

THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

November 2007

American University of Beirut
Beirut, Lebanon

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PRESIDENT

At the time of writing, the Lebanese internal political stalemate drags on. It is merely the reflection of a regional stalemate that is likely to be with us for some time. A new president of Lebanon may or may not be chosen by consensus or by a 50% plus one vote by the majority in parliament. We might even wind up with two governments. None of it will make much difference inasmuch as the fundamental issues at stake have generated no consensus and remain unresolved and probably unresolvable for the foreseeable future.

I think this is the reality the University must face, and it is not really too bad considering how well we have navigated the political stasis and government paralysis of the past few years. Our enrolments are more than steady (they have unfortunately gone up), we have had no significant net loss of faculty, and while international student enrolments have not continued to grow they have at least held steady. Our operating budget is in balance (so far, although \$80-\$90 a barrel oil prices may haunt us this year) and our capital projects continue to progress.

Harder to assess is the level of morale amongst our students and faculty. Living with very significant uncertainties, growing inflation, constant power cuts, and deteriorating public services surely does not have a positive impact on any AUB-ites. The political cleavages outside our walls surely have their echoes inside our walls. Despite all this life seems fairly normal on campus.

We also continue to make institutional progress. The importance of the several avenues of accreditation we are following cannot be over stressed. By tying ourselves to the processes of accreditation and re-accreditation, we are locking ourselves into a constant quest for improvement that we can abandon only at the peril of losing accreditation. The University as a whole, as you all know, was accredited by the Middle States Commission on Higher Education and we are now beginning the re-accreditation process. We must address and are addressing deficiencies in strategic planning and internal governance. Nursing and the graduate program in Health Sciences are now accredited. The Olayan School of Business is well on its way to AACSB accreditation. Engineering and Architecture have long been ready for ABET accreditation, and only ABET's refusal to send a visiting team so long as the State Dept. advisory is in effect stands between us and accreditation.

I will not dwell long on the near-completion of our five-year Campaign for Excellence except to say that it has been a resounding success. Once again, the tensions in the region have not helped us. We hear frequently that donors are reluctant to make commitments to anything in Lebanon given the uncertainties the country faces. That fact has still not prevented us from exceeding our target by a substantial margin. I am confident that the experience our development staff has acquired in the past five years will allow us to move to new heights in fund raising even if regional tensions do not abate in the near future. When so many people have contributed so much to make the campaign successful, there is always a risk in singling out specific individuals, yet I must extend my personal thanks to Trustee Kamal Shair who brought all three w-s to bear in this campaign—work, wisdom, and wealth—and to Steve Jeffrey who raised Development by its boot straps over the past several years and who has personally brought in several major gifts.

John Waterbury
President

PROVOST

AUB's academic year has begun on a positive note, despite the politic uncertainty that pervades Lebanon. Over fifty new faculty members joined the university this fall and completed a two-day orientation workshop organized ably by the New Faculty Coordinator, Ms. Rima Iskandarani. We have made good progress in recent years in facilitating the transition of new faculty members into our system and receive quite positive feedback from new arrivals.

The new faculty members are welcome additions because we have a record number of undergraduate students this year, some 300 more new students than expected. This increase has put strains on our systems, both physical and academic, yet the university is coping. Usually the overall number of students declines in the first week or two of the semester, since some who have registered do not appear in person or do not pay and are hence dropped in mid-October. Nevertheless, it is clear that an AUB education is highly valued. Like last year, we have fewer regional and international students than we wish, but demand in Lebanon remains high.

AUB has several new undergraduate scholarship programs. In addition to our well-established Merit Scholarships for six sophomores and four freshmen, and the program for top students in the Lebanese Baccalaureate that was created last year in cooperation with the Lebanese National Council for Scientific Research, we have three new programs. The first is a full scholarship (including living stipends) for six academically qualified but needy regional students (one student from six countries). The second is the Franklin Scholarship Program, which will support twenty high-need and academically gifted Lebanese students attending AUB, a program supported through USAID funding. The third new program is the "Tomorrow's Leaders Program," for a small number of regional students that is funded by the US State Department MEPI Program and run in collaboration with the American University in Cairo and Lebanese American University. Together all of these programs promote academic excellence and social and economic diversity at AUB.

This fall witnessed the enrolment of fourteen new Ph.D. students, five in the Faculty of Arts and Sciences and nine in Engineering and Architecture. Several additional Ph.D. students have been accepted and may enroll in spring semester. All enter the program having already earned the Masters degree. Because the Ph.D. program was announced only in May, all the new students are from Lebanon. We expect that next year's arrivals will have more of a regional complexion.

Work on re-accreditation with the Middle States Commission on Higher Education continues. The eight working-groups are meeting and we expect their draft reports to be completed in the middle of April. We expect to hear soon that the Nursing program will receive professional accreditation. In addition, an accreditation team from the Joint Commission International is visiting AUBMC in mid-October, which everyone is very excited about. Efforts toward accreditation continue as well in the Olayan School of Business and in FEA.

Work continues on advancing two projects, strategic planning and learning outcomes assessment, which were required in the last MSCHE accreditation. Medicine has just presented a draft of its strategic plan to the trustee committee. We should make good progress on both fronts this year.

AUB expects to launch a new Center for Civic Engagement this year. The Center will focus on fostering meaningful learning experiences for students by incorporating their participating in non-profit organizations into their academic coursework. The Center will help promote a culture of service and civic leadership in Lebanon. It will do so by supporting service learning, volunteerism, and research in collaboration with various public service groups and communities. A primary goal of the Center is to provide opportunities for students of all backgrounds at AUB to study and respond to social and civic issues that are of critical importance to the Lebanese people and to the Middle East.

Finally, other Centers, such as the Issam Fares Institute and CAMS have been very active. And we await with eagerness the completion of the Charles Hostler Student Center in the coming months.

Peter Heath, Provost

VICE PRESIDENT FOR FACILITIES

Land and Building Registry – AUB Campus

Municipality Tax

We were able to exempt AUB from the “Built Property” taxes, thus allowing for a yearly savings of nearly \$135,000 even though rental values are increasing as a result of the additional facilities that are added to the campus. In the process of obtaining occupancy permits, drawings to pertaining lots were filed, and records of the municipality were properly updated. Shortly AUB will be reimbursed as well for the part of the previously paid taxes which we should not have paid, being exempted, and which will amount to almost \$450,000.

Permits for Construction Works

The construction permits, demolition permits and other different permits required for the prompt handling of the administrative routine needed with the various authorities related to the ongoing capital projects were duly obtained, namely for the Olayan School of Business, OPD Building, Issam Fares Institute, Green Field Fence, Raymond Ghosn and the Emergency Staircase of the New Women’s Dorm, Building No. 44, Gulbenkian (UHS), Utility Tunnel, Irani Oxy Engineering Complex, Underground water tank, pump rooms and fuel tanks. Also obtained permits for extension of working hours for the ongoing construction works at Charles Hostler Student Center Site, Building 56, OPD Building, CCC SRB site and New School of Nursing and the AUB Beach.

Municipality Registration for Buildings / Occupancy Permits

The occupancy permits for all campus buildings were duly obtained and for the first time ever all of the AUB buildings were registered in the municipality and the exemption from the “Built Property” taxes was secured.

SRB Clarification

We obtained the occupancy permit after submitting the necessary files, drawings and securing all required clearances. Also we cleared the file with the municipality and obtained the real estate value and the exemption from the MOF from the property taxes. The final step is being followed and is to prepare the construction contract and pay the one-time fees in order to register the building on the Land Registry Department thus having the building reflected on the cadastral maps.

Major Consolidating Steps

Hostler Roadway

The File is at the Ministry of Interior for approval before sending it back to the Land Registry Department where the public Domain will be given a lot number and become a municipality property. Then AUB will apply for its purchase.

Duraffourd Roadway

The appraisal for the lots 1052, 1053, 1054 & 1055 that represent Duraffourd road and the surrounding leftovers was obtained and we still need to get from the municipal board approval to AUB's request for the discount on the purchase in order to register the purchase agreement and pay the price. The purchasing contract was signed and submitted to the municipality for prompt processing to register the leftover lots in AUB's name.

Land Registry Department

We obtained the decree 655 dated 22/8/2007, unifying all AUB's buildings under the "American University of Beirut" name. We are proceeding to correct and clear all the deeds along with merging the lots together. Registration of new and old constructions is on schedule and planned to be completed by end of 2007.

Mayfair Property

The decree allowing AUB as a foreign entity to acquire the property was obtained in 45 days. The lot was registered in AUB's name and the purchase agreement was completed in less than three months. Preparation of the construction and restoration permit is ongoing. Demand to exempt this new addition to AUB property was approved by the municipality, and is currently being followed up at the MOF. Preparation of the designs and the necessary bidding documents for the remodeling works is also under way.

Land and Building Registry Files – IC

In preparation for executing the assignment agreement, the following tasks were completed: Clearing all the entries and violations existing on IC campus, obtaining the building occupancy permits, obtaining the real estate value, filing the petition to reflect the constructions on the land registrar records, preparation of the plan of the improvement procedures for submission to the municipality for approval and preparation.

In line with the provisions of Article 23 (a) (Engineering Studies and Adjustment of Boundaries) of the Agreement, AUB has prepared and finalized, in the format required by the appropriate governmental authorities, the plan showing the new boundary line between AUB and IC in relation to plots no. 412 and 641 - Ain El Mreisseh. Plans will be submitted to IC for their review and approval in order for AUB to proceed with the submission of the plan to the appropriate governmental authorities.

Land and Building Registry Files – AREC

Based on an exemption from property tax on the campus, a petition will be submitted in the Bekaa requesting exemption for research faculty residences on AREC premises.

Other Key Activities and Initiatives

Assisted in providing the required information and data towards the completion and finalization of the OPIC application.

Finalized and forwarded the report to the senior group of the university, to be shared with Basile Institute quantifying the overruns of the works and highlighting the reasons that led to the cost increase.

Met with Mr. Adams / FM², who visited the campus last April-May 2007. Mr. Adams also met with management staff of the units that fall under the jurisdiction of the office of VP

Facilities: FPDU, PPD and EHS&RM, to discuss ways to improve the quality and efficiency of the work flow and services provided by these units.

Held on February 21, 2007, on the building premises, an Inauguration Ceremony for the CCC – Scientific Research Building, in the presence of Mr. Said Khoury / Co-founder of CCC - Consolidated Contractors Company, to mark the success of a project involving many people who worked tirelessly to meet the tight deadline. The new research facility will allow AUB to demolish the outdated engineering laboratory Wings B and C which have outlived their functional life, having been in operation since the 1950s.

Held on May 03, 2007, at the Center's new auditorium, a dedication ceremony for the Charles W. Hostler Student Center, which is expected to open for use during the fall. Mr. Charles Hostler, former ambassador and alumnus, was also awarded an honorary doctorate degree of humane letters for his contribution to AUB.

The focus remains on the rate of inflation which ultimately influences the construction prices and subsequently should be accounted for in any forecast especially when projects are expected to be under construction in the coming years. Further to the request of the Board of Trustees in March 2007, the revised cash flow for main capital projects was resubmitted after introducing the following parameters below and grouping the cash flows for each fiscal year.

University Boundary Improvement

Further to the announcement made by Dr. Morris, Chairman of the Board, in the executive meeting March 2007, formation of a new committee was introduced, including Trustees Nabil Chartouni and Cliff Mumm and Vice President for Facilities Samer Maamari entrusted to make a recommendation regarding the salient area, to be presented to the Board.

Environmental Health, Safety & Risk Management

The following work achievements occurred during this period. Items of routine nature such as safety inspections, everyday risk management and insurance issues, monitoring, calibration, receipt of radioisotopes, and other regular functions have not been included.

Completed the testing and handing-over of all safety related systems/features in the Science Research Building and Building 23.

Supervised and participated in 12 projects related to asbestos abatement works on Campus and in AUBMC. These projects amounted to the removal and packing of 15m³ of asbestos containing material.

Exported 12 tons of hazardous chemical waste to Europe for incineration. Packed 1,980Kg and/or litres of chemical waste from Chemistry, Biology, DTS, Lab Medicine and Agriculture, and recycled 200Kg of chemicals from Biology to Chemistry. Collected and stored 600 litres of chemical waste in AUBMC chemical storage room and around 8Kg of phased-out mercury from Plant Engineering.

Monitored the handling, transporting, and autoclaving process of 197,588Kg (an average of 17,963 Kg/month) of bio-hazardous waste from AUBMC, Campus and Medical School. Safely destroyed 8Kg of expired and spoiled medications from Internal and Family Medicine departments.

Developed "*The Safety Management Plan*", "*The Hazardous Materials and Waste Management Plan*", "*The Emergency Management Plan*", and "*The Fire Safety Plan*" to the Facility Management and Safety Committee (FMSC).

Conducted a comprehensive life and fire safety survey of AUBMC. Prepared and submitted annual reports for Life and Fire Safety, Hazardous Material and Waste Management, Risk Management, and Radiation Safety to the FMSC.

Presented a detailed report to FMSC on AUBMC sprinkler system coverage and worked closely with Plant Engineering to return fire pumps in AUBMC back in service as requested by the BOT.

Worked in coordination with the Lebanese Atomic Energy Commission (LAEC) and the International Atomic Energy Agency (IAEA) on resolving the removal and export of unused radioactive sources stored for decades at the Radiation Oncology department premises, as the transport of such sources is subject to strict international regulations. This included one Cobalt-60 source that has been stored for more than 20 years and 3 old Iridium-192 sources.

Surveyed 25 university laboratories where RAM is used for compliance with the University Radiation Safety Regulations. Violations were successfully corrected prior to the accreditation survey of October 2007.

Assisted 20 principal investigators in completing the applications for renewal of their licenses, issued by the URSC in May 2004, to possess and use radioactive materials

The overhaul of university insurance portfolio resulted in savings of \$336,116 per year. This was achieved by assuming a deductible of \$5 million for property coverage in addition to premium savings on property from previous years.

Assisted the university in obtaining political violence insurance through the Overseas Private Investment Corporation (OPIC), against loss of assets and business income. Followed up on all OPIC requirements to assure maintenance and continuity of this insurance.

Prepared a plan to increase the university's self insurance fund up to \$20 million in the next 10 years and prepared a report addressing ways of funding small claims to help departments with unexpected losses which may severely affect their budgets.

Reviewed the risk exposure, liabilities and insurance requirements of 17 contracts (12 for AUBMC & Faculty of Medicine and 5 for AUB). Analyzed and investigated work related accidents. Successfully closed a lingering worker's compensation case. Recommended an action plan which was adopted by AUBMC to decrease needle prick incidents.

Started participating in the Risk Management Committee at AUBMC. Reviewed the informed consent forms used at the hospital and recommended amendments to protect the university from claims brought in the USA. Reviewed and helped prepare 3 risk related policies for AUBMC to comply with JCIA recommendations.

Initiated disease preventive program by sending letters to remind staff of their due medical checkups in collaboration with UHS. Recruited the Physical Therapy department and assessed 386 office workstations for ergonomic injury preventive measures. Surveyed AUB food service department to increase awareness about healthy food choices. Actively working on smoking cessation program which will entail additional resources to be effective. Initiated monitored walking groups' activity in April 2007.

Responded to 93 emergencies: 4 fires, 3 Mercury spills, 1 chemical fumes, 2 chemical spills, 30 fire alarms, 21 false alarms, 2 fire smoke, and 3 fire smell, 1 disposal of infectious equipment, 1 gas leak, 1 foul smell, 1 fire alarm panel failure, 6 panel trouble, 8 radioactive material spills, 6 bio-safety, and 3 sanitary related issues in AUB and AUBMC.

Offered 31 training sessions related to fire safety, 11 training sessions related to Bio-hazardous Waste Management topics, 1 session related to Universal Precautions, 2 training sessions related to food safety and hygiene topics, 9 sessions related to Radiation Safety, 8

sessions related to Risk Management, and 46 training sessions related to various occupational health, ergonomics, wellness and safety topics to faculty, physicians, students, and staff.

Facilities Planning and Design Unit

During this period, the Facilities Planning and Design Unit (FPDU) handled all the major construction and rehabilitation projects on campus and the Medical Center. These projects are listed below with the proposed timelines for the major capital projects.

Major Projects / AUB Main Campus

Construction / Rehabilitation Projects:

- Charles Hostler Student Center and Corniche Frontage
- Rehabilitation of the Green Field and the Corniche Frontage
- Construction of the MEP Services Utility Network
- Central Chilled Water Plant
- MEP Services Utility Tunnel
- Rehabilitation of the Beach Tunnel
- Olayan School of Business
- CCC Scientific Research Building
- Nicely Hall - Upgrading Classrooms
- Renovation of seven laboratories - Biology Building

Conceptual / Design Projects:

- Issam Fares Institute for Public Policy and International Affairs
- Irani Oxy Engineering Complex
- West Hall - Art Gallery
- Main Pumping Station
- Redesign & Renovation of Engineering Lecture Hall (ELH)
- Survey of Marquand House
- Overlook Surrounding

Major Projects / AUB Main Campus

Construction / Rehabilitation Projects:

- About Khater – Old OPD (Bldg. 23)
- Building 56
- School Of Nursing
- Renovation of 4th Floor – “Abu Haidar Neuroscience Program”
- Renovation of 8th Floor – “Naef K. Basile Adult Cancer Center”
- Neonatal Intensive Care Unit (NICU)
- Central Fire Pump Station in Building 56

Conceptual / Design Projects:

Renovation and Expansion of Surgery Suite
AUBMC Circulation Plan and Building Surroundings
AUBMC Study B: Standardization Manual

Minor Renovations / Enhancements / Reports

Jewett Hall - Emergency Escape Stairs
Bliss Hall Digital Examination Room 203
Renovation of Residence 41 - Ground Floor
Sound Insulation for Music Room – West Hall
Handicap platform lift - Van Dyck Amphitheater
Remodeling of Post Hall Northern Piazza
DTS Cell Culture Lab
Extension of the Office of Information and Public Relations
Structural Assessment of the Dar Al Handasah Architecture Building
Jafet Manuscript Room
Renovation of Records Room in Human Resources Office - College Hall
Renovation of Reserve Reading Room - Jafet Library
Status Report on the “Accessibility of the Disabled in Existing Buildings”
Renovation of Bashar Khayyat Memorial Psychology Laboratory - Nicely Hall
Common Room Refurbishing – West Hall
West Hall / Van Dyck Signage
Renovation of SMEC Lab - Fisk Hall

Physical Plant Department

Budget

The Physical Plant Department (PPD) operational expenditure for fiscal year 2006-07, including utilities, is projected to be \$14.18 millions, versus a budget of \$14,250,000. PPD’s Deferred Maintenance expenditure for FY 2006-07 is projected to be \$415,000. The minor and capital improvement projects value for FY 2006-07 is projected to be \$1,300,000.

