 despite the fact that two key services, the AP interface and the approval workflow, failed the test. In March CNS solved the long-standing AP interface problem and upgraded the AP module to the latest version, resolving a number of other problems. CNS also completed in July 2005 the upgrade of the production server, AIX operating system, database and application to version 10. Both solutions will move to production when the Comptroller's office completes its tests. CNS delayed re-implementation of the Inventory and Order Management modules pending the stabilization of the AP and Grants modules and the new head of Material Management joining the Medical Center and assuming ownership of the system.

This year CNS allocated two data base administrators to provide administration support to upgrade, patch and fine-tune the Oracle Financial 11i instances. The role of these administrators was restricted to pure technical issues, problem tracing and solving, end user

training and support, and interface development works. CNS solved 216 bugs and errors during the reported period, filed 187 TARs with Oracle Support with 2 open TARs and a small number of unresolved system errors remaining.

Student Information System

CNS upgraded the database and SIS to version 6 in November 2004. The primary application specialist moved from CNS to the Admissions office in mid February 2005 and was replaced by an application specialist who had completed a residency in the Registrar's office. A secondary application specialist joined AUB in August 2005, completed his residency in the Admissions office and began training with the Registrar's office. However, the May resignation of the associate registrar posed challenges, as he was the main functional SIS administrator within the Registrar's office. There was significant impact on the operation, but in cooperation with the Registrar's office CNS managed a fairly smooth registration.

Development/Alumni System

Development office and CNS finalized the Alumni web interface and authentication design. The Web-Alumni launch was delayed due to the transfer of the primary application specialist.

AUBnet Backbone

Backbone services delivered a stable operation within the reported period. Avaya, our current backbone switches providers, dropped its line of production in December 2004 but will support the current products for another two years. CNS risk assessment revealed that this support is adequate to cover the productive life of the backbone switches. We should make sure to have at least \$200k budget to replace the items during fiscal year 2006-07.

In view of major construction works, FPDU and CNS began planning for the development of AUBnet backbone infrastructure in the lower campus. We anticipate major works to parallel other infrastructure works planned for by FPDU. It is difficult to estimate the scope of the required works as FPDU did not finalize the infrastructure development plans in the affected areas, i.e. service tunnel, routes, etc.

Wireless Network

CNS commissioned AUBwlan on schedule. More than 800 students and faculty now subscribe to the wireless network.

Internet

In November CNS introduced new traffic shaping and redirection schemes to improve the quality of service and control abuse. But since March 2005, a steady growth in Internet bandwidth has led to saturation on most of our links between 10 am and 8 pm. We are requested to provide hosts and connection facilities to collaboration and research services, but failed to accommodate many requests as they demand additional Internet bandwidth.

Intranet Services

CNS progressed significantly in the deployment of the AUB Enhanced Desktop project (AUBede). Over the summer we migrated most of the administrative units while trying to limit impact on normal operations. To date CNS migrated 2,062 workstations to AUBede, around 70% of AUB owned computers. The AUBede information page is available at <http://aubede.edu.lb> with a blueprint that covers details and guidelines.

Data Centers and Premises

CNS renovated VanDyck basement. Physical Plant and Safety and Risk Management did an excellent job. The data center and Help Desk and support office space opened in April.

End Users Support

CNS received an average 56 service calls per day during the reported period and was able to complete successfully around 48 work orders during the same working day. The addition of the wireless support, students' portables and the continuing surge in spy ware and security updates on Microsoft OS were behind the increase in service calls. AUB purchased around 580 new PCs and 36 servers during this fiscal year.

CNS Organizational Structure

In coordination with HR, CNS completed the review, realignment and modernization of "CNS Code of Practice & Core Competencies" and CNS job descriptions and grouped them under the following job families: IT Management, Business Applications / Database Administration, Data Center Operations, Data Communication, UNIX Technology, Windows Technology, User Support, and IT Security.

Within each job family, there are up to five competency levels (0 to 4) differentiated by the relative knowledge, skills, abilities and responsibilities of each level. Also, CNS was reorganized into the following functional divisions with special focus on operations and customer relations:

Business Application Division - responsible for institutional administrative application systems development, purchase, maintenance and support, as well as institutional business process analysis and support.

Data Communication Services - responsible for data networking, wireless network, network security & firewalls, Internet leased lines, videoconferencing distribution, and limited IP based voice technology services.

UNIX Technology Division – responsible for UNIX operating systems support services, Intranet/Internet services and systems security.

User Support Division - responsible for end user computing support and consists of: CNS Help Desk, Field Support, AUB Enhanced Desktop Environment, Open Access Computers Labs, Hardware and Software Procurement Consulting.

IT Strategic Planning

The Information Technology Strategic Planning Committee (ITSPC) completed its work on September 21, 2005. The committee reviewed the state of IT at AUB and developed AUB IT mission statement and goals. The committee recommended 7 initiatives that form the strategic plan for AUB campus IT. The work of the committee was constrained by the pre-announced budget for this strategic plan.

Projects Performed by Assistant VP, Chief Information Officer CNS - AUBMC

Below is a summary of work carried out during the academic year 2004-05. A comprehensive report is available for those who wish to read the details:

Hospital Information System: automation and consolidation of system and applications

Master Patient Index

Web Portal.

Portal Reporting Modules

Servers and Storage

IVR addition to the dictation system.

Scheduling System

Purchase Orders Tracking System

AUBMC Web Site

Budget Preparation application

Hospital Wide Inventory System

Nursing CAP (Accreditation Program)

OR Scheduling
OR Stores
Radiology CR Units
Minor Projects: Dermatology, Staff scheduling & LIS.

Projects in the Pipeline: Order Entry System, Immunization Information System, Drug Interaction Data-Base, Dietary Order system, Admission / Discharge process review.

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

Major activities undertaken by EHS&RM during this fiscal year:

Renewed university insurance policies for FY 2004-05 with a premium decrease of about \$27,000 over the previous year, excluding the new terrorism insurance. Increased terrorism coverage from \$2,000,000 to \$10,000,000 with an increase in premium of \$56,000. Helped negotiate a decrease in premiums for expatriates insurance by \$12,053, which is included in the \$27,000 savings mentioned above.

Evaluated the sterilization processes in the Central Sterile Supply Department, the Operating Room, and Pathology & Laboratory Medicine. Proper standard operations procedures were established for these areas to assure patient safety.

Reviewed Hospital orders for Operating Room equipment and recommended procedures to assure safety and reduce the equipment ordered, achieving savings of about \$600,000.

Initiated a university-wide Biosafety Program.

Performed quality tests on numerous trials on the medical waste treatment equipment. Initiated the medical waste disposal system for AUBMC using a contractor. This allowed the hospital to bypass the incinerator, which was a source of complaints from hospital neighbors. EHSRM is finalizing the license for, and affecting the purchase of, a medical waste disposal unit for AUBMC. This will result in major savings in the cost of medical waste disposal.

Conducted 57 reviews related to FPDU and Physical Plant projects for compliance with Life Safety Code requirements. These projects included but are not limited to the Charles Hostler Center, The Olayan School of Business, The New Pilot Plant, The Science Research Building, Building 23, Building 56, The School of Nursing, and the renovation projects on the 1st, 4th, and 8th floor of AUBMC.

Conducted 35 site surveys, 85 site inspections, and 236 coordination meetings and assisted in 86 inquiries with FPDU and Physical Plant engineers to ensure that construction work, installation of new fire protection systems, and other life safety related items meet NFPA requirements.

Reported the recall of all "Kidde" 10 lb dry chemical extinguishers and followed-up with purchasing, the supplier, custodial services, and general services until all these units were replaced throughout AUB at no cost to the university.

Developed guidelines for safety design requirements of cold rooms, stationary scaffolds safety, and life safety requirements for outdoors activities. Developed elevator handover form and inspection and maintenance forms for the Emergency Response Team fire pump.

The Emergency Response Team responded to 65 incidents, including 7 fires, a flood, a potential explosive chemical disposal, 35 fire alarms, 3 reported fire smell cases, 10 false alarms, and 8 alarm system trouble cases.

Provided AREC with fire equipment and training to enable staff to use the existing water irrigation network for fire fighting applications.

Used the AUB safe innovative and inexpensive process to encapsulate about 30 tons of asbestos containing material in 14 concrete blocks. These blocks were buried underground outside the university in cooperation with the Ministry of Environment.

Affected the chemical disposal of about 800kg of waste chemicals in the United Kingdom.

Collected and segregated 10 tons of chemical wastes from the campus and AUBMC. The waste is awaiting shipment to the United Kingdom for proper disposal.

Given such a workload, it is worth noting that the Environmental Health, Safety and Risk Management Department still needs proper facilities such as areas for hazardous material treatment storage and disposal, storage areas for other supplies, laboratory, office, meeting and training areas in order to be able to achieve the required mission and goals.

Physical Plant Department (PPD)

Electricity

At long last, as of July 15, 2005, AUB connected to a new EDL substation that was constructed near the power plant with a total capacity of 10,000 KVA. After an unstable period of two months, AUB now depends on EDL for 75% of its campus power load. The cost of gas-oil increased this year from \$448/ton in October 2004 to \$625/ton at the end of September 2005. The power provided by EDL is still subsidized and connecting to the city network saves the university an average of \$5,500 per day.

During this period the following data was registered:

City power consumed:	16,000,000 Kwh
Generated power:	24,233,000 Kwh
Gas-oil consumed:	6,981,800 Liters
Average cost of generated power:	\$ 0.155/Kwh

Steam

During this period the following data was registered:

Steam production:	133,301,690 lbs
Gas-oil consumed:	3,987,093 liters
Average cost of steam production:	\$ 15/1000 lbs

Communications

The Physical Plant established a help desk this year to receive all maintenance calls. This proved to be a good step as a one-stop center for users who require the help of Physical Plant. Replacement or up grading of the telephone exchange should be seriously considered because of the many breakdowns particularly during the winter lightning season. On several occasions the system jammed and it had to be reset. This condition cannot be tolerated for long especially in the hospital with its crucial vital operations. The present provider's offer is being considered, whereby the exchange will be upgraded with the addition of two voice over systems that will act as a back-up for critical areas as well as an investment for the future transfer to this new modality.

Grounds, Custodial, Plant and other services

The Grounds and Transfer Services were very busy with the relocation of offices and services to clear the sites for major construction works on campus. In addition to routine pruning and replanting of trees, spraying for worms and insects, this division of Physical Plant was involved in preparations for faculty and student housing and commencement exercises.

Custodial Services supported, in addition to daily routines, 282 campus activities, such as commencement, job fairs and receptions. The department depends more on casual workers in its daily operations.

As to the Campus Plant division - 55 works were carried out this year, in addition to routine and preventive maintenance. These include construction of ramps for the disabled, new

ventilation systems, refurbishment of many rooms, office construction, installation of A/C units, relocation of utilities, organization of grounds breaking ceremonies and major painting works. This division supports the operation of the Facilities Planning and Design Unit that is entrusted with the implementation of the Campus Master Plan. Service requests handled during the year numbered 1,849 and the number of calls was 8,435. There were 10,358 preventive maintenance work orders.

Electrical Improvements

Seventeen apartments have been upgraded to 220V.

Bechtel Engineering main electrical rooms and panel-boards project records a 55% accomplishment level. Slow progress is mainly due to power disconnection scheduling and its coordination with all affected departments.

Full electrical design for power, lighting, fire alarm, Voice and Data was designed and implemented in Van Dyck basement as part of CNS Help Desk office reconfiguration.

The UPS network in Bliss Laboratory -210 was fully upgraded to render the 30 computers effectively immune against power surges, cuts and voltage dips.

The main electrical distribution switchboards of Biology buildings have been re-designed procured and are actually being planned for installation.

Major Works

Safety Implementation -Fire Alarm: A full coverage fire alarm system was in-house designed, implemented, commissioned and put in service for Chemistry and Laundry buildings.

Safety Implementation – Hazardous classified area: Corporation Yard Paint shop's electrical distribution was upgraded to comply with the required "National Electrical Code" standards for hazardous classified space.

Safety Implementation – Personal Protection: All wet areas socket outlets in New Women's, Jewet, Murex and Boustany dormitories were equipped with a 10mA class ground fault circuit interrupter breaker for personal protection as guided by the "National Fire Protection Association".

Safety Implementation – Life Safety: Saab Medical Library exit doors and areas were equipped with either pure mechanical exit devices or electronically monitored exit devices to enhance security of affected exits. Exit lights have been either repaired or supplemented by additional units to render escape route identification compliant with the Life Safety Code.

Safety Implementation – Emergency Lighting: All staircases and common areas in New Women's, Jewet, Murex, and Boustany dormitories were equipped with self contained emergency unit for the minimum required illumination to these areas as set by the "National Fire Protection Association".

TV network subscription on Campus: As a step towards legalizing, the distribution network has been designed and planned with the intended provider. First phase of implementation is to start by mid September 2005.

Data Works: Data passive network required for the campus wireless coverage was successfully completed on time. Relocation of affected data outlets, lighting fixtures, UPS outlets and fire alarm detectors to include the main Data Rack of Building # 23 affected by the Private Clinics – Buffer zone #1 project was successfully implemented with minimal disturbance. Our crew has relocated and/or added 260 data outlets; installed 920 meters of fiber optic cables; terminated and equipped 14 data rack and wired, tested and commissioned 7 computer lab locations.

Major Civil Works/ Completed Works

Moving Supply & EHS&RM Prefabricated Offices and Stores: This project was needed to clear the Olayan School of Business (OSB) construction site, and includes civil and

electromechanical preparation works for the new areas near Engineering Buildings for EHS&RM and at Duraffourd garden for Supply Department. There are 9 displaced units.

Asbestos Disposal: Dismantling and encasing in large concrete blocks asbestos containing materials collected from several stores and laboratories. Total amount of encased materials was about 50 cubic meters, in 15 concrete blocks.

Renovation of Van Dyck basement: Full renovation of the northeast area of the Van Dyck basement (400m²) included the Help Desk, ten offices, testing lab, stores, bathrooms, lounge, printing area as well as the circulation and entrances. The works involved electrical, mechanical, fire protection and HVAC systems installation.

AREC Clearing Sbat River and new culvert: This project protects AREC land from the seasonal river passing through the farm. The works included supporting the fence, enlarging the ditch sectional area and constructing a new culvert for vehicle transportation.

Van Dyck Building – Face-lifting: This project included concrete repairs and full renovation of all the facades of the building and its annex. Total renovated façade area is 400m².

Boundary wall along Bliss Street: This project included demolishing and erecting new wall having same design and finishing as existing. The wall section starts from Main Gate till the Medical Gate. The concrete of the old wall was cracking and falling down into pieces. Total length of wall renovated is 230 meters.

Kennedy Street – Concrete Separation: This project was meant to control traffic and prevent parking at the area near Medical Gate and along the DTS building. The street was separated into to lanes in the same direction.

AUB Beach New Access: After closing the tunnel because of Hostler Center construction, new access to the AUB Beach was constructed at the Corniche sidewalk.

Business Services

Food Services

The marking point during this year was the opening of the newly renovated Ada Dodge Cafeteria managed and operated by USM Compass. The official opening ceremony of the facility was on December 10th 2004. For operational reasons and to avoid conflict, AUB's Food Service manager was transferred to the Post Office.

Two staff members benefited from the early retirement plan. The supervisor applied for early retirement for medical reasons. Total AUB personnel currently managed by USM Compass is now 19 instead of 23. This year, for the first time since 1996, the cafeteria generated a profit to the university.

Bookstore

The guidelines and recommendations set by the AUB Bookstore Adhoc Committee became a set of operating procedures. These new procedures seem to have improved the book ordering process as well as book availability. The involvement of all concerned parties at AUB and better coordination, improved the process as a whole. AUB's profit share this year was \$62,378. Half of this amount went to the President's financial aid/hardship fund.

Purchasing

Procurement: i-Procurement: 98% of university departments are creating their requisitions electronically on i-procurement.

PORTS: users can view the requisition status over the web via the Purchase orders and Requisitions Tracking System. This allows the user to view details not available on i-procurement.

Newly Contracted Supplies: *Orthopedic Supplies:* Ortho supplies used in eight hip and knees operations were contracted with four suppliers at a standard price set by Purchasing and approved by Hospital administration. The contracted prices reflected a saving of 40% over the

old prices. *Endo-mechanical surgical supplies*: a yearly tender for endo- mechanical surgical supplies was awarded to Tyco and \$72,142 in savings achieved over last year prices (13.4%). *Pace makers and defibrillators*: prices of pacemakers were negotiated with three suppliers and fixed on a standard price with a 15% savings over last year prices. *Stationery*: Savings of \$435,607 were achieved during this period. These are classified as savings as a result of yearly bids: \$235,053; and savings as a result of negotiations with suppliers after awarding the bid to the lowest bidders: \$182,554.

Operation

Data for year 2005 revealed a 29.3% increase in the total dollar value of purchases processed in comparison with 2004, in addition to a 3.8% decrease in the number of purchase orders and a 12.4% decrease in the number of bids. This is due to yearly contracting of supplies. In addition, there is an 80% increase in dollar value of computer purchases.

The Business Services Department strategic planning task team is drafting its departmental plans. The target date will be met. Auxiliary Services, a part of Business Services, looks after the Post Office, the Bookstore, Central Duplication, Food Services, ID Center, Motor Pool, Maintenance & Contracts, Parking and Travel.

At the ID Center, 10,747 cards were issued, 7,739 to students. An Internal Audit review report recommended that all AUB ID cards be issued by the Center. This recommendation is being applied whereby all data will be centralized and kept in a single database.

As part of the regular annual review of the department, Auxiliary Services prepared a Motor Pool Operational Study. The report includes an analysis of t Motor Pool operations, and a market study comparing Motor Pool service rates to the rates charged by three independent transportation companies. The study resulted in recommendations for possible outsourcing of some services. A Motor Pool Ad-Hoc Committee was established to look into similar recommendations issued in a review report prepared by Internal Audit.

Parking at AUB is becoming increasingly difficult due to Hostler Center and the Scientific Research Building construction projects. For the first time since its construction about 30 years ago, the underground parking facility had an exhaustive face-lift. With a minimal budget of \$11,000, the facility was cleaned and walls and floor markings were re-painted. An interactive Parking Services web site was launched. It included an online renewal of parking permits, simplifying the renewal process and reducing paper consumption. The service also reduced the need for re-approval signatures on renewal forms (a redundant process).

Policies & Procedures

The Policies and Procedures Review Committee met twice per month on average during the year, to discuss a range of policies and procedures. Some of these were reviewed many times, depending on the need to update them according to university requirements. The committee also reviewed new policies intensively before they were published on the web. 12 policies and/or manuals were newly published, while 23 were revised and/or amended.

Facilities Planning and Design Unit (FPDU)

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

George Tomey
Vice President for Administration

VICE PRESIDENT FOR FINANCE

Staff

After 5 years as Comptroller, Howard Ray will resign at the end of the calendar year. Howard has had a long association with AUB, first as the engagement partner of our auditors, later as a consultant to the university before accepting the position of Comptroller in 2000. Howard has accepted a position as consultant, starting in 2006, providing services to the Investment Committee, assisting if necessary in the preparation of our external financial statements, and assisting in the transition to a new comptroller.

Howard Ray has served this university for many years, working weekends and evenings to ensure that our complex sets of accounting and financial numbers add up. No one understands our financial mechanics better than Howard, both as a technician and, as it were, an institutional historian. His successor, like all of us, will need to tap that unrivaled expertise. We are happy that Howard will continue to help the university.

2004-05 has been a year of growth and renewal in the Budget Office. Three new managers were hired, and a long serving member of the office, Abeer Khuri, accepted a higher-level position in the university. The new recruits should to make substantial contributions to the strategic planning efforts currently underway all over AUB. Finally, Ms. Nelly Abu Zaki, Deputy Comptroller, has completed 25 years of service to AUB during this period, and we extend our congratulations and appreciation to her.

Office of Financial Planning and Budget

For the third successive year, AUB is headed for a balanced operating result, and for the second year in succession, AUB's cash withdrawals from its investment portfolio have been less than our self-imposed draw formula. These results derive from many efforts, but an indispensable element has been a time consuming process of more intensive financial review and management.

The university's strategic planning effort continued to evolve towards the latter part of this fiscal year with the main strategic committees forming a list of wide-ranging initiatives. OFPB played a key role in terms of the costing of the relative initiatives, working with the committees to quantify their recommendations. The financial assistance that OFPB brings to these committees will be in demand in the coming year as the 17 individual groups designated to prepare strategic plans will require similar support in terms of quantification of initiatives. In addition, OFPB continued to participate in the development of the strategic plan for Finance.

Working in conjunction with the AUB IT staff, OFPB has overseen the development of a new computerized system for departments to submit their capital budget submissions online for the 2006-07 planning period. As the Administration decided to make usage of this system mandatory, it was necessary to train internal users on the new system in order to ready staff for the upcoming capital budgeting cycle. Approximately 100 staff on campus and at the AUBMC were trained in September 2005. The software went live in the same month. The system allows for consolidated analysis, culling and reporting of capital submissions for use by the Budget Committee. It will also facilitate data importation procedures to the university's financial management system for control purposes next year.

Lastly, OFPB published its departmental website to facilitate matters for its internal customers as well as providing general financial information to the AUB community as a whole. Both OFPB and the Office of the Comptroller now have their own websites to better answer the needs of university constituents in our attempts to provide improved service quality to those that we serve.

Office of the Comptroller

This year we have continued to enhance and upgrade the capabilities of the Oracle Financial Management System, especially as it relates to grants accounting. The major efforts were directed to the reconciliation of various clearing accounts introduced by the grants module, inasmuch as we have a number of non-Oracle programs that have to interface to grants accounting in order to have all transactions details available to users. We are about to upgrade the system once again, with hopefully favorable implications to productivity. I procurement, or online order management, is finally up and running at an acceptable (although not yet optimal) level, and users appear to be favorably disposed to the new process.

During this period we also completed the audit of the 2004 financial statements, and the audit of federally sponsored programs (A-133), both of which were delayed by FMS related problems introduced with an upgrade of the system in 2004. In preparation for this year's upgrade release by Oracle, we have undertaken extensive testing to avoid any transition problems.

Medical Receivables

As indicated in the chart below, AUB's medical receivables grew by 14% in 2004-05, following a 15% increase the year before. Total Government receivables grew by 15% or \$4.6mm. The causes are two fold. First AUBMC has been unable to shift its patient mix away from NSSF. In fact NSSF admissions grew 10% this year from the year before. Government patients now represent approximately 30% of the patient mix as compared to 27.5% in 2000-01. The second cause is our inability to collect outpatient receivables relating to HIP participants. These receivables have almost doubled in the past two years. We suspect that NSSF has impeded these collections due to our decision 5 years ago to move from per capita charges to collection basis.

Medicine has committed to reducing NSSF patient throughput this year. We are also considering a proposal by a third party administrator to assist us in the collection of NSSF receivables.

In addition to medical receivables, we are also experiencing severe delays in collection of reimbursable VAT receivables from the Lebanese Government. These receivables arise because AUB, as a university, is exempt from certain forms of value added tax. Unfortunately the Lebanese Government is, we believe, unreasonably slow in auditing our claims and hence, our receivables have grown from \$2.1 million to \$5.2 mm over the last two years.

Medical Receivables, Net of Professional Fees
\$000,000

	9/30/03	9/30/04	9/30/05
MOH	5.6	3.6	3.7
NSSF inpatient	15.4	19.1	21.4
NSSF outpatient	4	5.8	7.6
Other Government	2.8	2.7	2.9
Total Government	27.4	31.1	35.7
Private	8.1	10.0	11.9
HIP/Self Pay	4.0	4.9	5.1
Grand Total	40	46.1	52.7

John Bernson, Vice President for
Finance

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction

This fiscal year was probably the most productive in REP's history. Verified gross earnings jumped by a 45.41% increase over FY 2003-04. In addition, REP gave back to Faculties and administrative units overhead recovery funds in the order of \$208,581.90 against \$140,648.62 for FY 2003-04, an increase of 48.3%. A new strategic plan is being developed as part of an overall university drive in this regard and new grounds are being broken in terms of major new initiatives in the GCC area.

Performing budget of new acquired contracts based on face value for the life of the projects: \$2,243,780.80 over a period extending from 2003 to 2006 with the Dhofar University project extending through 2010, although we only include yearly budgets in the quoted figure.

Consultations during FY 2004-05 involved 98 faculty members for a total of 1,902 man-days v/s 105 faculty members for a total of 1,523 man-days in FY 2003-04 marking an increase of 25%. The amount paid in consulting fees, not including secondee salaries, reached \$426,672 against \$334,672 for the previous fiscal year.

Major Projects (\$face value in descending order)

Signed with Dhofar University the additional budget for the secondment of the Dean - School of Business, Dean – Arts & Sciences and Director – President's office for the period of two years starting September 2005 with a budget of \$810,000 (OSB, A&S).

Signed with the University College of Bahrain the Agreement for Phase II of the Technical Assistance for the period of three years starting December 2, 2004 with a budget of \$725,000 (OSB, FEA & FAS)

Signed with the Ministry of Presidential Affairs in Abu Dhabi the Phase I of the Technical Assistance Agreement for the period of eight months starting January 12, 2005 and ending August 31, 2005 with a budget of \$360,800 (OSB/FAS).

Activated the budget for Year III – Dhofar University in the amount of US\$350,000 (OSB,FAS).

Signed with the Dhofar University Corporation the agreement for the Feasibility Study of a Public School in Salalah for four months starting November 3, 2004 with a budget of \$89,560 (OSB/FAS).

Signed with Johns Hopkins University – Bloomberg School of Public Health the agreement for the period March 1, 2005 through July 31, 2005 to conduct the workshop on 'Advances in Development Communication' with a budget of \$64,284 (FHS).

Increased the budget with World Education for Course II budget as part of the agreement for courses in Public Health in Complex Emergencies in the amount of \$57,809 (FHS).

Signed with Middle East Airlines the 'Pilot Cadet Recruitment Project' for the period ending October 30, 2005 with a budget of \$50,000 (OIRA).

Signed with DAI the award purchase order for 'Testing & Analyses in the Upper Litani River & Lake Qaraoun' for the period February 1, 2005 through June 30, 2005 with a budget of LL 64,697,500 (\$42,902.85) (FEA)

Signed the Balanced Scorecard Program in Kuwait for the Kuwait Petroleum Corporation for a total budget of \$37,440. (IPPI)

Signed with DAI the award purchase order II for 'Testing and Analyses in the Upper Litani River & Lake Qaraoun' for the period July 1, 2005 through September 30, 2005 with a budget of LL42,765,000 (\$28,358.75) (FEA).

Activated the three agreements signed with the Italian Embassy on December 14, 2004 concerning: The Development of the Pharmaceutical Policy on Pricing – Registration – Local Production; \$25,800; the Training of the Central Public Health Laboratory Personnel; \$18,900; and the Development of a National Strategy for the Central Public Health Laboratory; \$18,900 for the period ending June 30, 2005 (FM)

Signed with the Lebanese Association for the Development of Private Funding for culture through the British Council the 'Mapping Survey of Creative Industries in Lebanon' for the period of six months starting August 9, 2005 with a budget of \$25,000 (OSB).

Customized Training Program for the Kuwait Petroleum Corporation for the Managers: Career Planning & Development Section; Learning & Development Council Affairs with a budget of \$24,000 (REP)

Signed with Bayan Investment in Kuwait the agreement to develop an Outline for a Professional Prospectus to Raise Finance for an Investment Fund for the period of four weeks with a budget of \$15,000 (OSB) (yet to be activated, not added to the total)

Signed with CISP the 'Training of 25 persons from the Palestinian Red Cross in Bioengineering' for the period of one month starting August 11, 2005 with a budget of LL 8,962,500 (\$5,943.30) (FM)

Signed with UNESCO the agreement for designing and administering the workshop on 'Recent Innovations in the Teaching of University Sciences' at Sanaa University during the period from January 16 – 18, 2005 with a budget of \$5,000 (FAS)

Increased the budget for the agreement with Consumers Lebanon by LL 4,560,000 (\$3,000). The total then becomes \$18,550 (FEA).

Received from Envirotech the request for testing of samples at the Engineering Labs for the amount of \$1,650 in favour of the Ministry of Environment. (FEA)

Signed with Kenzay Training LLC two agreements: Offering a Management Information Systems Certificate to the ADWEA employees in Abu Dhabi for the period of one year with a budget of \$813,000.00 (yet to be activated, not added to the total); The Provision of Executive Education & Consulting Services for six months with a minimum budget of \$55,746 (yet to be activated, not added to the total).