Physical Asset Management

During this FY, PPD received 16,588 service calls and 2,315 Service Requests. Over 305 activities and campus events were supported during this FY. These events include, but are not limited to MEMA, Job Fair, Science Fair, Outdoors, Folk Dance, Chapel, Commencement, retirement receptions and dinners.

Communications

In addition to routine operation and maintenance tasks of the telecommunication system, many other activities were completed. Departmental telephone charges for this year marked a decreasing trend, especially in AUB campus, compared to last year, except for August.

Training

Two hours of training for AUB Policy against Discrimination & Harassment conducted by HR for all PPD staff. Plant Engineering foremen, leads and key staff received 17 hours training on fire alarm systems, elevator rescue, building automation systems, air handling units and painters received 7 hours training on decorative painting works.

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

Energy and Water Conservation

An energy conservation awareness web page was developed and posted on PPD web page. Awareness brochures were ordered and will be posted on bulletin boards across campus.

Water meters were installed in all residential facilities and other high consumption locations in order to track consumption. Upgrade of our aging plumbing system continues with installation of hands-free, electronic metering devices which reduce water consumption and improve hygiene.

Utilities

The consumption rates for all utilities - water, steam electricity and communication - are unchanged when compared to the data on record for same periods last year. No major variance or interruption in the supply of utility with the exception of the continuously rising price of crude oil; the cost of diesel jumped from \$520/ton in February, to \$550/ton in March, up to \$600/ton by the end of April 07.

Work Coordination Center

Preventative Maintenance work orders averaged about 486 per month or a total of 6,421 for the year. A decline in work orders in 2006-07 was due to an initiative to eliminate unnecessary work.

Plant Engineering

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

Facilities

Maintaining the campus' facilities and equipment by providing effective preventive and predictive maintenance, repairs and improvements were executed. In addition to the routine operation and maintenance tasks of the physical assets, many renovation and alteration projects were completed by PPD Plant Engineering & Coordination Center for this period.

Grounds and Transfer Services

The team maintained the campus property by providing cleaning, gardening, pruning and spraying, weeding, fertilizing and planting of new trees and seasonal planting of flowers.

Aside from day-to-day moving activities on the AUB campus and the AUBMC, the department assisted in numerous events all over the campus and the medical center

Custodial Services

The team maintained the campus property, providing daily facility cleaning, monthly window cleaning and pest control services to facilities. Aside from day-to-day cleaning activities on the AUB campus and some AUBMC facilities, the department assisted in 305 activities and campus events.

Samer Maamari
Vice President for Facilities

VICE PRESIDENT FOR FINANCE

Staffing

The recruiting process for the Vice President for Finance was completed in August 2007. Mr. Stephen Kenney arrived in Beirut and assumed his responsibilities on September 17, 2007, nearly a year after Mr. John Bernson left AUB to become Chief Financial Officer and Treasurer for Sarah Lawrence College.

Several individuals deserve special recognition for their dedicated service to the AUB during the interim period between the departure of Mr. Bernson, the war, and the arrival of Mr. Kenney. These individuals, listed in alphabetical order, include:

Mrs. Nelly Abu Zaki, who has served AUB in various accounting and finance capacities for over 25 years, was named Acting Controller until Mr. Imad Dayya was appointed in August 2006.

Mr. Dani Asfour, who has served AUB as Director of Business Services for the past six years.

Mr. Imad Dayya, who was appointed Comptroller in August, 2006, and named Acting Vice President for Finance until the position was filled in September, 2007.

Mr. Howard Ray, who served as Comptroller until December 2005, and was appointed Assistant Treasurer in the New York Office in 2006,

Mr. Walid Uthman who filled in for Drew Wickens while he was in the US after the war.

Mr. Drew Wickens, initially appointed as Deputy Director of Financial Planning and Budget in February 2002 and subsequently promoted to Director of Financial Planning and Budget.

It is clear that the above individuals used their energy and talents to manage the functions of financial planning and budget, accounting and controls, business services, and treasury during the period of uncertainty associated with the war and the subsequent transition period leading up to the appointment of the new Vice President for Finance. Their accomplishments are outlined in the following sections.

Office of Financial Planning and Budget

FY 2007 marked a noted financial improvement over the fiscal deficit of FY 2006 imposed on the university by last year's war. As of the writing of this report the university is poised to end the year with a modest operating surplus, and the operating budget for FY 2008 looks sound going into the new academic year

Work continued this past year between the Office of Financial Planning and Budget and CNS related to the implementation of the Oracle Enterprise Planning and Budgeting software module. The final selection of a consultant to assist in this endeavor is expected in November 2007 with related project work to begin several weeks thereafter. The project is expected to take around six months to complete and is intended to bolster the university's financial planning and reporting capabilities.

Office of the Comptroller

This year witnessed many events at the Comptroller's Office.

Systems/Software/Controls: A number of steps were taken to strengthen controls and streamline procedures in various systems.

Payroll. In an effort to separate the payroll software maintenance function from the Comptroller's office, CNS acquired a new server for payroll and assigned a primary system administrator and developer to support the payroll software.

Oracle. With the support on CNS, we completed the testing and moved to an upgraded version of Oracle Financial modules.

Helpdesk. The established Helpdesk has improved end-user service. Future developments being planned in this area include the Receiving Mechanism, Documents Circulation Traceability, and the Invoice Return Mechanism.

Controls/E&Y Review. In terms of control reinforcement, the Comptroller's Office has launched several documents to communicate the controls required for a variety of financial transactions. In addition, we are responding to several areas outlined in the recent Ernst & Young report in order to improve the overall control environment.

VAT Collections. The Tax section collected \$6.1 million in VAT receivables outstanding from 2002 through September 2007. This resulted from improving the filing and reporting system based on recommendations of tax inspectors.

Office of Business Services

Summarized below are the significant accomplishments for the Office of Business Services, which includes Auxiliary Services (Central Duplicating, ID Center, Maintenance Contracts, Motor Pool, Post Office, Travel Office), Bookstore, Food Services, Housing, Materials Management, Parking, Purchasing and Vending Machines.

Auxiliary Services. As part of regular operating procedures, the Office of Auxiliary Services closely monitored the operations of all subordinate departments, adjusting operating procedures to accommodate changes, improve operations and decrease running costs whenever possible.

Bookstore. An RFP was issued to select an operator for the AUB bookstore for a three-year period effective July 1, 2007. The AUB Bookstore Adhoc Committee selected Librairie Antoine as the new bookstore operator. The transition to the new operator went smoothly.

Materials Management (campus). Responded to the Internal Audit Review Report on the Year End Inventory and implemented corrective action as indicated in the report. Followed up on and assisted in clearing more than 523 air shipments and 38 ocean shipments.

Purchasing. The Purchasing Department was heavily involved and worked closely with Ernst & Young staff on assessing the current supply chain process which includes mapping of the purchasing processes and functions.

Stephen Kenney
Vice President for Finance

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction

FY 2006-07 has been a significant year for the Office of Regional External Programs (REP) and the Continuing Education Center (CEC), a division of REP. This is the first year for REP to implement the Balance Scorecard as a method to activate its five-year strategic plan. Each activity pursued during this fiscal year contributed to one or more of REP's strategic initiatives, comprised of the faculty inclusion, market intelligence, branding, and leveraging initiative. Each initiative was measured by both institutionally mandated and internal key performance indicators (KPIs). The REP Interfaculty Advisory Committee (RIAC) was formed and, drawing on the AUB leadership, RIAC serves as the REP think-tank to propose new ideas, champion new product development, and serve as a guide for REP activities. REP signed 23 new projects of which seven were in five additional countries than a year ago, including Kuwait, Qatar, Sudan, Syria and West Bank.

The 2006-07 fiscal year was also a benchmark financial year for REP. The total volume of REP & CEC operations amounted to \$8,623,095 distributed over 40 projects in 11 countries (15 locations). This face value of business is almost \$2.5 million greater than that of the previous year, an increase of 93%. This is also \$1.1 million above the average face value of new business acquired since 2001-02. Furthermore, gross revenue of \$1,857,273, net revenue of \$1,131,771, and a percentage margin of 60% were all the highest over the past decade. REP was able to return approximately \$176,336 in overhead recovery to AUB Faculties and contribute \$391,174.55 in consulting fees to 103 AUB faculty and staff consultants.

Professional Contracts¹

1. Signed a contract for Academic Consulting with Qatar University; \$1,613,060.88 for the period May 1, 2007 – December 31, 2008.
2. Activated the Dhofar University 2007-08 budget for a total of \$1,451,281 starting September 1, 2007 for a period of one year.
3. Signed the Technical Assistance Preliminary Agreement with Prince Fahed Bin Sultan University starting March 1, 2007 for the period of seven years and seven months ending September 30, 2014. The budget for the first 19 months is \$912,250.
4. Signed with Mrs. Sarah El Fadl an agreement concerning the Professional Journalists Training Program for a period of five years starting March 1, 2007 with a total budget of \$800,000 on the basis of \$160,000 per year.
5. REP is now administering the agreement with the Medical Welfare Trust Fund signed as of June 30, 2006 with a budget value of \$375,000 for a five-year period on the basis of \$75,000 per year.
6. Signed with Al Mana' General Hospitals the Technical Assistance agreement for August 1, 2007 – June 30, 2011. Phase I budget is \$206,146 for the period August 1, 2007 – June 30, 2008.

¹ Signed or activated in FY 06-07 by face value in descending order. Please note that for multi-year projects, the contract face value is stated but the budget for one year is added to the total.

7. Signed with Al Nibras in Dubai a new agreement for Management Consultancy for the period of three years starting October 1, 2006 with a budget of \$198,830 for the first year.
8. Activated the Syrian Cancer Society agreement on November 15, 2006 with the budget of \$104,568.75 and a no-cost extension through November 15, 2007.²
9. REP is administering the Hope for Lebanon project funded by Trustee Ray Irani; starting July 13, 2007 for a total budget of \$100,000.
10. Signed with the University of Qatar a MoU for Academic Consulting with a budget of \$84,000 for the period January 2 – March 31, 2007.
11. Signed the Site Visit Agreement with Golden Triangle Company with a budget of \$73,728 for the period of three months starting May 31, 2007.
12. Signed with Gulf Capital the Academic Consultancy Services for the period July 22, 2007 – October 19, 2007 with a budget of \$64,400.
13. Signed the Academic Consulting for a feasibility study with the University City in Damascus from August 1 - November 30, 2007 with a budget of \$62,800.
14. Signed with ASTRA the Memorandum of Understanding for Academic Consulting for Prince Fahed Bin Sultan University in Tabuk, Saudi Arabia with a budget of \$45,000 for the period January 1-March 31, 2007.
15. Signed with UNFPA the Special Service Agreement for the ‘Empowerment and Development Project of the Lebanese Family Planning Association’ with a budget of \$27,500 for the period December 14, 2006 – February 28, 2007.
16. Signed with UNICEF the Public Health in Complex Emergencies Training Program for the period effective April 17, 2007 with a budget of LL30, 332,709 (\$20,114.50) till the expiry of funds.
17. Signed with Ahfad University for Women in Sudan the contract for Technical Assistance with a budget of \$18,995 for the period January 1 – June 30, 2007.
18. Activated with MEA the letter for a no cost extension until completion of all tests with an increase budget of \$7,500 for the testing session on March 6, 2007.
19. Activated with the US Embassy the request for the services of the Director of EHSRM for the period April 1, 2006 - September 30, 2007 for \$5,535.
20. REP administered the fund from the Welfare Association for the Training of Palestinian NGOs on ‘Health Education Techniques during Emergency Situations’ for the period July 12 – August 31, 2007 with a budget \$3,075.
21. Increased the budget of Al Nibras Management agreement by \$1,831.
22. Arab Supply & Trading Corporation (ASTRA): The Provision of Executive Education and Training Services; November 1, 2007 – October 31, 2008.

The value of the above new initiatives (signed & activated) amounts to \$5,131,046.38

Workshop Contracts (Outside Lebanon)

New:

Signed with Forte Business Consult the contract for the Design & Implementation of Training and Provision of Consulting Services; August 7, 2007 – August 6, 2009 with a budget of \$220,000 per year corresponding to 40 workshops.

² Not added to the total since it was reported when signed in 2005-2006.

Signed with Forte Business Consult a contract (\$139,500) for Executive Education for 2006-07. REP offered the following workshops to Kuwait Petroleum Corporation:

- (a) Supervision Skills - Advanced (Arabic): May 6-9, 2007
- (b) Communications & Interactive Skills (Arabic): June 10-13, 2007; June 17-20, 2007; May 6-9, 2007; April 15-18, 2007; March 18-21, 2007; February 18-21, 2007; December 24-27, 2006; November 19-22, 2006;
- (c) Balanced Scorecard Implementation: April 15-18, 2007; December 10-13, 2006;
- (d) Supervision Skills - Advanced (Arabic): May 6-9, 2007;
- (e) Communications Advanced Negotiation Skills: April 15-18, 2007; January 21-24, 2007;
- (f) Time Management (Arabic): June 24-27, 2007; May 20-23, 2007; April 8-11, 2007; March 25-28, 2007; February 18-21, 2007; December 24-27, 2006;
- (g) Dealing with Change: May 20-23, 2007; March 11-14, 2007; December 10-13, 2006; October 29-November 1, 2006;
- (h) Basic Supervision Skills: March 11-14, 2007;
- (i) Basic Supervision Skills (Arabic): March 11-14, 2007; December 24-27, 2006; November 26-29, 2006;
- (j) Basic Negotiation Skills: June 3-6, 2007; December 17-20, 2006; November 5-8, 2006;
- (k) Balanced Scorecard: October 7-8, 2006.

Amman Baccalaureate School: (\$4,320); workshop on Differential Instruction for the period October 27-November 30, 2007.

Current:

Dar Jana (Saudi Arabia): (\$119,000) - REP conducted the following workshops to the Gulf Medical Company: (a) Leadership Skills: May 10-12, 2007 (Jeddah); (b) Building High Performing Teams: March 15 -17, 2007 (Riyadh); (c) Dealing with Change: January 12-14, 2007 (Jeddah); (d) Negotiation Skills: December 13 -16, 2006 (Jeddah); (e) Effective Negotiation Skills: November 8-10, 2006 (Jeddah); November 5 -7, 2006 (Riyadh)

Total Workshops Contracts \$482,820

Continuing Education Center

601 students were enrolled in course and certificate programs during the FY 2006-07, the highest enrollment in the past decade. Additionally 31 students completed certificate/graduation requirements during the fiscal year. Tuition of registered students amounts to \$285,371.34. REP continues to administer the Kuwait certificate program and generated \$23,250 for FY 2006-07.

CEC Workshops (New in Lebanon)

REP/CEC administered the following workshop contracts in Lebanon during the FY 2006-07:

1. Signed with the Embassy of the Netherlands in Beirut the Agreement for their contribution to the Journalism Training Program workshops for the period July 1 – December 31, 2007 with a budget of \$108,513.90. REP conducted the following workshops to date:
 - Newsroom Management (Arabic): September 24 – 26, 2007
 - War Coverage/Safety for Journalists (Arabic): September 18 – 20, 2007
 - Elections Coverage (Arabic): August 27 – 30, 2007
 - Investigative Journalism (Arabic): July 23 – 27, 2007

2. Signed with the Embassy of the Netherlands in Beirut the Agreement for their additional contribution to the Journalism Training Program for the workshop on 'Environment/Health Journalism' during the period September 1 – December 31, 2007 with a budget of \$17,006.50
3. Signed with UNRWA and implemented the workshop on 'Project Management & Cost Management' during the period Dec. 18 – 22, 2006 for the amount of \$6,000.

Total CEC operations \$440,141.74

TOTAL VOLUME OF REP OPERATIONS in FY 2006-07: New and In-progress

Consulting/Professional Initiatives (Face Value) Acquired	\$5,131,046.38
Existing Active Consulting/Professional Initiatives (Face Value)	2,526,840.40
Closed Active Consulting/Professional Initiatives (Face Value)	42,246.00
Workshops: Acquired & Current	482,820.00
Continuing Education Center (Contracts Face Value & participation fees)	440,141.74
Total	\$8,623,094.52

REP Income Estimate Forecast for the Fiscal Year and Actual for 2006/07

	October 1, 2006 – September 30, 2007	
	(Projected)	(Actual)
Income -REP Contracts & Workshops	\$1,200,000	\$1,535,922.50
Income - Continuing Education Center	\$300,000	\$321,350.40
<i>Gross Earnings</i>	<i>\$1,500,000</i>	<i>\$1,857,272.90</i>
REP Administrative Expenditures	\$588,898	\$519,497.39
CEC Administrative Expenditures	\$178,650	\$206,004.83 ³
<i>Total Expenditures</i>	<i>\$767,548</i>	<i>\$725,502.22</i>
Net Earnings	\$732,452	\$1,131,770.68

Conclusion

There is much to celebrate during the 2006-07 fiscal year as REP's KPIs reflect. The geographic spread of REP projects has increased to a record 11 countries, an increase of over 37% from 2005-06. 1,610 man-days were delivered by REP consultants, 95 more man days delivered (or 6%) than a year ago. Additionally, this year represents 363 more man-days than the average since 2001-02, an increase of 27% over the average. The percentage of multi-Faculty REP projects (34%) is higher than that of the past five years. 16 repeat clients during the 2006-07 fiscal year was four times that of the previous year and the most in the past 5 years. REP has maintained a diverse client profile with projects almost equally distributed among public, private and mix (international organizations & NGOs) clients for the first time since 2001-02. Finally, the number of triangulation relationships doubled compared to the number since 2002-03.

³ The amount includes salaries for instructors which are paid once per semester.

REP looks forward to building on this success and reaching greater heights in 2007-08. Our goals include expanding on the current geographic spread achieved with respect to number of countries and locations by penetrating North Africa for the first time; initiating additional triangulation agreements with leading institutions such as the American University in Cairo; address the long-term space requirements for REP and CEC in line with the needed space for current operations as well as that resulting from expansion pertaining to new programs at CEC and JTP; and developing additional diploma programs as well as implementing a full quality assurance methodology to all CEC programs and workshops.

Hassan B. Diab, Vice President
Regional External Programs

VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

Under the heading of Development and External Relations you will find reports from the Beirut and New York Offices. These have more specific details of Development, Alumni Relations, Communications/ Public Information, and Publications and Marketing.

Fiscal Year 2006-07

I am pleased to report that in the fiscal year, 2006-07, we have been able to raise slightly over \$26.2 million. This is another new fundraising record for AUB and represents an increase over the 2005-06 fiscal year. While the amount raised increased dramatically, we did see a decline in the number of total donations to AUB. This is particularly so in the Americas and is probably accounted for by the outpouring of support to AUB and Lebanon in the summer of 2006 during the war and when AUB was raising funds for the Emergency Medical Fund. You will recall that this effort raised over \$1.4 million from over 1500 donors – many of them new donors to AUB. We should be pleased with the increase in the number of donors in the Middle East. We are particularly happy with the increased alumni participation in that region and with our ability to meet the Dodge Foundation challenge that required us to double the percent participation in giving from alumni outside of North America.

SOURCE OF GIFTS	OCT.1.04 - SEPT.30.05		OCT.1.05 - SEPT.30.06		OCT.1.06 - SEPT.30.07	
	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT
FACULTY AND STAFF	339	\$309,512.62	256	\$257,559.34	295	\$298,922.26
ALUMNI	2,203	\$3,130,101.29	2,590	\$5,982,767.15	2,486	\$5,370,748.41
BEQUESTS	4	\$578,429.09	5	\$122,500.00	6	\$481,056.86
BUSINESS	153	\$2,225,844.12	189	\$1,939,704.10	192	\$1,234,986.46
FOUNDATIONS	54	\$7,197,982.34	86	\$9,119,038.44	95	\$9,144,322.40
OTHER GOV.	0	\$ -	0	\$ -	2	\$450.00
OTHER GOV.	1	\$5,000.00	0	\$ -	1	\$450.00
INDIVIDUALS	1,498	\$2,621,845.16	2,260	\$4,694,713.69	1,586	\$3,603,961.80
PRIVATE GROUPS	57	\$274,810.57	65	\$269,930.03	85	\$1,340,757.10
ACTIVE TRUSTEES	59	\$1,668,485.15	100	\$1,304,573.55	88	\$4,774,491.23
TOTALS	4,368	\$18,012,010.34	5,551	\$23,690,786.30	4,836	\$26,250,146.52

MAJOR FUND ACCOUNTS	OCT.1.04 - SEPT.30.05		OCT.1.05 - SEPT.30.06		OCT.1.06 - SEPT.30.07	
	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT
CURRENT FUNDS	3,190	\$12,047,500.13	4,311	\$16,709,685.50	3,318	\$15,843,141.64
ENDOWMENT FUNDS	1,178	\$5,964,510.21	1,240	\$6,981,100.80	1,518	\$10,407,004.88
TOTALS	4,368	\$18,012,010.34	5,551	\$23,690,786.30	4,836	\$26,250,146.52

Campaign for Excellence

We continue to do well in the Campaign for Excellence and reached \$161.1 million by the end of the 2006-07 fiscal year. We continue our efforts to raise major gifts for the various building projects and for the endowment and are in the process of revisiting with donors who have proposals for specific projects to enlist their support before the end of the Campaign. We are finding ourselves in the situation of having donors who want to name buildings but not having building project to offer them! We are stressing the increased importance of the endowment and the availability of faculty chairs, scholarship needs, technology funds, etc.

<u>CATEGORY</u>	<u>GOAL</u>	<u>RAISED TIL SEPT.30.07</u>
ENDOWMENT	\$69,000,000	\$73,984,802.31
BUILDING PROJECTS	\$61,000,000	\$50,515,195.60
CURRENT EXPENDITURES	\$10,000,000	\$36,660,949.99
TOTAL	\$140,000,000	\$161,160,947.90

PROJECTED DONOR & DOLLAR GOALS				ACHIEVED DONOR & DOLLAR GOAL		
Range	Donors	Total in Range	% of Goal	Current Donors	Current Total in Range	% of Goal Achieved
\$20,000,000	1	\$20,000,000	14.30%	0	\$0.00	0.00%
\$10,000,000	1	\$10,000,000	7.10%	2	\$29,788,500.00	297.89%
\$5,000,000	2	\$10,000,000	7.10%	6	\$36,444,790.00	364.45%
\$2,500,000	5	\$12,500,000	8.90%	6	\$18,149,934.43	145.20%
\$1,000,000	20	\$20,000,000	14.30%	14	\$22,343,805.52	111.72%
\$500,000	35	\$17,500,000	12.50%	26	\$15,256,297.17	87.18%
\$250,000	60	\$15,000,000	10.70%	26	\$8,691,534.10	57.94%
\$100,000	100	\$10,000,000	7.10%	80	\$11,017,020.30	110.17%
\$50,000	150	\$7,500,000	5.40%	89	\$5,671,163.29	75.62%
\$25,000	200	\$5,000,000	3.60%	116	\$3,809,897.74	76.20%
\$15,000	250	\$3,750,000	2.70%	125	\$2,364,696.17	63.06%
\$10,000	500	\$5,000,000	3.60%	141	\$1,616,221.95	32.32%
<\$10,000	Many	\$3,750,000	2.70%	11,452	\$6,007,087.23	160.19%
TOTALS		\$140,000,000	100%	12,083	\$161,160,947.90	115.11%

We have continued to raise more and more funds each year during the Campaign for Excellence and I would have thought that we would see some leveling off during the final year of the Campaign. There will be a continuation of pledge payments during the next few years but the pressure to continue to raise funds at this level will require that all of us continue to work at the current level to cultivate and solicit additional gifts for the university. We simply have to sustain the level of support that has been achieved so that we are well positioned to launch the next campaign.

Our goals during the next year, and indeed during the coming years should continue to be as they have been for the past five years: increase participation from individual donors and institutional funders, increase the number of major gift prospects each year, build a base of support for the Annual Fund, set the stage for future fundraising with substantially higher annual targets being achieved.

As always, my thanks go out to those trustees who have been such a major part of the Campaign and who continue to help with the identification, cultivation and solicitation of donors. Development will always depend on this kind of support.

DEVELOPMENT OFFICE, NEW YORK

As of 10 October, 1,675 American individuals and organizations from 7 countries had contributed a total of \$12 million to AUB. Overall fund raising was down from 2006's 5-year campaign high for the region of \$13 million from 2,282 individuals and organizations. While the 2006 result reflects the second highest contribution from alumni during the campaign period, this year's alumni giving subsided by a third to just over \$2 million from 555 individuals. This decline may reflect donor fatigue from alumni who stretched to their limits during the July 2006 war, and indeed a comparison of first quarter results from 2005 (\$3.8 million) to 2006 (\$4.3 million) to 2007 (\$2.5 million) tends to support such a hypothesis.

Support from friends remains strong. At almost \$900,000, friends effectively maintained their 2006 level of support, and while we are down from over 1,300 donors in this category, this year's count of 900 represents a new plateau that we aim to sustain, while working to increase participation from alumni. The perception and publicity around ongoing crisis in Lebanon is a significant factor in our success with the friends segment of the donor population. Last year's increase from the July war was sustained to some extent, unhappily, by a largely spontaneous response to this year's violence in Nahr el Bared. Steps have been taken to establish a permanent center at AUB that will encompass all such community outreach and relief efforts. The success of this initiative will significantly enhance our efforts to maintain the interest of this population, which, over the course of the campaign, has consistently exceeded the number of alumni donors (by 50% this year) and continues to make an impressive showing in contributed dollars as well, contributing approximately half as much as the alumni total in 2007.

This year saw the launch of a number of strategic projects and investments that we believe will begin to show positive results in 2008, and will lay an essential foundation for the campaign that will conclude in 2016. These include:

Diversifying fund raising methodologies

With industry-wide rates of return for direct mail reported between 1-4%, and average costs from \$.25 to \$1.25 on the dollar, it's safe to say that AUB must develop additional means to pursue its post-campaign strategy to accelerate, expand and upgrade the donor base. We have taken two notable steps toward that end:

Phonathon. AUB has engaged the leading university telemarketing firm, RuffaloCody, to conduct our first telephone solicitation beginning at the end of October. Calls will be made by students from the University of Massachusetts at Lowell to AUB's North American alumni constituency and enlist their support before the conclusion of the Campaign on December 31. Assuming a successful result, we anticipate continuing and expanding this project on a year-round basis.

On-line giving. Across the board, American universities last year reported record increases in on line giving (including increases at 'peer' institutions Lehigh at 116% and Carnegie Mellon at 23.5%). This is especially notable in an environment (US) where overall charitable contributions were down by 1 per cent over the same period (*Chronicle of Philanthropy, Facts & Figures*). Yet at AUB, on-line giving was down by 50% in 2007, from a high of 395 gifts in 2006. Given our highly international and mobile constituency, AUB could benefit even more than other US universities from increasing investment and emphasis in our Internet portal. Do-not-call registries and changing technologies and patterns of phone usage, coupled with the increasing penetration and sophistication of Web 2.0 and its users additionally underscore the increasing importance of this channel. In view of these considerations, and in collaboration with the Beirut office, AUB-NYC has taken steps to improve our on line giving environment, which we will be introducing and promoting over the coming year.

Annual giving

In collaboration with the Beirut office, we have taken steps to clarify and distinguish our priorities and appeals. We will introduce new annual giving funds and frameworks this fall to all our constituents, and relaunch the Daniel Bliss Society.

Daniel Bliss Society

In collaboration with the Beirut office, we have revised terms for the Daniel Bliss Society, introducing new levels and benefits, and have recruited an inaugural Daniel Bliss Society fund raising committee. Board vice-chairman Philip Khoury has agreed to serve as the first chairman of this new donor leadership group.

Scholarship stewardship

In collaboration with the Beirut offices of development and financial aid, AUB-NYC has taken steps to streamline the reporting and stewardship process for over 200 endowed scholarship funds. This year, the New York Office inventoried and assumed responsibility for the over 100 funds established by American donors. The implementation of a new reporting process began this fall, and provides donors with key financial information such as principal balance and market value of the fund, along with traditional biographical sketches of award recipients. Development will also provide students with biographical information about their scholarship and an opportunity to personally thank the donor(s). Together, these components will allow Development to better steward endowed scholarship donors, while enhancing their individual relationships with scholarship recipients.

W. Stephen Jeffrey
Vice President for Development External Relations

DEVELOPMENT OFFICE, BEIRUT

Executive Summary

The last full year of the 5-year Campaign of Excellence ended with record breaking fundraising accomplishments. It was a record year in gifts received in a single year in terms of amount (\$26.25 million). It was a record year in gifts received in Beirut in amount (\$11 million) and number (2,752 gifts). And a record year in donations received from donors outside North America in amount (\$14.3 million) and number (2,839 gifts). In Beirut, money raised toward the Annual Fund was a record in amount and number of donors. We received the single largest donation from an Alumni group in AUB's history with a gift of \$1 million from the Dubai and Northern Emirates alumni chapter. Fingerprints scored record figures in participation number, participation percentage, and amount donated. Our development programs continued to grow. Class Reunion celebrated its seventh year, Fingerprints its sixth, Parent Program its fifth, Bookmark and Brave Heart their fourth, and Tomey HIP Fund its second. We introduced phonathons with encouraging results. We concluded our Dodge Challenge and succeeded in achieving and surpassing the objective of doubling alumni participation over the past two-year period. The Volunteer groups had a very successful fundraising year, despite the numerous challenges. We were heavily involved with the work toward the establishment of WAAUB and its bodies.

Financial Results

The year recorded unprecedented figures in donations to AUB of \$26,250,147 compared to last year's record of \$23,690,786 (10.8% increase), with the number of gifts of 4,836 (down from 5551 last year, which included then the July war's Facing the Challenge campaign). Gifts received by Beirut Office totaled \$11,007,698 compared to \$9,485,660 last year (16% increase), and double that of FY 2005-06 (\$5,485,260). The number of gifts received by Beirut rose to 2,752 compared to 2,485 last year (10.7% increase). Beirut Office results are even more magnified looking at the figures based on the constituent's regional affiliation. Donations from outside North America totaled \$14,291,418 through 2,839 donations compared to \$10,671,205 from 2,601 last year (34% increase in amount and 9% increase in number). Breakdown of Beirut received donations by amount was as follows: alumni 28%, business and foundations 24%, individuals 23%, private groups 10%, trustees 10% and others 5%. Total current funds comprised 63% while endowment funds constituted 37%. Gifts designated for scholarships were \$3,110,462, comprising 28% of the total with \$1,738,582 for current scholarships and \$1,371,880 for endowed scholarships.

Annual Fund

We sent 10 Annual Fund appeals during this fiscal year. Those included: 2 general appeals, one signed by President Waterbury and another signed by the Chairman Morris; a Faculty/Staff appeal signed by VP Development; a Parents appeal signed by 3 parents and addressed to parents of currently registered students; a Lybunt/Sybunt appeal signed by a student; a Bookmark appeal; an email solicitation to faculty/staff for contribution to the Tomey HIP

Retirees Fund; and a Class Reunion gift appeal. An e-mail solicitation was sent to alumni and included a link to a Dodge flash presentation that pointed to a giving web page. And to conclude that, an email solicitation was sent in September to all alumni who are yet to participate in the Campaign for Excellence asking them to make a gift before the end of the campaign. The email included a link to a web page listing the names of all alumni who participated in the campaign so far. Other more specific appeals included two for the Armenian Student Fund and one for the Ziad Beydoun Scholarship. This year, we launched a new initiative: phonathons. Trained students contacted around 600 Sybunts. The response was quite encouraging with around 27% of those contacted pledging support. We received pledges totaling \$37,448 from 162 Sybunts. Total donations received to the Annual Fund this year amounted to \$4,362,890 from 1,213 donors, of whom 229 are AUB faculty and staff and 50 are parents of currently registered students. The results compare favorably to last year's \$4,164,853 (5% increase) from 1,041 donors (16.5% increase).

Fingerprints

The Fingerprints program continued in its success. This year, 1,064 graduating students (a record 60% of the graduating class of 2007) contributed \$31,835, compared to 967 students (53% of the graduating class of 2006) with \$30,410 last year, for an increase of 7% in participation and 4.7% in amount. The amount donated will be matched two-to-one both by Trustee Farouk Jabre and the USFC. The total raised for The Fingerprints Endowed Scholarship will exceed \$650,000.

The Cleveland H. Dodge Foundation Challenge Grant

We succeeded in surpassing the objective of the Dodge Challenge of doubling alumni participation over the past two-year period (from 6% to 12%). All our appeals that were sent during the year highlighted the Dodge Challenge and some directed alumni to the Dodge giving web page. An ad emphasizing the Dodge Challenge with a gift reply envelope was published in MainGate. The number of AUB alumni residing outside North America who made a donation to AUB this year is 2,156 compared to 1,684 last year. The number of alumni who made donations since the launch of the Dodge challenge is 3,840. This is around 13.8% of the number of alumni residing outside North America.

Scholarship Stewardship

Reporting to our donors about the disposition of current and endowed scholarship funds continued after close coordination with Financial Aid and Comptroller's offices. Named scholarships that require prior approval were also attended to. This was first delayed at the beginning of the year due to the past July 06 war and the delay of the Comptroller in providing endowment income for 2006. We also solicited annual scholarship renewals for the academic year 2006-07. We coordinated and attended several meetings between donors and the students' recipients of their scholarships. We secured a number of new scholarship funds.

Collaboration with Faculties and other University Units

The development officers worked closely with the deans and other senior administrators and volunteer groups on fundraising opportunities. We finalized all the 'companion pieces' write-ups for the faculties, and the corresponding lists of naming opportunities for space continue to be generated. We held development-focused trips to Kuwait (with AUBMC VP and OSB Dean), Dubai (with AUBMC VP and FEA Dean), Abu Dhabi (with FAS Dean, FEA Dean, and FEA faculty), Amman (with Scholarship Fundraising Committee and FAS Dean), London (also with FEA Dean), Doha (with FEA faculty), Athens, Paris, Geneva, Bahrain, and Saudi Arabia's Eastern Province. The Office continued its heavy involvement in and support of Alumni Affairs and WAAAUB, and worked with the Office of the Dean of Student Affairs on a number of projects including: publicizing career opportunities, assisting in the Job Fair (bulk of proceeds goes to student scholarships) and digitizing the Campus Yearbook (funded through a donor brought by Development). We were involved with the IBSAR initiative and the Task Force for Reconstruction and Community Service. We took part in preparation of several campus events: opening of the CCC-Scientific Research Building, dedication of the Hostler Student Center, honorary degrees and commencement exercises, and the Class Reunion. In addition to our continued major gift solicitation, we also raised additional resources for the Braveheart and the Children's Epilepsy Funds.