The total face value of the above new agreements amounts to \$2,744,347.90

Workshops

Kuwait Operation:

Balanced Scorecard – Consulting: November 27 – 30, 2004
Dealing with Change: November 28 – December 1, 2004; January 30 – February 2, 2005; February 6 – 9, 2005; March 27 – 30, 2005; April 10 – 13, 2005; May 22 – 25, 2005; June 5 – 8, 2005
Time Management (Arabic): December 26 – 29, 2004; January 16 – 19, 2005 ; February 13 – 16, 2005; March 27 – 30, 2005; September 11 – 14, 2005
Supervision Skills – Basic (Arabic): January 2 – 5, 2005; September 18-21, 2005
Dealing Effectively with Grievances and Complaints: January 16 – 19, 2005
Strategic Leadership from Planning to Implementation: February 6 – 9, 2005
Fast Track Management Program/Managing a Business Unit: February 20 – 23, 2005
Understanding Organization: February 20 – 23, 2005
Office Management & Effective Administration Skills: February 20 – 23, 2005
Supply Chain Management: March 6 – 9, 2005
Risk Management: June 12 – 15, 2005
Supervision Skills – Advanced (Arabic): June 19 – 22, 2005
Claims & Counter Claims: June 19 – 22, 2005
\$108,000 (OSB)

Conducted the workshop ‘Developing Literacy Skills in the Arabic Language Arts Classes’ in Amman, Jordan for the Amman Baccalaureate School; budget of \$3,546 (FAS)

Conducted the workshop ‘Finance for Non-Financial Managers’ for Hikma Pharmaceuticals in Amman – Jordan: December 11 - 12, 2004. (OSB)

Conducted the workshops ‘Middle Management’ in collaboration with the Yemen Computer Company in Sanaa, Yemen: October 2 - 4, 2004 & ‘Strategic Executive Leadership’: September 14 – 15, 2005 (OSB) budget of \$12,000

Conducted three repeat sessions of the workshop ‘Corporate Governance’ for the Iraqi Inspectors General delegation (120 persons): August 1 -9, 2005; August 15 – 22, 2005; August 29 – September 5, 2005; budget of \$126,000.

Total workshops participation fees amount to \$249,546.

TOTAL VOLUME OF NEW BUSINESS: \$2,993,893.90

Continuing Education Center

453 students were enrolled in courses and certificate programs during the FY 2004-05. The total tuition of registered students amounts to LL 289,634,500 exchanged at \$192,060.

The Kuwait certificate program continues to be under implementation thereby signaling a turnaround for the CEC.

Total Volume of REP Operations*: New and in Progress

New Consulting/Professional Contracts (Face Value) 2,744,347.90
Existing Active Consulting/Professional Contracts (Face Value) 6,814,036.26
Closed Active Consulting/Professional Contracts (Face Value) 1,877,628.85
Workshops (Actual for this FY) 249,546.00
Continuing Education Center (Actual for this FY) 192,060.

\$11,877,619.01

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

George K. Najjar, Vice President
Regional External Programs

VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

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

Fiscal Year 2004-05

I am pleased to report that in this last fiscal year, 2004-05, we were able to raise slightly over \$18 million. This is a new fundraising record for AUB and represents the work of many people over the past few years. The chart below gives you details on the past three years. One can credit our increase in dollars raised to the major gift solicitations that we have undertaken as part of the Campaign for Excellence, to more aggressive mailing schedules for our appeals to alumni, friends of AUB, the AUB faculty and staff, and to a number of new fundraising programs that we started in the past few years (Fingerprints, Parents Appeal, Bookmark, etc) that are described elsewhere in this report. Equally remarkable, perhaps, in the increase in the number of donors contributing to AUB this past year.

SOURCE OF GIFTS	OCT. 1, 2002-SEPT. 30, 2003		OCT. 1, 2003-SEPT. 30, 2004		OCT. 1, 2004-SEPT. 30, 2005	
	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT
FACULTY AND STAFF	141	\$82,617.96	163	\$ 476,629.22	339	\$309,512.62
ALUMNI	1,494	\$2,802,997.10	1,730	\$4,182,737.29	2,203	\$3,130,101.29
BEQUESTS	1	\$10,000.00	5	\$585,000.00	4	\$578,429.09
BUSINESS	152	\$5,930,463.07	168	\$1,149,234.90	153	\$2,225,844.12
FOUNDATIONS	45	\$1,166,426.89	49	\$1,991,779.64	54	\$7,197,982.34
INDIVIDUALS	1,038	\$6,305,105.36	1,143	\$1,989,971.21	1,498	\$2,621,845.16
PRIVATE GROUPS	45	\$345,689.25	52	\$477,400.12	57	\$274,810.57
ACTIVE TRUSTEES	39	\$979,570.24	57	\$1,396,705.49	59	\$1,668,485.15
TOTALS	2,955	\$17,622,869.87	3,367	\$12,249,457.87	4,368	\$18,012,010.34

We have done extremely well in the Campaign in raising gifts of \$1 million and above. Seventeen gifts of \$1 million or more have been given or pledged in the first three years of these efforts and there is every expectation that we will receive more. Those 17 gifts have resulted in over \$77 million in cash and pledges to the Campaign. This is not unusual in higher education where the 90/10 rule has become more and more of a reality. This means that 90% of the funds raised usually come from just 10% of donors. The increasing importance of large gifts has been one of the most striking features of higher education philanthropy in recent years.

Having said that, however, AUB needs to be constantly improving the broad base of alumni support each year. While about 6% of our alumni gave this past year, our percent participation level should be at the 15-20% level. Efforts are being made to double the percent participation in the next two years. The broad base of alumni usually moves from being annual fund donors before they ever become major or principal gift donors. Their engagement in the fundraising process and their understanding of the needs of AUB during this continuum is absolutely vital to our success in this fundraising campaign and to the success of future fundraising efforts.

MAJOR FUND ACCOUNTS	OCT. 1, 2002-SEPT. 30, 2003		OCT. 1, 2003-SEPT. 30, 2004		OCT. 1, 2004-SEPT. 30, 2005	
	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT

CURRENT FUNDS	2,191	\$10,245,259.65	2,326	\$7,600,932.78	3,190	\$12,047,500.13
ENDOWMENT FUNDS	764	\$7,377,610.22	1,041	\$4,648,525.09	1,178	\$5,964,510.21
TOTALS	2,955	\$17,622,869.87	3,367	\$12,249,457.87	4,368	\$18,012,010.34

Campaign for Excellence

On October 1, 2002, AUB launched our five-year, \$140 million Campaign for Excellence. As of October 1, 2005, we have completed 60% of the Campaign in time and raised about 78% of the money needed.

<u>CATEGORY</u>	<u>GOAL</u>	<u>RAISED-TIL SEPT. 30, 2005</u>
ENDOWMENT	\$69,000,000	\$44,348,862.76
BUILDING PROJECTS	\$61,000,000	\$42,263,500.00
CURRENT EXPENDITURES	\$10,000,000	\$22,916,146.08
TOTAL	\$140,000,000	\$109,528,508.84

Our goals now are similar to what they were last year and when we began the Campaign:

Increase participation from individual donors and institutional funders.

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

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

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

We will continue to increase the number of cultivation visits on prospects, increase the number of solicitations by the president, deans, trustees and development officers, continue to identify new prospective donors for AUB, and increase the number of volunteers to assist with our fundraising efforts as we move forward.

We have made substantial progress over the past thirty-six months. There remains much more to do.

W. Stephen Jeffrey
Vice President for Development
& External Relations

DEVELOPMENT OFFICE, BEIRUT

Executive Summary

This year was yet another milestone in the history of fundraising at AUB. In January, gifts and pledges earmarked toward the Campaign for Excellence surpassed \$100 million. The year ended with AUB registering a record in gifts received in a single year, both in terms of amount (\$18 million) and number (4,368 donations). This was accomplished in spite of the tragic assassination of AUB Trustee Rafic Hariri, which forced the cancellation of some fundraising events. Our development programs continued to grow. Class Reunion celebrated its fifth year, Fingerprints its fourth, Parent Program its third, Bookmark and Brave Heart their second. Record donations and participation was achieved in each of these programs. We launched an on-line giving web site. We acquired a new alumni relations online forum and electronic archiving software. The highlight of alumni affairs this year was the decision of the Board of Trustees to establish the AUB Alumni Association (AUBAA) as the single worldwide alumni association.

Financial Results

Fiscal year 2005 marked a record in total gifts received, \$18,012,010, and in number of donations, 4,368. Beirut Office received gifts of \$5,485,260 through 2,497 donations. While the dollar amount was less than last year, it should be noted that numerous gifts solicited by Beirut Office were actually processed through New York. The \$18,012,010 figure represents an increase of 47% over the \$12,247,185 raised last year. Another positive result is the 30% increase in the combined number of donations from 3,367 last year to 4,368 this year. Number of donations to Beirut office recorded a 45% increase over last year (2,497 versus 1,723). Beirut received donations by category as follows: individuals 36%, alumni 24%, business and foundations 25%, and others 15%. Breakdown according to number of donations was as follows: alumni 56%, individuals 23%, faculty and staff 13%, others 8%. Total restricted funds comprised 47% or \$2,572,355, followed by scholarship funds (current and endowed) \$1,799,588 (33%). The bulk of donations 83% (\$4,554,774) were designated for current funds, while funds for endowment were 17% (\$930,486).

Annual Fund

During this fiscal year, we sent 7 Annual Fund appeals. Those included: 2 Faculty/Staff appeals in October '04 and April '05 signed by VP Development; 2 general appeals, one signed by President Waterbury and another signed by the Deans of the respected faculties the alumna/us graduated from; a Parents appeal signed by 3 parents and addressed to parents of currently registered students; a Lybunt/Sybunt appeal signed by Trustee Ann Kerr; and a Bookmark appeal asking parents of graduating students to give for books in honor of their sons/daughters. An e-mail solicitation message that included a link to a flash presentation about AUB was sent to 12,500 alumni. The flash presentation directed the recipients to our new on-line giving web page. 42 donations were received during the year through the site. Total donations received to the Annual Fund this year amounted to \$3,545,468 from 1,199 donors, of whom 254 are AUB faculty and staff and 38 are parents of currently registered students. This compares favorably to last year's figures of \$2,781,557 from 682 donors, for an increase of 27% in amount and 76% in number.

Fingerprints

The Fingerprints program set new records. This year, 831 graduating students (a record 48% of the graduating class of 2005) contributed \$24,500 to Fingerprints, compared to 683 students (39% of the graduating class) with \$19,447 in contributions last year, for an increase of 22% in participation and 26% in amount. The amount donated was matched two-to-one

both by AUB Trustee Ali Ghandour and the University Student Faculty Committee (USFC). The Fingerprints Endowed Scholarship Fund is now worth more than \$340,000.

Stewardship

Coordination among Development, Financial Aid and Comptroller's offices continued on proper accounting and disposition of scholarship awards from current and endowed funds. We reported to donors on the use of their gifts and particularly those for named scholarships. Donors and sponsors of named scholarship funds were contacted to enlist their renewed support for current scholarships and advised of the names and other particulars of the recipients and amounts awarded to each. Numerous requests for special reports and queries on balances, awards and restrictions were attended to.

Alumni Affairs

The highlight of alumni affairs this year was the decision of the Board of Trustees in its June meeting to establish the AUB Alumni Association (AUBAA) as the single worldwide alumni association. The decision was conveyed to alumni in July through a mailing of a letter jointly signed by Chairman of the Board of Trustees Dr. Tom Morris and President John Waterbury. In August, another letter from President Waterbury went out to our alumni introducing the AUBAA Implementation Task Force. A meeting of the ITF was held in London in August. A letter from the ITF to alumni went out in September inviting input on the recent initiative.

In fulfilling our role in promoting AUB among alumni constituencies, we held meetings on a regular basis with alumni and managed AUB representation in their functions. The Office assisted in preparing and participated in fundraising functions with the Athens, Geneva, Syria, Bahrain, Oman, Jordan, Eastern Province of Saudi Arabia, Kuwait, Dubai and Abu Dhabi alumni branches and also in Lebanon for those of the AAA, the Engineering, Medical, Agriculture, Computer Science, and Nursing chapters, and South Lebanon, and Mount Lebanon branches. Most of the proceeds of these activities are earmarked for financial aid.

In addition, visits were made to Bahrain, Eastern Province of Saudi Arabia, Qatar, Dubai, Abu Dhabi, Cairo, and Kuwait. The trips were both alumni and donor/prospect focused.

AUB hosted the fifth Class Reunion celebration in July 2005. This year's program was for the graduates of '75, '80, '85, '90, '95, and 2000. More than 1,000 alumni with their companions celebrated and left behind proceeds of around \$30,000 that were added to the Class Reunion Endowed Scholarship Fund.

Collaboration with Faculties and Other University Units

The Office worked with the Deans to identify new development opportunities, and on development 'companion pieces' for each of the Faculties. The companion pieces will assist in marketing naming opportunities within the Faculties. The Olayan School of Business and the Engineering pieces are out. The year witnessed the symbolic groundbreaking of the Issam Fares Institute for Public Policy and International Affairs and the groundbreaking of the Olayan School of Business. Several major pledges to name campus facilities include: by CCC to name the Scientific Research Building, by Dar Al-Handasa to name the Architecture Building, by Jasim Al-Qatami to name the Engineering Lecture Hall, by Al-Qatami family to name the OSB Trading Room, by Mahmoud Malhas to name the Common Room, by Dia Mutasim to name the Dermatology Library. Of note also are the establishment of several endowment funds by the Diana Tamari Sabbagh Foundation to support Basic Medical Science and the Neuroscience Program, the establishment of an endowed scholarship fund by Dr Fadlo Abu-Haidar for students in Medicine, and the founding of the Zaki Nassif Music

Program. A drive to raise funds to establish the Micheal Attiyeh Chair in Math kicked off with a fundraising dinner in London by the UK chapter.

We worked closely with a faculty volunteer group for a memorial to honor late AUB Trustee Rafic Hariri. The memorial concluded with the dedication of a Cedar Tree in memory of Hariri, through the support of 176 faculty members. In its second year, three fundraising events for The Brave Heart Fund were held: one in NY City, one in London, and one in Lebanon. So far, over \$500K has been raised from over 900 donors. A similar drive for a Children's Epilepsy Fund is being designed. The logistics for launching a Hospital Annual Fund are almost finalized. We held development-focused trips to Bahrain, and Eastern Province of Saudi Arabia with the President, to Abu Dhabi, Qatar, Bahrain, Kuwait, and Saudi Eastern Province with Dean of Engineering, and to Amman and Dubai with Dean of Medicine. We also coordinated with NY Office on development/alumni stops for the Deans of A&S, OSB, and SoN in the US. The Office was involved with the School of Nursing Centennial, the AUB Job Fair, the FEA Student Conference, the university placement efforts, and the Olayan School of Business groundbreaking. We also collaborated with the Office of Student Affairs and the Armenian Heritage Club on initiating the Armenian Students Endowed Scholarship Fund to raise money for financial aid for Armenian students.

Volunteer Groups

A number of activities by AUB's four volunteer groups were interrupted due to the uncertain political and security situation. The President's Club continued its support of campus student life, raising funds through annual memberships and the bench campaign (with 6 benches adopted this year). Support this year included equipping a student lounge at FAFS, buying computers for student dormitories, supporting the choir, and contributed toward the archiving of the theater video library. However, the Club had to postpone a scheduled fundraising gala dinner to next year. The Scholarship Fundraising Committee had a press conference in January announcing a \$1 million goal for endowed financial aid. However, progress did not go as planned, and they had to cancel a major fundraising concert and gala dinner. The Women's Auxiliary continues its valuable monthly support of AUB and the Medical Center. Coordination attempts continue with the Friends of the Museum, but with limited success.

Communication with Alumni and Donors

Our donors were honored through publishing our fifth consecutive Contributors Report. Four issues of Main Gate were mailed to alumni, donors, and parents. Copies of the *AUB Bulletin Today* were mailed to presidents of alumni branches in the Middle East and Europe. A Campaign update webpage, that includes updated figures and charts about the campaign, was added to the Development website. In addition to the appeals listed above, announcements were processed, including a letter from President Waterbury announcing surpassing the \$100 million mark in the Campaign for Excellence, and three letters to alumni about the establishment of the AUBAA.

Staff Development

A number of our staff attended professional development international conferences (CASE, SCT Summit, Harris Summit) and training workshops on campus. Numerous sessions of training for the office staff on the new alumni relations online forum (Harris) and the new electronic archiving software (Laserfiche) were conducted. Visits to NY Office were made to coordinate the use of reports and the implementation of the Harris alumni online forum.

Development and Alumni Information Technology

We are moving to a new version of the Banner Alumni and Development information system. The Beirut Office now handles all AUB gift processing. A backup and recovery plan for all

data was implemented. We acquired Laserfiche, a document imaging and electronic archiving system. We plan to fully digitized our files, providing a more efficient and effective storage and access of our document files. We also acquired an alumni relations online forum from Harris.

Prospect Management and Research

Prospect research and preparation of profiles on donors is an integral part of our efforts to identify possible donors. We created new reports related to prospects, moves, and pledges. These reports are automatically generated and sent to the responsible prospect manager, office director, and VP. We added to our library of references, electronic and hard, to help us conduct research. Updating and incorporating addresses and other contact information of alumni and donors were ongoing. We worked with LibanPost to minimize returned mail through applying new codes that will facilitate proper distribution of mail.

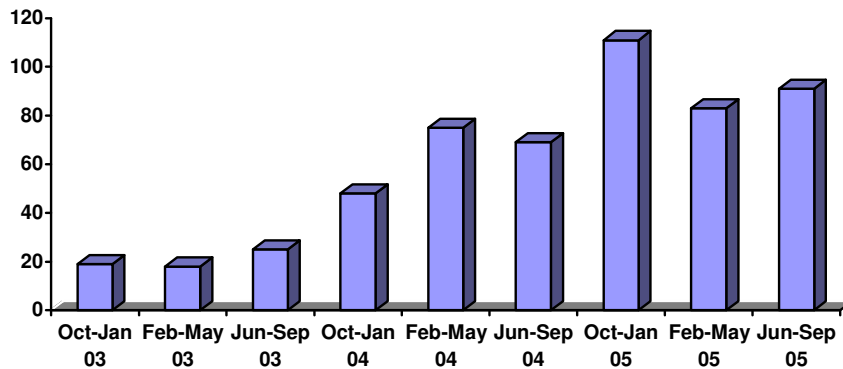
Looking Forward

Closing down on the \$140 million Campaign for Excellence target will be our driving force. Raising funds for the new building projects will be one of our top priorities. Securing donations at the middle level of the Campaign gift pyramid is another. We will build on the successes of the various development programs such as Class Reunion, Fingerprints, Faculty and Staff program, Parents program, Bookmark, and Brave Heart. We have plans to launch the Hospital Annual Fund next year. We also plan to seek another matching gift from the Cleveland Dodge Foundation to increase alumni participation. Regarding AUBAA, there will be considerable work and coordination with the Implementation Task Team. Also on the alumni-relations front, most of the implementation phases of our new Harris alumni online forum will take place next year. A detailed plan for fiscal 2005/06 that includes specific goals and strategies in various development functions is being finalized.

Imad Baalbaki
Director of Development, Beirut

OFFICE OF UNIVERSITY PUBLICATIONS

The Office of University Publications continued its emphasis on centralizing all university publications, advertisements, and promotional material in an effort to protect AUB's brand identity and sharpen its image. During the fiscal year 2004-05, the Office produced and designed over 260 unique publications, advertisements or other promotional items. The interim period Oct-Jan 05 experienced a spike in demand chiefly due to FHS 50th anniversary preparations and unusually strong demand for posters/flyers to promote academic lectures delivered by guest scholars, journalists, or government officials. The School of Nursing was also an unusually active client during that period. The following chart depicts the volume of projects completed through the Office over the past three fiscal years:



Further, the university invested approximately \$243,000 in printed material through the Office of University Publications. All publications printed centrally through the Office of University Publications contain a centralized branding, editorial and graphic design philosophy. This optimizes AUB’s investment in branding and image management while reducing costs due to the competitive bidding nature used by the office for printing.

Institutional Marketing

In addition to publications, the Office has been designing and placing institutional advertisements designed to promote the universities activities in several areas: Outreach Programs, Academic Excellence, AUBMC, REP, and Academic Research. During this fiscal year, the Office placed advertisements for CAMS, AUBMC, for the recycling program, IBSAR, AUB’s Volunteer Outreach Clinic, Healthy Basket and for Development among others. These ads were placed in f publications including *Al Bia wal Tanmia*, *Elem wa Alam*, regional medical publications/directories, *MainGate*, the *Daily Star*, the *Lebanese Yellow Pages*, and the *Cedar Wings* magazine for Middle East Airlines.

Photography

The Office also began archiving contemporary photographs in a scalable, searchable database. To date, over 13,000 photographs have been archived across a range of categories and topics that include on/off campus, classroom, students, labs/facilities, panoramic, AUB buildings, nature, healthcare and agriculture to name just a few. Over time this database will grow as new photographs are added on a rolling basis. The value to AUB will increase as our collective investments in photography are archived and easily accessible in high-resolution formats. These photos are appropriate for academic publications and other forms of advertising, marketing and communications to external audiences

Omar Odeh
 Director of Publications

DIRECTOR OF INFORMATION AND PUBLIC RELATIONS

The Year in Retrospective

Despite the tragic events of this past year, AUB continued to function normally. Traditional university ceremonies were viewed by the media as strong indicators of AUB’s force and its symbiosis with its parent community. In the Opening Ceremony, President Waterbury spoke of “the two Americas.” In Founders’ Day ceremony, Trustee Hutham Olayan spoke of AUB as a bridge between East and West. The student elections in November 2004 were

unanimously seen as exercises in true democracy. The 39th MEMA in May 2005 was the occasion for outstanding medical expertise, local and international, to come together. The Folk Dance Festival and "Fame" the musical gave new sense to AUB's international cultural dimension. In June, AUB held its 136th Commencement Exercises and awarded honorary doctorates in humane letters to the Aga Khan; Richard A. Debs; Fairuz; Ghassan Tuani and Ahmed H. Zewail.

Other noteworthy events which gave prominence to AUB were the School of Nursing centennial celebrations, the pioneering way that AUB devised to dispose of asbestos, the AUB Sustainability Forum, the CAMES conference on secularism, religious nationality and the state. The Office helped in the organization and promotion of these events. It also assisted in the ceremony where AUB remembered its President Stephen Penrose who died fifty years ago. There were also heavily attended lectures by the British and Pakistani ambassadors, with media coverage supported by this office.

Office Affairs in Brief

During the span of this report, the Office completed its move to its new location in Ada Dodge Hall. The new location of the Office allows it to better project AUB's image and enhance the media coverage of noteworthy events on campus or involving AUB externally. The Office output has increased and improved. It acquired its own website, which now carries the online versions of all our publications. Two of the Office's main publications, the AUB Bulletin Today and the AUB Calendar of Events, appeared in a new format, and AUB's second and much improved Annual Calendar was published, in coordination with the Office of Publications, dedicated to the Arabesque adorning 12 university buildings.

Classical musical activities during the span of this report were supported by the Office, which also arranged for the organization (reservation, guest list, etc.) of these festivities and, when needed, provided photos taken by the Office's photographer. The Office coordinated and organized the events, which took place at Assembly Hall, and handled the required paper work for the Ministries of Finances and the Interior. The Office also assisted many units with events, organization and press coverage.

The Office also maintained the university's positive relations with the community through good-will visits and contacts, and through the Visitors' Bureau and Campus Tours Office. In cooperation with the PCNS, the Office has continued to publish news stories about AUB on the AUB website, and continues to publish advance notification of forthcoming events on campus in the AUB Web Bulletin.

Information

During the span of this report, the Office continued to produce its regular publications: *MainGate* (40,000 copies) -- in cooperation with NY Office and the Office of Publications, *AUB Bulletin Today* (10,000 copies), AUB Calendar of Events (6,000 copies), Press Summary, Press Clippings, and Press Releases. It also assisted in the publication of other periodicals such as the *AUBMC News* (3,500 copies), and *Outlook* (6,000 copies).

Besides the above activities, this Office continued to produce special publications in coordination with the Office of Publications, the latest being a special handsome booklet featuring the biography of the honorary degrees recipients this year.

A summary entitled "AUB History: The Past and the Future" was produced in Arabic and in English and given to journalists. This office also continued to place ads for various university units in the local press.

Media Relations

The addition of a Media Relations Officer (MRO) allowed this Office to better respond to journalists' requests on a daily basis, identifying potential stories and contacts for reporters and arranging for dozens of interviews with AUB professors and staff. The BBC, The LA Times, The Washington Post, Le Monde, TF1, TVE, USA Today, Voice of America, National Public Radio (NPR), Newsweek and Belgian TV conducted interviews on campus with the help of this office.

The office worked with many local and international journalists, helping them with their media requests and writing stories which were published in local media, most notably *The Daily Star* and *An-Nahar*. In particular, the office helped former *NY Times* journalist Marvine Howe meet with various AUB faculty and staff for a book she is writing about Lebanon.

In coordination with NY Office, this Office convinced the *Chronicle of Higher Education* to write feature stories on AUB. Chronicle reporter Burton Bollag, visited AUB on April 3-10, and the Chronicle carried three stories about AUB, including a "very big story" (in the words of Burton Bollag) and a feature story, highlighting the scientific work that AUB engineers and students are doing for landmine detection. AUB got the kind of coverage in the Chronicle that is coveted by American colleges and universities.

The Office also helped the BBC host a special debate session on democracy in the Middle East and assisted ANB TV in hosting two episodes of its Parliament 2005 show on elections.

All these events helped boost AUB's visibility in the region and internationally, and the MRO has established relations with Beirut bureau chiefs of regional newspapers such as the Ash-Sharq Al-Awsat, Al-Yaqaza magazine, the Kuwaiti Anbaa, Kuna, Rai Al Aam, and As-Seyassah as well as dozens of new journalists, and created a database for more than 200 local, regional and international journalists from top news media.

In an effort to better cement our media relations, this office organized networking trips in the region, the first of which was at the end of September when the MRO took the opportunity to meet editors of top Kuwaiti English and Arabic news media. The MRO was able to interest *Kuwait Times* Executive Editor Jamie Etheridge in a story about Kuwaiti students at AUB. The MRO also pointed out to Hassan Sayegh, the editor of Kuna, Kuwait's national news agency, that AUB could put together a training program for their staff, and offered to link Sayegh to OIRA.

Web activities

During this period, we handled the day-to-day dissemination of information via the web in areas of our responsibility. We produced online html versions of the office's publications such as *MainGate*, AUB Bulletin Today, AUBMC News, and the Events Calendar. We also edited and approved all AUB Web Bulletin announcements, and published News Highlights stories, articles and press releases. In January 2005, the first few pages of the website for the Office of Information and Public Relations was rolled out. A page for Visitors Bureau and Events Calendar was added, and a new look was given to the *MainGate* and AUB Bulletin Today pages.

Public Relations

Public relations activities of the Office picked up with the opening ceremony of the new academic year and continued with Founders' Day ceremony, the establishment of the Issam Fares Institute for Public Policy and International Affairs and with concerts given in Assembly Hall during December 2004 and January 2005.

Public relations activities of this Office were greatly affected by the tragedy of Prime Minister Hariri's death and its aftermath. The country was at a standstill in the weeks following the assassination and many artistic and cultural activities were canceled. Activity then slowly picked up again, to reach its crescendo with the commencement exercises, the honorary doctorates ceremony, and the Olayan Groundbreaking ceremony.

The major activities during the span of this report were occasions for welcome interaction between AUB and its parent community. They required lengthy organization and coordination with the public and the government, as well as other AUB departments (Development, Publications, Protection, Physical Plant, Student Affairs).

Visitors' Bureau and Campus Tour Office

The Visitors' Bureau and Campus Tours Office continues to provide guided escorts to visitors of various departments on campus. A three-dimensional map of AUB is available. Notable visitors who were given campus tours were United Nations administrators, Danish Council members, Colombian Mayor, Mexican Diplomats, the Chairman of Ericsson, World Affairs Council of America, British Electoral Government Services, donors, potential donors, and the newly appointed US Ambassador to Beirut Jeffrey Feltman, who is recommending this tour to most of his compatriots.

The Visitor's Bureau continued with its usual tours to guests on campus, as well helping in any inquiry. It gave 890 tours to American, European, Arabs, Chinese, Australian and Iranian visitors, ranging from different professions to university and school students, or simply tourists curious to know AUB. Visitor's Bureau members also participated in the School Fair Orientation sessions that gathered more than 56 Lebanese high schools, and included non-stop tours for more than 3,530 students over the period of 7 days.