Volunteer Groups

It was another active year for AUB's volunteer groups, in spite of the political and security situation which forced postponement of a number of activities. The President's Club continued their support in enhancing student life, raising funds through annual memberships and the bench campaign (with 34 benches adopted so far). They proceeded to raise money to paint 'Portraits of AUB Presidents'. Their support included refurbishing Mary Dodge Hall and three student lounges, pledging to name a smart exam room in Bliss Hall, and supporting the spring Choir concert. The Scholarship Fundraising Committee raised \$185,000 through personal solicitation of named scholarships and a concert by Magida El-Roumi. The Women's Auxiliary maintained its monthly support of AUB and the Medical Center. Coordination attempts continue with the Friends of the Museum. We organized a fundraising concert by Walid Gholmieh in support of the Zaki Nassif Music Program, and are working with the Committee on hosting the full Zaki Nassif archive at AUB. We also worked with the Armenian Students Fund on raising financial aid money for Armenian students. An appeal was sent to Armenian alumni in February, followed by a gala dinner in March. In June, an appeal signed by Raffi Manoukian went to Armenian alumni encouraging donations to benefit from his one-to-one matching grant. So far, the total raised for this fund amounts to around \$100,000.

Communication with Alumni and Donors

Four issues of MainGate were circulated to alumni, donors, and parents of currently registered students. For the first time, MainGate was also sent as an e-newsletter. Copies of the AUB Bulletin were mailed to presidents of alumni branches in the Middle East and Europe. The seventh annual Contributors Report was also mailed to alumni and donors worldwide. Mailing was restricted to donors of \$500 or more. The report was published online and an email message was sent to all AUB alumni and donors inviting them to browse it. Two letters signed by the Dean of Student were sent to parents of new students informing them of the latest developments

on campus, and introducing the Career and Placement services. Other communication included messages from the BOT Chairman, President, VP Development, ITF, and WAAAUB Board to alumni. Over this year, the Development website recorded 36,111 hits from outside campus.

Looking Forward

On December 31 we will celebrate the end of a very successful Campaign of Excellence which will well surpass its ultimate goal of \$140 million. The first few months of FY 2007-08 will be dedicated to concluding the Campaign and getting closure on a number of outstanding proposals. Our objectives, and indeed challenges, will be to maintain the annual donation figures at the level achieved during the Campaign years, to continue expanding our donor base, to raise funds for the building projects, and to support the drives that started during the Campaign years. A post-campaign plan for development was prepared and presented at the June BOT meeting. A detailed plan for fiscal 2007-08 that includes specific goals and strategies in various development functions is being finalized.

Imad Baalbaki, Director of Development, Beirut

OFFICE OF ALUMNI RELATIONS

Alumni Relations, New York Office

Implementation Task Force and WAAAUB

The Implementation Task Force continued working to complete founding documents for the worldwide association. Following the November 2006 approval by the AUB Board of Trustees of these documents (thereby formally establishing the Worldwide Alumni Association of AUB – WAAAUB), elections were planned for spring 2007. During this time, the Alumni Relations office in NY (in conjunction with Beirut colleague) coordinated and participated in all facets of the ITF's work: attending ITF meetings, drafting and reviewing documents (Chapter policies and procedures specifically), distributing communications to alumni and relevant parties.

For the inaugural WAAAUB elections, the Alumni Relations director and officer finalized slates for North America/Europe, coordinated collection of background biographical materials, identified vendors for monitoring elections, executed mailing and processing of ballots and election results. NY Alumni Relations also coordinated all outreach to alumni pertaining to WAAAUB via *MainGate* articles, email blasts and mailings.

AANA (AUB Alumni Association of North America)

The Alumni Relations staff in NY provided resources and support to AANA chapter and national activities throughout the past year. This included: facilitating all AANA Board meetings (on-site and teleconference) and AANA chapter elections, working with AANA BOD to reactivate and establish chapters, providing assistance (mailings, logistics, AUB materials) for chapter

events, liaising with legal counsel on AANA issues, facilitating AANA accounting and filings for state and national reporting.

Additionally, due to the establishment of WAAAUB (which makes no provisions for a regional/middle level of oversight), the Alumni Relations director in NY is coordinating with legal counsel and AANA leadership to process the dissolution of the AANA 501(c)(3). This is a cumbersome and drawn out process (as per the regulations for non-profits in New York state which will continue through the coming year).

AUB On-Line Community

With the arrival of the Director of Alumni Relations in Beirut, the NY office has coordinated the introduction and familiarization of the Harris product. All Alumni Relations staff attends Harris conferences annually in order to better learn about the on-line community capabilities and new enhancements. This has resulted in introducing development office colleagues to the Harris product for on-line giving which will be adopted in the coming months.

The NY Alumni Relations staff has been responsible for all mailings (email and paper) to alumni about the OLC and ensuring that all updates resulting from data logged into the OLC is processed accordingly. NY office staff also oversees the outreach campaign for the OLC – again using *MainGate*, email blasts, events, etc.

Alumni chapters were given the ability to create their own chapter pages; several in North America have built and use the Harris chapter pages modules regularly. In coordination with Beirut colleagues, plans are in place to expand usage by chapters worldwide. Following additional coordination with colleagues in Beirut and with the appointment of a dedicated data entry staffer, career networking within the AUB OLC module will be expanded to include AUB Career Center postings.

Directors and staff for Alumni Relations have agreed to implement the following in order to better market and highlight the services of the AUB OLC:

Send informational mailings about the OLC to AUB faculty and staff in order to expand knowledge and usage on campus.

Ensure registration and usage of OLC by all WAAAUB and chapter leadership.

Develop policies for: broadcast emails by chapters and career mentoring criteria.

Market AUB OLC registration and services at alumni and campus events.

Additionally, the NY Alumni Relation director is working with US legal counsel to finalize terms and agreements of usage as they pertain to the OLC and the AUB web site in general.

Alumni Relations, Beirut

As this is my first year as Director of Alumni Relations outside of North America, I devoted my effort in developing strong relationship with all AUB alumni. My work was not only limited to working with large alumni groups (WAAAUB, and Alumni chapters and branches) but also to dealing with individual alumni who contact the office for an inquiry or a service. I aspire to build an image of excellent customer services for this Office. For next year, in conjunction with my counterpart in New York, I plan to develop new alumni programs that will strengthen the

university relationship with its alumni as well as reinforcing the image of the Alumni Relations Office at AUB. What follows is a summary of the work completed from October 2006-October 2007 and scheduled work to be accomplished in the near future.

Work Completed

Provided support to various alumni chapters and branches by assisting them in the following:

- Coordination of their social events

- Development of their annual publications

- Setting operational policies to assist the Chapters in implementing their work processes with minimal conflict between the members

- Development of the chapters WebPages

- Reporting chapter news in *MainGate*.

- Developing the first electronic voting system for one of the chapters in the region

Met with Alumni chapters and branches to attend to their questions related to WAAAU

Participated in various AAA meetings

Developed the Young Alumni Handbook that was distributed to class of 2007 and to alumni attending events organized by the various alumni chapters and branches.

Assisted the Student Career Center in developing an alumni career services using the services provided by the AUB Alumni on-line Community.

Coordinated Reunion 2007 event, attended by 250 alumni who returned to campus for their reunion weekend.

Coordinated The Class of 2002 honoring reception. More than 100 alumni from class of 2002 attended this event.

Developed and assisted the six faculties at AUB in coordinating the alumni Faculty Seminar activity during Reunion 2007 event.

Developed the AUB Alumni and the WAAAU webpage <http://www.analysit.com/aub/all> (in progress)

Followed up on the WAAAU establishment plan and the launching of WAAAU. After the announcement of the elected WAAAU Council and Board of Directors members, the Directors of Alumni Relations Office in Beirut and New York were responsible for the following:

- Organizing and coordinating the WAAAU Board of Directors meetings, the WAAAU Executive Committee meetings, and the WAAAU Nominating Committee meetings.

- Coordinated the WAAAU Board of Directors Executive Committee election and the WAAAU Nominating Committee election.

- Developed the WAAAU first Convention program and the agenda for the various meetings.

- Supervised WAAAU Council and Board of Directors communication with AUB alumni.

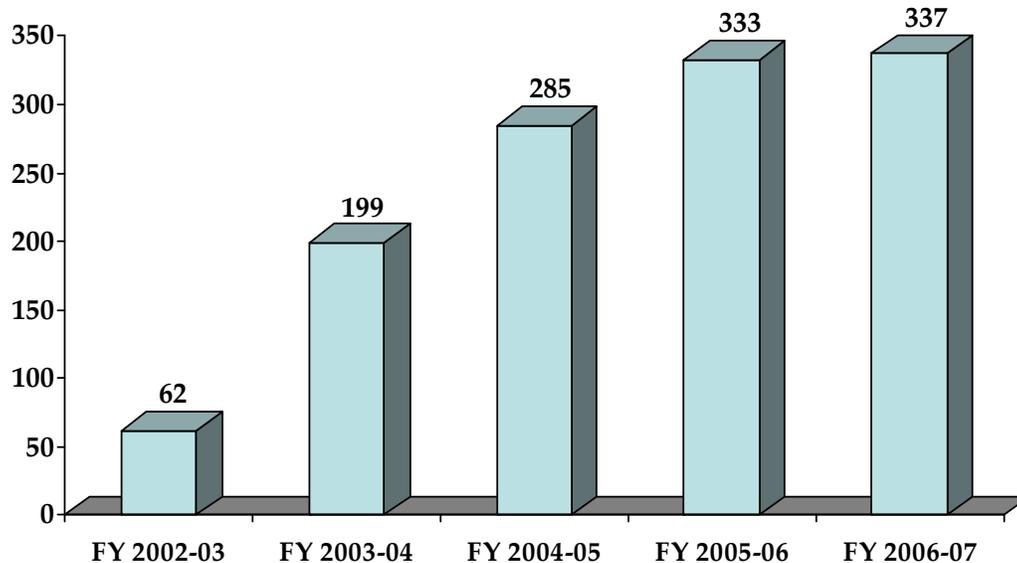
- Organized the WAAAU Board of Directors meeting with the Presidents of the Alumni Chapters and Branches in Lebanon and the Council members of Lebanon.

Work Scheduled

We will continue to work with the chapters and branches, and we have also initiated contact in Oman, Bahrain and Qatar to reactivate these and other inactive branches.

The Office of University Publications designed and produced over 330 unique projects for clients representing all six faculties and other major departments including the Office of Development and External Relations, the Office of Admissions, the Registrar's Office, Regional External Programs, and the Offices of the President and the Provost. Types of publications include newsletters, brochures, catalogs, posters, advertisements, banners, and invitation cards. The following chart depicts the volume of projects completed over the past five fiscal years.

University Publications: Projects Completed by Fiscal Year



Through competitive bidding, approximately \$258,329 was spent during this fiscal year. All publications designed through the Office of University Publications adopt a central design philosophy that includes standards on how university identifiers are used (logos, emblems, seals, trademarks, and typography) in addition to common editorial and photographic standards to maximize the aesthetic appeal and sharpen the university's brand.

The following is a non-exhaustive list of publications designed by the Office:

Four issues of *MainGate* for the Office of Development and External Relations
OIRA's annual Fact Book

Two university catalogs (undergraduate and graduate) for the Office of the Registrar

The Student Handbook and New Student Orientation for the Office of Student Affairs

The Moore Book published through AUB Press in support of our 140th anniversary celebration

Three AUB calendars, one for the Office of Information and Public Relations, another for the Office of the President, and another desktop calendar for AUBMC

Approximately 68 posters to promote AUB events, lectures and activities

A range of publications including posters, banners, and invitation cards to promote the accreditation event for the Faculty of Health Sciences

Publications to promote the opening ceremony for the Hostler Center

Approximately nine publications for MEMA including booklets, posters, invitation cards, certificates, a social magazine and a scientific booklet

Honorary Degree brochures for the Office of Information and Public Relations

Over ten publications and applications for the Office of Admissions and Financial Aid
 A comprehensive family of publications to support a number of fundraising events, including the 2007 Class Reunion, fingerprints, and the annual scholarship fundraising event
 Three working papers for the Institute of Financial Economics
 Over ten publications to promote new PhD programs, including an application, inserts, folders, banners, a full page advertisement in *MainGate*, and a new website
 Eight publications for Nursing Services to promote education services, in addition to sending out monthly announcements via email

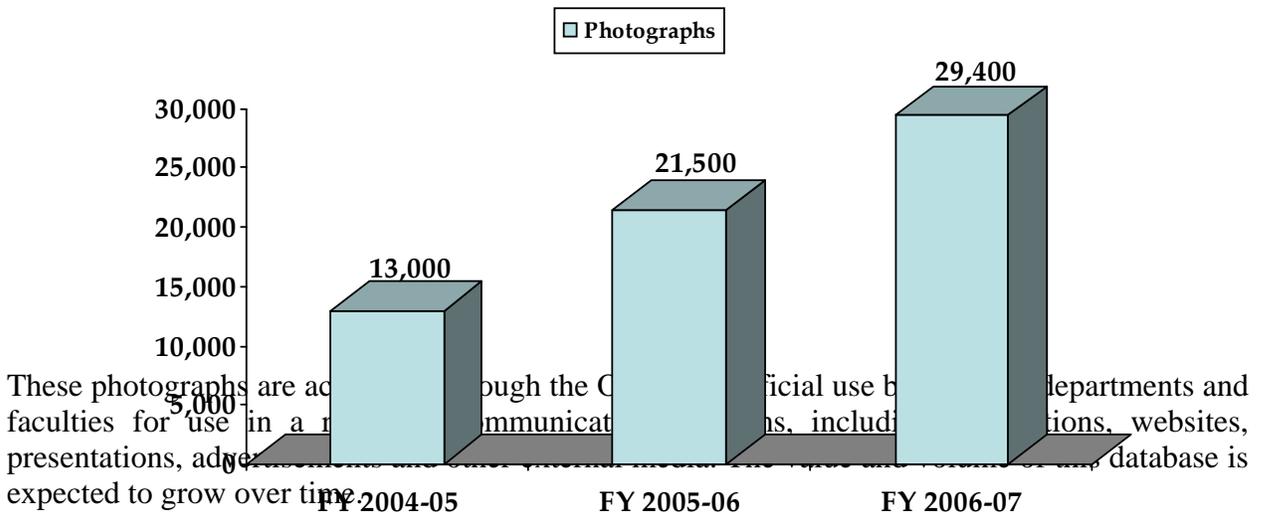
In addition to publications, the Office of University Publications designed and launched three websites for the university: Ph.D. programs, Regional External Programs (making it appear more corporate and professional), and the CEC program.

Advertisements were placed for AUB, including one placed for the first time in a Latin American directory of universities to targeting prospective students from Latin America. To promote university-related events, over 60 posters were designed and produced for distribution on campus and beyond in targeted areas within the local community. These posters promoted activities including on-campus lectures for CASAR and AMPL, the presentation of the Moore book, the Zaki Nassif fundraising concert, MEMA, our Folk Dance Festival, the Annual Fund campaign for placement in AUBMC, a comic book exhibition, the class reunion, a nursing conference, opening ceremony, and several other important events. Approximately thirteen banners were also designed and produced to support such events.

With respect to the launching of AUB’s new Ph.D. programs, the Office of University Publications was active in developing a new website, publications for regional distribution at student recruitment exhibitions, and roll up banners placed in strategic areas of the campus.

The Office has also expanded its digital photo archive. This ongoing activity, nonexistent three years ago, has over 29,000 contemporary photographs organized in a scalable, searchable database. The following chart depicts the growth in photographs that are now available to AUB:

Growth of the Photograph Archive by Fiscal Year



Omar Odeh
Director of Publications

DIRECTOR OF INFORMATION AND PUBLIC RELATIONS

During the span of this report, the Office covered events of interest to the public and oversaw many that marked AUB's 140th year. Also for AUB's 140th year, and in cooperation with the photography department and the Office of University Publications, this Office produced a volume featuring the Moore collection of century-old pictures of AUB and of Lebanon.

Political tensions and bomb-scares notwithstanding, AUB continues to move forward. New centers were opened; new programs were started; more faculty were appointed and innovations continued, helping the community bridge medical and scientific gaps with the modern world.

Understandably, activity tapered down after the commencement exercises and the honorary degrees ceremonies in June, but enough was still taking place to keep AUB in the public eye during the summer months. With the opening of the 2007-08 academic year, there will be new events and activities to publicize and we anticipate these with pleasure.²⁰

Information

The Office covered activities on campus with electronics news bulletins and press releases. It participated in preparing publications for these activities, such as the Opening Ceremony and the Founders' Day brochures (including a history of the College Hall Bell and an excerpt from a 1920 letter by Dr. Harvey Porter, provided by this office). The office helped in the preparation of the XLI MEMA Social booklet, the Charles W. Hostler Center inauguration booklet, the Lebanese Comic Book exhibition booklet, and the President's Club June 07 gala dinner booklet.

The Office also prepared promotional text for President Waterbury's tour in the United States with the presidents of other American universities in the Middle East. It also prepared text for the Abu Dhabi Chapter gala dinner booklet.

Besides producing the Moore Collection book in cooperation with the photography department and the Office of University Publications, and the AUB calendar 2007, this Office issued its regular and special publications. Periodicals published independently by the Office are AUB Bulletin Today, AUB Calendar of Events, Press Summary, Press Clippings, Press Releases and the yearly AUB Calendar. *MainGate* is published collaboratively with the AUB NY Office and the Office of Publications. AUBMC News is published collaboratively with AUBMC administration. Outlook is a weekly student publication produced with the technical assistance of this Office. This office publishes online versions of these publications on the AUB Homepage. AUB in the News, the online version of the AUB Press Summary, is now a regularly

updated feature of the Information Office homepage. In addition, this Office continued to supply information and material about AUB to requesters.

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

Media Relations

Political conflicts sparked huge interest from international journalists, who have grown accustomed to approaching the Office of Information for help with interviews of faculty experts. The Office scheduled interviews for local, regional and international journalists with AUB professors and administrators, in particular political sciences professors specialized in Lebanese affairs. The Office also assisted journalists covering events held under AUB's 140th anniversary banner.

The Office ensured that news of the discovery of a bomb outside Issam Fares Hall was not blown out of proportion. A quick distribution of a statement by the Acting President quelled many fears.

The Office promotes research and innovation at AUB, highlighting accomplishments by AUB professors, students and medical staff. The Office arranged for media coverage for the revival of the PhD program and met with Cedar Wings editors, who ran a feature on the Moore Collection book which was published to mark the University's 140th anniversary.

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

Public Relations Activities

The Office maintained the university's positive relations with the community through concerts, goodwill visits and contact, and through the Visitor's Bureau and Campus Tours Office.

AUB delighted its community with musical activities at Assembly Hall, particularly in December. AUB's participation in the preservation of Zaki Nassif's musical heritage has been very much appreciated in the musical community. The Ladies in Harmony Concert, in collaboration with the Health Association Promotion Professionals in Lebanon, bolstered AUB's ties with its community. The brilliant performers were all doctors or health professionals.

Some twenty concerts occurred during the span of this report. The Office supported the performances held at Assembly Hall and arranged for the organization (reservation, guest list, etc.) and, when needed, provided photos taken by the Office's photographer. The Office also handled required paperwork for the Ministries of Finances and the Interior. The Office assisted many units with events, organization, press coverage, and web bulletin announcements.

The Visitors' Bureau and Campus Tours Office provide guided escorts to visitors on campus. To this effect, a three-dimensional map of AUB and various leaflets are available. During this

reporting period, the Visitors' Bureau and Campus Tours Office celebrated its eighth anniversary in a moving ceremony attended by senior university administrators, BOT members and Ambassador Charles Hostler whose student center was inaugurated a few days earlier.

Student guides and ushers helped with the MEMA Opening Ceremony, West Hall exhibitions, and in all Assembly Hall activities, the Hostler Center Inauguration, the Trustee Kamal Shair Leadership Program launch ceremony and the Development Office's Magida El Roumi concert. They also helped in milestone ceremonies such as Founders' Day and Commencement.

Web Editor

The office managed and controlled day-to-day dissemination of information via the web making news about AUB accessible to the AUB community and beyond. As mentioned above, online html versions of the office's publications were produced. All AUB Web Bulletin announcements, and News Highlights stories were edited and approved by this office. Office staff members also wrote some stories specifically for the web.

AUB's 140th Anniversary and Honorary Degrees websites prepared by this Office's web editor and AUB's webmaster were often visited. The Office has built the web page of the Reconstruction Task Force. During this reporting period, the office's interim web editor built and sustained the following websites on AUB's homepage: Pediatrics, MEMA, AMPL, Saab Medical Library and Reconstruction and Community Development.

Communications

MainGate Magazine 2006-07

Due to the July war of 2006, the summer 2006 magazine merged with the fall 2007 issue. The summer/fall 2006 issue focused on AUB administrative actions, community outreach, and alumni humanitarian work worldwide. The winter 2007 issue, entitled "Beyond Our Gates: Working to Build the Future of Lebanon and the Region", was dedicated to AUB's involvement in local and regional communities, a topic that the readership regularly cites as being of interest. "Beyond Our Gates" featured the first significant redesign since art direction was assumed by the Office of University Publications in 2004. Feedback from more than 1000 alumni and friends received during the 2006 *MainGate* survey was used to update the layout and content of the magazine and better respond to readers' interests. The spring 2007 *MainGate* featured technology at AUB. The issue examined how technology is influencing research at AUB and the student experience both inside and outside of the classroom. The summer 2007 magazine highlighted the 140th anniversary of the Faculty of Medicine and the 100th anniversary of AUBMC.

In 2006-07, the editors published "theme" issues, with the exception of the summer 2007 AUBMC anniversary edition. Each magazine theme is formulated to provide an overview of the AUB faculties, centers and institutes, student and academic life: a snapshot of the entire university in each issue.

New readership outreach methods have significantly increased feedback in the form of class notes, letters to the editors and article submissions. In addition to a hard copy, alumni receive an

electronic version of *MainGate* each quarter through the AUB On-line community (OLC); when alumni register with the OLC, they are automatically contacted and encouraged to send their news to the *MainGate* editors; in addition, any constituent (alumnus or friend) who has requested a change in their Banner database record receives a request for news for the magazine. In 2006-07, letters to the editors doubled, and the number of class notes in each issue has nearly tripled.

Alumni response to *MainGate* on-line has also increased. Each on-line edition posts additional information that is not featured in the magazine, including photos, more in depth articles, interviews, audio and video links. For the first time, the *MainGate* editors are receiving letters in response to on-line content, and requests to be added to the electronic distribution list.

Media

More than 1,700 AUB related press clippings were tracked between Sept. 1, 2006 - Sept. 30, 2007 in print, on-line news reports and broadcast media. Press coverage in North America fluctuates in response to instability in Lebanon. The June 13, 2007 car bomb assassination of lawmaker Walid Eido and the confrontation in the Nahr el-Bared refugee camp resulted in 383 media mentions in June 2007; the March 22, 2007 bomb scare on campus was covered by more than 100 media sources. Most if the media hits are the result of interviews with AUB professors.

In March 2007, the AUB NY office worked with the AUC NY office to plan and promote the "Four Presidents Tour". President John Waterbury, President David Arnold of the American University in Cairo, President Joseph Jabbra of Lebanese American University and Chancellor Winfred Thompson of the American University of Sharjah participated in this tour of New York City and Washington DC to raise awareness of the importance of each institution and of the long-term value of American higher education in the Middle East. The *Chronicle of Higher Education*, the *Washington Post*, *Inside Higher Ed*, the *Daily Star*, National Public Radio's Diane Rehm Show and the Charlie Rose Show subsequently covered the presidents' trip. Video, audio and article links to these various media spots were posted on the AUB website.

Press clippings for North America are posted on the AUB website by the office of Information and Public Relations in Beirut. AUB faculty in many disciplines continue to be sought after for cultural and political commentary by the press in North America and the New York office regularly coordinates with Public Relations in Beirut to facilitate interviews.

Ibrahim Khoury, Director
Information & Public Relations

VICE PRESIDENT FOR HUMAN RESOURCES

Recruitment - Campus

During this fiscal year, 71 positions were advertised, of which 30 were supervisory/management; of those 30, 21 were filled and 9 remain in progress. Positions filled include AVP for REP, Director of FPDU, Associate Director of Development, Coordinator of International Students, Vice President for Finance, Associate Dean for University Sports, AREC Manager, etc. Of the 41 non-management positions, 25 have been filled and 16 are in the final process of being filled.

Compensation & Benefits

Overall, a good deal of progress has been made in the compensation and benefits areas:

A new approach to modernize our compensation and classification systems was approved in principle. It includes a proposed much-needed changeover to a new broadband salary range and revised grading for non-academic and management staff. The proposal will be presented to the BOT for informational purposes and is scheduled for launch October 2008. The proposal will be self-funding.

The above mentioned proposal also includes a new approach to a competency based HR process and both campus and AUBMC HR groups will be working during the coming year on finalizing core competencies related to the various job families in coordination with the department heads.

The OSB academic compensation plan was implemented. OSB joins FEA in having a refined approach to academic compensation. Compensation issues with the other faculties will be examined during 2007-08.

Membership of the Employee Benefits Committee (EBC) was revised and approved by the BOT Pension Plan Committee in November 2006.

Work continues on equalizing and refining both Plans A and B.

Retirement Plan A

The mix of funds was increased to include a socially conscious fund as well as 5 other Vanguard Target Retirement Funds, bringing the total number of alternatives to 21 funds.

The process of transferring assets from TIAA CREF continues to be refined and improved in addition to the introduction of the option to rollover contributions from previous employer's US tax qualified plan or IRA.

Participants who turned 70 ½ (or older) were familiarized with the rules and regulations related to the required minimum distribution for their Vanguard account and they submitted the required documents within the deadline.

Retirement Plan B

Portfolio rebalancing was decided upon in the EBC meeting of March 22, 2007 and implemented in August 2007.

Alternative providers capable of providing offshore plan administration were sought through Watson Wyatt; options were examined and AIG and HSBC were short-listed. In order to ensure transparency and enable Plan members to participate in the choice of the provider, the semi-finalists AIG and HSBC will present their offers to all Plan B members on October 6, 2007. Participants will be polled for the choice of providers and a recommendation issued by the EBC to the Pension Committee of the BOT.

Benefit Costs

Based on the results of an actuarial study on the adequacy of the end-of-service reserves, we were able to reduce the overall benefit accrual from 14% to 9% for non-academic employees, to

12.5% for Plan B participants and 10% for Plan A participants. The net result was a savings of \$2.3 million plus for the 2006-07 operating budget; similar savings will be enjoyed for 2007-08 budget and subsequent years going forward.

The overall benefit rate by employee category changed as follows:

	<u>2006-07 Budget</u>	<u>2006-07 Forecast</u>	<u>2007-08 Budget</u>
Academic	26%	24%	25%
Management	31%	26%	26%
Non-Academic	40%	33%	34%

Health Insurance Plan (HIP)

Overall HIP had mixed results for the year. MedNet was introduced as the TPA and made some progress on cost control. Past year medical expenses (less administrative costs) actually decreased slightly compared to the previous year (\$6.95 million versus \$7.0 million for the previous year). Outpatient receivables with NSSF continue to be problematic and increased efforts will be extended in the coming year to reduce the current balance of \$11.3 million. The TPA contract with MedNet was extended for one more year.

Syndicate Negotiations

The agreement with the Syndicate expired on June 30, 2007. The University administration submitted its demands to the Syndicate and the latter submitted their demands to the administration before the deadline of April 30, 2007. Overall, the Syndicate demands would cost AUB approximately \$20 million if accepted in full.

The Syndicate Negotiation Committee began meeting with the Syndicate Council in April when demands were discussed, but the main focus was on HIP, MedNet and salary increases. Eight negotiation meetings were conducted from early June until Aug. 21 when the Syndicate asked to postpone negotiations until further notice.

Other Business

Work entry visa; bank deposit: HR campus was able to recover from the General Security Office \$139,000 (\$1000 each) representing the bank guarantee pertaining to 139 faculty members who left the service of AUB during the last few years.

FTE Reductions: 19 employees were removed from their positions (10 at AUBMC and 9 at campus); 9 from that group were not replaced (6 at AUBMC and 3 at campus). Overall savings estimated at \$150k including hiring of replacement employees at lower cost.

Service Award Ceremony: was held for 140 employees who completed 30 and more years of service at AUB and AUBMC during the years 2004 – 06.

Cost reduction controls: in the form of restricted dialing access to avoid excessive use of telephone lines and stricter measures on overtime expenditures.

James Radulski
Vice President for Human Resources

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

Students and Academic Affairs

Two Medicine I students were asked to repeat parts of Medicine I, three Medicine I students withdrew from the program, two Medicine II students were asked to repeat the year. Two Medicine III students were asked to repeat major clinical rotations, one Medicine IV student was asked to repeat one month in Family Medicine and two students were asked to take two months of electives each. 13% of the Medicine IV class graduated with distinction. Four Medicine IV students secured matching residency slots in the USA.

Curriculum

The medical ethics course in Year III was revised and restructured. It will now run over the entire academic year with weekly sessions. Additional topics were added and a specialized faculty member was recruited.

Student Admissions

85 students registered in Medicine I (44% women). Of these, 31 obtained their bachelor degrees with distinction and 19 with high distinction from AUB. One had received the Penrose Award from FAS. The MCAT averages of the registered students were as follows: Biology 10.89, Physics 10.55, Verbal Reasoning 6.88, and Writing Sample 7.62. The general MCAT average of the registered students was 10.01. The table below shows MCAT averages of accepted students of the current year as compared to those of previous years. (Biology Science BS, Physical Science PS, Verbal Reasoning VR, Writing Skills WS)

The MCAT average of the accepted students compared to previous years

	BS	PS	VR	WS	MCAT AVE/SD
2007-2008	<i>10.89</i>	<i>10.55</i>	<i>6.88</i>	<i>7.62</i>	<i>10.01</i>
	<i>1.24</i>	<i>1.63</i>	<i>2</i>	<i>1.89</i>	<i>1.08</i>
2006-2007	<i>11.05</i>	<i>11.04</i>	<i>7.44</i>	<i>7.65</i>	<i>10.34</i>
	<i>1.34</i>	<i>1.49</i>	<i>2.3</i>	<i>2.25</i>	<i>1.2</i>
2005-2006	<i>10.57</i>	<i>10.28</i>	<i>7.03</i>	<i>7.63</i>	<i>9.79</i>
	<i>1.35</i>	<i>1.58</i>	<i>2.23</i>	<i>1.88</i>	<i>1.12</i>
2004-2005	<i>10.41</i>	<i>10.38</i>	<i>6.99</i>	<i>7.21</i>	<i>9.73</i>
	<i>1.45</i>	<i>1.44</i>	<i>1.91</i>	<i>1.99</i>	<i>1.06</i>
2003-2004	<i>10.44</i>	<i>10.71</i>	<i>5.93</i>	<i>7.1</i>	<i>9.72</i>
	<i>1.29</i>	<i>1.47</i>	<i>2.00</i>	<i>2.00</i>	<i>1.06</i>
2002-2003	<i>10.62</i>	<i>11.34</i>	<i>6.97</i>	<i>7.66</i>	<i>10.23</i>
	<i>1.11</i>	<i>1.39</i>	<i>1.99</i>	<i>2.24</i>	<i>0.96</i>
2001-2002	<i>11.19</i>	<i>11.72</i>	<i>7.17</i>	<i>5.99</i>	<i>10.51</i>
	<i>1.12</i>	<i>1.33</i>	<i>1.93</i>	<i>1.74</i>	<i>0.91</i>

A structured interview was introduced to evaluate the personal (non-cognitive) attributes of applicants. Given the promising results, the interview will be refined and re-tested next year.

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

This year, two Medicine III students left the program to participate in the joint MD-PhD program with the MUSC.

Class 2007 Exit Survey

For the first time a pilot exit survey, prepared by the 'Standing Committee on Medical Education (SCOME)' a sub-committee of the Lebanese Medical Student International Committee (LeMSIC) in conjunction with the Dean's Office of the Faculty of Medicine, was administered to graduating members of class 2007. Only 27 students participated. Many of the items in this survey were taken from the American Association of Medical Colleges (AAMC) graduation questionnaire. Members of Academic Committee discussed the survey results and it was suggested that an exit survey at the end of each academic year is likely to improve with time and it should be tested for consistency.

Financial Aid

221 students (70%) applied for financial aid. 211 of these (96% of the applicants) received L.L.2,195,648,000 (\$1,456,000). The average amount per student was around L.L.9,430,705 (\$46,253.78) which represents around 28% of the tuition fees.

Research

During this period the Office of the Assistant Dean for Research received 198 research proposals, 4 of which did not require IRB or IACUC review. The remaining proposals were divided among the committees as follows: (1) IRB: processed 170 research proposals, 104 from the Faculty of Medicine and 66 from other Faculties in the university. (2) IACUC: processed 24 proposals. (3) Research Committee and Funding: reviewed 35 proposals submitted for funding from intramural sources: 5 in the fall cycle and 30 in the spring cycle of 2006-07. All were all recommended for funding. Research funds received by Faculty of Medicine members was approximately \$1,614,093 divided as follows: URB \$163,600, MPP \$431,526 (of which \$109,125 was given for spring 2006 on January 2007), LNCSR \$70,338, and extramural sources \$948,629.

Core Research Facility (DTS)

New equipment was received from ASHA: 8 Dell Computers for the Bioinformatics Laboratory in (DTS 3-13) and a microscope (DTS 1-19).

Publications

Per a Medline search, 258 articles were published January 1-December 31, 2006: 124 (48%) original research articles, 66 (26%) case reports, 30 (12%) reviews and 38 (14%) others. In 2007, YTD August, 105 publications: 54 (51%) original research articles, 29 (28%) case reports, 9 (9%) reviews and 13 (12%) others.

Graduate Medical Education

The Graduate Medical Education office (GME) and the Graduate Medical Education Committee (GMEC) worked predominately last year on the organization of the residency programs, evaluation and approval of new programs and the establishment of new institutional and program policies.

JCI Visit

The JCI Accreditation team visit is scheduled for the week of October 16, 2007. The Medical Center is ready for the accreditation survey.

Special Events

This year marks the 140th anniversary of the Faculty of Medicine and the centennial of the Medical Center. The celebration launched during the MEMA in May 2007 will continue until May 2008.

University of Texas M.D. Anderson Cancer Center collaboration

AUBMC and MD Anderson signed an agreement for collaborating on research and patient care. Teleconference sessions are being convened on biweekly basis.

Searches

Dr. Ghassan Kanazi was appointed Chairperson of the Anesthesia Department. The search committee for the Internal Medicine Department selected Dr. Fuad Ziyadeh whose appointment will be finalized soon. The search committee for the Chairperson of the Surgery Department short-listed candidates; some candidates already came for a site visit. As for the Basile Cancer Institute Director, Dr. Fady Gera was appointed as the Director. Dr. Amin Kazzi was appointed as Chair of the Department of Emergency Medicine. During 2006-07 we also recruited 15 faculty members, 4 assistant professors, 9 instructors, 1 lecturer, and 1 research associate.