Ibrahim Khoury, Director
Information & Public Relations

DEVELOPMENT OFFICE, NY

Executive Summary

Ongoing prospect rating and screening sessions were conducted to create a more valid major gift prospect roster. “Filtering” AUB’s prospect pool is a priority at this stage of the Campaign for Excellence. It is essential to make informed decisions on prospect assignments, identifying likely interest areas, logical contacts, and projected dollar targets. It is equally important to make informed decisions regarding the removal of selected prospects from the major gift prospect pool. A “moves management” tracking system was established to allow for a more accurate assessment of the staff’s overall progress in the major gifts area. This system now resides on the Banner program and will offer the additional benefit of enhanced communication between the New York and Beirut offices. Follow-up training sessions conducted by Banner software specialists occurred at the New York office.

Staff have been instructed to prepare FY 2005-06 operational plans, to provide a more strategic approach to major gifts fundraising as well as our Annual Fund appeal.

Recruitment efforts have begun to identify a new Director of Development for the New York office. Efforts will be made to fill this position in a timely manner, as it is important to maintain and increase outreach efforts to AUB’s North American constituents.

Annual Fund

In August, Sujatha Vempaty was hired as the new Associate Director of Development - Annual Fund. Sujatha has a background in fundraising, and her work experience includes annual fund development at New York University School of Law and at Symphony Space in New York City. Sujatha will concentrate on initiatives to promote and increase annual giving among North American alumni, with a focus on raising participation rates and annual fund dollars, instituting donor retention strategies and procuring new memberships to the Daniel Bliss Society.

Some recently completed initiatives are the new brochures for the AUB Annual Fund and the Daniel Bliss Society announcing its 20th Anniversary. The brochures will be sent in November with an accompanying solicitation letter from President Waterbury.

Initiatives to increase annual fund activity include:

Utilize the opportunity of the 140th Anniversary of AUB and 20th Anniversary of the Daniel Bliss Society in solicitations and advertisements in *MainGate*

Target segments of donor and non-donor populations with special solicitations

Provide stronger stewardship of the Daniel Bliss Society

Upgrade annual fund donors to Daniel Bliss Society members

Develop a volunteer fundraising structure among alumni classes

Increase awareness of matching gift opportunities to the Annual Fund

Coordinate the Annual Fund Calendar with Beirut to engage synergies

Major Gifts

Major gifts staff are being held accountable to 20 qualified personal calls per month. The “moves management” system will serve as a “report card” on this front. It will also allow for more systematic and reliable management reports. A new Director of Development will present an opportunity to establish this approach to our major gifts fundraising.

Discussions were held with AUB's legal counsel and with a variety of planned giving specialists pointing towards the AUB's official registration to operate a charitable gift annuity program.

Communications

MainGate

The Spring and Summer 2005 issues of *MainGate* were printed and distributed in June and October 2005 respectively, completing Volume III of University's quarterly magazine. The Spring 2005 issue, "East-West Exchanges", included a special tribute to HE Rafic B. Hariri. The Summer 2005 issue reported on the annual commencement ceremonies and tied in the journeys alumni take after graduation, including interviews with alumni Reem Acra and Ibrahim Gedeon. The Fall 2005 issue, with the theme "Earthbound", is in production and will be printed November 2005. The January 2006 Winter issue will focus on the Campaign for Excellence.

Media Outreach

Two articles featuring AUB were placed in the *Chronicles of Education*: "A Middle East Survivor" on June 10 and "Finding Land Mines Before Children Do" on June 17. Reprints of both articles were made and circulated within the University. Following the death of AUB International Advisory Council member Peter Jennings, an ad was taken in the *International Journalist* magazine in his memory and an *in memoriam* was placed in the *New York Times*. Stories of interest to North American media continue to be identified and pitched.

Web

Content for the AUB NY office website has been approved and the site is under construction. The Communications and Alumni Relations offices in New York coordinated the production and implementation of the new alumni on-line community, which should launch in Fall 2005. A media directory of AUB faculty experts is being posted on the AUB website. A similar media resource is planned for the ProfNet directory of online experts, a subsidiary of PR Newswire. Through a new sister tool, ProfNet Leads, AUB will be alerted daily to hot media issues and will be able to position AUB faculty as experts for the press in a searchable, online forum.

Alumni Relations

Strategic Planning for Alumni Relations

Following a comprehensive review and survey of alumni relations in North America (at the request of President Waterbury), the President appointed a Strategic Planning Task Force on Alumni Relations in North America. The Task Force, composed of alumni from the US and Canada, formulated a plan for improving alumni relations at AUB. While its original charge was to focus only on North America, the recommendations expanded to the AUB alumni worldwide. The Task Force's Plan for Alumni Relations was presented to the AUB Board of Trustees at the June 2005 meeting. The plan recommended two key strategic initiatives: 1) to move toward forming a single worldwide alumni association (AUBAA) and 2) to expand programs and services to all alumni. The Board approved these two proposals.

Subsequently, President Waterbury appointed a Task Force for Implementation of the Plan for Alumni Relations. Made up of alumni from around the world, the ITF met in London in August 2005 to begin its deliberations for implementing the worldwide alumni association. It will continue its work through the coming academic year, bringing final recommendations to the Board of Trustees in June 2006. In the first phase of its work, it will consult with alumni representatives around the world for feedback on the worldwide alumni association. The

Alumni Relations Director, as representative of the AUB office, will participate in these meetings whenever possible.

A series of communications via the AUB website and standard mail to alumni have been undertaken to keep all informed about this transition to the worldwide association.

The Director and Assistant in Alumni Relations have participated in all facets of this strategic planning process by:

Coordinating and attending all meetings of the SP Task Force

Preparing written materials for meetings

Coordinating communications to alumni

Attending meeting of ITF, preparing distribution and follow-up materials

Serving as liaison between AUB staff, SPTF and ITF committees with existing alumni chapters and association (AANA) and individual alumni.

AANA (AUB Alumni Association of North America)

The Alumni Relations Office in New York has provided resources and support to AANA activities throughout the past year. This includes:

Facilitating all AANA Board of Directors' meetings: logistical arrangements, communications, preparation and distribution of relevant written materials (3 physical meetings, 3-6 conference calls)

Assisting with AANA elections, both chapter (3) and national (2) by handling mailing and counting of ballots.

Assisting with AANA chapter and national events by handling mailings or providing written and a/v materials, arranging logistics, and/or attending. Any/all of these were provided for:

North Carolina and Toronto Reactivation of Chapter Receptions (both organized and funded by AUB)

AANA National Fundraising Gala in Washington DC

Atlanta chapter annual banquet

Midwest chapter annual dinner

New England chapter annual dinner

New York metro chapter (3 events at The Debs Center)

Northern Texas chapter annual dinner

Ottawa chapter banquet/launch of the AHDR

Southern California chapter luncheon

Southern Florida chapter annual dinner,

Psychiatry chapter meeting.

Ongoing assistance is being provided to the Houston chapter as it prepares for the AANA National Convention in Nov. '05.

Working with AANA BOD to establish/reactivate new chapters (Ohio/Kentucky, Cardiology, Seattle)

Obtaining legal resolutions and recommendations for non-profit AANA matters through AUB counsel (e.g., obtaining tax-free status in certain states).

Facilitating financial reporting/IRS filings for AANA with its accountant.

AUB Administration/Faculty in the US

Either at the New York Debs Center or in other cities, Alumni Relations organized the following events (outside the framework of the AANA chapters but in collaboration) which

allowed for greater alumni/university interaction, while also, in some instances, showcasing AUB's academic excellence. These have proven successful for all involved.

Debs Center Events: Dean Bitar about AUB FAS, Dean Cortas about AUB's MC, Howayda Harithy on AUB's Architecture Dept.

Regional Events:

President Waterbury at Los Angeles, San Francisco receptions with alumni
Dean Huda Huijer on Nursing centennial, reception in Glendale, CA
Dean Hajj dinner receptions with alumni in CO and the Midwest chapter
Dean Bitar reception with the Midwest chapter

AUB On-Line Community

Alumni Relations staff is working with colleagues to launch the AUB on-line community, a service that has been contracted with B.C. Harris. This on-line community will provide alumni with a searchable on-line alumni directory and the ability to update their own information. It will also provide chapters of alumni associations their own web pages, if they so choose, and allow AUB another means of communicating with alumni through the use of broadcast emails. Launching of the community is scheduled for October 2005.

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

Students and Academic Affairs

The academic program proceeded smoothly and was monitored by the four class teaching committees. Two Medicine I students and one Medicine II student were asked to repeat the year. One of the two cases of delayed graduation for financial reasons has graduated, and the other is expected to graduate this year.

Student Admissions

79 students registered for Med. I. The MCAT averages of the accepted students for year 2005-2006 are shown in the table below.

The MCAT average of the accepted students compared to previous years

	<i>BS</i>	<i>PS</i>	<i>VR</i>	<i>WS</i>	<i>MCAT AVE/SD</i>
2005-2006	10.57 1.35	10.28 1.58	7.03 2.23	7.63 1.88	9.79 1.12
2004-2005	10.41 1.45	10.38 1.44	6.99 1.91	7.21 1.99	9.73 1.06
2003-2004	10.44 1.29	10.71 1.47	5.93 2	7.1 2	9.72 1.06
2002-2003	10.62 1.11	11.34 1.39	6.97 1.99	7.66 2.24	10.23 0.96
2001-2002	11.19 1.12	11.72 1.33	7.17 1.93	5.99 1.74	10.51 0.91

Financial aid

194 students (63% of total medical students) applied for financial aid for the year 2005-06. Of these, 186 (96 % of the applicants) were awarded financial aid, amounting L.L. 1, 752, 542, 045 (\$1,162,163.16). The average per student was around L.L. 9, 422, 270 (\$ 6,248.19), which represents 28.40 % of the tuition fees.

Agreement with Cleveland Clinics for the exchange of senior students

An agreement with Cleveland Clinics for the exchange of 4-5 senior medical students was reactivated. Over the last five years, FM students have taken electives at around 60 American universities and medical centers. The majority of electives from 2001-05 were taken at the following universities: Baylor College of Medicine (52), Case Western University (8), Cleveland Clinics (17), Columbia University (31), Duke University (5), Emory University (22), George Washington University (6), Harvard School of Medicine (13), Mayo Clinics (8), Mount Sinai School of Medicine (13), University of California, Los Angeles (12), University of Illinois at Chicago (9).

Agreement with the Beirut Governmental University Hospital (BGUH)

The BGUH opened officially on July 1, 2005 with 160 beds. This allowed the implementation of the agreement between AUB MC and BGUH. Based on this agreement interns and

residents (paid for by BGUH) from AUBMC were approved to rotate at the BGUH according to the following distribution:

	Beds	Interns	Residents
Internal Medicine	64	4	2
Obstetrics & Gynecology	32	1	1
Pediatrics	32	2	2
Surgery	32	0	4
TOTAL	160	7	9

Faculty of Medicine Research Funding

The Office of the Assistant Dean for Research received 231 research proposals, 13 of which did not require Institutional Review Board (IRB) or Institutional Animal Care and Use Committee (IACUC) review. The remaining proposals were divided among the two committees as follows: 1) The IRB processed 198 research proposals during this period, 146 of which were from the Faculty of Medicine and 523 from other Faculties in the university. 2) The IACUC processed 20 proposals during this period 4 of which were from outside the Faculty of Medicine. 3) The Research Committee reviewed 39 proposals submitted for funding from intramural sources: 14 in the Fall cycle and 25 in the Spring cycle of 2004-05, of which 9 and 15, respectively, were recommended for a total funding of \$910,031, divided as follows: URB \$147,884, MPP \$195,380, LNCSR \$88,255, Others (extramural) \$478,512.

Core Facility

The Core laboratories are operating well, some areas at full usage (e.g. cell culture). A new spectrophotometer was installed in the Protein Chemistry Core Facility, as well as a gel documentation system in the Molecular Biology Facility. A new PCR machine was placed in the DNA sequencer room. ASHA granted approval to build a P3 cell culture facility. Construction will start in fall 2005.

Publications

There were 113 publications by faculty members as per a Medline search conducted in September 2005: 60 (53%) original research articles, 28 (25%) case reports, 21 (19%) reviews, 3 letters and one historical article.

New Appointments and Promotions

This year, 5 new faculty members were appointed: two instructors, and an assistant professor, associate professor and professor. Promotion criteria established two years ago include Impact Factor of journals (IF), citation index of author and percentile ranking of the journals in their respective disciplines. During the promotion cycle 2004-05, 4 out of 8 faculty were promoted to the rank of Associate Professor (50%) and 4 out of 7 were promoted to the rank of Professor (57%). Overall Average IF adjusted per year of promoted candidates increased from 2.2 in 2002-03 to 5.6 in 2003-04 to 6.8 in 2004-05, while the percentage of those promoted remained within historical range.

The Medical Practice Plan

Professional fees collected in the clinical departments increased by 8%, from \$14,289,030 for 2003-04 to \$15,425,220 for 2004-05. In the service departments, the collected professional fees increased by 3.6%, from \$6,243,476 for 2003-04 to \$6,465,906 for 2004-05. As a result, the total professional fees of 2004-05 were higher by \$1,358,621 (6.7%) compared to 2003-04. Expenses for the same period were within the MPP budget.

Financial Performance

The Overall Medicine 2004-05 forecasts (all inclusive of MPP support and differed Maintenance) for (FM, SON and AUBMC) from quarter 3 results are: 1) An AUBMC deficit of \$7,254,589 compared to a 2003-04 deficit of \$7,532,474. 2) The Faculty of Medicine deficit of \$240,424 compared to a 2003-04 deficit of \$356,029 and the School of Nursing surplus for 2004-05 of \$301,518 compared to a 2003-04 surplus of \$645,075. Thus the total forecasted Medicine deficit is \$7,193,495 compared to a 2003-04 deficit of \$7,243,428.

Deloitte Studies

St. Jude costing analysis study was accepted by AUBMC and the CCCL Finance Committee members. AUBMC was underpaid only by \$86,000 for 2003-04. HIP costing study has been reported and will be submitted to the AUBMC Review Committee, results are also being used for the HIP negotiations. The Deloitte benchmarking study with US Hospitals and another with Lebanese Hospitals was conducted. Results are reported in Deloitte compiled reports to be presented to the AUBMC Review Committee. For the Costing Project, we received 2 responses (Avega and Health Decision Systems) for the RFP; demos, evaluations and agreements will be conducted in October 2005.

Searches

54 applications were received for the Director of Finance advertised position from which 4 were short-listed. After interviews, 2 were invited for site visits. Applications received for the Hospital Director advertised position reached 30 applicants, 11 were short listed, and after interviews, 2 were selected to come for site visits.

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

AUB MEDICAL CENTER

Introduction

Our expectations for this fiscal year were high at the end of a last year which saw better than projected results. Tourism to Lebanon at the end of last year was robust, and increased admissions of foreign nationals to the hospital reflected the increase in tourists. The horrific assassination of Prime Minister Hariri on February 14th of this year, and the political upheaval subsequent to that day have affected tourism, and this affects the medical center.

Workload

First class admissions fell below our projected target this year by 5%. Second class admissions were off by 1.5%, but offset by a 12% increase in third class admissions. The increase in third class admissions is partially due to an average 25% increase of "K" class admissions over last year. Efforts to reduce the ALOS in the last few years have been effective and we are making inroads to discharge patients with ALOS of more than sixty days. The ALOS of all classes is 3.92.

Revenue

Although this report is being written before the end of the month of September, we can safely project that we will meet the revenue target for this year.

Patient Satisfaction

The International Patient Relations Office is playing a key role in a number of patient related areas. Some of the activities include the following:

Developing medical center marketing material

Being the focal point for the receipt of patient complaints. The office is responsible to act on behalf of the patient to resolve the complaint or to refer it for resolution to the appropriate department and to report on its ultimate disposition. The staff are also responsible to visit international patients and to offer assistance should it be required

Interfacing with physicians, patients and patient families for the admission of patients to AUBMC from the region.

Familiarize visitors with the medical center and its services.

The Visitors Guide service has been well received by both staff and patients. The service helps patients by escorting them to their destinations, and by assisting them in bureaucratic processes of registration, insurance coverage and admission. All visitor guides are AUB students and easily identifiable by their bright yellow jackets. Their youthful appearance, energy and enthusiasm help to project the medical center as a patient caring institution.

NSSF

NSSF continues to be a major challenge to the administration. Unilateral decreases in rates took place during the year, the latest being the reduction of medical supplies reimbursement effective January 2, 2005. This was coupled with reduced payments. We are attempting to negotiate with three other teaching hospitals (Hotel-Dieu, St. George and Makassed) for

better conditions with the NSSF administration. Our demands center on a reduction in the number of pure NSSF patients, increases in tariffs and decreases in payment delays. Our efforts were verbally approved by the director general, but to date the NSSF has failed to make good on its promises and is threatening to cancel the contract with one of the other three hospitals. Political instability prevents this problem from getting “front burner” attention.

Marketing

Within our plan to build awareness and increase our penetration of the Arab market, AUBMC participated in the Arab Health Conference in Dubai, February 12-15. The AUBMC documentary film was displayed and promotional/informational material was distributed. AUBMC’s presence was appreciated and we responded to multiple inquiries.

AUBMC represented itself at the MEMA conference in May of this year.

The February 14th assassination and subsequent events slowed down marketing activities, but internal preparation of brochures/pamphlets continues and we aim to carry on in this direction.

Capital Projects

Many capital projects, both large and small are in progress or have been completed. The following list represents this activity:

- Accreditation staff relocation to the eighth floor, phase one
- Relocate the billing and collections offices on the first floor, phase one
- Alteration of the shielding lab – Radiation Oncology
- Wireless Internet conduit and installation in CEC
- Construction of two cashier offices on the fourth floor, phase one
- Alterations in the SB of phase one to accommodate General Services
- Renovation of the Diagnostic Radiology simulator room
- Pediatric satellite pharmacy and formula room, sixth floor phase two
- Specimen collection room, first floor, phase two
- Emergency Room, on the final phase
- OPD Eye relocation to OB/GYN, seventh floor phase one
- Orthodontics expansion, sixth floor phase one
- 5 south facelift
- Main kitchen wall tiles and false ceiling
- Human Resources offices, phase one second floor
- Installation of a new dumbwaiter between CSSD and OR
- Installation of a computerized building management system for HVAC systems

John Rhoder
Hospital Director

CHIEF OF STAFF

The Annual Meeting of the Medical Staff was held on October 12, 2004; the following were presented /discussed /approved:

- Report of the Medical Center Director
- Report of the Chief of Staff

Election of 3 members for the Medical Board: Drs. Maurice Haddad, Ziad Salem and Assaad Muhieddine Taha

Elections of the Committee of Peers: Drs. Miguel Abboud, George Araj, Faek Jamali, Ghassan Hamadeh, Adnan Mroueh, Nabil Nassar and Pierre Sfeir.

Approval of the Reviewed Bylaws, Rules and Regulations of the Medical Staff.

The Medical Board met 7 times during this period, on the following dates:

October 19, 2004: Items discussed

- Private Clinics on weekends and OR on Saturdays
- Holidays schedule
- Informed Consent Policy
- AUBMC Performance Improvement Plan
- Recommendations of Task force on Professional fees
- MOH accreditation to AUBMC
- Antimicrobial Usage Committee Report.
- Personnel and committee actions (every Meeting)

December 14, 2004: Disciplinary Committee

January 18, 2005: Issues discussed included:

- Private Clinics on weekends and O.R. on Saturdays
- CME policy for medical staff
- Election of Dr. Kamal Badr and Dr. Nabil Fuleihan to the Steering Committee
- Presentation on the Accreditation and P.I. activities
- Suggestions from Dr. Roger Sfeir for the Bylaws.

May 17, 2005: Issues discussed:

- Appointment of CME Committee and Utilization and Case Management Committee
- Deletion of religion data on Patient Admission Form
- Criteria for Use of Sealed Radioactive Material
- Appointment of Dr. Imad Uthman as Medical Director of Physical Medicine and Chairman of Physical Medicine Committee
- Performance Improvement (PI) and Accreditation: Policies approved, Initialing of x-ray report results by physicians
- Professional Fees billing for consultations.

June 7, 2005:

- Temporary privileges of medical staff and house staff appointment
- PI and Accreditation update
- Adolescent Program proposal and approval
- Writing orders by consultants in medical records
- Resignation of Dr. Hourani as Chief of Staff

August 18, 2005:

- Unification of Private Clinic Records
- Review and update of PI and Hospital wide indicators
- Approval of clinical guidelines concept and 2 clinical pathways for cardiology
- Emergency Unit problems and ideas for improvement.

August 23, 2005

- Personnel appointment
- Cost Study presentation by Dean Cortas and Mr. Fakhoury from Deloitte and Touche.

Appointment of Dr. Saleem Kiblawi, as Acting Chief of Staff, effective June 15, 2005

The AUBMC Performance Improvement Committee held monthly tele-video conference meeting with the BOT (Medicine and Health Subcommittee) Issues presented/discussed included: The Hospital-wide indicators: medical records, Nosocomial infections, Mortality, incidents, needle sticks, satisfaction etc.; O.R. utilization and turnaround time; Informed consent compliance; Patient educational material/handouts; Patient complaints/compliments; Pain management; Gastric Banding surgery

The Committee of Peers was called to meet for two cases/ situations.

Eight Special Medical Staff Committees were appointed and asked to review and report on the care and management of patients.

A special committee was formed to look into a complaint letter submitted by a member of the Medical Staff against his chairman.

Four reprimand/ warnings were served to four medical staff members.

Saleem Kiblawi
Acting Chief of Staff

The report of Medical Engineering can be found in Appendix A

SCHOOL OF NURSING

SoN Centennial Celebrations

The SoN Centennial launching ceremony took place January 28th. The keynote speaker was Dr. Naeema Al-Gasseer, a graduate of SoN, currently WHO representative in Iraq and UN Health Cluster Task Manager. The title of her keynote was "*Health as a Bridge to Peace in the ME; Challenges and Responses*".

A number of public lectures followed:

March 4, 2005 HE the Minister of Health Dr. Mohamad Khalifeh, "*Innovations in Health care Delivery in Lebanon; the Role of the Nurse*"

March 18, 2005 Dr. Mervat Tallawy, Secretary General ESCWA, "*Strategizing in Health Care; the Importance of Manpower Planning in Nursing*"

April 20, 2005 Mr. Elie Aaraj, President, Order of Nurses in Lebanon, "*The Nursing Profession in Lebanon; Current Accomplishments and Future Challenges*"

May 5, 2005 Dr. Assaf Al-Assaf, University of Oklahoma, "*Health Care Quality: the Contribution of Nursing in Improving Performance*"

A number of workshops were offered May-July 2005. The Centennial International Scientific Conference took place June 30-July 2, 2005. The Opening and groundbreaking ceremony for the School of Nursing Building was held on June 30, 2005. Christine Hancock,

president of International Council of Nurses, gave the opening keynote address. The conference included 8 keynote and plenary addresses, 58 paper presentations, and 26 poster presentations. Social activities included a reception at Marquand House on June 30, a Lebanese Night hosted by the Alumni Nurses Chapter on July 1, and a Gala Dinner on July 2 at Hotel Phoenicia.

Special contributions to the SoN were recognized during the Gala Dinner on July 2 as follows: In Memoriam: Mrs. Esther Moyer, Mrs. Lucy Keverian. Special recognition of service to the SoN: Mrs. Waddad Shaya, Mrs. Waddad Khalaf, and Dr. Selwa Makarem. Special international recognition: Dr. Shake Ketefian.

Centennial publications included: Opening and Ground Breaking Ceremony, Program and Abstract Book, Gala Dinner Booklet, and Booklet on History of the SoN. In addition numerous press releases and newspaper and magazine articles were published before and after the centennial celebrations.

A photo exhibit depicting the SoN since 1905 was displayed during the ground breaking and opening ceremony and conference. A SoN marketing film is currently being developed and will be ready in October.

Faculty Development Activities

The new SoN clinical track was approved by BOD, senate, and BOT March 2005. The newly developed promotion criteria for the academic and clinical tracks are being used for all new appointments and for promotion and shifts of current faculty.

All masters prepared faculty met the criteria and agreed to shift to clinical track effective September 2005.

Faculty workload is now more in line with expectations.

Mrs. Nuhad Dumit and Mrs. Myrna Doumit are working on their PhDs in the USA. Mrs. Sana Marini has started PhD work in the Netherlands. Mrs. Dina Shehab and Mrs. Marina Adra are in the process of writing their PhD research proposals for possible work in the Netherlands.

Research support committees were established to support faculty working towards PhDs and their teaching load is slightly reduced.

AUB SoN participated again this year in the European Academy for Nursing Science (EANS) Intensive Summer PhD course. Mrs. M. Doumit and Mrs. S. Marini attended the one-week course held in June in Manchester, UK. Mrs. M. Doumit graduated as a scholar after completing 3 years in the Academy.

Faculty Recruitment

A search committee reviewed 21 applicants; six were short listed and interviewed. Two possible offers for academic and clinical track positions are currently being negotiated. One part-time position was accepted.

Education

BSN: An ongoing evaluation strategy is in place. Attention was given to program and course evaluations. Plans have been discussed to introduce clinical internships/advanced practica, reevaluate credit allocation of clinical courses, streamline research and EPHD course content and offerings, and introduce a uniform clinical evaluation tool.

RN-BSN: Validation of nursing courses and pharmacology course discussed and implementation started.

MSN: Enrollment remains within expectations. Clinical residencies are being negotiated with Schools of Nursing in the USA for possible student exchange and mentoring by expert clinical specialists. Nurse executive track, MSN/MBA is being discussed with SOB for possible collaboration.

Accreditation

The task force on accreditation has started working on the self-study. Plans are underway to submit self-study to CCNE Summer 2006; the site visit is scheduled for fall 2006.

Student Enrollment SoN

BSN: Total number of accepted students AY 2005-2006 is 77; total number committed by June 30th is 30. All accepted students were invited to an Open House at the SoN held in May. Attendance was satisfactory.

MSN: Total number of applicants accepted is 19; total number committed is still unknown.

Student Recruitment Strategy

A student recruitment and public awareness campaign was launched fall 2004 to coincide with the SoN centennial celebrations. Letters & SoN brochures were sent to academic and health care institutions in Lebanon and the region.

Research

Current programs of research in the School of Nursing include:

Stress Research. Lead researcher Dr. L. Farhood: Dr. L. Farhood & Dr. Hani Dimassi. PTSD, *Anxiety & Depression Among Civilian Population in South Lebanon*”, URB grant (Oct. 1, 2005 to Sept. 30, 2006;USAMRAA No W 81 X WH-05-1-0320 year 2005-06.

Pain Management and Palliative Care. Lead researcher Dr. H. Huijer: Dr. H. Huijer: *Palliative Care in Lebanon; Needs Assessment for Palliative Care Services for Children and Adults*. Other researchers; Dr. Hani Dimassi. MPP and URB grant. Ongoing. Mrs. M. Doumit. *The lived experience of Lebanese oncology patients receiving palliative care*. Phenomenological study. (Data collection).

Health Beliefs and Behavior; Health-seeking behavior among the chronically ill. Lead researcher Dr. S. Nouredine: Dr. Samar Nouredine. Factors associated with delay in seeking health care among persons experiencing symptoms of acute coronary syndromes. Other SON faculty members involved: Mrs. N. Dumit, Mrs. M. Adra, Mrs. M. Arevian, & Mrs. D. Shehab. URB and MPP funding. Ongoing. Mary Arevian, Samar Nouredine, & Kabakian, T. Levels of Knowledge, Attitudes, and Practices among Lebanese/Armenian women following an educational program.

SoN Fundraising Drive

Fundraising letter and brochure were mailed to all nursing and medical alumni in January 2005. Special alumni fundraising initiatives in the USA and Canada coordinated by Dr. Shake Ketefian and Dr. Anahid Kulwicki. Three fundraising events organized by AUB Office of Development NY in Washington DC, NY, and LA in April were attended by Dr. H. Huijer.

REP/Gulf Activities

An agreement was signed with Al Mana' General Hospitals in Saudi Arabia to establish a College of Allied Health Sciences; Nursing, MLT, & Pharmacy. Work completed July 2005 included developing an ADN and BSN programs. A delegation visited Abu-Dhabi to investigate providing instrumental help in developing BSN and bridging programs.

SoN Strategic Planning

The SoN strategic planning committee started its work in April 2005. The report is expected to be ready fall 2005.