Emergency Medical Fund (EMF)

As of July 31, 2007, EMF donations totaled \$1,411,712, of which \$15,085 was expensed for the Outreach sites, \$1,116,697 for the Outpatient and Inpatient Care supporting 5,282 patients, \$64,575 for MEF Advertising fund. The available fund is \$215,355. The patient care support in the Outpatient and Inpatient care has ended; supporting the Outreach fund in terms of 'Building capacity and responding to health and environmental needs in Zawtar Charkieh (village in the south) in partnership with the community' is still valid as funds are committed to November 15, 2007.

Costing Project

Costing analysis by Med Link, newly acquired cost accounting software, is in progress. The new pricing structure will generate one price for a room with one bed and another for double rooms, rather than the current multi class and government related prices. The new pricing structure is expected to be ready by January 1, 2008.

Capital Projects Update

The capital projects status is summarized as follows: Abou Khater Medical Arts Building was received in July 2007; Building 56 will be received by mid October 2007; Renovation works on the School of Nursing started with an expected completion of September 2008; Contracts were awarded for two capital projects: In-Patient part of Abu Haidar Neuroscience Institute (4th floor of phase II) and the Neonatal Intensive Care Unit (7th floor of Phase II). Work will start by end of October 2007

Telemedicine Project with INTEL

A program for distant patient care and education was launched by linking AUBMC with the Nabatiyeh Governmental Hospital, through a donation made by Intel Corporation. The project is designed to facilitate AUBMC participation in providing education and healthcare to remote areas in Lebanon in a more efficient and less costly manner. The Medical grand rounds are shared with Nabatieh Governmental Hospital regularly.

Strategic Planning

Medicine compiled the second draft of the Strategic Planning report, covering Education, Research and Patient Care. The report highlights the mission, vision, major accomplishments, goals and initiatives for the major sections; it will be discussed with BOD and BOT members, in addition to input and comments from Medical Chairs and chairs of the various strategic planning sub-committees.

The Medical Practice Plan

Professional fees collected YTD September 2007 were \$24,478,142 compared to \$21,082,105 for YTD September 2006. In the clinical departments the collected professional fees increased by 11%, from \$15,070,183 for 2005-06 to \$16,728,376 for 2006-07. In the service departments, the collected professional fees increased by 29%, from \$6,011,922 for 2005-06 to \$7,749,766 for 2006-07. As a result, the total professional fees for YTD September 2006-07 was higher by \$3,396,037 (+16%) compared to 2005-06.

Financial Performance

The AUBMC YTD August 2006-07 deficit is \$4,499,497 compared to YTD August 2005-06 of \$8,927,507, less by \$4,428,010. The Faculty of Medicine YTD August 2006-07 deficit is \$311,928 compared to YTD August 2005-06 of \$522,982. The School of Nursing YTD August 2006-07 surplus is \$431,009 compared to a surplus of \$481,658 for YTD August 2005-06.

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

AUB MEDICAL CENTER

As we come to the end of 2006-07, a year which experienced the fallout from a summer of war and the uncertainty prevailing on the daily scene, we cannot but be gratified with the outcome of this year both operationally and financially. The visit of the consultative team from the Joint Commission International (JCI) in April 2007 gave us the confidence to apply for the survey which is now confirmed for October 16 through October 20, 2007. Financially, as at the end of August 2007, we show net revenues better than the budget by 0.1% and expenses below the budget by 0.2%. This performance was mainly as an outcome of the major revision of the volume discount formula to a major third party payer which we implemented on October 1, 2006 and the settlement of a long standing disputed receivable by another major third party payer.

A major milestone of the year was the opening of the Abou Khater Medical Arts Building which received its first patient on July 16, 2007. This was made possible through the able efforts of Dr. Ahmad Husari, Director of private Outpatient Clinical Care Services.

Workload

Even the admissions for the period were higher (2.4%) than the previous year the mix was affected in first class admissions which were 2.2% less than the budget and the same thing in first class patient days which were 8.5% less than budgeted. The average length of stay was as less than budgeted by 5.4%. This year showed a major increase in the number of private clinics visits 21.4% for year-to-date August 2007 compared to the same period last year. This was expected. In revenues from outpatient procedures the increase was 14.8%. In terms of financial performance, the projected deficit is at \$5.3 million lower than the budgeted deficit of \$5.47 million. Even though we had concerns that the impact of the war will extend well into fiscal year 2006-2007, the outcomes of year-to-date August 2007 indicate that this was not the case despite the continued uncertainty of the situation in the Country and the closure of 15 inpatient beds due to nursing shortages.

Patient Satisfaction

Patient satisfaction surveys began in December 2006 and are conducted on quarterly basis. Two quarters have been reported so far and the third quarter is under analysis. The average satisfaction rate was 4.61 and 4.64 out of 5 for the 1st and 2nd quarters respectively. The questionnaire tackles different aspects of satisfaction ranging from overall satisfaction with AUBMC services to satisfaction with nurses, physicians, admission process, food, housekeeping, supportive services, discharge process... Results as well as qualitative comments are distributed to the department heads concerned, for feedback and action, as necessary. Concurrently, other sources of information on patient satisfaction (suggestion boxes and patients' compliments and complaints received directly at the Patients' Relations Office) are followed-up on an ongoing basis.

Marketing

This year marks the 140th anniversary of the Faculty of Medicine (FOM) and the centennial of the Medical Center. The celebration was launched during the MEMA in May 2007, and will continue until May 2008. In this context, several promotional activities were undertaken: A desk calendar with old and new FOM and AUBMC pictures was developed and widely distributed as

of the beginning of 2007. Quick screens and posters reflecting the message "140 years medical education, 100 years healthcare" in addition to our motto "Deep Roots Endless Skies" were produced and posted in several occasions at AUBMC and its entrances, MEMA, and outside AUBMC, such as all exhibits and conferences where AUBMC was present. The corresponding ad was published in several local, regional and international newspapers and magazines. Editorials reflecting the long and precious history of the FOM and AUBMC were also published. Furthermore, starting with the June issue, the AUBMC Newsletter, whose circulation was increased to cover all the hospitals in Lebanon and the region, is including articles about FOM/AUBMC as well as departmental histories. It is worth noting that we obtained the trademark registration, in Lebanon, of our motto "deep roots endless skies" for 15 years as of June 2007. Efforts are underway to do the same in the U.S. As every year, AUBMC participated, with its own booth, in the Arab Health Conference and Exhibit in Dubai in January-February 2007, in Medhealth, the Arab Hospital Federation Conference, in Beirut, July-August 2007. Despite the unstable condition of the country, AUBMC attracted a definite number of international patients from neighboring countries and the Gulf region for a wide spectrum of medical services.

Nursing

Nursing Services faced many challenges this year with turnover reaching 17% which resulted in the closure of 15 inpatient beds. The exodus of the experienced nurses will continue till the political situation stabilizes. Currently, 54% of the RNs have less than three years of experience. On the bright side, The American Nurses Credentialing Center (ANCC) extended the accreditation of AUBMC for another four years. Nursing also received official accreditation by the American Heart Association (AHA) to become the first Life Support Center in Lebanon and the provider of AHA accredited BLS/ACLS and PALS training. The most important in the achievements, after three years of negotiations, was the approval of the application submitted for Magnet designation, the highest designation in quality care for an organization to achieve in Nursing in the US. Nursing Services will submit over 2000 pages of evidence by April 2009 and will be visited three months later by three appraisers if the submittal is accepted. If successful, we look towards being recognized as a Magnet Hospital towards the end of 2009.

Pharmacy

The strategies for cost containment produced excellent results. Priority was for cost containment opportunities in areas that are primarily under the department's control. The plan concentrated on the top 100 drugs that account for around 62% of the hospital drug budget. Scientific Offices were approached for incentives such as Free of Charge drugs (FOCs) or bonus, achievement of a higher discount and changes in terms of payment were also negotiated. The first ten months of 2006-07 showed a tremendous increase in the value of FOCs: \$530,000 compared to \$447,000 for the whole of 2005-06, an 18 % increase. Inventory value optimization and increasing turnover strategy was also implemented with systematic review of the minimum and maximum levels of stock. Due to the dramatic changes in the standard of pharmacy practice by moving from dispensing drug to optimizing patient outcomes and the AUBMC plan to introduce the Clinical Pharmacy Program, a career ladder proposal was prepared and is on its way for review by Human Resources. Lastly, the Department was able to meet the most stringent JCI requirements relating to removal of concentrated electrolytes from the units and extending the opening hours from 12 to 18 by rescheduling the staff with a plan to provide 24 hours service in the coming months.

Human Resources

A new mission, vision, and scope of services were developed to emphasize the strategic contribution of Human Resources to the overall operation of AUBMC. Policies were revised and /or developed to reflect the new mission and vision. A Strategic Plan that includes goals and initiatives was prepared and presented as was the Staffing Plan for all departments at AUBMC. A detailed workforce planning and analysis is in progress. Redundant positions and unproductive employees were either terminated or transferred to other positions (five terminations and two transfers since March, 2007). All current employees have been assessed as to their qualifications. An action plan is being developed to correct gaps and deficiencies.

Capital / In-House Projects

Efforts to implement the recommendations of the JCI consultants related to the facility and the safety requirements were intense. Abou Khater Medical Arts Building was received in July. The Dermatology Department occupied the third and fourth floors, now fully operational. Rheumatology and Nephrology occupied the East wing of the first floor. Bldg 56 is being finalized for handing over in October. Renovation works on the School of Nursing are expected to end by September 2008. Contracts were awarded for two capital projects: In-Patient part of Abu Haidar Neuroscience Institute (4th floor of phase II) and the Neonatal Intensive Care Unit (7th floor of Phase II). Work will start by end of October. The following is a selection of the in-house projects that were ongoing during the year and are now either completed or very near completion: Alterations and renovations in CSSD, renovation of lockers' area to accommodate Med II, Med IV and AUBMC Staff, renovation to accommodate the Neuromuscular Lab, alterations in TB Mycology Lab to meet CAP requirements, renovation and expansion of Environment Core Lab in DTS, renovations in SML 2nd and 3rd floors for new Finance and Student Center, installation of fire suppression and UPS systems in the new HIS in Bldg. 56.

I would like to conclude this annual report by thanking each and everyone at AUBMC for making this year a success against all odds.

Munthir Kuzayli
Director, AUBMC

CHIEF OF STAFF

Medical Board Related Activities

Annual Medical Staff Meeting: October 5, 2006:

Presentation of the Medical Center Director and of the Chief of Staff Reports.

Election of New Members at Large for the Medical Board

Election of Members of the Committee of Peers

Dr. Nadim Cortas thanked the Medical Staff for exemplary work during the war. He emphasized the need to control expenses and noted the disproportionate decrease in lab and x-

ray workload. He stressed the importance of utilizing AUBMC services, and respecting our policies.

Medical Board meetings: The Medical Board held fifteen meetings:

Two were for disciplinary function.

One special meeting to discuss the Professional Fees for the newly established “Department of Emergency Medicine”.

Twelve meetings were for discussion/approval of Medical Board issues including:

Membership to Medical Board Committees 2006-2008,

Appointments, reappointments, LOA and Temporary Privileges

Performance Improvement and Accreditation Activities such as:

Operative Report Dictation, Pain Assessment, Patient Assessment, JCI Consultative Visit and results, CME Requirement Policy, Problems Associated with PAU, Waiting Time in Private Clinics, Concentrated KCL, Whipple surgery and privileges of surgeons, Co-signing of orders written by Med IV students, Use of signature Stamps, Supervision by Attending in O.R., Moonlighting by the house staff, Medical Records of Private Clinics, K Class Patients, Private Clinics move to Building 23.

Medical Board Taskforces appointed by and to report to Chief of Staff:

Taskforce on Prevention and Management of Pressure Ulcers at AUBMC

Pre-admission Unit (PAU) Taskforce

Task force to review the completed study on Whipple surgery and its results.

Taskforce on “Point of Care” Testing

Task Force on Medical Privileging and Use of AUBMC resources

Committee of Peers: Five cases were discussed.

Special Medical Staff Committees: Eight Committees were appointed.

Root Cause Analysis (RCA) s: Three RCA Teams were appointed.

Accreditation Coordination Activities

New Multidisciplinary Policies prepared/finalized: 22 new policies

Staff Awareness Activities: 6 newsletters and sets of 50 questionnaires circulated.

AUBMC Staff education: 32 lectures, 2400 booklets, Safety Goals posters 400.

P I Studies Performed: 4 studies: 2 on informed consent; 1 on conscious sedation, 1 on Medications samples and 1 on freezers and refrigerator temp control.

JCI Accreditation Consultation visit to AUBMC: 7 days.

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

Committee meetings:

Accreditation Core Group -13 sessions

Facility Management and Safety (FMS) - 11 sessions

BOT/PIC committee 11; AUBMC Performance Improvement Committee -11

Blood Utilization Committee -11 sessions

Risk Management Activities

Weekly Risk Management committee meetings

Patient incidents reports investigated: 133 cases

Intense analysis conducted on 24 cases (potentially serious)

Risk Management education: 6 sessions

Medical Staff Office Activities

Computerized the process for the annual reappointment and re-privileging function for all Medical staff.

Implementation of computerized tracking system for Annual Physician profile.

Implementation of CME requirement policy for Active Medical staff: 92% of all active Medical staff met their requirement

Implementation of annual completion of and signature of: Disclosure of Activities which may involve conflict of interest.

Distribution of Code of Ethics and Guidelines on conflict of interest with Pharmaceutical industry and Gifts from Patients to All medical Staff.

Performance Improvement Functions and Quality Management Activities

Monitoring and review of performance improvement activities regarding:

Mortality Review, 394 cases

Re-admissions within 30 days, 3647 cases

Re-operations within 30 days, 247 cases

Case reviews for various issues: 1027 cases

Peer review cases initiated: 5 cases

Admission screening and continued stay reviews: 21,410 records.

Orientation, training and education sessions given: 10

Focused Study: Whipple procedure mortality and complications (*5-year study*)

Root cause analysis: (RCA) Transporting Wrong Patients to the Operating Room; Cardiac Arrest in the Kidney Unit; Patient's Fall

Meetings:

Quality Management and Performance Improvement Committee – 9

PIC/BOT meetings – 9 meetings

Department Heads Meetings – 8 meetings ,

Critical Care Committee-7 meetings,

Accreditation / Core group 12 meetings

Saleem Kiblawi
Chief of Staff

SCHOOL OF NURSING

Accreditation

Commission on Collegiate Nursing Education (CCNE) accreditation team site-visit took place May 2007. The evaluation report was very positive, with the SoN meeting all standards for BSN and MSN accreditation. Recommendation for accreditation report is expected October 2007. AUB SoN is the first School of Nursing outside the US to be accredited by CCNE.

Faculty Achievements

Dr. Samar Nouredine and Mrs. Mary Arevian promoted to the rank of associate professor and clinical associate professor respectively.

Mrs. Nuhad Dumit awarded the AUB Teaching Excellence Award.

Dr. Laila Farhood received the Suad Sabbah recognition award.

Dr Huda Huijjer elected to the World Wide Alumni Association of AUB.

Mrs. Dina Shehab accepted for Ph.D. study at University of Manchester, UK.

Visiting Faculty and New Appointments

Erika Froelicher RN, MA, MPH, PhD, FAAN, Professor of Nursing, UCSF.

Keith Cash PhD MSc BA RGN RMN, WHO; appointed Visiting Professor.

Mrs. Jouhayna Bejjani-Gebara appointed Clinical Instructor

Education

MSN: 12 MSN students graduated.

Special Topics Courses offered:

“Research Utilization” offered January 2007 by Dr. Erika Froelicher.

“Health Care Ethics” offered April 2007 by Dr. Keith Cash.

MSN/MBA: A proposal for Nurse Executive track, MSN/MBA approved by SON and FM will be submitted for further approvals October 2007.

A new MSN clinical track ‘Advanced Practice in Psychiatry and Mental Health Nursing’ will start AY 2007-08.

BSN: 26 students graduated.

RN – BSN: The first six RN-BSN students graduated June 2007.

Research & Scholarly Productivity

NIH R21 proposal on “Chronic Pain in Lebanon; An Epidemiological Study among Adults and Children” submitted February 1, 2007 by Dr. Huda Huijjer (PI); received favorable reviews; will be resubmitted November 2007.

NIH R01 proposal on “Integrated Management of Obesity with/ without Diabetes in Multi-setting Clinics” was submitted June, 2007 by Dr. Hafez Elzein (PI) and other researchers from SON (Dr. Samar Nouredine), FM, FHS, & FAS.

Proposal on “Psychiatric Morbidity in South Lebanon Post July 2006 War: Community Assessment and Cognitive Behavioral therapy Randomized group Interventions” by Dr. Farhood (PI) received WHO funding.

27 articles were published in international refereed journals and 25 scientific lectures were presented AY 2006-07.

Three Ph.D. dissertations were supervised and successfully defended.

Student Enrollment

	Applied	Accepted	Enrolled	Yield	Students on FA	Total	SON
BSN	148	97	47	35.79%	52%	126	
MSN	20	19	9	47.37%		36	
						162	

Strategic Planning

A management team chaired by the director and assisted by an executive officer continuously monitors the implementation of initiatives based on KPIs.

Survey tools developed and pilot-tested in June. They include BSN & MSN Exit Surveys, BSN Satisfaction Survey, Alumni Satisfaction Survey, and Employer Satisfaction Survey. A Peer Evaluation Tool is being developed and will be tested in the near future.