Huda Huijar, Director
School of Nursing

SAAB MEDICAL LIBRARY

Summary

This year SML acquired a large number of electronic resources, including databases, e-journals and e-books. Also the IDTH 301 witnessed major changes and innovations, these changes were partly based on recommendations from previous students and partly to follow the advancement in Information Literacy. The 2nd Mellon Summer Seminar was successful, and hopefully medical faculty will become more involved in it. SML trained medical librarians from the Arab Region, meeting its vision as a leader and a trainer in medical librarianship in the region.

Library Hours

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

Staff Activities

Tawfic Aridi, Library Assistant III (Binding), Gr. 7, applied for Early Retirement for Medical reasons and was accepted for Early Departure.

Georgetta Iliesco, Library Clerk IV, Gr. 4, resigned for personal reasons.

Opening of System Administrator position, (above grade).

Service Award

Kamal Aridi, Library Asst. Circulation, 15yrs of service

Shafic Ballouz, Library Asst. Circulation, 10yrs of service

Consultations

Ms Nassar served as AUB REP consultant to the University College of Bahrain (UCB), to help them re-organize the library.

Training

August 23 – September 7, 2005 Mr. Abbas Khatem, from Al Farsi Medical Library of the College of Health Sciences, Manama, Bahrain, trained at SML on the new technology, and latest developments in medical libraries.

Automation and Digitization

The Scanning Project of the medical thesis at SML is complete, and the Lebanese Corner Collection (LEB), is also progressing.

SML bought the most important medical e-books. They are heavily used by medical students especially for solving PBL cases.

Classes / Workshops

IDTH 301 course was given to 18 graduate students from the Faculty of Medicine, during the 1st semester. This year two new sessions were added on 'how to write a thesis proposal', and some changes were introduced to follow the advancement in Information Literacy. The web-based tutorials were continuously updated to reflect the new changes at SML, and the implementation of the wireless connection was very well received by our users. Information Literacy sessions on EBM were given to physicians, medical students, interns, residents and nurses. SML received positive comments on the course, requesting additional sessions.

Conferences and Workshops

Library staff attended a seminar on the latest developments in the E-Books Market given by Dawson. Library staff attended a seminar on the latest developments at Elsevier

The medical librarian and the reference librarian attended the 'Fourth Regional Conference on EMR Health Sciences Virtual Library', held in Cairo November 2004 and organized by World Health Organization (WHO), Regional Office for the Eastern Mediterranean. Ms. Nassar and Ms. Farha presented 2 papers: "Implementation and Use of Ovid's LinkSolver at AUB Saab Medical Library" and "Citation analysis tools: Web of Science and Scopus". .

The medical librarian and the reference librarian attended the IFLA/RSCAO Conference on "Building the Digital Collection" February 23 -24, 2005 held in Damascus. Ms. H. Nassar, one of the organizers of the conference, gave a presentation on "Why go digital? Experience at AUB Saab Medical Library"

Ms Aida Farha gave a 2- workshop on "MEDLINE and INTERNET searching for Physicians and Healthcare professionals in the Arab countries", at Assad National Library.

H. Nassar gave a lecture for the Lebanese Library Association on e-books.

H. Nassar and A. Farha were invited by LAU to attend the 2nd AMICAL conference that took place there June 1-3, 2005.

H. Nassar attended IFLA Conference in Oslo, Norway August 13-19, 2005. She was asked to serve as an Information Coordinator for one more year, for IFLA/RSCAO Committee (she already served for 4 years) and she was nominated for 2 years as a corresponding member for the committee. She also attended a Satellite Meeting on "Open access: the option for the future!?"

H. Nassar and A. Farha attended ICML 9 in Salvador, Bahia, Brazil Sept. 19 – 23, 2005. Ms Nassar represented Lebanon, she was nominated by the Ministry of Public Health.

MEMA

SML had a stand at the MEMA Conference to promote for its 80 years as a separate medical library. Actually it was part of the University Library from 1867 - 1925.

New Databases

ACP's PIER: The physicians' Information and Education Resource, Clinical Evidence, DynaMedImages.MD, Stat!Ref, UpToDate, an EBM database was acquired on the demand of all medical students and physicians.

SML was involved in the Mellon Information Literacy Course teaching, given at the University Libraries

Publications

SML Newsletter, Volume 9, issues 1-4, and Volume 10, issue 1, 2005 (available online at SML Homepage) Acquisitions List is published online.

Miscellaneous

“The Lebanon Hospital for Mental and Nervous Diseases” (Asfourye) project is in process and many links with AUB were identified. A paper on this cooperation will be published in the future. Finally for safety purposes, Emergency exit doors were installed @ SML

Future Plans

To build 10 PBL rooms in the library, to actualize the History of Medicine Section, to establish a computer lab, and to finalize the bar coding of the books and journals.

Hilda T. Nassar,
Medical Librarian

DEAN OF THE FACULTY OF ARTS AND SCIENCES

This report covers the period from October 1, 2004 to September 30, 2005.

Student enrollment in the Faculty during the first semester totaled 2,756 (2,296 undergraduate students) and 2,731 (2,257 undergraduate students) during the second semester. The teaching program involved 283 faculty members, of whom 207 were on full time appointments with the balance occupying part time positions. 183 graduate assistants were also appointed. The Faculty offered 374 different courses (equivalent to 868 courses and sections serving 17,630 registered students).

The 2004-05 second semester session ran as scheduled from February 7, 2005 through June 15, 2005. The teaching program involved 286 faculty members, 192 graduate assistants, and 2731 students enrolled in 394 different courses (equivalent to 844 courses and sections serving 16,920 registered students).

The 2005 summer session ran as scheduled from June 27, 2005 through August 10, 2005. The teaching program involved 143 faculty members with 851 (762 undergraduate) students enrolled. The Faculty offered 93 courses (equivalent to 165 different courses and sections serving 2,931 registered students).

Student Admissions: 2004-05

A total of 781 applications for admission to the freshman class were received and 508 applicants were issued letters of acceptance for the first semester of 2004-05, of whom 283 students registered. Applications for admission to the sophomore class totaled 2,030. 1,303 applicants (441 arts, 816 sciences and 76 with unspecified major choice) were issued letters of admission for the same period and 403 registered.

A total of 114 applications for admission to the freshman class for the second semester of 2004-05 were received and 49 were issued letters of admission. A total of 256 applications for admission to the sophomore class were also received and 87 letters of admission to FAS were issued.

Student Admissions: 2005-06

This year the University Unified Admissions Committee (UUAC), with representation from all Faculties, replaced individual Faculty admission committees in acting on all applications.

There were 247 early admission applications for the academic year 2005-06 and 223 applicants were issued letters of early admission to undergraduate study (176 to the sophomore class in FAS and 50 to the freshman class).

841 applications for admission to the freshman class were received and 536 applicants were issued letters of acceptance to date for the first semester of 2005-06 (for a total of 586). Additionally 910 of 1,881 applicants for admission to the sophomore class were issued letters of admission (for a total of 1,086). It is to be noted that many of these accepted applicants represent students applying to other Faculties at AUB also.

Applicants to the UPP (University Preparatory Program) totaled 52 in September 2004 of whom 34 were issued letters of admission and 27 registered. This represents an increase in registration in this program in relation to the same period of 2003-04. Five applications were

received in January 2005 all of whom have been issued letters of admission. Until September 2005, 48 UPP applications were considered, and 38 were issued letters of admission to the Academic year 2005-06.

The graduate program saw an additional 106 students enrolled during the fall semester of 2004-05. This is out of a total of 442 applicants for graduate study, 231 of whom were issued letters of admission. This is a decrease compared to previous years as the Faculty follows a policy of keeping its enrollment at the same level as the previous year.

This same policy was implemented for admission to the graduate programs during the second semester of 2004-2005 as 57 were issued letters of admission to date out of 122 applicants.

Faculty Recruitment: 2005-06

360 applications have been received to faculty positions that were advertised as available in the Faculty starting September 15, 2005. After consultation with the departments and the Advisory Committee, 35 offers were made. 26 offers have been accepted and all contracts have been processed (one professor is to start in February 2006). Nine offers were declined. The national distribution of those who accepted our offers are: 3 Lebanese, 10 US citizens, 2 from Iran and one each from: Argentina, UK, Egypt, Germany, Yemen and Palestine. Two visiting positions filled include the Howell Chair in History, and the Whittlesey chair, which went this year to a candidate in SBS.

Faculty Numbers: 2004-05

The total number of budgeted full-time Faculty positions for the academic year 2004-05 is 226. To date all lines have been used for faculty appointments. 207 are currently used for full-time contracts, with the balance used for part-time contracts. Full-time faculty members are distributed as follows: 138 are in the professorial ranks (assistant, associate and full professors), 66 are in the ranks of instructor and lecturer and 4 are assistant instructors.

The Sheikh Zayed Chair of Islamic and Arabic Studies has been filled since September 2002 by Professor Tarif Khalidi of the Department of History and CAMES. The Margaret Weyerhauser Jewett Chair in Arabic was filled as of October 2004 by Professor Ramzi Baalbaki of the department of Arabic and Near Eastern Languages. This year, the Whittlesey Chair has been occupied by a visiting professor of oriental/Middle Eastern music. The Alfred Howell Chair in History has also been filled with a visiting professor (Mary Wilson of the University of Massachusetts).

Professors on Leave

One professor was on paid research leave during the academic year 2004-05. Eight faculty members were on paid research leave during the first semester of 2004-05 and six were on similar leave during the second semester. Nine of these paid leaves are financed by a Hewlett Foundation grant.

Applications for Promotion

Three applications for promotion were received by the deadline of August 9, 2004. Two faculty members were promoted to the rank of professor.

Remarks

Professor Patrick McGreevy is the new director of The Center for American Studies. The Center is active in establishing its academic programs. The curriculum committee has approved a minor in American Studies. A faculty seminar will continue the work towards establishing other degree programs.

The Finance Competency Center has a new coordinator of activities and is actively pursuing projects with local financial institutions.

Updated proposals for Ph.D. programs have been received from four departments in FAS. Proposals from the departments of Arabic, History, Biology, and Physics have been approved by the Faculty Curriculum and Graduate Committees. The Graduate Committee has also formulated in the meantime standardized requirements for all Ph.D. programs in FAS that have also been incorporated in the said approved proposals. All four proposals have been forwarded to the University Board of Graduate Studies for its consideration and approval.

The department of Fine Arts and Art History is now established in the Faculty. It has new offices and its program has a new entry in the Faculty section of the University catalogue. Appropriate faculty has been moved to it also from the civilization sequence program which was their earlier home.

Since we have also received a major grant to upgrade all classrooms in FAS, a plan for doing so is being set in motion in consultation with the FPDU and work should be started as soon as such architectural plans are readied.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences

DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

409 applications were received for graduate study and 1,228 for undergraduate study in October 2004. 681 new undergraduates were offered admission in October 2004 and 22 in February 2005. Enrollment in the undergraduate and graduate programs was, respectively, 1396 and 273 during the fall term and 1390 and 268 during the spring term. 239 undergraduates and 42 graduates were awarded degrees. Out of 195 graduates who answered a survey out of the 239 graduates, 95 planned to continue their graduate studies in Lebanon or abroad, 87 planned to work, one planned to do his military service, and 12 were undecided to their plans for the immediate future.

Prof. Brian Evans from the University of Texas at Austin visited FEA in summer 2005 and offered a new 3 credit hours course, "Special Topics: Real-Time DSP Lab", to the Electrical and Computer Engineering students.

The Engineering Departments are continuously working towards ABET (Accreditation Board for Engineering and Technology). External advisors, Dr. Essam Radwan from the University of Central Florida, Dr. Bassem Armaly from the University of Missouri-Rolla and Dr. Fawwaz Ulaby from the University of Michigan-Ann Arbor, visited FEA to assist the engineering departments in the ABET accreditation process by providing unofficial evaluations of accreditation readiness. An Accreditation Officer was hired temporarily to help prepare the final self-study reports. Due to the US Department of State travel advisory, the Engineering Accreditation Commission of ABET postponed the evaluation process.

Conferences/Seminars/Meetings

Three faculty members went on long-term faculty development awarded by the URB during Summer 2005. 21 faculty members participated in conferences and professional meetings supported by URB. 28 were invited to participate in academic, research, and professional related activities in the U.S., Canada, Europe and the Region. Dr. Mutassem El Fadel attended the Board of Trustees Meeting in June 2005 as a Senate representative. Dr. Fouad Mrad presented two seminars to the Center for Technology Commercialization of the Business School, George Washington University, and to the Technology Bridge World and the Robotics Institute, Carnegie Mellon University in February. Profs. Riad Chedid and Farid Chaaban visited Dhofar University in Oman as part of REP consultancy project in June.

During the year Dean I. Hajj: i) held several visits between October and May with the Office of Development to Abu Dhabi, Kuwait, Qatar, Bahrain, Dammam, and Dubai to meet with Alumni and prospective donors; ii) participated in the E-Learning Applications Conference, University of Cairo, Egypt in January; iii) attended the ABET Workshop in Denver, Colorado, the 2005 Engineering Dean's Institute Conference in Tucson, Arizona and visited the University of Illinois, Champaign for recruiting and meeting with alumni in Denver and Chicago in April; iv) visited the Swedish Royal Institute of Technology as part of the Research Exchange Program for Faculty and students in ECE Department and visited the University of Copenhagen, Denmark in June; v) visited the University of California at Berkeley and Stanford to discuss possible exchange programs and research collaboration in engineering in August. He also met with alumni.

As the national secretariat for IAESTE in Lebanon, the Faculty arranged for 12 international students to conduct summer training in Lebanon during summer 2005, and 13 FEA students

went in return for summer training abroad. FEA Career Center arranged 131 job offers for our graduates from 74 companies (local, regional and multinational) and 333 internship offers for our third-year students from 161 companies and universities.

The Engineering Departments organized 46 academic perspectives seminars. The Department of Architecture and Design organized 12 seminars/public lectures, 4 city-debate 2005 sessions, June 2005 annual student exhibition “Habke- Plot”, and hosted the British Council Exhibition, StepAway Book Forum, the PromoSeven Workshop in October and the ETH Zurich Student Works in November. The distinguished architect Yoshiharu Tsukamoto from Japan visited the department, delivered a public lecture and conducted a workshop for third and fourth year architecture students in March. The IEEE and ASME Student Chapters arranged five seminars given by external speakers on technical topics of interest to engineering students in March, April, and May. The IEEE also held the Tempus Workshop on engineering and communications related topics given by four professors from Germany and UK in March. The ASME organized the “Gee Whizz Micro Car Contest” in May. Two visiting scholars: Dr. Fawwaz Ulaby, University of Michigan-Ann Arbor, and Dr. Bassem Armaly, University of Missouri-Rolla were invited on URB sponsored visit to meet with students and faculty and deliver seminars in the fields of Electrical and Computer Engineering and Mechanical Engineering, respectively, in May.

Research Grants

The Lebanese National Council for Scientific Research approved 5 research proposals (\$31,666) and the URB awarded 36 research grants (\$199,750) to faculty members for 2004-05. 11 external research projects (\$1,248,595) are still in progress. 3 new external research grants (\$10,284) were received from the National Instruments, Consumers Lebanon, and Ericsson. USAID/ASHA granted \$196,000 for the purchase of equipment and approved \$284,833 for FEA 2004-05 proposal.

Academic Personnel

i) Faculty members who were promoted to the rank of professor as of October 2004: Dr. Ayman Kayssi, Fouad Mrad, Sami Karaki(ECE) and Dr. Toufic Mezher (EM); ii) the visiting status of Profs. George Arbid and Walid Sadek (ARD) was changed to regular assistant professors; iii) new faculty who joined FEA: Zaher Dawy and Wael Nouredine (assistant prof., ECE), Walid Ali Ahmad and Louay Jalloul (associate prof., ECE), Daniel Drennan (assistant prof., ARD), May Farhat and Stephen Campbell (visiting assistant prof., ARD), Issam Lakkis (visiting assistant prof., ME); iv) new administrative appointments: Dr. Ayman Kayssi (Chair, ECE Department as of September 1, 2004) replacing Dr. M. Adnan Al-Alaoui; v) visitors to the Faculty: Dr. Abdul Hamid Sadka from the University of Surrey, fall 2005 and Dr. Antoine Naaman from the University of Michigan, Ann Arbor, spring 2005 as visiting professors of ECE and CEE, respectively; vi) faculty members who received grants/awards: Mona Harb and Hassan Artail (Hewlett Foundation Research Leave, fall and spring 2005, respectively), Dr. Salah Sadek (Teaching Excellence Award 2004-05), Mr. Samir Trabulsi (ASHRAE Student Activities Achievement Award); viii) Dr. Kinda Khalaf went on approved maternity leave (fall 2005); ix) Dr. Hassan Diab was appointed as Secondment to Dhofar University in Oman as of September 2004; x) Associate profs Hadi Baaj (CCE) and Mohamad Rawas (ARD) resigned from FEA as of September 2004.

Faculty News

The Faculty held its: i) award ceremony for the distribution of Dean’s Honor Certificates in October 2004 for spring 2003-04 and in March 2005 for fall 2004-05; ii) annual orientation

program and acquaintance party for new students, and Dean's welcoming reception for new faculty in October 2004; iii) annual rehearsal and reception for graduating students in June 2005; iv) Fourth FEA Student Conference on May 26, 27 where five distinguished alumni gave plenary talks and received awards; eight technical seminars were held, CEE, ECE and ME students held their projects exhibitions, a general reception wrapped up this event; v) Reunion for FEA Classes of 1975, 1980, 1985, 1990, 1995, 2000 that included a presentation, tours of the facilities and labs and a reception.

CEE student society held its 1st Talent Show in December 2004. ECE students participated in the ACM contest in Kuwait in December 2004 and won the 3rd place. FEA ERG conducted the 2nd Regional Collaboration Steering Committee Meeting in January followed by a Stakeholders Workshop. Dean James Wei visited the Faculty in May. External reviewers who visited the Faculty to evaluate our Ph.D. program proposals were Drs. Ahmad Ghoniem and Cristina Amon for ME Department in February and Drs. Ken Jenkins and Munther Dahleh for ECE Department in May.

The groundbreaking ceremony for construction of the new CCC Science Research Building was held on October 3, 2005. FEA Strategic Planning Committee was formed to work with other committees campus-wide to develop strategic planning for the whole environment and produce its report by November 1, 2005. An Ad-hoc Committee on academic integrity was composed to develop an action plan and ways of implementing it to make ethical behavior and academic integrity the normal lifestyle in FEA and on AUB campus.

Students Awards 2003-04

Fawzi W. Azar Architecture Award (\$10,000): Roula El-Khoury; Areen Awards of Excellence in Architecture: Sandra Rishani (\$1,500), Moustapha Zaafari (\$1,000), Tarek Salloum (\$600); the 2004 Charli S. Korban Award: Ahmad Bakri Kasbah (EE 2004) and May Itani (CCE 2004); Abdul Hadi Debs Endowment Award for Academic Excellence at the graduate level: Nadim Diab (ME); Distinguished Graduate Award: Antoine El-Daher (CCE), Hamza Derbas (EE), Maya Rizkallah (GD), Mohamad Hoteit (ME); Dean's Award for Creative Achievement: ME project of (Shant Lojikian, Hrair Boutchakjian, Aram Kradjian), EE project of (Sara Khaddaj, Bilal Khaddaj, Samah Halawi), CCE project of (Marwa Abdel Baki, Joanna Fayad, Mansour Mansour, Rosali Saba), CEE project of (Elie Daccache, Frederic Kassardjian, Joe Mattar), GD project of (Maya Rizkallah), ARCH project of (Tarek Salloum); Penrose Award: Fehmi Sakkal (EE).

Donations

The following donations were received: i) \$25,000 Petrofac International Ltd; Sharjah, UAE for research; ii) \$6,000 from Mr. Mohamad Nasser, Target Engineering Construction; iii) \$2,500 from Mr. Issam Hage; iv) \$1,000 from Mr. Mounir El-Khatib, Khatib & Alami; v) \$2,500 from Associated Consulting Engineers; vi) \$1,500 from Mr. Rafic El-Khoury; vii) \$1,500,000 from Dar Al-Handasah to renovate the building of Architecture and Design; viii) \$500,000 from Mr. Jassim Al-Qatami to renovate the Engineering Lecture Hall in Bechtel Building; ix) \$10,000 from SUN Microsystems for research in ECE Department; x) \$4,350 from ASHRAE to Mechanical Engineering students' projects; xi) twenty licenses of Microwave Office and CAD tools from Applied Wave Research, Inc to ECE Labs.

Ibrahim Hajj, Dean
Faculty of Engineering and
Architecture

DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic and Student Affairs

Student enrolment figures for the academic year 2004-05 were as follows: 595 students during the first semester, including 86 graduate students and 607 students during the second semester of which 82 were graduate students; 276 students during summer 2005 of which 30 were graduate students. During 2004-05, 125 students graduated: 14 with a B.Sc. in Agriculture; 15 with a B.Sc. in Landscape Design and Eco Management; 63 with a B.Sc. in Nutrition and Dietetics, 8 with a B.Sc. in Food science and management and 25 received their M.Sc. degrees. Three new courses were approved by the FAFS Academic and Curriculum Committee to be offered as of the Spring Semester 2004/2005: two new undergraduate elective courses LDEM 261 "Spatial Structures and Movement" and LDEM 262 "Healing Landscapes: Contemporary and Historical Settings"; and one graduate course NFSC 351 "Food Safety-Contaminants and Toxins".

Effective October 1, 2004, Coordinators of academic programs at FAFS were as follows: Dr. Mustafa Haidar, Coordinator of Undergraduate Studies, Agriculture Program; Dr. Omar Obeid, Coordinator of Undergraduate Studies, Nutrition Program; Dr. Jala Makhzoumi, Coordinator of Undergraduate Studies, Landscape Program; Dr. Raja Tannous, Coordinator of Undergraduate Studies, Food Science and Management Program; Dr. Riad Baalbaki, Coordinator of Graduate Studies; Dr. Rami Zurayk, Coordinator of the Ecosystem Management Program and Dr. Shady Hamadeh, Coordinator of ESDU.

Personnel Affairs

Effective October 1, 2004, Drs. Isam Bashour and Moatsim Sidahmed were promoted from associate to full professors in the Land & Water Resources department. Dr. Efat Abou Fakhr Hammad, associate professor in the Plant Sciences department, spent her periodic paid research leave at the University of Florida, Gainesville. Dr. Ali Hussein joined FAFS in October 2004 as a full time assistant professor of Landscape in the Plant Sciences department. Dr. Sana Ghaddar joined the Nutrition and Food Sciences Department as a full time assistant professor of Nutrition. Drs. Nasri Kawar and Adib Saad were appointed by the Minister of Agriculture, as members of the National Committee on Pesticides Regulations and Trade. Two applicants, one for the Horticulture position and the other for the Food Science position, were sent offers for the next academic year. The candidate for the Food Science position joined us in September 2005.

Research Grants & Service Contracts

Effective October 1, 2004, the University Research Board (URB) provided funds for 16 faculty members with a total budget of \$117,000, while the Lebanese National Council for Scientific Research (LNCSR) provided funds for 6 faculty members with a total budget of LL 47,500,000.

A new grant agreement funded by IDRC on "Wild Edible Plants: Promoting Dietary Diversity in Poor Communities of Lebanon" has a total budget of \$154,986 for the period November 30, 2004-November 29, 2006. Dr. Batal is the project coordinator. Another agreement from IDRC was also approved for Dr. Ramy Zurayk on "Regional Training & Knowledge Sharing in Urban Agriculture for the Middle East & North Africa". The project period is from January 14, 2005 to July 14, 2007. Total budget amounting to \$ 384,995.

A memorandum of partnership agreement between the Agricultural Higher Education and Development (AHEAD) of the College of Tropical Agriculture and Human Resources of the University of Hawaii at Manoa and FAFS was signed. This agreement was effective as of December 2, 2004 until June 30, 2005. It aims at strengthening academic programs and extension training in Agricultural Sciences at the College of Agriculture and Forestry at the University of Mosul and the University of Dohuk in Iraq, as well as rehabilitating the research infrastructure and agricultural research programs at both colleges. The budget allocated for this partnership agreement was \$ 152,690.

A new project funded by UNIDO on “Microbiological Testing of Meat and Poultry” has been approved effective May 2005 for \$13,000. Dr. Raja Tannous is the Principal Investigator. A new project on “Integrated Development of Wadi System in Lebanon” has been approved for the period March 23, 2005-August 31, 2005. This project is funded by UNESCO for a total budget of \$2,000 and Dr. Nadim Farajalla is the Principal Investigator. A second project for Dr. Farajalla on “Support for Environmental Management of the Iraqi Marshlands” is funded by the United Nations Environment Programme (UNEP) and the International Environmental Technology Centre (IETC). Duration of this project is from March 18, 2005-July 30, 2005, with a total budget of \$ 40,878. “FAFS/UNIFERT Vegetable Seed Trial” was renewed for the 2005 Season with a total budget of \$ 7,000.

Faculty Professional Activities

FAFS faculty members continued to attend international and regional scientific meetings during 2004-05. 14 faculty members presented papers and/or chaired sessions in those meetings. Drs. Youssef Abou Jawdeh and Sui Kwong Yau, professors in the Plant Sciences department, were granted long term faculty development leaves. Dr. Abou Jawdeh spent his leave at the University of Wisconsin-Madison, USA, from June 30-August 15, 2005 while Dr. Yau was at the University of Manitoba, Canada, from July 1-August 31, 2005.

Dr. Katherine Gray Donald, associate professor of Human Nutrition at McGill University, was invited by the Nutrition and Food Science department on the URB Visiting Scholar Program. She visited the department June 8-22, 2005, met with faculty and students and presented lectures on recent issues of nutrition.

Symposia

A symposium entitled Challenges Facing Water Resources Management in Arid and Semi-Arid Regions was held at FAFS October 7-8, 2004. Sponsored by the Fares Foundation, Dar al-Handasah, UNESCO, and AUB (FAFS and FEA) under the direction of co-chairs Musa Nimah and Nadim Farajalla, it was composed of three sessions: Water Demand and Supply Management in Agriculture, Water Demand and Supply Management in Domestic and Industrial Sectors, and Conflict Resolution and Policy Issues in Water Resources Management. Representatives from 12 countries presented 23 papers. Peter Rogers (Harvard University) and Marshall English (Oregon State University) were Keynote speakers.

AREC

Works continued on rehabilitation of the creamery and equipment was purchased on USAID ASHA grant. The Physical Plant Department conducted soil investigation and structural assessment in the Women’s Dormitory building to determine whether a second floor is feasible. The FPDU also conducted a study on the cracks of the workshop building to determine its safety. Agriculture III and Landscape III students spent the spring semester of 2005 at AREC. The Agri III students continued at AREC through the summer. Two visiting

professors and two research fellows, all from Mosul University Iraq, resided at AREC and started their poultry experiments as part of the agreement between FAFS and the Agricultural Higher Education and Development Project (AHEAD). Several forage production workshops were held at AREC during the current year. The AREC creamery, recently rehabilitated by AREC and furnished by an ASHA Grant, began producing processed dairy products. AGGIE Olympics, henceforth known as "AREC Day" was held on May 14, 2005. One hundred athletes from Colleges of Agriculture in Lebanon competed in the games. The annual sweet corn day was held on August 21, 2005. FAFS faculty members, staff and alumni attended all the activities of that day.

The AUB Seed Bank at AREC is the first and only seed bank in Lebanon. In 2004-05, the Seed Bank was in its second year of operation. More seed samples were received from the seed bank at ICARDA (The International Center for Agricultural Research in the Dry Areas). By the end of September 2005, the Seed Bank was holding 838 accessions in its long-term cold storage. The manager went to ICARDA for training, and a computer program on seed bank management from ICARDA was successfully installed. Furthermore, seed multiplication of 113 cereal accessions were carried out. A colorful pamphlet introducing the Seed Bank was also prepared.

Honoring of FAFS Distinguished Alumni

The FAFS in cooperation with its Alumni Chapter held a dinner on January 19, 2005 at the Bristol Hotel in Beirut, to honor four of its distinguished alumni. The alumni honored were: Dr. Mansur AbaHusayn, a former Deputy Minister of Agriculture in Saudi Arabia, his Excellency Minister Elie Joseph Skaff, former Minister of Agriculture, her Excellency former Minister Wafa'a Dikaa Hamze, Minister of State in charge of Parliamentary Affairs and Mr. Samir Kreideih, owner and general manager of one of the biggest landscape companies in the Middle East. Besides FAFS faculty and alumni, President Waterbury, Provost Heath and several top officials of the Ministry of Agriculture and Advisors to the Minister, attended the dinner. The dinner proceeds went to the FAFS Graduate Student Endowed Scholarship Fund.

Dinner in Honor of FAFS Advisory Board

The Dean hosted a dinner on October 7, 2004, in the gardens of the Faculty in honour of members of its Advisory Board, which was established in the year 2000 from prominent members of agricultural businesses in the region. The dinner was attended by President Waterbury, Provost Heath, members of the BOD, FAFS Faculty and selected agri-business people who have contributed to the Faculty and cooperated with faculty members in various agriculture development projects. The Dean and the President both spoke on the occasion and welcomed the participants and thanked them for their contributions.

Nuhad Daghir, Dean
Faculty of Agricultural and
Food Sciences

DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Graduates from Degree Programs: 89 students graduated from FHS during AY 2004-05 (including summer 2005): 37 students with a BS in Health Sciences (17 from EH and 20 from MLT), 40 students with the MPH degree and 12 graduated with an MS degree.

Regional/MD Students: The Faculty awarded scholarships to six new regional students (one each from Egypt and Sudan, two from Jordan and two from Palestine) and two MDs from Lebanon, through support from the Arab Fund, Ford Foundation and Wellcome Trust grants. 20 graduate students are supported by scholarship funds till the end of June 2005: 13 from the region (Egypt 2, Jordan 3, Palestine 4, Sudan 1 and Syria 3) and 7 MDs from Lebanon.

Faculty

Promotion. Dr. Robin Heath was promoted to the rank of Associate Professor effective October 1, 2005.

New and Visiting Faculty. 1. *Dr. Ziyad Mahfoud*, Ph.D. 2001 from the University of Florida, was appointed assistant professor in the Department of Epidemiology and Population Health effective September 15, 2004 for three years. 2. *Dr. Assaf Al Assaf*, from the University of Oklahoma, was appointed visiting professor in the Department of Health Management and Policy during the period May 2 - June 11, 2005. 3. *Dr. Jocelyn Eid*, MD 1996 from the Lebanese University and MS 2004 in Epidemiology from FHS, was appointed a part-time lecturer in the Department of Epidemiology and Population Health effective October 1, 2004 for nine months. 4. *Dr. Omar Al Dewachi*, Ph.D. student at Harvard University, was appointed visiting lecturer in public health for the period November 15 to February 28 to give the social and preventive medicine course to medicine I students.

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

During the spring semester of 2004-05, faculty members worked on the 10 accreditation criteria for the Self-Study Report which will be submitted to CEPH early December 2005. The preliminary report is being edited and will be posted on the FHS website by mid October 2005.

Regional and International Links

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

Visiting Scholars. 1. *Ms. Sawsan Abdulrahim*, PhD student at Michigan University School of Public Health, visited FHS April 24-May 1 as a prospective assistant professor in the Department of Health Behavior and Education. 2. *Dr. Jocelyn DeJong*, from the University of Manchester, visited FHS February 6-9 as a prospective associate professor in the Department of Epidemiology and Population Health. 3. *Dr. Fadi Fathallah*, from the University of California at Davis, spent February and March 2005 at FHS working on a collaborative study with Dr. Rima Habib on women, work and health. 4. *Dr. Carla Makhlouf Obermeyer*, from WHO Geneva, visited FHS March 31-April 7, 2005 and discussed with concerned faculty her joint AUB/Harvard research project entitled "Therapeutic Decisions at Menopause".

Visiting Fellows. The Center for Research on Population and Health (CRPH) hosted the third group of visiting regional fellows during summer 2005: 1. *Dr. Rita Giacaman*, (one month),

Research Coordinator and Associate Professor at the Community and Public Health Institute (ICPH), Birzeit University in Palestine; 2. *Dr. Abdullatif Husseini* (one and a half months), Assistant Professor of Public Health and Epidemiology at ICPH, Birzeit University; 3. *Mr. Ismail Lubbad*, (one month), Researcher, Socio-economic Affairs Unit, UNESCO Headquarters in Gaza; 4. *Dr. Yousef Al Madi*, (one week), Palestinian Bureau of Statistics, Syria; and 5. *Dr. Cynthia Myntti* (one month), independent consultant.

Retreat with SRC/AUC. CRPH hosted a retreat (July 8, 2005) between the Social Research Center at AUC and FHS/AUB. Seven AUC researchers attended this retreat in addition to FHS faculty, and Drs. Cynthia Myntti and Rita Giacaman. The purpose of the retreat was to discuss research collaboration between the two institutions.

Retreat with Birzeit University. A one-day retreat (July 9, 2005) was organized to discuss collaboration between FHS and the Institute of Community and Public Health (ICPH) at Birzeit University in research, training and graduate programs. The Director of ICPH, Dr. Rana Khatib, attended along with two of the Institute's faculty members, Drs. Rita Giacaman and Abdul Latif Husseini. Four FHS faculty members and the Dean attended. The retreat reviewed progress between the two organizations and planned for increasing collaboration and funding.

Reproductive Health Working Group. FHS jointly organized with the regional Reproductive Health Working Group (RHWG) the annual meeting, held in Lebanon from July 10 to 12, 2005. There were 38 participants from Lebanon, Egypt, Jordan, Palestine, Syria, Turkey and the USA. Thirteen faculty members working on reproductive health issues at FHS participated.

Workshop with SRC Cairo. In September FHS jointly hosted a workshop on Teaching of Social Sciences to medical students with the Social Research Center at the American University of Cairo. 20 students from Egypt, Lebanon, Palestine, Syria, UAE and USA attended.

Research Grant Support

1. *The Wellcome Trust* awarded FHS \$3,044,350 for research on “Health status, Well-being and Population Change in the Middle East” effective January 1, 2005 for five years. Part of the grant was proposal development funding for the Urban Health project, which will submit its developed proposal to the Wellcome Trust at the end of January 2006.

CRPH hosted two meetings for the International Scientific Steering Groups supporting the projects funded by the Wellcome Trust: a) Urban Health Study (meeting held June 27-29) and b) Changing Childbirth regional project (meeting held on June 20-21, 2005).

2. The IDRC funded tobacco control research program led by Dr. Rima Afifi of the Department of Health Behavior and Education met at FHS from September 26-29, 2005, with members of the research team from FHS, FM and FEA, the regional collaborators from Syria and Egypt, and two program officers from IDRC Canada. The purpose of the meeting was to discuss the progress of the IDRC/RITC funded project and to identify potential research areas for future collaboration and continued funding support from IDRC/RITC.

Research Workshops.

a) FHS organized jointly with the Syrian Center for Tobacco Studies and the Egyptian Smoking Prevention Research Institute, a 5-hour interactive workshop on “The Narghile: Friend or Foe”. The workshop was held at AUB on May 15 during the Middle East Medical

Assembly (MEMA). Around 50 persons attended the workshop, jointly supported by AUB and the Ford Foundation.

b) A one-week course on Design and Analysis of Randomized Controlled Trials (RCT) was organized by the Choices and Challenges in Changing Childbirth Research Network (hosted at CRPH) and held at FHS May 6-11, 2005. It was funded by the Wellcome Trust grant to FHS. The course was led by Professors Diana Elbourne from the London School of Hygiene and Tropical Medicine and Rona McCandlish from the National Perinatal Epidemiology Unit in the UK. 22 participants attended the workshop, 7 from the region (Egypt, Palestine and Syria).

c) The Preconceptional care project, a joint collaboration between researchers at UCLA School of Public Health, FHS/AUB and the Alexandria University High Institute of Public Health, organized a meeting at FHS December 6 and 7, 2004. The participants (from Egypt, Lebanon and USA) presented final research findings and discussed possibilities for future collaboration.

1. FHS held a second course on “Public Health in Complex Emergencies” February 28-March 12, 2005, in partnership with World Education Inc., the Mailman School of Public Health at Columbia University and The International Rescue Committee. The 18 participants included emergency physicians, nutritionists, emergency relief workers, and health program managers from ministries of health and non-governmental agencies in Azerbaijan, Bahrain, Ethiopia, Iraq, Jordan, Kenya, Palestine, Sudan, Uganda, and the United States.

2. The Flagship Program on Health Sector Reform organized a Senior Policy Seminar for the Yemeni Ministry of Public Health in Sana’a, April 9-11, 2005. The seminar was attended by 54 participants from the Yemeni Ministries of Health, of Local Affairs and of Civil Service and non-governmental agencies in the country.

3. The Faculty of Health Sciences, in partnership with the Institute of Community and Public Health at Birzeit University, offered a five-day intensive summer short-course from July 11-15, 2005 on “Health Program Management”. Eighteen participants, public health practitioners working in a managerial or administrative capacity within public, non-governmental organizations, as well as in private sector health programs in their respective countries (from Iraq, Jordan, Lebanon and Palestine), attended the course.

4. FHS also held a training workshop on “Advances in Development Communication” from June 6-11, 2005 organized by the Department of Health Behavior and Education jointly with the Center for Communication Programs at the Johns Hopkins University (JHU). Twenty participants (from Egypt, Jordan, Morocco, Oman and Sudan) attended the workshop.

50th Anniversary Celebrations

The first two weeks of December 2004 marked the culmination of celebratory events for the 50th anniversary of FHS. Throughout the fall semester, faculty organized this major event. An international scientific conference on “Public Health: Reaching Beyond Boundaries” was held at AUB December 9-11. The actual celebrations started on the evening of Thursday December 9th with a Commemoration Ceremony, followed by a reception hosted by President John Waterbury. The anniversary celebrations ended on December 11 with a gala dinner which resulted in establishing an FHS Scholarship Fund with a modest amount of \$ 5,000.

Renovation Projects

Two capital projects were carried out during AY 2004-05: renovation of the façade of Van Dyck and renovation of the courtyard. Both projects helped give a new look to the Faculty as it begins its 51st year!

Huda Zurayk, Dean
Faculty of Health Sciences

DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

For the OSB, the academic year 2004-05 was a period of intense activity marked by three major highlights: establishing ourselves as the premier provider of EMBA programs in the region, pushing ahead with the AACSB accreditation process, and launching of a new program in corporate governance. Above and beyond all this, June 24 was a memorable day in the life of the School marking the groundbreaking ceremony for our new home-to-be on the lower campus. Other significant events included the formal launching of the Kheireddine lecture series with two distinguished speakers namely Dean Hawawini of INSEAD and Sir Geoffrey Owen of LSE. A new Reuters-donated trading room was also added to our facilities offering our students cutting-edge exposure and an opportunity to simulate the working of the real world. In total, eight new faculty members joined the OSB between fall and spring. Against this, four faculty members left the School for various reasons by the end of June 2005.

On the enrolment front, our undergraduate program population was 1,210 against 1,121 during the same period a year earlier. Our composite score rose from 473 to 495. Of an application pool of 1,586, 823 were accepted and 295 actually registered rendering a yield factor of 36 %. Transfer to the OSB from other Faculties continued to be in high demand. 153 students sought to transfer but only 93 were accepted. The minimum score was 74 against a university requirement of 70. Freshman transfer applicants amounted to 173 of whom 106 were accepted. Minimum score was 75 against 70 for the University.

MBA applicants for the fall semester were 150 from whom 46 were accepted. In spring, we had 78 MBA applicants, with 18 acceptances. The EMBA witnessed accepting 18 new candidates from all over the region as our second cohort in the program.

Faculty Profile

Full-Time Faculty: Comparison (2003-04/2004-05)

	<u>2003-04</u>	<u>2004-05</u>
FTE	34	37.5
Distribution by Rank		
Professor	4	3
Associate Professor	5	4
Assistant Professor	13	17
Senior Lecturer	2	2
Executive in Residence	1	1
Lecturer	3	5
Instructor	7	7
Total	35	39

The following faculty members joined the School during the academic year 2004-05:

	Degree	Rank	Area
Fall			
Fida Afiouni	Ph.D.	Lecturer	Management
Salim Chahine	Ph.D.	Assistant Professor	Finance
Mohamad Jaber	Ph.D.	Assistant Professor	Finance
Armond Manassian	Ph.D.	Assistant Professor	Accounting
Mahdi Mattar	Ph.D.	Assistant Professor	Finance

Spring			
Tasso Christie	Ph.D.	Lecturer	Management
Marwan Stambuli	MBA	Instructor	Marketing

Visiting Faculty

Summer: June – August, 2005

Zafar Ahmed	Texas A & M University
Mahmoud Haddad	University of Tennessee at Martin
Kabir Hassan	Drexel University
Sarkis Khoury	University of California, Riverside

Short Term

Elias Awad	University of Virginia/Darden School
Ali Fekrat	McDonough School of Business
Arthur Grandy	Citibank
Peter Abell	LSE
Doug Smee	Citibank
Geoffrey Owen	LSE

New Faculty for Academic Year 2005-06

From 60 applicants, the following faculty members were recruited effective fall 2005:

	Degree	Rank
Fouad Ben Abdel Aziz MIS	Ph.D., Laval University	V/Associate Professor-
Nelson King	Ph.D., University of Southern California	Assistant Professor - MIS
Krzysztof Fleszar MIS	Ph.D., Warsaw university of Technology	V/Assistant Professor -
Jon Thornberry	Ph.D., University of Texas at Dallas	Lecturer - Management
Abdel Jalil Ghanem	Ph.D., Bordeaux University	Lecturer - Management
Amir Ayoub	MBA, University of North Texas	Instructor - Management
Robert Becker	MBA, University of Chicago	Executive in Residence-
	Finance	

Visitors to the School

Trustee Hutham Olayan	
Otis Baskin	Professor, Pepperdine University
Robert MacGregor	Specialist in Business Ethics

Research Leave, Home Leave & URB Grants

Academic Year 2004-05

Hewlett Research Leave	Dr. Philip Zgheib	Fall 2004-05
	Dr. Karim Rebeiz	Fall 2004-05
	Dr. Yusuf Sidani	Fall 2004-05

URB Research Grants	6 Faculty members
Faculty Development Grants	10 Faculty members

Approved Leaves & Grants for 2005-06

URB Research Grants	6 Faculty members	
Hewlett Research Leave	Dr. Dima Jamali	Fall 2005-06
LWOP	Dr. Philip Zgheib	Fall 2005-06

Research & Scholarly Activities

Refereed Journals Publications	45 (More than a three fold jump over the previous year)
Books/Chapters	3
Refereed Conference Proceedings	18
Refereed Conference Presentations	3

Student Statistics

Enrollment (2004-05)

Enrollment by Level and Gender

	<u>Female</u>	<u>Male</u>	<u>Enrollment</u>
Undergraduate	51%	49%	1210
MBA	47%	53%	160
EMBA	10%	90%	39

Percentage Distribution of Students by Level and Nationality

	<u>Undergraduate</u>	<u>MBA</u>	<u>EMBA</u>
Lebanon	78%	87%	76%
Middle East Excluding Lebanon	12%	10%	24%
North America	7%	1%	0%
South America	1%	0%	0%
Europe	2%	2%	0%

Admission

Admission by Level, Status and Term

	<u>Undergraduate</u>			<u>MBA</u>		
	<u>Applied</u>	<u>Accepted</u>	<u>Enrolled</u>	<u>Applied</u>	<u>Accepted</u>	<u>Enrolled</u>
Fall 03-04	1409	655	197	188	66	40
Spring 03-04	201	50	23	117	28	20
Fall 04-05	1381	744	256	150	46	36
Spring 04-05	205	79	39	78	18	13

Average Composite Score and SAT 1 by Term (Undergraduate)

	AVERAGE COMP	AVERAGE of SAT I
Fall 03-04	553	1100
Spring 03-04	546	1080
Fall 04-05	552	1110
Spring 04-05	536	1048

Average GMAT, Bachelor's Average, Years of Experience (MBA)

Term	AVG GMAT	AVG UG	AVG Experience
Fall 2003-04	600	81	2.8
Spring 2003-04	590	80.6	2.9
Fall 2004-05	620	82.4	2.4
Spring 2004-05	604	80.6	3.02

Profile of EMBA Students

	Class I	Class II	Class III*
Number of Participants:	21	18	23
Average Age:	38	39	37
Average Yrs. of Experience:	15	15	18
Nationality:			
Lebanese	15	10	21
Jordanians	3	2	
Egyptian	1		
Qatari	0	3	
Saudi	1	2	
Syrian	1	1	1
American			1

More than half of the participants commute from the Arab world: Kuwait, UAE, Qatar, Oman, Saudi Arabia, Jordan & Syria. One of the participants in Class II is commuting from Norway.

* Commencing Fall 2005

Other Achievements

The groundbreaking ceremony was held on June 24 on the premises of the new building on the lower campus. Speeches followed in West Hall Bathish by Sir John Bond, Group Chairman, HSBC Holdings, Mr. Abdul Aziz Al-Qurashi, former Governor of the Saudi Arabian Monetary agency and Mr. Khalid Olayan, Chairman, Olayan Group.

The Salim Kheireddine/Al Mawared Bank Lecture Series was inaugurated in Bathish Auditorium with a lecture by Dr. Gabriel Hawawini, Dean of INSEAD on "Frontiers of Business Education in the 21st Century". Another lecture by Sir Geoffrey Owen, Former Editor of Financial Times and Visiting Senior Fellow at the LSE on "Reflections on Corporate Governance with Implications for the Business Environment in Emerging Markets" was given in November.

Accreditation: The Eligibility Application was submitted to AACSB International on July 25, 2005.

Launching of the Corporate Governance Program was held on May 5, at 7:00 pm in West Hall, Auditorium B. The program is supported by the National Bank of Kuwait, thanks to the efforts of Trustee Ibrahim Dabdoub.

The second EMBA Class commenced on September 23, 2004 by an opening ceremony in Bathish Auditorium to welcome 18 students to the program.

The third meeting of the Middle East Advisory Board was held on April 11, 2005. Ten members attended the meeting including Mr. Murad Murad, Chairman of the Board, Bank of Bahrain and Kuwait, who joined the board recently.

International Board of Overseers: A third IBO meeting was held on June 10, 2005 in New York Office.

The OSB was fortunate to be visited by Trustees Debs (Then BOT Chairman), Olayan, Carson, Wei, N. Khoury, P. Khoury & Chartouni.

Citibank Modular Course: A modular course was offered in April 2005 to a selected group of MBA and senior undergraduates on Risks in Commercial Banking in collaboration with Citibank. The main lecturers in the course were Mr. Arthur Grandy and Doug Smee, Former Citibank executives.

A Workshop on Business Journalism sponsored by the School was offered to reporters from local Lebanese newspapers and business magazines. The workshop was conducted by Sir Geoffrey Owen and Mr. Graham Watts, Deputy Editor in Financial Times. This will hopefully lead to a formal certificate in Business Journalism that is being discussed with Reuters Foundation.

The Youssef Jameel MBA Fellows Program: An agreement was signed between Hitech FZE and the OSB in September 2005 as part of the Youssef Jameel MBA Fellows Program. The program will enable 10 qualified science and engineering graduates to attend the MBA program on a full scholarship basis effective academic year 2005-06.

31 laptops and four LCD projectors were purchased as part of the ASHA Grant Smart Room project. All laptops were configured for wireless use by the OSB full-time professors. An application server was also received and configured for use by faculty members.

13 workstations connected to the Internet were installed in the new trading room located on the first floor of the OSB building. The Reuters 3000xtra application is donated by Reuters Foundation as part of a contract signed between Reuters Foundation and OSB. Training sessions were conducted for the finance professors on stock exchange market and research knowledge.

A new web application for accreditation purposes was built in-house. The application enables faculty members to update their CV, publications, and research. It also can be used for statistical and reporting purposes.

OSB continued in FY 2004-05 to make a substantial financial contribution to the university.

Future Plans

During this academic year (2005-06) the OSB plans to intensify work on the following areas:

Pushing ahead with AACSB accreditation and receiving the review team in April/May 2006.
Attracting five additional faculty members with emphasis on Marketing (2), Accounting (2) and Organizational Behavior (1).

Reintegrating our research program with a view to significant new gains both on qualitative and quantitative terms.

Working on developing two new graduate-level degrees in Corporate Finance and Human Resource Management.

Offering the EMBA degree off Campus outside Lebanon subject to the same admission standards.

Seriously investigating offering current MBA degree on a modular basis for students commuting from outside Lebanon.

Getting commitments for two endowed Chairs.

George K. Najjar, Dean
Olayan School of Business

DEAN OF STUDENT AFFAIRS

General Office

The emphasis this year has been on forward thinking and long term planning. The Hostler Center will revolutionize AUB's athletics and the upgrade of student housing buildings will hopefully lead to higher quality services for the coming decades. The Student Affairs managerial team met regularly to complete a Strategic Planning Report that encompassed all the elements of the Office of Student Affairs, including a revised mission statement and a new vision statement to guide the strategic objectives and initiatives for the coming 5 to 10 year period. Although the assassination of former prime minister Rafic Hariri affected some areas of student services no aspect of Student Affairs work was disrupted as a consequence.

Athletics

Activities were organized to encourage new AUB students to participate in sports including a power point presentation in West Hall during the New Student Orientation and two friendly matches in football and basketball between freshman and sophomore students. During Ramadan 340 AUB students from all faculties participated in an Open Tournament in basketball and football. In November the Annual Independence Tournament included the participation of several universities with the winning teams honored by President Waterbury and Provost Heath. During the semester break AUB varsities participated in the Dubai AUD International Sports tournament, in Dubai, with several international universities. Our teams won first place overall for the third year in a row. During March, AUB Men's Basketball Team won first place in the Sultan Qabous University competition. May featured end of year activities such as the Aggie Olympics in the AREC campus, the Intramurals, Annual Field day and the Big Game, and finally the Athletes' night on May 28th.

Student Activities

Despite the vulnerability of student activities to political factors, the schedule of events was completed as planned. Events included club and society elections, SRC elections, Outdoors and the Folk Dance Festival. New initiatives were in the area of training programs and workshops for volunteers who worked as facilitators for two major events of the department: the Outdoors and the new student orientation. Participation in both of these events was beyond our expectations. Workshops on communication and leadership skills were offered. Elections were held for student committees for the university societies, and improvements have been noted in the management of club and societies' financial matters. The number of students registered in all clubs reached 3,500. Clubs and SRC's cooperated in a fundraising campaign for victims of Tsunami, raising \$2000 in two days.

Career and Placement Services

A total of 87 multinational, regional and local firms participated in the Annual Job Fair-Exhibition 2005 and 245 firm representatives attended the Gala Dinner; 190 AUB graduates were recruited. \$153,377 was generated from both events, from which \$100,000 was donated to support the AUB Students' Financial Aid Program and Student-Work Scholarship. Over 900 job vacancies were announced to students and alumni in the year, leading to full-time and part-time employment as well as intern opportunities to hundreds of students. Among the many career activities organized were 26 recruitment interviews on campus and 80 career skill development sessions. The CPS conducted a salary survey to establish the salary range offered by firms for new graduates placed in Lebanon, the Gulf and Middle East.

Student Housing

Political turmoil coupled with the increased number of AUB students has created an unprecedented demand for on-campus housing. For the first time, in fall 2005 we had a waiting list and the possibility of turning students away. The nursing staff in Kerr limited our options to accommodate students, although a few rooms were available to graduate students. Another consequence of the high demand was the lack of private or semi-private occupancy rooms, causing dissatisfaction among new residents. In terms of furnishings, there are new beds in all women's dorms. We received a sizable contribution from the President's Club to purchase 21 PC's for residents' use. This, coupled with the free Wireless Internet in the lounges, will definitely add to the competitive advantage of our dorms. The lack of private rooms, particularly in terms of shared bathroom use, remains our main disadvantage as indicated by the Business School market research study which was concluded by June 2005.

Counseling Center

Students provided with psychological services numbered 552 by September 05. This number was 412 in the beginning of the year (February 2005). So 140 students sought counseling between February 05 and September 05. The rate of weekly clinical sessions remains high, between 72-75 encounters with a drop to 60 – 63 encounters during summer. Around 61% of the students seen at the C.C. are females. There has been some limited involvement in activities outside of the C.C., namely in the clinical supervision program set by Dr. Bassem Saab for medical residents, and the Mental Health presentation to students from the Faculty of Health Sciences. Presently Dr. Khabbaz is working on a seminar on abuse, aiming at raising awareness on issues of abuse and addressing some of its aspects and prevalence.

International Student Services

The number of international students participating in ISOP has increased from the previous year. 22 AUB Lebanese students went on a Study Abroad semester the past academic year. Representatives from educational institutions visited AUB to discuss Study Abroad and graduate opportunities for AUB students at their school. These institutions included: American University, Concordia, Bristol University, Boston University, University of Birmingham, University of Warwick, University of Central Florida, Plattsburgh University, University of California system, and the American University of Armenia.

Community Service Program

The second week of October 2004 introduced the 'Community Service Theme Week' for AUB students. NGO's visited the campus to present their missions, and encouraged AUB students to volunteer with them. Over 100 NGO's were emailed and introduced to AUB's Community Service Program, and asked to inform CSP of their upcoming projects and volunteering opportunities. 20 NGO's responded with interest in being part of the AUB CSP in providing opportunities for students. Over 50 students signed for community service.

Work Study

As part of the university process improvement drive, a committee was established in the summer of 2005 bringing in representatives from faculties and departments to look at ways to make the program more accessible to a larger number of students and to make the selection process for employment fairer.

Maroun Kisirwani,
Dean of Student Affairs

CENTER FOR ADVANCED MATHEMATICAL SCIENCES

Conferences

“Mathematical Theory of Nonlinear Dispersive Waves” Summer School, September 2005.

CAMS organized and hosted a Mathematics Summer School entitled “Mathematical Theory of Nonlinear Dispersive Waves”, intended to introduce the theory and mathematical techniques of nonlinear dispersive waves to young graduate students, as well as to present recent significant developments in such an important research topic. The meeting took place in Auditorium B1, College Hall during September 12-16, 2005. Forty-three participants from Lebanon, Jordan, Egypt, Tunisia, Morocco, Algeria, Greece and France attended the school.

Four courses delivered in French were covered in the five mornings:

Mathematical Justification of Models of Dispersive Waves, David Lannes -Université de Bordeaux I.

Cauchy Problems for Dispersive Equations, Jean-Claude Saut - Université Paris-Sud Orsay.

Stability of Dispersive Waves, Anne de Bouard- CNRS & Université Paris-Sud Orsay.

Singularities in Geophysics, Didier Bresch, CNRS & Université-Joseph-Grenoble.

Thirteen specialized research seminars in related areas were given in the afternoons:

About a Boussinesq System for Propagation of Long Waves on an Ocean Surface – Colette Guillopé.

Effect of the De Gennes Parameter on the Upper Critical Field of Superconductivity – Ayman Kachmar.

Problème de Schrodinger Non Linéaire avec Amortissement Faible – Abdelilah Hakim.

Le Probleme de Cauchy de l'equation d'Ostrovsky – Ibtissame Zaiter.

The Characteristic Function Method and Exact Solutions of Shallow Water Equations – Mina Abdel-Malek.

Asymptotically Self-Similar Global Solutions of a Damped Wave Equation –Seifeddine Snoussi.

On Well-Posedness for the Periodic Benjamin-Ono Equation – Luc Molinet.

Generalized Solitary Waves of the Coupled Kdv System of Boussinesq Equations – Dimitrios Mitsotakis.

Well-Posedness for the Benjamin-Ono Equation- Fabrice Planchon.

Virtual Model for Dead Sea Dispersive Waves – Khaled Hyasat.

Thermodynamic Theory of Dissipative Structures in Small Geometries – Mazen Al-Ghoul.

Existence Locale pour un Problème de Cauchy pour une Equation Semi-Lineaire Dispersif Dissipatif – Bassam Kojok.

Existence et Unicité de Solution de Viscosité pour un Système d' equation d'Hamilton-Jacobi Local- Ahmad El-Hajj.

The event was co-sponsored by the Abdus Salam International Centre for Theoretical Physics (ICTP)-Italy, the French Embassy in Beirut-Lebanon and the Center for Advanced Mathematical Sciences.

International Meeting on ‘Grid and Parallel Computing’, January 4-7, 2006

CAMS is preparing for this activity that involves different nodes of the Lebanese link to SARIMA. The objective of the meeting is to promote the development of parallel computing from an academic and industrial perspective through a broad spectrum of hardware and software related themes in algorithms and applications of grid and parallel computing.

SARIMA and Ph.D. Students

The Center for Advanced Mathematical Sciences is now a node in a scientific network sponsored by SARIMA, which is a scientific project financed by the 'solidarité prioritaire' funds at the Ministry of Foreign Affairs of France. The priority elements of SARIMA are its support to Ph. D. students jointly supervised by French scientists and a commitment to strengthen a network of researchers in applied mathematics and computer science. The countries involved so far are: Lebanon, Cameroon, Senegal, Niger, Madagascar, and Tunisia. The Lebanese network consists of five universities (AUB-CAMS, BALAMAND, LAU, UL, and USJ).