A two-day faculty retreat held in August 2007 was devoted to course evaluation methods and included among others emphasis on designing exam questions

Marketing/Student Recruitment Strategy

SoN continues to emphasize marketing the SoN in Lebanon and the ME and student recruitment. Activities included designing materials for electronic distribution on all SoN academic programs, distributing informational booklets and posters to high schools in Lebanon and AUB Fair, electronic distribution of information and Frequently Asked Questions (FAQ) documents to all hospitals, Ministries of Health, Schools and Colleges of Nursing in Lebanon and the region as well as to all nurses in Lebanon and nursing alumni in the region.

E-mail campaign on MSN program with FAQs was sent to all nurses and directors of hospitals and nursing services in Lebanon.

Student Services, Recruitment, and Career Planning Officer appointed September 2007.

Educational Offerings National and Regional

Summer Nursing Institute

“Stress Management; an Integrated Approach”

“How to Conduct Surveys? Design, Sample and Instrument”

Three courses offered by Johns Hopkins University SON faculty, were cancelled due to the unstable situation in the country.

Regional

Almana' (MACHS) contract signed for three years.

King Fahd Medical City (KFMC) proposal to establish a SON submitted.

Building

Construction work resumed after being halted for a long period of time.

Huda Huijar, Director
School of Nursing

SAAB MEDICAL LIBRARY

Introduction

Saab Medical Library set up 6 strategic goals in its Strategic Plan for 2005-20. During this year part of these strategic goals were attained. The first semester was active in giving classes, lectures, acquiring library resources, and so on... The emphasis is always centered on Information Literacy to make best use of SML resources. More e-journals are purchased and some of the printed ones are cancelled and shifted online. SML launched a new user-friendly homepage, using the latest Web 2.0 technology. The Medical Library is now 140 years old as part of the AUB Medical School.

Library Hours

Monday-Friday 8:00am-11:00pm Saturday 8:00am-5:00pm Sunday CLOSED

Summer Hours

Monday-Thursday 7:30am - 8:00pm Friday 7:30am – 6:00pm Saturday 8:00am - 1:00pm

Sunday CLOSED

As of Saturday April, 21, 2007 Saab Medical Library extended its Saturday library hours to 5pm.

SML Goals

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

The Medical Library contacted the AUB-MC Departmental chairmen and the Faculty of Health Sciences to decide which departmental print journal titles to cancel to avoid duplication with SML. As a result 182 print titles were cancelled. The money saved was used to buy other resources.

SML in collaboration with the University Libraries shifted its print journals to online from the publishers Wiley, Taylor & Francis and SAGE, following long negotiations for the best price.

SML launched its new homepage in March 2007, using the latest Microsoft technologies including NET framework, JavaScript, and DHTML (menu from Milonic.com).

Testing different Federated Search Engines with the University Libraries resulted in choosing MultiSearch from Serials Solutions.

The Index and chapter II (on drugs) of Ibn Sina's "Canon of Medicine" were translated by Mr. Khalil Nassar and added on the digitized copy, to allow more researchers to use this very famous and important book.

The photos of the late AUB-FM Instructor Tamir Nassar private collection were digitized and added to SML Homepage under Historical Values. The photos include two anthropology trips to the Syrian and TransJordanian deserts by AUB professors at the Faculty of Medicine.

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

Computers and equipments were ordered for the new PBL rooms. FPDU took over construction of the Computer Lab and classroom, the History of Medicine room, and the PBL rooms.

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

Information Literacy sessions were given on EBM to physicians, medical students, interns, residents and nurses. A special intensive session was given in September 2007 to research assistants in AUB departments in the addition to the medical ones. 24 research assistants attended and requested additional sessions.

New faculty members were briefed about SML resources and services, and encouraged to attend SML Information Literacy classes or send their students.

SML updated its Web-based Tutorials.

SML Newsletter, Volume 11, 4 issues 2006-2007 (Also available online at SML Homepage)

IDTH 301 course was given to 15 graduate students from the Faculty of Medicine.

SML participated in the Summer Mellon Seminar.

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

A new User Satisfaction Questionnaire was distributed and the results were posted on SML Homepage.

(<http://smlweb.aub.edu.lb/StaticContent.aspx?file=/Reference/QuestionnaireResults.html>)

EBM Resources page was created to enhance best clinical practice at AUB-MC.

(<http://smlweb.aub.edu.lb/StaticContent.aspx?file=EBMpyramid.html>)

Goal 5: To collaborate creatively with colleagues within the University, the country and the region for the improvement of scholarly communication and the management and delivery of information services

The medical librarian was invited by OVID to attend London Online Conference and Exhibition in London November 28 – December 1, 2006.

Through REP Office SML Librarians were contacted to provide consultations to Al-Maneh College Library in Saudi Arabia.

SML had a booth at 2007 MEMA to promote the Library and its services in the ME Region.

The Reference Librarian was invited by Mondesic TechKnowledge to attend SLA Gulf Chapter Conference and Exhibition in Manama, Bahrain and to attend a workshop on “Medical Library Collection Development” March 31 – April 5, 2007.

The Medical Librarian and the Reference Librarian attended the CHLA 2007 conference in Canada in May 28-June 1, 2007.

The Medical Librarian was invited, July 11-12, 2007 by Elsevier to serve on their Advisory Board, ELAB (Elsevier European Library Advisory Board)

The Medical Librarian is part of AUB Institutional Self-Study Design Working Group 6 on Educational Offerings.

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

SML staff attended bi-weekly in-house one-hour lectures on library functions. This familiarized the staff with their colleagues' work. These sessions were highly appreciated by the staff.

2 new staff members joined SML team: Ms. Rebecca Fares at Serials Dept. and Mr. Mahdi Jradi at Circulation Desk. Ms. Fares left SML after 4 months and the post was advertised.

The Circulation module is now functional at SML. All books and journals are issued using the Library Information System (LIS), OLIB.

Mondesic TechKnowledge and McGraw-Hill offered SML a free one-year online subscription to the newly developed "Access Emergency Medicine".

Hilda T. Nassar,
Medical Librarian

DEAN OF THE FACULTY OF ARTS AND SCIENCES

Faculty

The total number of faculty positions for the academic year 2006-07 was 233. All lines have been used for faculty appointments.

The Whittlesey Chair was occupied during the academic year by visiting assistant professor Ralph Pedersen of Marine Archaeology from Texas A&M University. The Alfred Howell Chair in History was not occupied as the candidate declined to join the university after the war of the summer of 2006.

The teaching program during the second semester involved 334 faculty members (some on part time appointments), 170 graduate assistants, and 2,605 (2,188 undergraduate and 417 graduate) students enrolled in 407 different courses (equivalent to 861 courses and sections).

Students

345 students registered for the freshman class and 453 registered for the sophomore class during the first semester of 2006-07. This was a significant increase in admission to those two classes from previous years. This was even more significant as it followed the summer war of 2006.

A total of 142 applications for admission to the freshman class for the second semester of 2006-2007 were received and 103 were issued letters of admission. 283 applications for admission to the sophomore class were also received and 144 letters of admission to FAS were issued. This added to the two entry classes further for the academic year 2006-07. The total number of undergraduate students in FAS remained rather constant at about 2200.

The current policy of admission in FAS is to keep the student population in the sophomore class in FAS at the same levels as for the previous academic year but to increase the number of students at the freshman level if possible.

There were 82 applicants to the UPP (University Preparatory Program) in September 2006 of whom 67 were issued letters of admission and 41 registered. This represents an increase in registration in this program in relation to the same period of 2005-06. Thirteen applications were received in November 2006 and eight were considered qualified for admission to the program.

The graduate program saw an additional 39 students enrolled during the fall semester of 2006-07. This is from a 414 applicants (532 applications to different majors) for graduate study, 262 of whom were issued letters of admission. This is a decrease in admission compared to the previous year. During the second semester of 2006-07, 56 applicants were issued letters of admission to date out of 89 applicants (134 applications to different majors).

The University Unified Admissions committee (UUAC), with representation from all Faculties, has met and acted on all applications for admission to the academic year 2007-08. Early admission to the university by the UUAC resulted this year in 207 applicants being admitted to

the sophomore class and 46 to the freshman class in FAS. Furthermore 836 applications for admission to the freshman class were received and 573 applicants were issued letters of acceptance for the first semester of 2007-08 including early admissions. Additionally a total 1,480 of 2,192 applicants for admission to the sophomore class were issued letters of admission. It is to be noted that many of these accepted applicants represent students applying to other Faculties at AUB also. Incomplete applications for admissions to the freshman and sophomore classes were processed at a later time.

Faculty Recruitment

443 applications have been received to advertised faculty positions available in the Faculty starting September 15, 2007. After consultation with the departments and the Advisory Committee, offers were made and over 26 have been accepted (This number includes several instructor positions in the communications skills program of the department of English). The Alfred P. Howell Chair in History went to historian professor Winfried Held from the University of Wursburg, Germany, and the visiting Whittlesey chair professorship went to sociologist Dr. Steven Seidman from the University of New York at Albany. A marked increase in recruitment continues to be due to an increased need for instructors in the English language program.

Two new faculty members in the department of Fine Arts and Art History, which has been established in the Faculty as of October 2005, are now on board. They are both in the area of Art History as a result of a worldwide search.

Special attention is being paid to faculty recruitment for the department of Economics which lost five of its faculty members (three due the summer war) and to the Department of Mathematics which has assumed all teaching of the subject to the students of the Faculty of Engineering and Architecture. Similar significant losses took place at the end of the year in the Department of Political Studies and Public Administration, mostly as an aftermath of the summer 2006 war.

Professors on Leave

Ten professors were on 'paid research leave' during the academic year. Five were on leave (two maternity) during the first semester and four (one maternity) were on leave during the second semester. One was on leave for the full year. Ten other faculty members, financed by a Hewlett Foundation grant, were also on paid leave, five during the first semester of 2006-07 and five during the second semester. Nine faculty members are on leave without pay during the current academic year. Three will be on leave for the full year, four during the first semester and two during the coming second semester.

Several requests for leave without pay and paid research leaves for 2007-08 were considered by the Advisory Committee. Two professors have been granted leaves without pay for the academic year 2007-08 and three for the first semester. Two professors were granted leaves with pay for the first semester of 2007-08. Ten faculty members were granted junior faculty paid leaves (previously known as Hewlett grant leaves) five for each semester of 2007-08.

Applications for Promotion

Eight applications for promotion were received by the deadline of August 7, 2006 (Three applications were for promotion to the rank of full professor). Of these, two were promoted to the rank of professor and four to the rank of associate professor. Regretfully one of those promoted to associate professor subsequently resigned his position, again due to the summer war.

General Remarks

The summer session went normally without interruption. In particular the summer Arabic program administered by CAMES went smoothly although it suffered from a few last minute cancellations.

All four Ph.D. programs, from four departments in FAS, have been approved by the Board of Education of the State of New York. Students were admitted to three of these programs by the beginning of summer 2007.

Since we have also received a major grant to upgrade all classrooms in FAS, all five are now completed and form our prototypes for future further improvement of our classroom environment. This project was completed with help and consultation with the FPDU. A lecture hall (Bliss 203) designed to be a fully computerized exam room has also been partially completed during the summer of 2007. This is being done with support from the president's club that is financing the project. Renovating a new teaching laboratory and faculty lounge in the department of Education (Fisk Hall) was also completed during the same period.

Academically, The University Preparatory Program (UPP) has been upgraded and is now reconfigured as a separate unit within the Faculty of Arts and Sciences. Several Laboratories in Biology, Chemistry and Physics departments have been renovated and made available for teaching and faculty research.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences

DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

427 undergraduates were admitted in October 2006 and 70 in February 2007. Enrollment in the undergraduate and graduate programs was, respectively, 1,454 and 204 during the fall term and 1,465 and 183 during the spring term. 269 undergraduates and 53 graduates were awarded degrees. The alumni survey results from 322 respondents as of September 30, 2007 were: 70 planned to pursue graduate studies in Lebanon or abroad, 207 planned to work or continue working, 45 have not yet decided as to their future plans.

The NY State Education Department (NYSED) approved proposed Ph.D. Programs in ME, ECE, and CEE, which began admitting students in fall 2007-08. Dr. Mustafa Alshawi from the University of Salford, Manchester, UK visited FEA in July to evaluate our Master of Engineering Management Program as part of registering the degree with the NYSED.

Conferences/Seminars/Meetings

FEA faculty members received 58 invitations to participate in academic, research and professional related activities in the U.S., Canada, Europe and the region with support from URB and external sources. One faculty member went on long-term faculty development awarded by URB to the University of Michigan, Detroit during summer 2007.

Dean Hajj visited the Office of Development to Dubai and UAE in November and January and also participated in the “International Design and Test Workshop” and the “Third International Conference on Innovations in Information Technology” in Dubai, November, where he chaired a session and panel discussions; attended March BOT meeting; visited the University of Illinois for recruiting in March and May; met with alumni in London with the Office of Development in March; attended the ASEE meeting in Puerto Rico in April.

As the National Secretariat for IAESTE in Lebanon, the Faculty arranged for 16 international students to conduct summer training in Lebanon during summer 2007 and 19 FEA students went in return for summer training abroad. FEA Career Center arranged 609 job offers for our graduates and 761 internship offers for our third-year students.

The engineering departments organized 22 academic perspectives seminars in addition to three seminars organized by the IEEE Lebanon section. The Department of Architecture and Design held 7 public lectures in addition to four panels of its City Debates 2007 series and the Graphic Design Silkscreen Exhibition.

Dr. George Fadel from Clemson University, South Carolina, US, offered a graduate course to ME students during spring 2006-07 using video conferencing and Moodle. He was then invited as a URB Visiting Scholar for two weeks to meet with students and faculty and wrap up the course in May.

Research Grants

LNCSR approved 11 new, renewed and/or extended research proposals (\$49K) and the URB awarded 32 research grants (\$181,400K) to faculty members. 7 external research projects (\$1,092K) are in progress. 11 new external research grants (\$778K) were received from UNESCO, Swedish Research Council, IDRC, IBM Middle East FZ, ASTF, Rathman Family Foundation, CDR, European Community, ASHRAE, IEEE Robotics and Automation Society to FEA Faculty. USAID/ASHA grant for 2006-07 was \$346K.

Academic Personnel

New faculty who joined FEA: Rami Daher and Barbara Drieskens (visiting associate prof. and visiting assistant prof., respectively, ARD), Robert Saliba and Lina Ghaibeh (associate prof. and assistant prof., respectively, ARD), Imad Elhajj (assistant prof., ECE). Faculty who were promoted as of October 2007: Salah Sadek (CEE) to the rank of professor, Hassan Artail (ECE), Ramsey Hamadeh and Alan Shihadeh (ME) to the rank of associate professor. Visitors of the Faculty: Dr. Hussein Alnuweiri, University of British Columbia, Canada, as ECE visiting professor (fall & spring). New administrative appointments: Dr. Isam Kaysi (CEE chair as of October 15) replacing Dr. Mounir Mabsout, Prof. Leila Musfy (ARD chair as of September 15) replacing Prof. Howayda Al-Harithy, Dr. Toufic Mezher (EM coordinator as of October 1) replacing Dr. Assem Abdul Malak. Faculty members receiving the Hewlett Junior Faculty Research Leave were Walid Sadek, Louay Bazzi, Fadi Karamah and Mohamad Mansour (fall 2007), Mona Fawaz, Hamed Assaf, Ibrahim Abou Faycal, Zaher Dawy and Issam Lakkis (spring 2007). Faculty members who went on approved leave of absence were: Walid Ali Ahmad, Samer Abdallah, Kinda Khalaf (one year unpaid research leave), Mohamad Mansour (unpaid research leave for spring 2007), Alan Shihadeh and Adnan Al-Alaoui (paid research leave for spring 2007), Howayda Al-Harithy (maternity leave for spring 2007). Assistant Prof. Ali Chehab (ECE) received the Teaching Excellence Award for 2006-07 (\$5,000). Profs. Michael Stanton (ARD) and Louay Jalloul (ECE) resigned as of September 2006. Faculty members whose contract was not renewed were: associate prof. Ahmad Smaili (ME), assistant prof. Dima El Charif (ARD) and visiting assistant profs. May Farhat and Stephen Campbell (ARD).

Faculty News

The Faculty held its: i) annual orientation program and acquaintance party for new students in October; ii) memorial ceremony in remembrance of Dean Raymond Ghosn on February 19; iii) official inauguration of the newly constructed CCC Scientific Research Building on February 21; iv) First Faculty Retreat 2007 on February 24; v) AUB Fair 2007 for high school students in April; vi) Dean's annual dinner for BOD members and new faculty on March 3; vii) Sixth FEA Student Conference May 23-24 where six distinguished alumni gave plenary talks and received awards, CEE, ECE, and ME students held their projects exhibitions during eight technical and project sessions, ARD students held their annual exhibit, Dr. Pierre Azoury and students held a music concert and a general reception and awards presentation wrapped up this event; viii) Annual football game on May 28; ix) Annual rehearsal and reception for graduating students in June 2007; x) Reunion for FEA Classes of 1952, 1957, 1962, 1967, 1972, 1977, 1982, 1987, 1992, 1997 and 2002 that included a presentation, tours of the facilities and labs and a reception on July 7.

Students Activities

ECE students participated in the ACM contest in Morocco and won the third place on December 2. FEA student societies held their annual barbecue and student gathering on April 26. ASME held its annual Micro-Car Gee Wizz contest on May 28 featuring many fun activities. ME students in collaboration with the Lebanese army on detection of buried landmines for humanitarian causes presented and demonstrated their final year project “A Mine Detection Vehicle” on May 28.