Mini-Courses

CAMS Physics Mini-Course, February 22- March 10, 2005

From February 22 - March 10, 2005, CAMS organized a mini-course entitled "Introduction to Operator Algebras and Open Quantum Systems", by Walid K. Abou-Salem, ETH Zurich, Switzerland. The purpose of this mini-course was to introduce C^* - and von Neumann algebras, with physical applications in quantum statistical mechanics. Outline of the course: 1. Basics of Hilbert space and operator theory. 2. Introduction to C^* - and von Neumann algebras. 3. Algebraic formulation of quantum statistical mechanics. 4. Thermal equilibrium and KMS states, Tomita-Takesaki theory, Ideal quantum gases, CCR and CAR algebras and representations. 5. Some applications to open quantum systems: return to equilibrium, non-equilibrium steady states.

CAMS Mathematics Mini-Course, April 18- May 9, 2005

During the period of April 18- May 9, 2005, CAMS organized a Mathematics Mini-Course entitled "Dynamical Systems and Ergodic Theory", by Bassam Fayad, Centre National de la Recherche Scientifique (CNRS)-Université Paris 13. The course included a description of the basic objects of dynamics, the essential notions, examples and constructions that are at the core of the theory. Classes were held around the following topics: 1. Overview of the structural stability theory. 2. Study of the local behavior around equilibria: Grobman-Hartman theorem, stable and unstable manifolds. 3. Measure preserving systems: Recurrence, ergodic theorems and basic stochastic properties. 4. Overview of the elliptic paradigm, a glance on KAM theory.

CAMS Physics Mini-Course, August 8- August 12, 2005

During the period of August 8- May 9, 2005, CAMS organized a mini-course entitled "Introduction to Star Formation", by Dr. Patrick Hennebelle, Laboratoire de Radioastronomie- Ecole Normale Supérieure, Paris. The course included four sessions: 1. Introduction. 2. Physics of molecular clouds. 3. Gravitational collapse of a dense core. 4. Late phases of the collapse.

Meetings

CAMS is hosting the Executive MBA program courses organized by The Suliman S. Olayan School of Business.

CAMS is hosting the meetings and activities of the computational science group at the American University of Beirut. The group consists of faculty members from Mathematics, Computer Science, Physics, Chemistry, the Faculty of Engineering and the Olayan School of Business.

Seminars

“Core Expansion of Spiral Waves in Excitable Media”, Haidar Sabbagh, Faculty of Natural & Applied Sciences, Notre-Dame University, 29 October 2004.

“Equilibrium in Credit Markets”, Abdelkarim Seghir, Economics Department, American University of Beirut, 24 November 2004.

“Chaotic Nonlinear Ion Acceleration by Beating Electrostatic Waves: Theory, Experiments and Relevance to Spacecraft Propulsion”, Edgar Choueiri, Mechanical and Aerospace Engineering Department / Department of Astrophysical Sciences, Princeton University, 03 December 2004.

“Elements of Analysis on Non-Archimedean Fields: Power Series, Measure Theory, Optimization, and Applications”, Khodr Shamseddine, Department of Mathematics, Western Illinois University, 05 January 2005.

“A New Proof of the Transformation Law of the Jacobi Theta₃ Function”, Wissam Raji, Department of Mathematics, Temple University, 06 January 2005.

“Supernova Driven Turbulence in the Interstellar Medium”, Sami Dib, Max-Planck Institute for Astronomy, 28 January 2005.

“GL (1) Charged States in Twistor String Theory”, Dimitri Polyakov, Department of Physics, American University of Beirut, 06 April 2005.

“The Value of Life: a New Labor Theory-Based Model”, Mahmoud Arayssi, Olayan School of Business, American University of Beirut, 11 May 2005.

“Analytical Properties of Power Series on Levi-Civita Fields” by Khodr Shamseddine, Department of Mathematics, Western Illinois University, 12 August 2005.

Visiting Scholars

George Saliba, Columbia University (who has joined CAMS as an associate). Bernard Philippe, INRIA (SARIMA project). Edgar Choueiri, Princeton University. Haidar Sabbagh, Notre-Dame University. Salah Badawi Doma, Alexandria University. Rafaat Talhouk, Lebanese University. Michael Balabane, Université Paris XIII. Walid K. Abou-Salem, ETH Zurich. Leila Issa, Rice University. Nicola Khuri, Rockefeller University. Khodr Shamseddine, Western Illinois University. Samar Safi-Harb, University of Manitoba (who joined CAMS as an associate). Oussama Hijazi, Université Henri Poincaré, Nancy I. Nelly Mouawad, University of Cologne (who has joined CAMS as an associate)

Computing

1. Mr. Nassim Jibai was appointed as CAMS system administrator. 2. CAMS acquired new computer-related equipment (DVD writer, mice, backup tapes...) and conducted memory upgrades. 3. New users have been added to Ibsina IBM cluster. 4. Accounts (CAMS 1 to 8) have been reactivated to access the Internet and to ssh servers from inside/outside AUB. 5. The Al-Khayyam cluster, which consisted of five workstations, was disassembled. Its workstations were installed in CAMS public offices as personal workstation. 6. CAMS purchased eight workstations and 4 monitors. Five of the eight workstations were used to reassemble the Al-Khayyam cluster. The other three workstations were installed in CAMS public offices.

Wafic Sabra, Director
Center for Advanced Mathematical Sciences

OFFICE OF THE REGISTRAR

Bookstore Application

The Registrar's Office, in coordination with CNS, assisted in the development of the book order application as an add-on to the Faculty Services in Web Banner. This application allows for the ordering of books for a specific course/term.

Web CAPP for Students

As of mid-November 2004, Web CAPP was available to all students and advisors through AUBSis. The objective of the CAPP (curriculum, advising and program planning) module is to help track a student's progress toward a degree. Web CAPP is a web-based interface that allows students and advisors to use CAPP to check student progress against chosen degree requirements.

Web CAPP-What if Analysis for Students

Starting May 15, 2005, Web CAPP-What if Analysis for students became available. This functionality allows students to carry an on-line assessment of how their course fulfillment status would be if they were to change their majors.

Forced Advising

After the success of forced advising for all new students using the alternate pin methodology, this policy was applied across the board to all students (both graduate and undergraduate).

Software Tool to Automate the Generation of the University Calendar

M. Salameh developed a Microsoft Excel and Visual Basic software application to generate the academic university calendar by defining the first day of the first semester of the academic year, the fixed events (religious and national holidays), the university calendar events and their displacement from the first day of the first semester, and these events' durations. This application is parameter dependent.

Probation

For the purpose of implementing the Board of Deans decision regarding the new probation notification procedure, the Registrar's Office developed an external software application to produce the probation lists. The probation data is imported into Banner and used to issue letters informing the concerned students about their new academic status, and lists to the faculties and advisors. The system will issue letters to the parents with the second probation.

Software Tool for the Creation of New Course Sections from Waiting Lists

M. Salameh developed a software tool to produce the feasible schedules for a new section based on students who have enrolled in a virtual waiting list section. The tool uses the unique ID of the virtual section to query the Banner database and produces a report that lists all the session times where students in the waiting list are registered including the total number of students in that time slot. This is then used to determine the most suitable time slots to offer the new section.

Conference Presentations

M. Salameh presented " How the Registrar's Office Can Translate its Vision into Action through the Balanced Scorecard" at the American ACRAO 91st Annual Meeting held in New York City, March 28 – 31, 2005. This paper shows how the registrar's office can apply the balanced scorecard. The goal is to permit registrars to see their offices more clearly and hence to make wiser long-term decisions. Many requests were received for copies of the presentation.

Revised Process

The back-to-back script that minimizes the number of students that have more than two exams per day was revised. The modified visual basic algorithm resulted in about 90% drop in the number of iterations, and hence in the total processing time. The internal processes: transfer of credit, issuance of statement and certificate, issuance of transcript of records have been revised and updated to be as efficient as possible in doing business for the community we serve.

New Process

The Registrar's Office used to assign exam sessions to exam rooms using a time consuming semi-automated process. This process was fully automated by generating a visual basic script that carries the assignment in an optimum manner while meeting faculty preferences.

Medical School Student Records

The problem of placing the academic history of Medical students in Banner was solved by including the two fields for lecture and clinical hours for each course as a part of the course title. The courses and records of current students were entered into Banner as such. Currently, we are in the process of entering the academic history back to the year 2000.

Archiving System

The archiving system was revised by labeling the current student files by student numbers instead of their names. This system improved both the filing and retrieval processes.

Moueen Salameh,
Registrar

See Appendix B for graduation data for October 2004, February 2005, and June 2005.

DIRECTOR OF ADMISSIONS

The Office of Admissions received 3,833 undergraduate applications for the fall semester of 2005-06. This is an increase of 128 applications (3%) as compared to 3,705 undergraduate applications for the fall semester of 2004-05. The Board of Deans, to keep the number of undergraduate students stable, decided to decrease the number of accepted undergraduate sophomore students as compared to last year and accordingly, a 3.5% decrease in registered undergraduate students was observed this year as compared to the previous year 2004-05 (1,660 vs. 1,721).

The increase in undergraduate applications was observed in the below categories: Freshmen (9.1%), Sophomores (0.5%), Transfer from outside AUB (42%). However, a decrease in undergraduate applications was observed in University Preparatory Program (3.8%), Special not working for a degree (17.4%) and Teaching diploma (35%).

The increase in sophomore and freshman applicants from the Arab World was 14.9% (723 vs. 629) mainly from applicants from Jordan, Qatar, Saudi Arabia, Syria, UAE, Egypt, Libya and Algeria. A 23.3% (111 vs. 90) increase was observed from applicants from other countries and a 1.4% (2,462 vs. 2,498) decrease was observed from applicants from Lebanon.

The total number of graduate applications for the fall 2005-06 is 892 as compared to 1,015 last year, a 12.1% decrease. The main decrease in the number of graduate applications was from AUB applicants (378 vs. 484 last year).

The University Preparatory Program, started three years ago, has a 3.8% (50 vs. 52) decrease in the number of applications when compared to last year. The applicants are mainly from Saudi Arabia, Syria and Jordan.

The number of applications to the medical school was 129 as compared to 141 for the year 2004-05, an 8.5% decrease.

The office of admissions participated in both the freshman and the sophomore orientation programs. The Director of Admissions attended the NACAC meeting in Tampa, Florida in late September and AUB had a stand at the counselors' college fair.

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

Finally, please find in Appendix C the figures on enrollment for the fall semester of the academic year 2005-06.

Salim Kanaan,
Director of Admissions

DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee evaluated 2,845 financial aid applications, of which 2,357 (83%) were granted financial aid for the academic year 2004-05. Compared to last year, there was an increase of 7% in the number of applicants and an increase of 10% in the number of awardees. The percentage coverage of the tuition fees ranged from 10% to 65%.

Financial aid was granted to new first-time applicants as a package combining need-based grants and merit awards. Need-based grants were determined according to a matrix developed by the Interfaculty Financial Aid Committee. The need-based awards as per matrix ranged from 0 to 55%. Merit awards were awarded as in last year based on the composite score of the applicant, ranging from 0 to 10%.

The financial aid package for the medical students and second year and on engineering and architecture students included a loan disbursed by Byblos Bank and HSBC. The loan is subsidized by AUB until the student graduates. The maximum loan that a student could receive was 30% of the tuition fees. The combination of grant and loan for these students allowed them to receive coverage of tuition fees ranging from 35% to 80%.

From 214 medical students receiving financial aid, 163 signed for the loan. The total financial aid allocation for medical students was \$1,367,042 in addition to an interest of \$36,676 paid to HSBC. The loan amount received by the medical students from HSBC was \$733,531. The number of engineering and architecture students eligible for a loan was 382, of which only 293 applied for it. The Byblos Bank approved granting a loan for 193 students of whom 182 students have signed the loan. The loan amount they received from the bank was \$567,862 while the financial aid allocation to all FEA recipients was \$2,381,384 in addition to the Byblos Bank interest amount of \$23,680.

The distribution of financial aid grants and loans for both medical and FEA students is shown in Table 2, Appendix D.

The VP of Finance along with the Director and Associate Director of Financial Aid have met and agreed with HSBC officials on new loan terms for nursing students in their second and third years. The loan program was announced on July 21, 2005. The loan program was presented to the students, staff, and faculty members of the Nursing School by Dr. Salim Kanaan in the presence of Mr. Adel Ashkar, manager at HSBC Ras Beirut Branch.

Financial aid disbursements reached \$7,336,502 for academic year 2004-05 including petitions, merit-scholarships and work-study granted through the financial aid office. The latter were asked to sign a statement for each semester approving or disapproving to work 50 hours per month at a rate of \$3 per hour knowing that the amount will be directly deducted from the tuition at the beginning of the semester. A total of 112 students (as compared to 87 last year) were on the work-study program through the financial aid office for the academic year 2004-05.

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

Lists of nominees were sent by November 2004, through the Development Office, to various Donors for their prior approval. The lists of nominees to the various restricted scholarships that required no prior approval were sent to the Comptroller's Office for processing. Most of the allocations to the different restricted scholarships were completed by January 2005.

The financial aid application form and brochure for the year 2006-07 were reviewed. Necessary changes were introduced. The online application form for continuing students was also reviewed and modified accordingly.

The Financial Aid Office has received 2,551 financial aid applications for the academic year 2005-06, an increase of 1.3 % as compared to the fall of last year. The Interfaculty Financial Aid Committee used a revised matrix to determine the percentages to be allocated for new applicants. The highest percentage used in the matrix was 50%, a maximum to which may add the merit component which goes up to an additional 10%. The matrix also generated a number of flagged applicants that were studied case by case. Grants for continuing students were rolled over from the previous year except for the flagged cases that were studied also on an individual basis. A total of 2056 students (81% of the total applicants) were granted financial aid. The final number of awardees for the academic year 2005-06 will be known after final registration and payment. The office also received 384 petitions for late applications and reconsideration (136 new and 248 continuing), which will be reviewed during October.

Ten new Merit Scholarships awardees were selected for the academic year 2005-06, bringing the total merit scholarships for the fall semester to \$198,501 awarded to 39 students.

The two financial aid officers, Mrs. Ghada Hajj and Mrs. Raghida Samaha, conducted interviews for 590 new and first-time applicants along with their parents. Interviews were conducted over a period of 2 months with an average of 14 interviews per day. Students with siblings at AUB or whose parents reside outside Lebanon were not interviewed. The Associate Director, Mrs. Hanaa Kobeissi conducted 89 house visits to additional applicants who were not interviewed at the office.

The Associate Director of Financial Aid, Mrs. Kobeissi, and the Assistant to the President in the New York Office, Mrs. Millstein, continue to coordinate the Financial Aid Program for U.S. citizens. During the academic year 2004-05, 48 students with U.S. citizenship received federal aid in the form of a Stafford Loan.

Mrs. Solange Constantine, the new IT staff member, joined the offices of financial aid and admissions (on a 50-50 per cent basis) on February 14, 2005. New database software allowing the production of new reports was generated. Accordingly, a report showing historical data about financial aid accounts and a discrepancy report displaying differences in information between Banner and the financial aid software were generated.

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

Salim Kanaan,
Director of Financial Aid

ACADEMIC COMPUTING CENTER

This report summarizes the major activities performed by the Academic Computing Center (ACC) during the period of October 1st, 2004, to September 30th, 2005.

The Center provided daily assistance to faculty members on the use of Internet resources and technology tools for teaching and learning, as well as assistance to AUB students enrolled in courses using WebCT. In addition, the ACC Website was updated and expanded with information and material relevant to AUB faculty and students. The ACC tutorials are among the most downloaded files of the site.

E-Learning

A total of 766 course-sections used WebCT. This means that 23.5% of all AUB course-sections offered during the AY 2004-05 used WebCT to complement their classroom teaching. From these courses, 52% were from FAS and 32% from FEA. More than 17,000 students were enrolled in these WebCT courses, which were taught by an average of 22% of the AUB instructors each semester.

An analysis of the WebCT server logs shows that during the fall 2004-05 an average of 1,161,018 course pages were viewed online per month. This number increased considerably in relation to a monthly average of 627,510 course pages viewed online during the spring 2004 and demonstrates the intense use of course material available through WebCT.

During the spring 2004-05, WebCT was used to offer proctored online exams in a large-enrollment (400+ students) course (ECON 211). The exams (two mid-terms and one final) were conducted simultaneously in several campus computer labs and the results were excellent in terms of security and efficiency.

ACC worked with CNS on the integration of WebCT with AUBnet, which means that faculty and students no longer need to create WebCT accounts. Instead, they log onto WebCT with the same username and password of their AUB e-mail.

During the fall semester, ACC assisted students enrolled in the course PSPA 289C in their participation in the Soliya project. Through video conferencing, these students discussed the role of the U.S. in the Arab and Muslim World with students from AUC, Birzeit, and some U.S. universities. In the summer, ACC assisted a group of students to use videoconference for training in conflict resolution skills to serve as facilitators in AUB-Soliya programs in the upcoming semesters.

WebCT has also been used to organize and manage files of AUB administrative committees. Currently 26 such committees are using WebCT.

Training

ACC offered 83 pre-scheduled workshop sessions on computer applications to 278 participants (55% faculty members and 45% staff and RAs). Upon request, 300 custom training sessions were offered to faculty members, most of them in their own offices, and 88 sessions to full classes of students registered in WebCT courses. The number of pre-scheduled sessions decreased by 40% in relation to AY 2003-04. However, customized training sessions increased by 241% in relation to the previous academic year. This trend has been observed in educational institutions worldwide. As faculty members acquire basic

computer skills and are comfortable with some computer applications, standard training sessions are not as appealing to them. Instead, they try to learn on their own through manuals or in customized sessions on specific items.

One ACC staff member visited the AUB agriculture campus in the Bekaa Valley and trained resident students on the use of WebCT to facilitate communication with their instructors when these instructors are at the AUB campus.

ACC updated its tutorials to the latest versions of the corresponding computer applications and developed new workshop types. CDs with MS Office Tutorials were distributed to AUB faculty members for self-instructional purposes.

During November 2004 and April 2005, ACC provided special training programs for 8 Iraqi professors visiting AUB. These professors had instruction and assisted practice starting with an Introduction to Computers, followed by basic Word, Internet search, E-mail management, and PowerPoint. Due to the participants' limited knowledge of English, the sessions were conducted mostly in Arabic and their program evaluations were extremely positive.

During the summer, 14 faculty members participated in a 6-week seminar funded by the Mellon Foundation. The program assisted faculty in making further use of academic resources now available at AUB and to integrate these resources into the development of their courses. ACC was in charge of educational technology tools, and offered the participants training on WebCT and other computer applications, as well as individual assistance in course design.

Plagiarism Prevention

Turnitin, a service that instantly identifies papers containing unoriginal material, was announced to AUB faculty on October 12, 2004, and since then 134 instructors and 2,514 students have used the service. During this period, Turnitin has provided these users 4,357 "originality reports." ACC, together with the Office of the Registrar and CNS, delivered to AUB students the online Plagiarism Tutorial and Test. 57% of the students currently registered in the fall 2005-06, have successfully passed the test.

Surveys

At the end of the fall semester, ACC developed and conducted a survey among all students and faculty using WebCT to find out how they viewed and used that tool. The replies of more than 1,032 students were summarized and presented to the instructors involved. In order to identify AUB students' range of current computer skills as well as the extent of their access to computer technology, ACC created a Computer Skills Survey. With the help of the Office of the Registrar and CNS the survey was presented to AUB students at the beginning of the spring 2005. The replies of 2,026 students were analyzed and the results were presented to the IT Strategic Planning Committee and to AUB Administration.

Other Activities

During the period of January 15-17, 2005, I visited the Academic Computing Services (ACS) of the American University in Cairo (AUC) and attended The 3rd Conference on E-Learning Applications at the same university. In August 2005, I attended the Educause's "Seminars on Academic Computing", in Snowmass, CO. The seminars gave me the opportunity to share ideas with peers from other universities and get updated in emerging technologies for teaching and learning.

ACC developed the CASAR website and helped in its initial maintenance.

ACC designated a staff member to participate in the project of the Mediterranean Virtual University, a European Union sponsored initiative, to build the basis of a virtual university to serve our region. The project uses Moodle, an open-source CMS which has been under ACC testing as a potential option for AUB in the future.

ACC acquired some audio and video equipment as a first step in the creation of a Multimedia Center to further support faculty in course material development.

ACC participated in the New Faculty Orientations conducted in February and in September 2005, presenting ACC resources and services available to AUB faculty.

ACC participated in the New Student Orientations conducted in January and in August 2005, demonstrating to the students where to learn about plagiarism, how to take the Plagiarism Tutorial and Test, how WebCT is used at AUB, and how ACC supports students enrolled in WebCT courses.

Rosângela Souto Silva, Director
Academic Computing Center

UNIVERSITY LIBRARIES

Customers' Perspective

The Library acquired two electronic book databases (ebrary and Safari Technical Books Online) and 14 new e-resources (Psycharticles, Worldwide Political Science Abstracts, Balance of Payments, Social Services Index, Opposing View Points etc...). In addition, a \$50,000 donation by Mrs. Hana Debs-Akkari initiated an evaluation of our American literature collection. Benchmarking against Books for College Libraries (BCL) identified gaps and lacunae. Of 3,216 titles, the Library has 628 titles and lacks 2,298 or 71.5% titles (error margin 9%). Selection of missing or new items is ongoing in coordination with the English Department faculty.

A Serials evaluation project was conducted in collaboration with different library committees. Recommendations resulted in the addition of 849 journal titles (179 print, 670 electronic) in the amount of \$197,218 against the cancellation of 208 titles for \$207,370. This increased the number of periodical titles by 641 titles, with savings of \$10,000 in annual spending.

A survey, conducted to assess AUB faculty's general view of the Serials collections and services, showed that e-journals are gaining preference against print (75%) and that electronic databases are overwhelmingly favored over print indexes (91%). Keeping archives of journals proved to be strongly required. 58% think that the library holds most of the core journals in their field. However, 12 out of 44 respondents asked that new journals and databases be added.

The University Libraries today offer an appropriate environment for the spread of information literacy on campus (computer labs, wireless connection, e-classroom, online resources, and professional teaching staff). This environment supports and assists the Information Services Department in aggressively promoting the optimal use of the resources through an effective program of public relations. The Department has built a good professional presence on campus with a stable group of users in certain areas. On the other hand, user education with its many facets continues to be the main thrust of the department. Indeed, statistics for the academic year show an 83% increase in number of attendees at Information Literacy sessions (451 sessions with 4,224 attendees for 2004-05 vs. 336 sessions with 2,313 attendees for 2003-04).

A new server was acquired; 15 new computers were installed for public use, increasing Jafet lab computers to 50 in March 2005. Memory expansion was also installed on the existing 35 computers to improve performance (July 2005).

Internal Businesses Processes' Perspective

Three departments carried out full-fledged inventories. The Jafet stacks inventory, undertaken by Circulation Department, identified 2,180 problematic copies for which records were corrected by the Cataloguing department, and 505 copies presumed missing (more searches in different locations are ongoing before finalizing the findings). The Archives and Special Collections (ASC) inventory resulted in the correction of 397 volumes with problems. One title was missing. The Reference Department inventory found 79 problematic copies, 26 of which are missing.

In the past year several collection maintenance/management projects were completed, such as the Multiple Copies Weeding project which weeded 1,204 titles in 2,563 volumes, and the

Reference Law Collection weeding project (ongoing). This is an opportunity to update editions, replace obsolete titles with current ones, and discard irrelevant material, aiming at a leaner, more dynamic and more “curriculum friendly” library collection.

At the ASC level, the collection of Photographs and Posters covering 2002-05 (3,145 records) was uploaded in OLIB. Portable Document Format (PDF) copies of 2,004 theses/projects have been electronically linked to their bibliographic records. 222 digital theses/projects are available for campus users. This is an ongoing project until all the theses collection is digitized.

The purchase of the Microfilm/Scanning hybrid machine was finalized. Installation and training took place during August-September in the Microfilming Department. This acquisition will facilitate more digitizing projects to guarantee better remote access.

A thorough study was prepared by the Automation Department on portals and other alternative services available on the market. A complete report was generated awaiting submission for Capital Project funding.

The OLIB upgrade was installed on the production database late September after a 7 month testing and debugging period (Feb-Sept). The library urgently needs a dedicated system administrator on-board to respond to staff needs in a timely manner and ensure efficiency in planning future projects.

Learning and Growth Perspective

Professional librarians Olga Ayoub (MLS Wayne State University) joined the Serials Department and Samar Miakti returned to ASC after earning a Masters from Simmons College, Boston. The administration sponsored two librarians: Nabila Shahabeddine to pursue an MLS at Simmons College-Boston and Myrna Tabet at The Catholic University of America in Washington.

All librarians (Automation, Serials, Collection Development, Information Literacy, Circulation and Reference) attended many workshops and conferences (AMICAL, IFLA; AFLI; eIFL etc...). In addition training was offered to Lebanese National Library staff over a period of one month.

Visits were made to US libraries (American University, Georgetown, George Mason, Villanova) to examine changes and re-structuring in Reference and Public Service areas in view of possible changes in Jafet Readers’ Service areas.

At the library level, all continuing education and training efforts were satisfactory. However, the absence of training at the university level during the entire year, especially the English Business Course, which should not have been interrupted, is unfortunate. The little progress achieved by library clerks in public areas last year was not reinforced and sustained by further training.

General Statistics

Budget spent on books, periodicals and binding: \$2,717,558.53

Number of new volumes/items processed: 10,332 volumes (including 738 as Gifts)

Number of catalogued items: 9,501 volumes

Number of circulated items: 86,468

Number of bound items: 8,794

Number of serials currently received in print: 2,968, electronically accessed: 14,042

Helen Bikhazi, University
Librarian

AUB MUSEUM

Lectures at the AUB Museum

October 27th, 2004, by Prof. Dr. Kay Kohlmeyer, University of Applied Sciences – Berlin on: “*Major Discovery at Aleppo Citadel: The Temple of the Storm God Hadad (1–900 B.C.)*”.

November 17th, 2004, by Dr. Gérard Charpentier – Architect – Historien on: “*Les Vestiges Architecturaux Proto-Byzantins de Sergilla (5^e-6^e s.) – Syrie du Nord*”)

December 15th, 2004, by Mrs. Joanne Farchakh Bajjaly, Archaeologist and ME Correspondent for Archaeologia Magazine on: “*Mesopotamian Sites and Museums in Iraq: The Effects of War*”.

The lecture was followed by a Xmas Fair organized by the Museum shop officer.

January 26th, 2005, by Dr. Valérie Matoian, Chargée de Recherche au CNRS – France on: “*De la Faience au Verre: Arts du feu dans l’antiquité*”.

March 9th, 2005, by Mr. Nohad Schoucair, Historien de l’Art on: “*Aphrodite de Praxitèle: un modèle de perfection sculpturale*”.

April 20th, 2005, by Prof. Pierre Zalloua, Internal Medicine – AUB on: “*The Use of DNA in Tracing Genetic Links Between Ancient and Modern Populations*”.

May 4th, 2005, by Prof. Martha Joukowsky, Prof. Emerita Brown University – AUB Trustee on: “*The Recent Discovery of the Petra Great Temple*”.

June 29th, 2005, by Dr. Jochen Sokoly, Prof. in Art History, Virginia Commonwealth on: “*Textiles and Inscribed Tiraz of the Caliphs and Sultans, 7-13th century*”.

International Congresses and Exhibitions

Congresses and Meetings

October 2⁸, 2004, Dr. Badre attended the General Assembly of ICOM (International Council of Museums) in Seoul – Korea on “*Museums and Intangible Heritage*”.

April 7¹², 2005, Dr. Badre (member of the scientific committee at IMA - Paris) participated in the meeting concerning the preparation of the “Phoenician Exhibition” to take place in Paris in 2006.

September 25^{October 3}, 2005, Dr. Badre attended the VI Congress of Phoenician and Punic Studies in Lisbon - Portugal.

Exhibitions

Four major objects from the AUB Museum Excavations at Tell Kazel were lent to the Exhibition:

“75 years of Discovery of Ougarit” at Lyon – France. (October – December 2005).

The Phoenician mandible lent from the AUB Museum to the exhibition “*Hannibal ad portas. The power and wealth of Carthage*” at Badisches Landesmuseum, Karlsruhe (Germany), in September 2004, was returned to the Museum on February 1, 2005.

The Bronze Age silver torque lent from the AUB Museum to the exhibition, “*Der geschmiedete Himmel*” at Halle Museum (Germany), in September 2004, was returned to the AUB Museum on May 26, 2005.

Publications

L. Badre , “*Beirut*” - A contribution to: *Dictionnaire de l'Antiquité*, Paris, 2005.

L. Badre – “Cultural Interconnections During the Late Bronze Age at Tell Kazel” was handed in to the *Bulletin of the American School of Oriental Research (BASOR)*, Baltimore, in January 2005.

L. Badre, “Tell Kazel” – A Contribution to *Enciclopedia Archeologica*, January 2005.

L. Badre - E. Capet, “The Late Bronze Age Pottery in the Akkar Plain” 100 pages in ed. M. Maqdissi and V. Matoian, *BAH*, Beirut, 2005 was given to the editors.

L. Badre and Reinhard Jung, “Preliminary Evaluation of Petrographic and NAA Results in Comparison with the Archaeological Fabric Classification of the Pottery from Tell Kazel (Syria)”, INSTAP, (Philadelphia) delivered for publication in November, 2004.

Capet, E. 2003. Tell Kazel (Syrie), Rapport Préliminaire sur les 9^e-17^e campagnes de fouilles (1993-2001) du Musée de l'Université Américaine de Beyrouth, Chantier II. *Berytus* 47, June 2005.

Roche, C. 2003. La tablette TK 02.1. *Berytus* 47, June 2005.

The AUB Museum Newsletter Vol. XIX; no. 3, December 2004.

The AUB Museum Newsletter Vol. XXI; no. 1, June 2005.

Research Projects

Mrs. Sarah Jennings conducted the fourth study phase between November 16 – December 7, 2004 for the publication of the Glass Collection of the AUB Museum.

Mrs. Sarah Jennings conducted the fifth and last research phase, May 12 – 29, 2005, for the publication of the Glass Collection of the AUB Museum.

The Museum hosted an archaeologist, Mr. Mohamad Tabuq from Oman Sultanate, for a training of two months in museology.

Excavations

Tell Kazel – Syria: The AUB Museum team resumed its 21st campaign between between July 24 and August 30, 2005. A preliminary report was presented to the DGAM, Damascus.

Museum Renovations Projects

The renovation/construction works at the Archaeological Museum began on March 10, 2005. The contractual date of completion of the Museum renovation project will be on January 4, 2006. The Museum Curator and Staff are working full capacity on the display and texts of the new Museum cases.

Donations To The Museum

The Society of the Friends of the AUB Museum contributed \$31,000 during 2004-05.
Mr. Naji Asfar donated \$12,878 in December 2004 as a result of the proceeds from sales of his book "When Orpheus Sang. A private collection of miniature animal sculpture".
The Charles Kettaneh Foundation donated \$5,000 in February 2005.
Messrs JANASA Foundation (Mr. and Mrs. Jacques Saade) donated \$20,000 in April, 2005.
Mr. Naji Asfar donated \$4,000 for the restoration of the mosaic in the Museum, in July 2005.
Mr. Henri Kettaneh donated a sandstone Phoenician Stelae incised with an Ankh sign, in December, 2004.
Dr. Alain Sabri donated five antique pottery vessels from different periods, in June 2005.
Prof. George Scanlon donated \$1,200.
Mrs. Randa Smadi donated \$1,000.
The total of the donations to the Museum during this period is \$75,078 not to mention the One million dollars from the Joukowsky Foundation.

Children's Program

November 7, 2004, "The Adobe (mud-brick) House of Terbol" at the Ethnographic Museum in Terbol – Bekaa.
December 12, 2004, "The Cedar: A Tree in History" – at the AUB Museum.

Trips

Organized by the Society of the Friends of the AUB museum:
October 30th, 2004, Trip to Terbol and Niha in the Bekaa: An Ethno-Archaeological Stroll
November 20th – 22nd 2004 Trip to Aleppo – Syria (Visit of Ist Millennium temples of Aleppo Citadel and Ain Dara).
February 16 – March 1, 2005. Trip to the Egyptian Oases.

The main objective of 2006 is to complete and inaugurate the Archaeological Museum and proceed to the publication of its new catalogue.

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 2004, gave the Student Registration Survey to a representative sample of undergraduate students. Around 800 filled out the survey. Report revealed progress in various registration steps and areas of improvement. Comparison with previous survey results was reported on OIRA website.

Incoming international students filled out the Cross Cultural Adaptability Inventory (CCAI) and reports were used to provide better counseling services.

Conducted a faculty survey and used a well-known international survey, The Higher Education Research Institute (HERI) Faculty Survey 2004-5, UCLA. The HERI survey was sent to all full-time faculty members in December. Responses were returned to HERI for scoring and reporting. The survey provides valuable information on faculty related matters and comparative normative data. Report was shared with AUB community and published in May on OIRA website.

The 2004-05 Common Data Set was finalized and reported on OIRA website. Similarly, College Board 2004-05 data, Middle States Institutional Profile (IP), and Peterson's Annual Surveys of Undergraduate, Graduate and Professional Institutions were completed and sent.

Assisted in the preparation, scoring and reporting of surveys for AUB constituencies like Library, IBSAR, Academic Advising, Laboratory Instructors, Strategic Planning Committees (Graduate Student Survey), and Palliative Care Services, FM.

Entertained requests for statistics from the campus community. Produced several documents to various entities on campus working towards a variety of major objectives (program accreditation, PhD program, etc.) and supported those parties with institutional statistics, analysis and/or comments and recommendations.

AUB Fact book 2004-05 was prepared and published end of May. It presents summary information about aspects of AUB: General Information, Students, Academic Programs & Degrees Awarded, Faculty and Staff, Financial Information, Physical Facilities & Services, and Alumni.

Continued updating the academic sections of the President's Institutional Balanced Score Card (BSC) and the Provost's Academic BSC.

Developed and reported Graduating Students' Exit Survey. Made arrangements for OIRA to be placed in Annual Clearance Process.

An on-line Alumni Survey was developed and posted in summer 2005.

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. All summary reports were posted on OIRA website. Three year trend reports were prepared by instructor, course and department and sent to respective stakeholders.

In order to assess learning outcomes in basic skills at college level (critical thinking, math and science reasoning, reading comprehension, and writing), administered the Collegiate Assessment of Academic Proficiency (CAAP) in December to all junior students. Results were compared to previous years and to national norms in 4-year institutions. CAAP Report shared with community and posted on OIRA website.

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

Projects/initiatives

AUB Regional Market Study. Prepared a proposal for a study to assess AUB's regional market position. Studied the submitted proposals and assisted in selection of firm to conduct study. Will be heading a team to coordinate the study with them.

Accreditation Status Report. Revisited the accreditation recommendations and prepared an abridged list to group overlapping recommendations. A status report on each recommendation was prepared and will be soon shared with AUB community.

MEA Cadet Recruitment Project. Prepared, administered, scored and reported a battery of tests for MEA to aid them in selection of cadet pilots. Tests included achievement tests in math and physics, a general mental ability test, mechanical, spatial, and abstract reasoning aptitude tests, and a personality type indicator test.

Strategic Planning Initiative. Started work on strategic planning for OIRA and accomplished two phases of the process. Currently engaged in SWOT analysis.

Faculty workload project. Automation of the teaching workload calculation based on policies maintained by the provost's office started last year and involved many changes and improvements since inception. It involves the development of forms accessed through web by the faculty members to edit attributes related to teaching workload calculation, viewing results and details, entering data on services performed by faculty members like committee involvement, and entering data on research and publications. The project is at the final stage with preparations for launching the application almost done.

Server Acquisition. Installed two new servers, an oracle database server for data warehousing, and a web server for the deployment of oracle applications used by OIRA staff and/or by others like the administrative personnel of the university and the faculty members. As a first step after installation of the servers, the data and the forms of the Faculty Workload Project were transferred from the old server to the new servers. Other data and applications maintained by OIRA will also be gradually transferred to the new servers.

Other

Supported Unified Admission through

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

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

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

Continued to improve and update projection model for student enrollment

Continued participation in UAC committees, produced reports and updates on expected yield of admissions decisions, advised provost and UAC chair on accuracy of prediction model, and discussed expectations.

Staff Development. Two staff members attended workshops to upgrade their skills especially on report writing and statistical/data manipulation (Access I, II, & III).

Personnel

Academic

El Hassan, Karma, Director	Ph.D., Senior Test Development Specialist
Jawhar, Nizar, Assoc. Director	M.A., University Statistician

Non-Academic

Barudi, Salim	M.A., Senior Test Development Specialist
Haddad, Mona	M.A., Senior Test Development Specialist
Hamzeh, Monia	M.A., Senior Analyst
Ghada Shaaban	B.S., Data Management Specialist
Alamuddin, Hala Saghir	Senior Clerk
Mugharbel, Fadwa	Clerk Typist

Test Administration

The following tests were administered between October 1, 2004 and September 30, 2005:

<u>Name of Test</u>	<u>No. of Candidates</u>
<i>AUB EN</i>	1680
IET	446
EET	85
Total	2211

In collaboration with AMIDEAST, administered the SAT to 149 candidates in October 2004, 156 in November 2004, 156 in January 2005, 130 candidates in May 2005.

The MCAT was administered in April to 46 applicants to Medical School, and in August to 183 applicants.

The CFA was administered to 199 applicants in June 2005.

English Placement Test (EPT) was administered to admitted students in spring and to 494 candidates in September 2005.

Facilities of room 500 Nicely were made available for the administration of the TOEIC, MELAB and the IATA Exams.

The Wonderlic Personnel Test was given to 59 AUB job applicants.

A battery of tests was given to 159 candidates as part of MEA Cadet Recruitment Project.

Future Developments

OIRA's plans for 2005-06 include:

Continuously upgrading ICE system and reporting. Moreover, trend information on various courses across sections and longitudinally over number of years will be provided.

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

Co-coordinating the AUB Regional Market Positioning Study.

Finalizing the strategic planning steps to reach a plan by March 2006.

Co-administering the Faculty Workload Project with the Registrar's Office.

Preparing annual accreditation status reports.

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

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

Conducting new research to rank schools (confidential), according to the performance of "their average student in class" at AUB. Regression will be done through the origin of standardized school record on AUB's first-year average.

Karma El-Hassan,
Director

OFFICE OF GRANTS & CONTRACTS

Activities - May 1, 2005 to September 30, 2005

A full time grants' officer, Ms. May Awar, joined the office in May 2005. She is responsible for the management and administration of clinical trials. She is also assisting the Director in starting a Technology Transfer (TT) Unit including development of TT strategies, policies and procedures as well as assisting the associate director in finding research funding sources.

The OGC website was restructured and reorganized during the summer of 2005. The site now offers important and useful information on research proposal and budget preparation (proposal review and submission, as well as tips on writing proposals), research grant administration, AUB's research policies, procedures and guidelines and funding information and resources. The site was featured on AUB's homepage in September 05.

A "Grant Administration" section, recently included on the OGC website, includes information on project/grant management and clarifies AUB and sponsors' regulations, procedures, policies and conditions. Also published is the "Financial Procedures Applicable to Sponsored Research". The document details the financial procedures that must be followed for processing research project expenditures, and outlines the routing and lifetime of various transactions as they pass through the different offices.

Funding opportunities are now updated on the OGC website every two weeks.

Representatives from OGC attended the 7th Seminar for the status and advancement of research projects organized by the Franco-Lebanese Committee of CEDRE. The workshop featured panels on Health Sciences, Technology, Social Sciences, and Environmental Studies. Ms. Awar also attended a presentation on "Belarus potential in Science and Technology" organized by the National Council for Scientific Research.

Associate Director Rosie Nasser and grants officer May Awar met with the newly appointed WHO representative, Dr. Jawad Mahjour, to introduce OGC and its functions and responsibilities and to establish grounds for future collaboration and partnership. The meeting proved to be beneficial as several administrative procedures related to grant management were clarified and new ways of future cooperation were explored. WHO is interested in collaborating with AUB in forming a WHO collaborating center that covers research fields in public health and medicine.

The Director gave a presentation to new faculty members to introduce the functions of OGC and how the Office can serve the faculty in finding funding sources and better managing their research awards. The associate director gave a similar presentation to the members of the department of Political Studies and Public Administration (PSPA) during the first annual PSPA faculty workshop.

New Grants Awarded

Table 1 below summarizes the funding received from various types of sponsoring agencies. The table does not include ASHA funding (\$1.8 million) or USAID financial aid funding (\$2.2 million). \$93,360 was recovered in FY 2004-05 (to end of July 2005, and will be updated by Oct 14, 2005 to include all direct administrative cost recovered as well).

Table 1. Grants Awarded between October 1, 2004 – September 30, 2005

Sponsor Category	Funding amount	Number of Grants
US government	\$59,000	2
Lebanese Government	\$269,705	49
Other Governments	\$12,060	2
Foundations	\$3,152,708	3
NGOs	\$1,161,799	15
URB Funding	\$744,224	130
MPP	\$195,380	18
Private	\$681,137	16
Institutions	\$347,434	6
Total	\$6,623,447	241

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

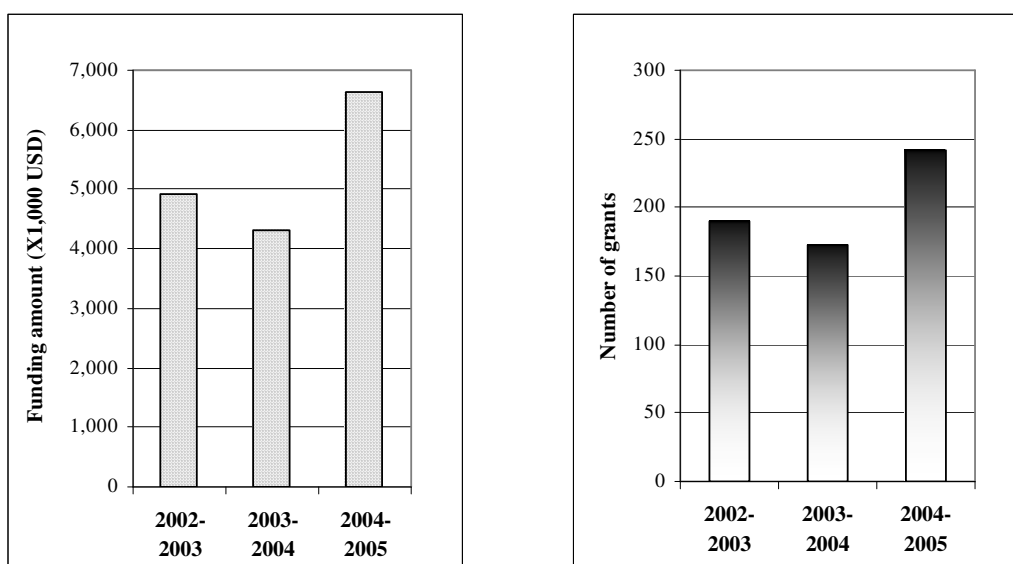


Figure 1. Amount of funding approved and number of grants awarded for the last three years

Proposals Submitted

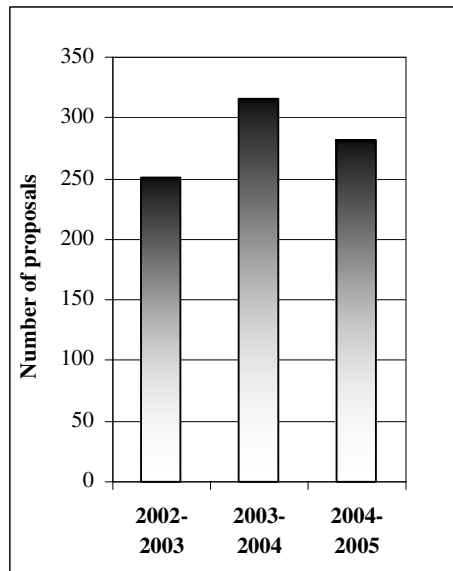
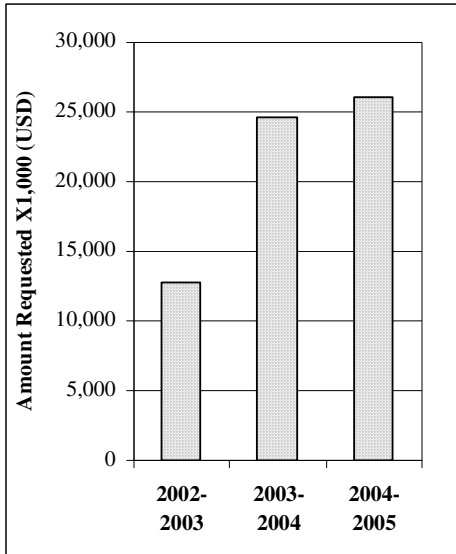
During FY 2004-05, 283 proposals were submitted to various agencies (Table 2) requesting \$26,024,721 in funding support as summarized in Table 2. This table does not include the ASHA (\$ 3 million).

Table 2. Proposals Submitted October 1st, 2004 and September 30, 2005

Sponsor Category	Amount Requested (US Dollars)	Number of Proposals
US government	\$17,833,019	17
European government	\$1,441,609	7
Lebanese Government	\$886,700	73
Foundations	\$872,110	9
NGOs	\$1,259,535	7
URB	\$1,724,691	153
Private	\$1,093,810	10
Institutions	\$913,581	7

Total	\$26,025,055	283
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In Figure 2, a comparison between the amount of funding requested and the number of proposals submitted over the last three years is shown.



On-going Projects Currently Administered by OGC

There are currently 351 active grants being administered by the office for a total funding of \$ 23,145,182. The table below lists all the active grants per sponsor category. The table does not include two active ASHA grants for a total award of \$3.6 million.

TABLE 3. All On-going Projects including expected overhead charges

Sponsor Category	Current Funding	Expected Overhead	Number of Grants
US government	\$4,343,399	\$80,167	8
European government	\$127,719	\$10,591	2
Lebanese Government	\$842,528	\$0.00	54
Other Governments	\$8,400	\$0.00	1
Foundations	\$7,292,643	\$117,055	23
NGOs	\$4,351,993	\$127,205	30
URB Funding	\$744,224	\$0.00	130
MPP	\$195,380	\$0.00	18
Private	\$3,457,465	\$1,315,166	69
Institutions	\$1,781,431	\$112,961	16
Total	\$ 23,145,182	\$ 1,763,145	351

Fadia Homaidan,
Director

DIRECTOR OF INTERNAL AUDIT

Generally the work of the Internal Audit Office may be assumed to be 80% routine, planned audits, inventory counts, attendance at bid openings etc. and 20% unscheduled special assignments, fraud investigations and other unanticipated issues.

In 2004-05 this ratio was effectively reversed. The year started with a lengthy investigation in the AUBMC stores that was triggered by a minor discrepancy during a scheduled inventory count. As the investigation progressed a number of weaknesses were found in the Hospital's inventory control systems. Although financial losses were negligible, criminal charges were perused against an employee for forgery and identity theft. The eventual outcome was the hiring of a new director of materials management and an overhaul of the mechanism for issuing supplies to the operating rooms and nursing floors.

Shortly after the beginning of the year, internal audit learned that significant debit entries to revenue had been made in the Hospital's books immediately after the year-end closing. Following a detailed review of the accounting details it was agreed with AUBMC administration that the entries belonged in the prior (2003-04) fiscal year along with an additional accrual for uncollectible amounts due from long stay patients. This resulted in a restatement of the unaudited preliminary 2003-04 financial results.

Subsequently it came to light that following the introduction of the new MPP at AUBMC in 2001 the balances recorded in the General Ledger and the balances due to the physicians prior to the introduction of the new plan had not been reconciled. An investigation by internal audit confirmed a significant overstatement of the amount due to the Medical Dean's Development Fund and a comparable understatement of the balance of professional fees receivable, billed prior to September 2001. While this had no impact on the financial statements it may reduce the projected amount of MDDF subsidies of AUBMC and Faculty of Medicine operations in future years.

A number of special investigations were conducted during the year as a result of alleged fraud or misconduct. These included the registrar's office, the department of pathology and laboratory medicine and the human resources dept. at AUBMC. The investigations led to the resignation of two senior managers who had breached the AUB code of business ethics and a number of official warnings and temporary suspensions of employees implicated in less grievous breaches of policy.

Following up on the recommendation of the allocations committee, internal audit initiated a number of reviews of ancillary service operations. Reports issued to date cover the student dormitories, the motor pool and the ID center. Generally speaking, these services fail to generate their full potential revenue and/or operate at a loss. The option of outsourcing these services is being considered given the relative financial success of outsourcing the cafeteria, the bookstore and supervision of housekeeping at AUBMC.

Routine reports issued covered attendance at inventory counts, (generally satisfactory): medical courtesy discounts, (which resulted in the adoption of formal guidelines): Cash counts at AUBMC and AUB main cashier offices, (generally satisfactory): UHS front desk operations, (resulting in increased efficiency): and AREC capital projects (highlighting the power plant upgrade).

As a pilot project, at the request of the director of AUBMC, a Risk Self Assessment study was conducted with the AUBMC out patient department. While no significant financial risks were identified a number of areas of inefficiency and reputation risks were highlighted and discussed with AUBMC administration.

Staffing the Internal Audit Office

The office started and ended the year with two vacancies. However, in between, there was a reorganization, three new hires, two internal promotions and two resignations. Mr. Dani Saad El Dine, MBA CPA CIA was appointed assistant director and Ms. Rasha Ockaily, MBA was promoted to the position of Senior Auditor (IT specialist).

It is anticipated that two entry-level internal auditors will fill the vacancies in October. As with all staff in the office, they will be encouraged to pursue CIA certification as part of the internal audit office's continuing professional development program.

Maurice Carlier
Director of Internal Audit

INSTITUTIONAL PLANNING & PROCESS IMPROVEMENT

Institutional Planning

Conducted workshops on how to develop Academic and Administrative Strategic Plans. 81% of the members of the unit-level planning teams (excluding the FM team) attended the workshops. Workshops were evaluated 4.1 on a 1 to 5 scale.

Participated in the meeting of the four institution-wide strategic planning committees. Draft reports (including financial implication of recommendations) were prepared and are in the process of being reviewed by the steering committee.

Provided guidance and advice during the meetings of the unit-level planning teams that started the process of developing their strategic plans. About 35% of the development effort has been completed so far.

Prepared an RFP for a regional market survey and finalized the selection of the consulting firm.

Process Improvement

Conducted one workshop on the “Balanced Scorecard Methodology” for the members of the faculties’ strategic planning teams (mainly faculty members). Workshop was evaluated 4.0 on a 1 to 5 scale.

Initiated process improvement projects covering the following topics:
Academic Advising, Patient Admitting and Discharge, Overseas Purchasing, Student Clearance, Graduate Student Admission, Student Work-Study Program.

Initiated administrative reviews covering the motor pool and ID center.

Managed the process of nominating, selecting and presenting the 2005 “President’s Service Excellence Awards”. Managed the process of assembling data for the Institution-wide Balanced Scorecard (BSC), and organized three VPs meetings to discuss the said BSC. Managed the REP project to develop and implement the Balanced Scorecard at the KPC-PTC (Petroleum Training Center of the Kuwait Petroleum Company). Conducted three BSC workshops in Kuwait for KPC-PTC senior staff

Campus Bookstore

Monitored the new process for managing the flow of information between faculty members and the bookstore operator using locally developed dedicated software. Used the experience gained to fine tune the software and streamline the textbook ordering cycle for the 2005-06 fall semester.

Committee Work

Chaired the following meetings:

Campus bookstore committee
Service Quality Task Team
Space committee
Strategic Planning Positioning committee

Participated in the meetings of the
Administrative Services Advisory Committee
AUBMC Review Committee
Contract Review Committee
Budget Committee
Budget Review Committee
Financial Services Advisory Committee
Human Resources Committee
Policies & Procedures Review Committee
Senior Staff

Andre Nahas,
Director

APPENDIX A

Medical Engineering

Executive Summary

This year's main activities related to Performance Improvement within the Medical Engineering Department, the Environment of Care Committee EOC, R&D, evaluations, active participation in medical procedures, expanding our services to AUB FAS, and selling services outside AUB.

Major Projects

Hospital

Equipment Related: New Cardiac Cath lab from ASHA grant was installed and patient monitoring system & central station in the E.R.

Other Issues:

Active participation in neurosurgical operations and research and electrophysiology procedures. Installation of 144 new equipments.

Specifications & evaluations done for the equipment under capital budget and AID. The major ones budget wise were for a Multi Slice Spiral CT, a Digital Radiography Unit and a PET/CT.

Feasibility studies for major projects at AUBMC and AUB + trips abroad to assess the Multi-Slice Spiral CT.

Basic Sciences (DTS)/ Environment Lab: New ICPMS installed.

AUB Extended our services to the Faculty of Arts and Sciences when 2 engineers were hired and manned the shop in the Physics Department. Also when the Faculty of Agricultural and Food Sciences expressed interest in our services, a proposal was submitted. We became active participants in the Core Labs Equipment Committee.

Departmental Issues

Automation/ Work Improvement: More functionality was added to Medical Engineering Organizer. A new WEB interface was added for the users in DTS and FAS to log in their service call. Work is in progress to deploy it in AUBMC (Bassam Ghibreel)

Work Improvement: The department PI task force developed several policies and forms and did a PI project.

Accreditation: Medical Engineering exerted more efforts towards this end.

Selling of Medical Engineering Services: An assessment & purchase of laboratory equipment for the government central public health laboratory was done by us for the Italian Embassy. A three days workshop was developed and conducted for administrators and biomedical engineers and technicians. Project was sponsored by the European Community and the Italian NGO CISP. New projects are under consideration with same NGO. Discussions are ongoing with the Beirut Government University Hospital too.

R&D: Special software for capturing and archiving Endoscopic and GI images was developed by us and is being used. A similar package is under development for OR image. Digital EEG units (Zouheir Khalili and Samer Zabad). This project allowed us to eliminate U\$ 80,000 equipment from the budget. Helped CNS in developing/ implementing a dictation (interactive voice responder) system in Medical Records (Gaby Andraos)

Training

Training (Visits)	Country	Person	Training (Visits)	Country	Person
RSNA Conference & Bone Densitometry	USA	R. Chartouni	Spectrophotometer	USA	G. Andraos
Non Mediatric Retinal Camera	Japan	J. Mujabber	HR Training Software HR On Line Certificate	AUB	W. Hasbany
Arab Health Conference + Training on Gamma Probe	Dubai	R. Chartouni	Service Excellence	AUB	N. Makhoul
Ultrasound	Germany	F. Saikali	Management Topic Six Hats	Lebanon	B. Tabshouri
Writing Job Descriptions	AUB	H. Khunaysir B. Tabshouri	Incident Reporting	AUB	S. Zabad, W. Khatib, H. Khunaysir, W. Hasbany, G. Mujabber
IV Pumps	Turkey	H. Khunaysir	Micro Manipulator	Germany	G. Mujabber
Dental Panoramic	Finland	R. Chartouni	Slit Lamps	Switzerland	G. Mujabber
Patient Monitoring Network	Holland	W. Hasbany	Win Time/ Payroll Link	AUB	H. Jarawan Morcos F. Saikali
Computerized Performance Appraisal System	AUB	H. Khunaysir B. Tabshouri, W. Khatib	Ultrasound	Singapore	R. Chartouni

Maintenance Expenditures

The expenditures increase this year increased by 10.27% (approx \$83,000) compared to last year and is still lower than FY 2002-03 by 6.55% (approx \$58,000). The increase was mainly in OR (\$42,000) due to high failure rate in scopes. The General Diagnosis charges increased by \$43,000 due to the replacement of 2 x-ray tubes while the MRI charges increased by \$35,000 due to the end of the reduced upgrade service contract and the inclusion of Helium.

APPENDIX B

Graduates of October 2004, February 2005, and June 2005

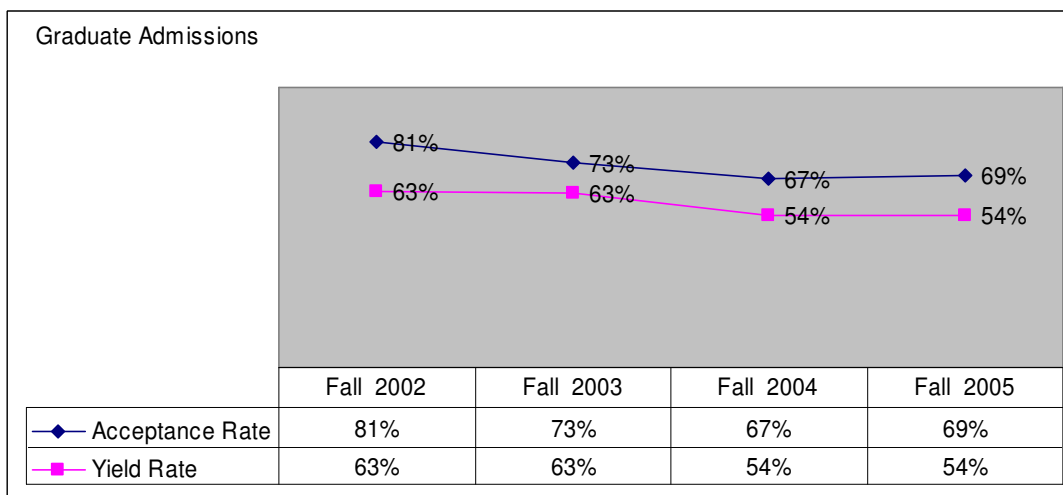
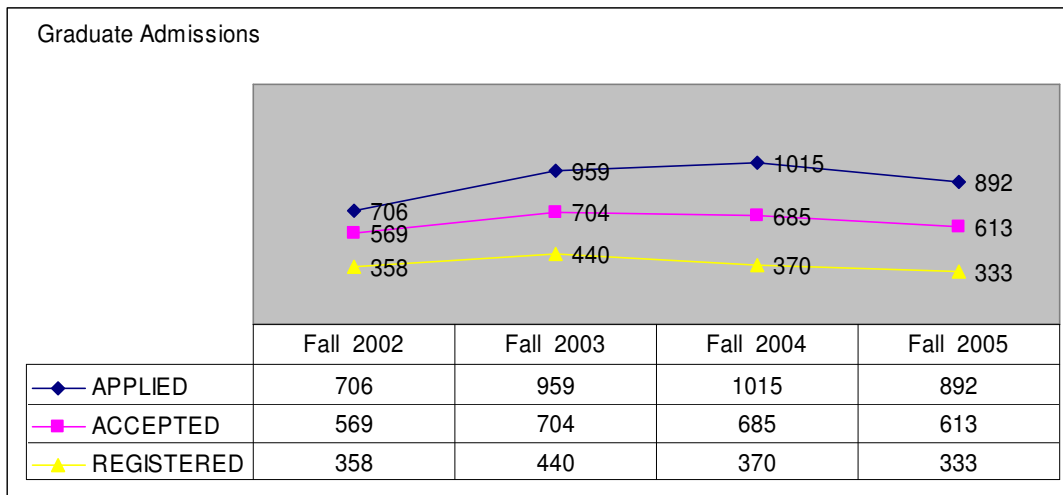
Faculty	Degree	Graduates of				Gender		Nationality		
		Oct. 04	Feb. 05	June 05	Total	F	M	Lebanon	Arab	Non Arab
AG	Bachelor of Science	6	14	83	103	88	15	87	8	8
	Master of Science	5	12	12	29	20	9	24	2	3
AS	Bachelor of Arts	17	37	140	194	139	55	147	16	31
	Bachelor of Science	22	45	247	314	134	180	273	19	22
	Master of Arts	6	12	39	57	43	14	37	3	17
	Master of Financial Economics	2	3	20	25	14	11	23	1	1
	Master of Money & Banking		1		1		1	1		
	Master of Science	10	5	17	32	22	10	28	3	1
EA	Bachelor of Architecture			8	8	3	5	6	1	1
	Bachelor of Engineering	4	2	200	206	45	161	188	12	6
	Bachelor of Graphic Design		2	26	28	25	3	25	1	2
	Master of Engineering	7	6	10	23	2	21	20	3	
	Master of Engineering Management	4	5	11	20	5	15	18	2	
	Master of Science	1		1	2	2		2		
	Master of Urban Design		1		1		1	1		
	Master of Urban Planning			4	4	3	1	1	1	2
FM	Bachelor of Science in Nursing	1		34	35	28	7	33	1	1
	Medical Doctor			73	73	25	48	69	1	3
	Master of Science	8		9	17	14	3	15		2
	Master of Science in Nursing			2	2	1	1	2		
HS	Bachelor of Science	2	5	30	37	26	11	26	8	3
	Master of Science	1	3	9	13	12	1	10	3	
	Master of Public Health	4	11	25	40	31	9	35	5	
SB	Bachelor of Business Administration	43	82	251	376	177	199	303	33	40
	Master of Business Administration	6	10	25	41	21	20	34	6	1
Grand Total		149	256	1276	1681	880	801	1408	129	144

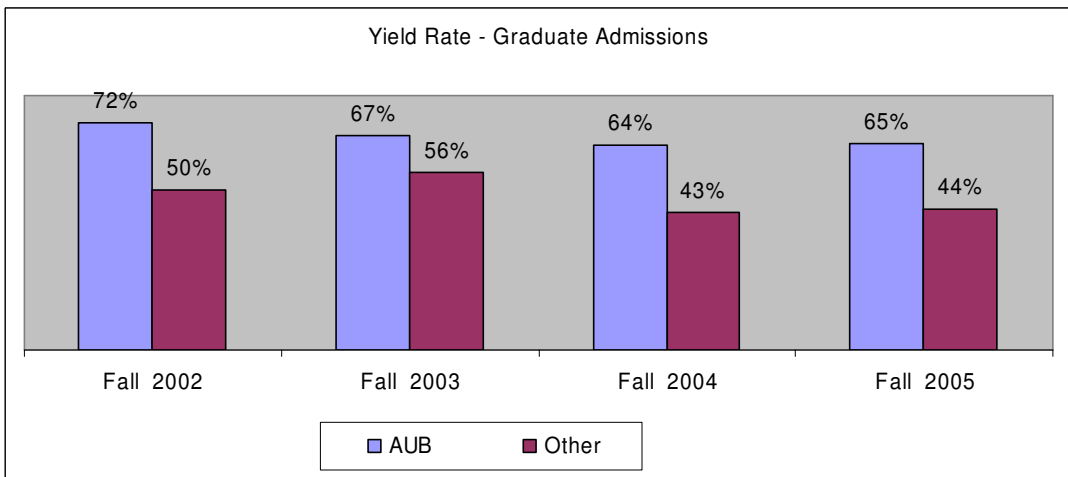
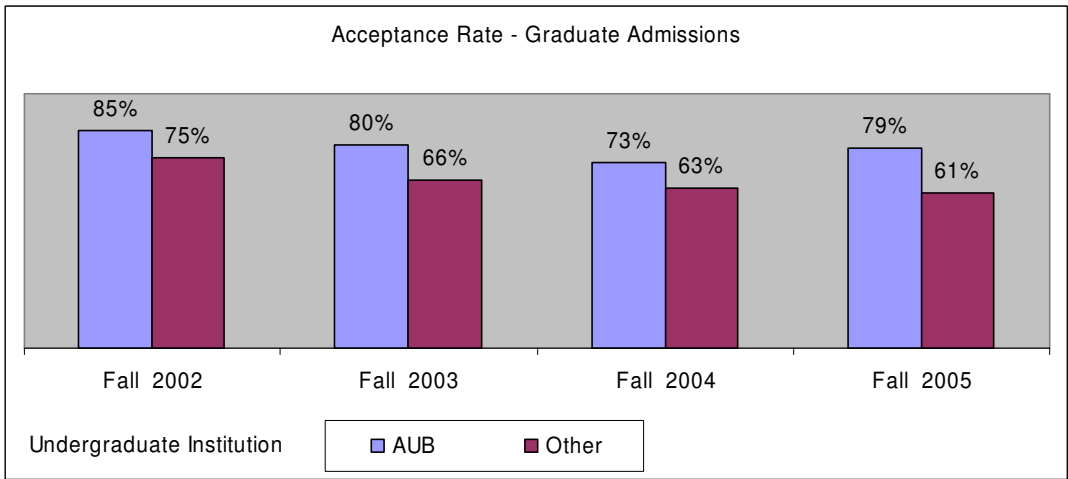
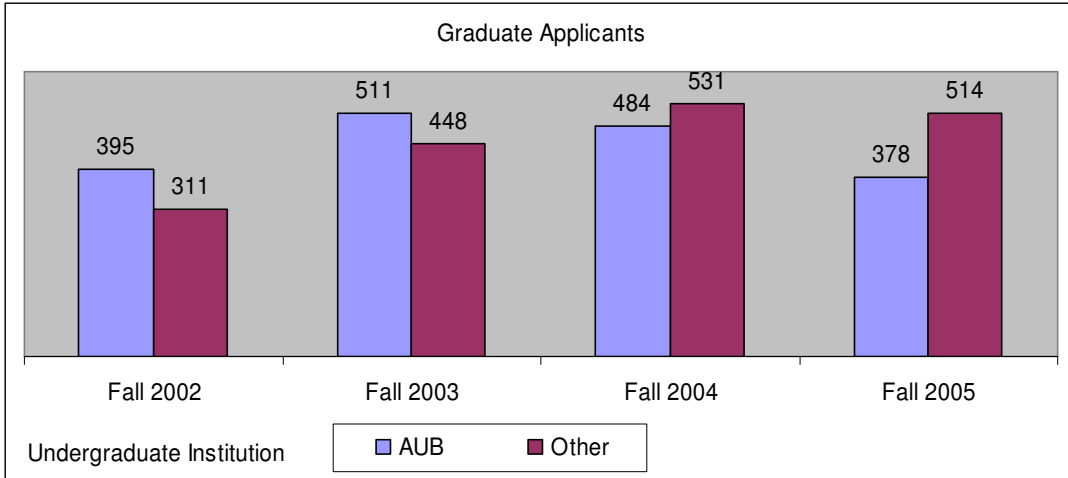
APPENDIX C

Data on Admissions

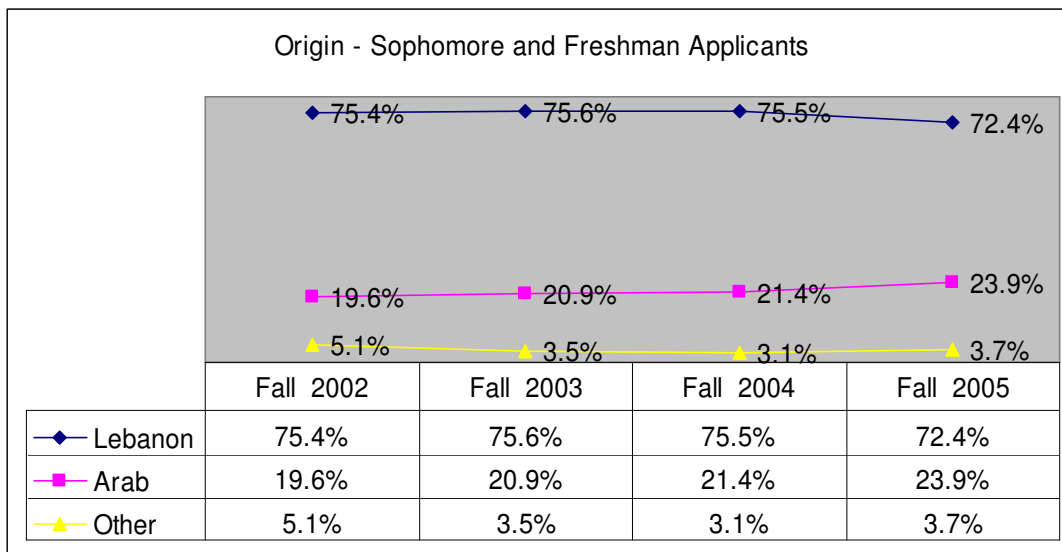
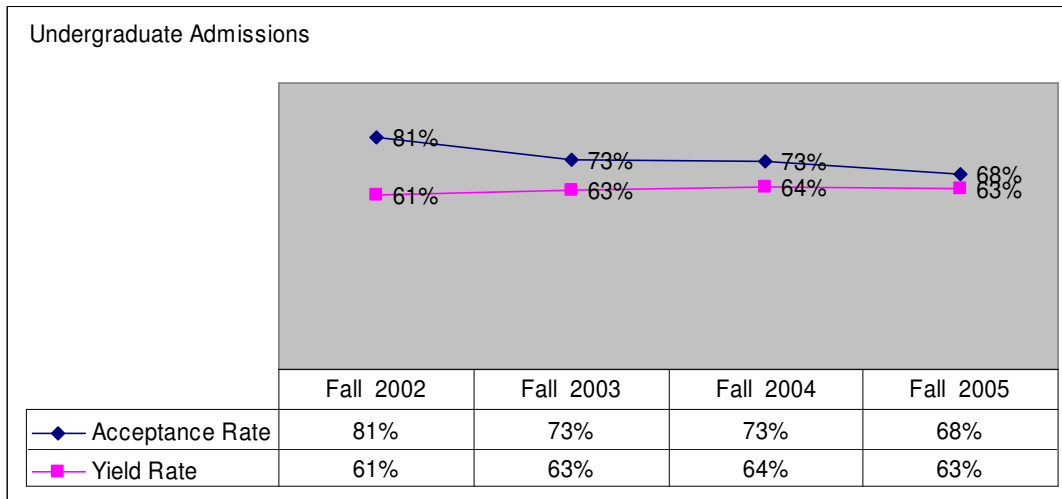
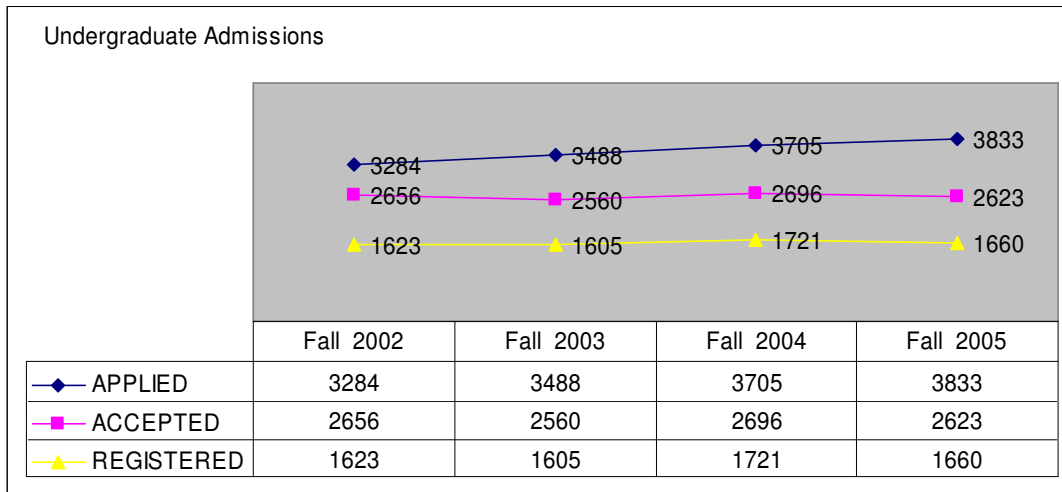
Applications, Acceptances and Yield

Graduate Admissions (prospective graduate students are considered undergraduate students)

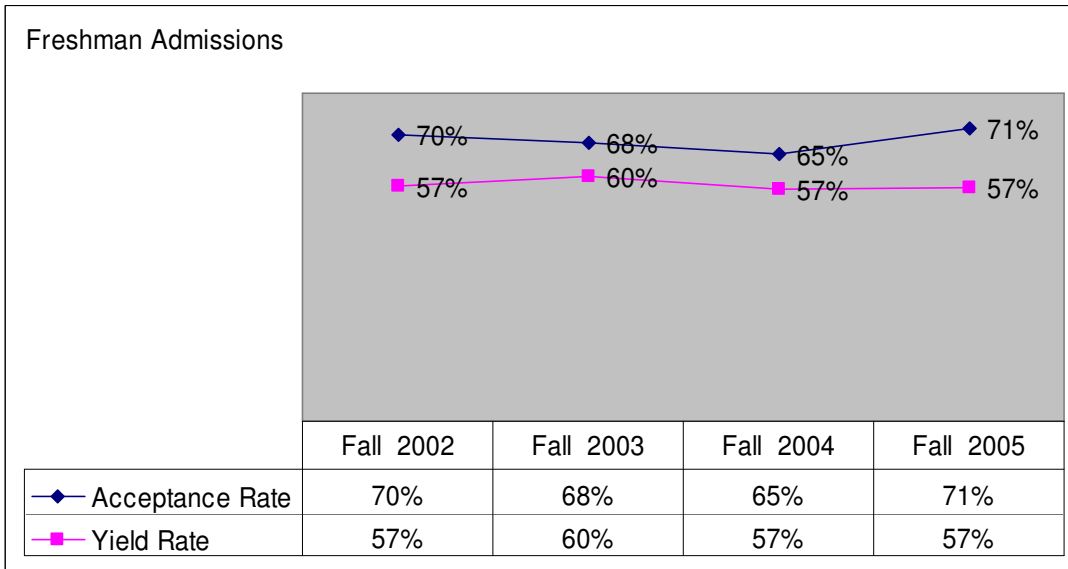
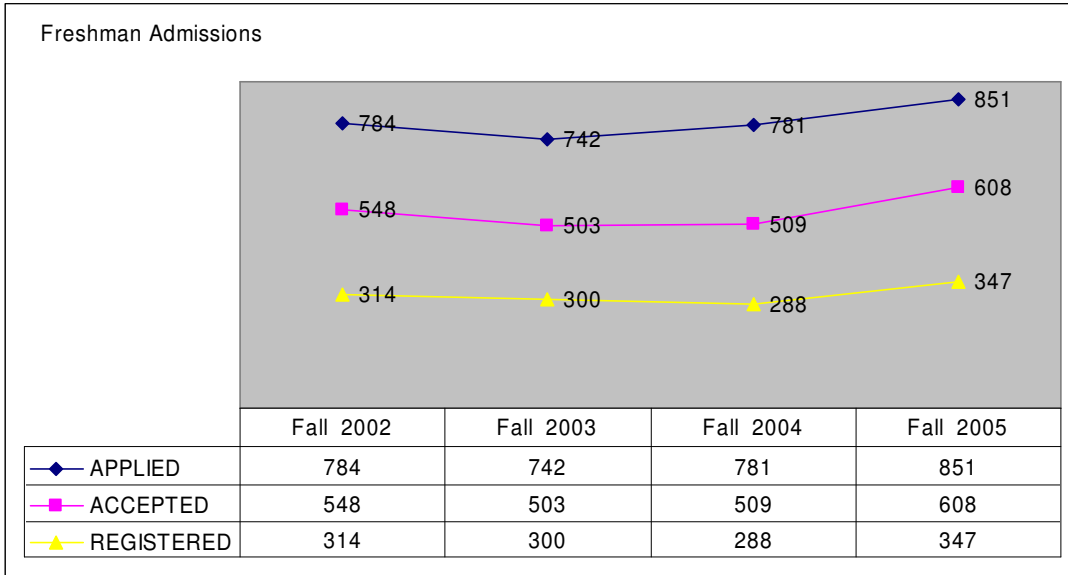




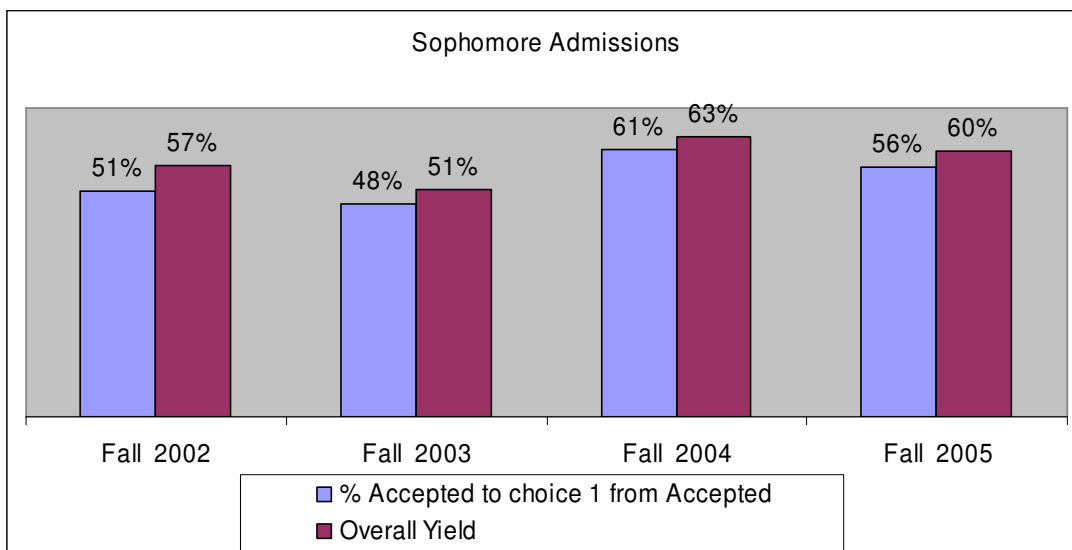
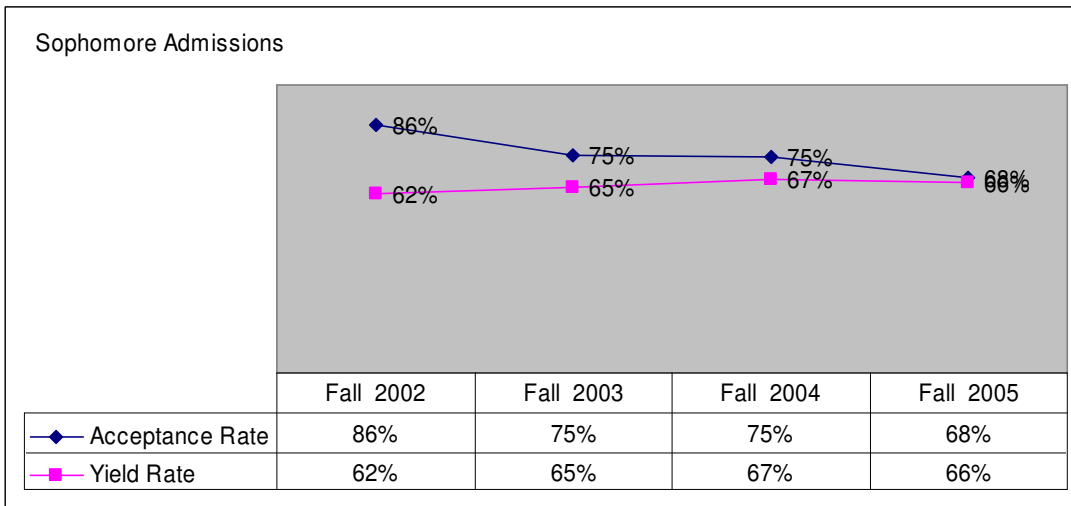
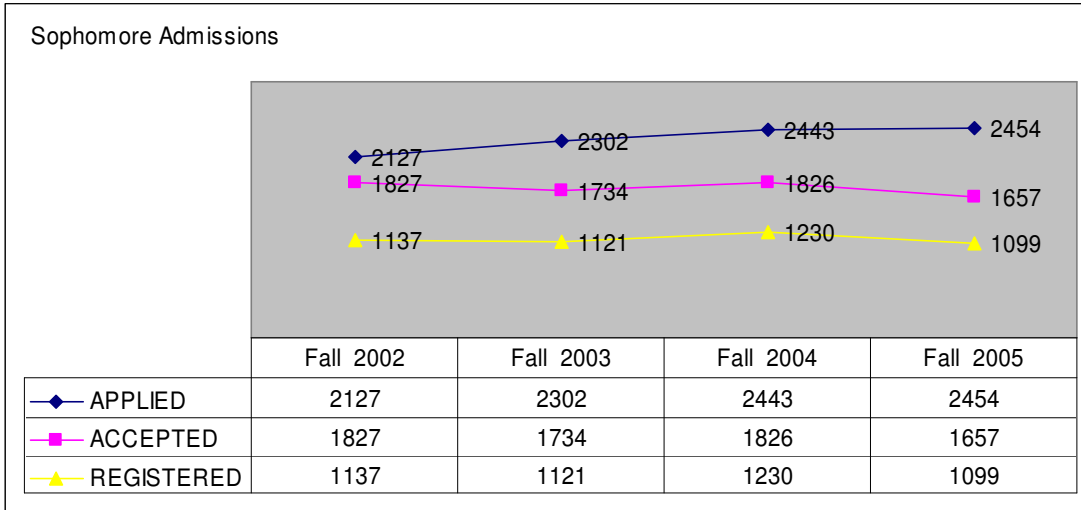
Undergraduate Admissions



Freshman Admissions (Early admissions included)



Sophomore Admissions (Early admissions included)



Distribution of First Choice of major as declared by Applicant

Faculty	Major	Fall 2002	Fall 2003	Fall 2004	Fall 2005
SB	Business Administration	17.2%	20.2%	19.5%	19.8%
AS	Biology	12.8%	13.6%	15.0%	18.4%
EA	Computer & Communications Eng.	20.8%	17.3%	13.8%	12.8%
EA	Mechanical Engineering	3.9%	5.6%	6.6%	8.2%
AS	Economics	4.2%	4.4%	5.3%	4.3%
EA	Civil Engineering	1.8%	1.7%	2.7%	3.5%
EA	Architecture	1.7%	2.4%	2.7%	3.4%
AG	Nutrition & Dietetics	4.1%	3.8%	3.8%	3.2%
EA	Graphic Design	4.1%	3.9%	4.7%	3.2%
EA	Electrical Engineering	2.2%	2.3%	3.1%	2.8%
AS	Computer Science	9.0%	5.9%	4.5%	2.7%
NU	Nursing	3.3%	5.0%	3.0%	2.3%
HS	Medical Laboratory Technology	2.1%	1.5%	1.4%	2.1%
AS	Chemistry	1.2%	1.2%	1.6%	1.6%
AS	Political Studies	1.4%	1.1%	1.5%	1.6%
AS	Mathematics	0.7%	0.7%	0.7%	1.1%
AS	Psychology	1.1%	1.0%	0.9%	0.9%
AG	Food Science & Management	0.1%	0.5%	0.5%	0.8%
AG	Landscape Des & Eco-Mangt	0.3%	0.2%	0.5%	0.7%
AS	Physics	0.5%	0.5%	0.7%	0.7%
AG	Agriculture	1.1%	0.9%	0.7%	0.7%
AS	Petroleum Studies	0.1%	0.1%	0.0%	0.5%
AS	Education/Elementary	0.7%	0.6%	0.9%	0.5%
AS	Studio Art	0.0%	0.0%	0.0%	0.5%
AS	Public Administration	0.9%	0.9%	1.0%	0.3%
HS	Environmental Health	0.5%	0.6%	0.4%	0.3%
AS	English Literature	0.5%	0.2%	0.3%	0.2%
AS	Sociology & Anthropology	0.0%	0.0%	0.0%	0.2%
AS	History	0.0%	0.0%	0.1%	0.1%
AS	Art History	0.0%	0.0%	0.0%	0.0%
AS	English Language	0.0%	0.1%	0.2%	0.0%
AS	Statistics	0.0%	0.0%	0.0%	0.0%
AS	Arabic Language & Literature	0.0%	0.0%	0.0%	0.0%
AS	Archaeology	0.0%	0.0%	0.0%	0.0%
AS	Geology	0.1%	0.0%	0.1%	0.0%
AS	Majorless	0.3%	0.1%	0.0%	0.0%
AS	Philosophy	0.0%	0.0%	0.1%	0.0%

APPENDIX D

Table 1: Financial Aid Distribution by Faculty for Academic Year 2004-05

	<u>Applied</u>	<u>Awarded</u>		<u>Interest \$</u>	<u>Total Amount Awarded \$</u>
		<u>Students</u>	<u>Amount \$</u>		
FAFS	220	165	360,970.97		360,970.97
FAS	971	755	1,704,187.71		1,704,187.71
FEA	788	692	2,381,384.38	23,680.00	2,405,064.38
FHS	137	98	199,957.56		199,957.56
FM	217	214	1,367,042.07	36,676.00	1,403,718.07
SB	426	359	957,538.99		957,538.99
SN	86	74	305,064.62		305,064.62
Total	2845	2357	7,276,146.30	60,356.00	7,336,502.30

The Interest of HSBC Loan for Medical Students = \$36,676

The Interest of Byblos Bank to FEA students = \$23,680

The amount of Merit Scholarships for 39 students = \$442,203

Total Expenditures for 2004-05 including Merit, Work-Study, and Interest = \$7,336,502.30

The average amount per student = \$3,113

Table 2: Grant and Loan Distribution for Academic Year 2004-05 for the Faculties of Engineering and Architecture, and Medicine:

	<u>Grant</u>		<u>Loan</u>		<u>Interest \$</u>	<u>Total Aid \$</u>
	<u># St.</u>	<u>Amount \$</u>	<u># St.</u>	<u>Amount \$</u>		
FEA	692	2,381,384	182	567,862	23,680	2,972,926
FM	214	1,367,042	163	733,531	36,676	2,137,249
		3,748,426		1,301,393	60,356	5,110,175