Students’ Awards

i) Fawzi W. Azar Architecture Award (\$10,000) towards the tuition of Rola Idriss (50%), Rana Zeidan (25%) and Nicolas Fayad (25%); ii) Areen Award of Excellence in Architecture was awarded to: Stephanie Akkaoui, (\$1,600), Marianne Gharzouzi (\$1,000) and Halim Khoriaty (\$600); iii) Abdul Hadi Debs Endowment Award for Academic Excellence at the graduate level: Joseph Constantine (ECE), Ihab Sraj (ME); iv) Sakkal Renewable Energy Graduate Thesis Award: Mounir Mossolly (ME); v) Distinguished Graduate Award: Gustave Cordahi (CEE), Marwan Ramadan (CCE), Bassam Frem (ECE), Marc Ghoussoub (ME); vi) Dean’s Award for Creative Achievement for the projects of: Candice Naim (Arch), Celia Jaber (GD), Nazem Khoury, Georges Kai, Charbel Moubarak and Bader Zein (CEE), Marwan Ramadan, Layal Zein and Marwan Rifai (CCE), Claude Abou Daher (ECE), Ali Hinnawi (CCE), Nasser Ghousseiny (ME), Asaad Tahhan (ME), Maher Itani, Amer Keblawi, Ibrahim Manasfi and Nibal Nehme (ME); vii) Penrose Award: Gustave Cordahi (CEE).

Donations, Gifts and Pledges

The following donations were received: \$3,000 from Bechtel Foundation; \$5,000 from Khaled Souki, Abu Dhabi; \$50,000 from alumnus George Kadifa; \$3,000 from Professor Emeritus Fateh Sakkal for the best graduate thesis on renewable energy; \$15,000 from Sufyan Saleh for the naming of CEE office after his company Fibrex; endowment of \$500,000 in the name of the late Pierre Gemayel to be used as a seed fund to support FEA doctoral program; two donations, \$50,000 each, to the Pierre Gemayel endowment fund;) \$30,000 from Najib Mikati for the Taha Mikati Engineering and Science Library; \$25,000 from Petrofac International Ltd., Sharjah, UAE for research support in ME and another \$25,000 from Petrofac founder alumnus Maroun Semaan to support tuition fees of undergraduate engineering students; a \$50,000 pledge from Zuhair Boulos to name classroom in Bechtel; a pledge of \$50,000 from Walid Halabi to name a classroom in Bechtel “The Munir (BE 1955) and Yolla Halabi” ; a pledge of \$200,000 from Sami Sidawi to name the Sami Sidawi Water Resources Lab at the Irani Oxy Engineering Complex; a donation of \$16,500 to support the FEA Student Conference was received from: Murex Systems, Khatib & Alami, La Constructa, Indevco, CCC, the CAT Group, Fujitsu Siemens Computers, Projacs, Zakhem Engineers, Dar Al-Handasah, Future Pipe Industries, Kettaneh Construction, MTC Touch.

Ibrahim N. Hajj, Dean
Faculty of Engineering and Architecture

DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic and Student Affairs

During 2006-07 student enrolment was 600. 130 graduated: 11 with a B.S. in Agriculture; 8 with a B.S. in Landscape Design and Eco Management; 54 with a B.S. in Nutrition and Dietetics, 23 with a B.S. in Food Science and Management and 34 received M.S. degrees in different majors.

The B.S. program in Veterinary Science was approved by the Senate in its meeting of January 26, 2007 and BOT in March 2007. The FAFS Advisory Committee approved the appointment of Dr. Lara Nasreddine as Assistant Professor of Nutrition for the academic year 2007-08.

Coordinators of academic programs at FAFS were appointed as follows: Dr. Mustafa Haidar, Undergraduate Studies, Agriculture Program; Dr. Jala Makhzoumi Undergraduate Studies, Landscape Design and Eco Management; Dr. Moatasim Sidahmed, Graduate Studies; Dr. Rami Zurayk, Ecosystem Management Program and Dr. Shady Hamadeh, ES DU.

Personnel Affairs

Dr. Shady Hamadeh was appointed Associate Dean of the Faculty. Full time faculty members numbered 30 and the number of part time instructors was 10. Dr. Mustafa Haidar was promoted to full professor in the Plant Sciences department. Dr. Salma Talhouk and Ms. Julie Weltzien were on periodic paid research leave for the fall semester 2006-07.

FAFS Strategic Planning

In October 2006, FAFS launched a new approach for developing its Strategic Plan: Consultations were made with all stakeholders; faculty, Advisory Board and students. The strategic planning committee was expanded to include faculty members from programs that were not represented. In January 2007, FAFS faculty held a one-day retreat to discuss and revise the draft Strategic Plan. The Plan was approved by FAFS faculty and was then presented to the BOD.

Administrative Restructuring at FAFS

Two administrative changes were recommended by FAFS and approved by the BOD and the Senate to take effect as of the academic year 2007-08: The creation of a new Department of Landscape Design and Eco-system Management which houses the B.S. in Landscape Design and Eco-system Management and the Diploma of Ingenieur Agricole and the interfaculty M.S. Ecosystem Management program. The second change was the creation of an Agricultural Sciences Department offering a B.S. in Agricultural Sciences and Diploma of Ingenieur Agricole and MSc. degrees in plant sciences and land and water sciences.

AREC

In line with FAFS strategic plan, AREC administration was restructured to separate responsibilities of AREC production from AREC academic matters. The administrative functions related to AREC production were handed to an interim farm manager, Nicolas Haddad, and the academic functions to an academic coordinator, Dr. Sui Kwoung Yau. The AD Hoc AREC Committee was revived and expanded to include Drs. Zeina Kassaify, Musa Nimah, Fawwak Sleiman, Julie Weltzien and Sui Kwoung Yau. Dr. Sleiman was nominated as Chairperson of this Committee. Dr. S. Hamadeh was appointed ex officio member of the committee. Dr. M. Farran resigned as AREC Director on March 1, 2007. A security problem at AREC was evaluated by Captain S. Shalak and a check point (barrier) was installed next to the parking area in December 2006 on a temporary basis to restrict access to facilities. In December 2006 as requested by FAFS, the university auditor conducted and audited AREC and presented an audit report of the facilities. Dr. Jurgen Diekmann from ICARDA visited AREC to review its operations and submitted a recommendation for optimisation of operations.

Undergraduate students in Agriculture and Landscape moved to AREC on March 12, 2007.

Trustee Coffman's Visit

Trustee Coffman visited FAFS April 23-28, 2007. Dr. Coffman met with FAFS Strategic Planning Committee as well as the Agribusiness Committee. He also visited AREC and met with students, AREC Committee and AREC administration. A meeting was also held with Dr. Raouf Youssef from USAID in the presence of Dean Hwalla, Associate Dean Hamadeh and Dr. Jurgen Diekman (farm manager from ICARDA) to identify USAID local agenda as related to Agriculture, Environment, Food and Nutrition to gain background information on recognized needs of rural areas and funding priorities from a long term player in this sector.

Research Grants & Service Contracts

Effective October 1, 2006, the University Research Board (URB) provided one year research funds for 19 faculty members with a budget of \$93,344. The Lebanese National Council for Scientific Research provided funds for 4 faculty members including the dean with a \$23,541 budget.

As of October 1, 2006, faculty members received new funds for external projects amounting to approximately \$673,884. Faculty who solicited and received these funds were Drs. Barbour, Farajalla, Hamadeh, Hwalla, Talhouk, Makhzoumi and Zurayk.

Faculty Professional Activities

14 FAFS Faculty members attended international and regional scientific meetings during 2006-07 including Drs. Abou Jawdeh, Barbour, Bashour, Batal, Farajalla, Farran, Ghaddar, Hamadeh, Makhzoumi, Nimah, Obeid, Saad, Talhouk and Zurayk. The following 11 faculty members received short term faculty development grants and presented papers and /or chaired sessions in those meetings: Drs. Barbour, Haidar, Kassaify, Makhzoumi, Nimah, Obeid, Olabi, Saad, Sidahmed, Sui Kwong Yau, and Toufeili.

Visiting Scholars

Dr. Peter Emery, Professor of Nutrition and Metabolism and Head of the Department of Nutrition at King's College, London, visited the Nutrition and Food Science Department as a Visiting URB Scholar. Dr. Emery's visit was from May 19 till May 23, 2007. During his stay, he gave three lectures to faculty members and students. The lectures were on "Proteomic Changes in Wound Healing"; "Nutrition and Protein Synthesis" and "Metabolic Changes in Malnutrition".

Dr. Robert Rice, from Cal Poly, California, joined the Plant Sciences Department as Fulbright Visiting Professor of Horticulture and Crop Sciences, for one year starting January 2007.

Donation

Dr. Salim Macksoud, Professor Emeritus at FAFS, donated \$5,000 to support the water related activities at the Faculty. A fund was established in the name of Dr. Salim Macksoud Donation.

Nahla Hwalla, Dean
Faculty of Agricultural and
Food Sciences

DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Graduates from Degree Programs

88 students graduated from FHS during AY 2006-07 (including summer 2006): 39 graduated with a BS in Health Sciences (13 from EH and 26 from MLT), 44 graduated with an MPH degree and 5 graduated with an MS degree.

Regional/MD Students

The cumulative number of graduate students supported to study at FHS through scholarship funds till the end of June 2006 is 32: 23 from the region (Egypt 3, Iraq 3, Jordan 4, Palestine 7, Sudan 2, Syria 3, Tunis 1) and 9 MDs from Lebanon. Four new regional students (Egypt 2, Iraq 1 and Morocco 1) joined the Graduate Public Health Program in AY 2007-08. The scholarship students are supported by grants from the Arab Fund, the Ford Foundation and the Wellcome Trust.

Faculty

During AY 2006-07 FHS teaching faculty were composed of 4 professors, 8 associate professors, 10 assistant professors (one at 50%), 6 instructors (one at 50%) and two lecturers (at 50%) yielding 30 faculty members at 28 FTE. An additional six part timers contributed to the teaching program at 35% or less (1.4 FTE).

By the end of AY 2006-07, three full time faculty members (one assistant professor and two instructors) had resigned from their positions for personal reasons. In addition, two faculty members (one associate professor and one assistant professor) on leave of absence without pay decided not to return to Lebanon and resigned from FHS. An assistant professor was recruited in the Department of Environmental Health for AY 2007-08. The total loss in number of professorial rank faculty for AY 2007-08 was thus two, and the two instructors were replaced.

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

The Graduate Public Health Program (GPHP) was accredited in October 2006 by CEPH for five years duration. The Faculty submitted on August 15, 2007 the first interim report on the GPHP. This is the first of two interim reports in compliance with CEPH requirements as indicated in the accreditation letter of October 16, 2006. CEPH staff have just informed us that our first interim report was accepted by the CEPH Board in its October 2007 meeting and found completely satisfactory.

Endowment: \$1 Million

FHS received \$1 million endowment from the Ford Foundation in September 2007 to be matched by AUB by 2009. This endowment is to support the Center for Research on Population

and Health (CRPH) and to fund graduate scholarships in public health for regional students. The AUB Development Office has succeeded to get a pledge of US \$ 500,000 from the Dodge Foundation as a matching grant of scholarship funds to FHS. FHS will continue to collaborate with the Development Office to raise the remaining matching funds.

Strategic Planning Initiatives

At the beginning of the AY 2006-07, in line with the FHS Strategic Planning Report of June 2006 and with CEPH accreditation requirements, 10 initiatives were defined addressing students (4 initiatives), instruction (3 initiatives), research (ongoing), service (2 initiatives), and evaluation and planning (1 initiative). Work proceeded on these initiatives during AY 2006-07.

Students

Initiatives were undertaken to enhance recruitment of a quality and a diverse student body for the undergraduate and graduate programs, and to improve FHS student services and participation of students in standing committees.

Instruction: Learning Outcomes for Teaching Programs

Through systemic work of the Learning Outcomes Committee during AY 2006-07, FHS has developed learning outcomes and assessment tools for all of its three teaching programs: the Undergraduate Health Sciences Program (UHSP), the Graduate Public Health Program (GPHP) - with work on the MPH program to be completed by end of 2007, and the Teaching Public Health in Faculty of Medicine Program (TPHFMP).

Research

Enhancing research and research funding is an ongoing initiative at FHS in which a growing number of faculty are participating. Based on the accreditation self-study, CEPH assessors found that the GPHP met all CEPH research criteria. The FHS Research Committee has instituted an Annual Research Report which monitors the number and nature of research publications, as well as the research funding activities. The Annual Research Report of AY 2006-07 prepared in October 2007 indicates that the number of publications in refereed journals per research active faculty varies between 2.6 and 1.4 per year over the past five academic years, and that the majority (54.2%) of faculty published more than two articles during AY 2006-07. Moreover, for two thirds of the 39 publications appearing in AY 2006-07, the principal author is an FHS faculty member. There is a significant level of co-authorship within and across departments at FHS and with students, as well as with colleagues outside FHS.

FHS achieved a truly phenomenal level of research funding for AUB, attracting sponsored research grants in the amount of \$1,909,856 during AY 2006-07. This includes a grant from NIH at \$288,528 which is the first direct grant from NIH to AUB and two project grants from the Wellcome Trust at \$410,406 and \$371,291.

Service

FHS invested time and effort during AY 2006-07 to follow-up on accreditation requirements for the service function. A Task Force on Service was established which also included representation from students and the community. The Task Force developed a mission and vision of the service function and an associated set of goals and objectives. It developed indicators on service activities to assess attainment of objectives. To measure the involvement of faculty

members in service, elements of these indicators were introduced into the faculty annual Activity Report Form (ARF) for AY 2006-07. A preliminary draft report on service activities of faculty members for AY 2006-07 is now available, analyzing activities described by faculty members in completing the ARF in May 2006.

A Work Force Development Task Force worked on organization of the FHS Training Program including undertaking a needs assessment in the region and developing policies and procedures for training workshops and rosters of training in the region. The FHS Training Program contributes to improving capacity of the public health work force in the region and is expected to be totally self-financing.

Evaluation and Planning

An Evaluation and Planning Committee (EPC) was established to develop a system for evaluation and planning that makes use of an integrated performance measurement system in monitoring and assessment. In the first phase, the EPC focused on the GPHP to comply with CEPH requirements and also to develop the evaluation and planning system gradually. The mission statement of the GPHP was aligned with the missions of AUB and FHS. Goals, objectives and indicators were developed by the EPC for instruction research and service with specified targets and time frames.

Training Activities

The FHS Public Health Training Program held its annual short course on “Public Health in Complex Emergencies” for the fourth time, on April 16-28, 2007. The course was attended by 27 participants, including 11 from Lebanon, 13 from other countries in the Arab region (Iraq, Libya, Palestine and Sudan) and 3 from outside the region (Ethiopia, Italy and Kenya). Prominent international experts with extensive experience working in the context of complex emergencies, as well as some FHS faculty, acted as trainers and facilitators. The evaluations and feedback provided by participants were extremely positive.

The Flagship program offered its tenth regional course for the Middle East and North Africa countries at the National Training Institute in Cairo, Egypt June 3-7, 2007. The course addressed the subject of "Improving the Quality of Health Care". There were a total of 19 participants from: Egypt, Iraq, Kingdom of Saudi Arabia, Lebanon, Sudan, Suriname and Yemen.

A regional workshop on the Monitoring and Evaluation of AIDS Programs serving young people was held at FHS/AUB September 17-21, 2007. The purpose of the workshop was to provide the skills and information needed for those working for NGOs, universities or schools to be able to monitor and evaluate their programs in this area. Twenty participants attended the workshop from Egypt, Iraq, Jordan, West Bank, Yemen, and Lebanon. The workshop was funded by a grant to FHS from the Ford Foundation’s regional office in Cairo.

Huda Zurayk, Dean
Faculty of Health Sciences

DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

For the Olayan School of Business, the academic year 2006-07 was a year of “great expectations” most of which were either realized or are in the process by virtue of their being multi-year in nature. It was a year of sustained achievement, intense effort and looming promise. Highlights included a net of 9 new faculty members bringing the total number to 43. Despite the summer 2006 war, we were able to recruit three new faculty members for fall 2006-07, six for spring 2006 and six for fall 2007. OSB faculty is now diversified more than ever before with more than ten nationalities namely Saudis, Chinese, Indians, Turks, Egyptians, British, French, Americans, Canadians, Armenians and Lebanese. The OSB was also successful in the submission and acceptance of the AACSB accreditation plan early in the year, and completion of the accreditation plan report by late September. Other key highlights covered a sharp improvement in the research publications outlets targeted by OSB faculty, making significant headways towards becoming a branded provider of executive education services in the region, accepting a new batch of EMBA participants, as well as designing and marketing the Off-campus Corporate EMBA Program.

While this was underway, work was also proceeding in earnest on several other fronts including successful holding of international seminars and conferences, keeping track of the steady progress made in the construction of the new building, upgrading our website, moving ahead with implementing the key initiatives of the strategic plan, gaining additional momentum in the long path towards attaining a more competitive faculty salary structure, networking with international business schools and building our corporate alliances program. A particularly significant milestone was reaching new heights in the pursuit of internationally benchmarked quality by making ETS Major Field Tests a requirement for all students at the BBA and MBA levels

Facts & Figures about AY 2006-07

Faculty Profile & Distribution

	<u>05-06</u>	<u>06-07</u>
Professorial Ranks	24	26
Non-Professorial Ranks	18	17
Ph.D. Holders	31	33
Part-time faculty *		
Ph.D. holders	6	7
Non-PhD	33	31

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

Faculty Development, URB & Research

Academic Year 2006-07

Hewlett Research Leave 5 faculty member
 URB research Grants 10 faculty members
 Faculty Development Grants 12 faculty members
 The Dean attended two conferences by AACSB

Approved for Academic Year 2007-08

Hewlett research leaves 2 faculty members
 URB Research Leaves 9 faculty members

Research & Scholarly Activities

	2005	2006	2007(Jan-Oct)
Published articles in refereed journals	40	32	29
Refereed Conference Presentation	4	5	9
Publications in refereed conference proceedings	23	11	10
Published books/chapters in books	2	4	2

It should be noted that OSB faculty are now targeting more competitive journals with a significantly higher impact factor and waiting time.

Appointment, Resignation, Secondment & Leaves:

Two faculty members left OSB effective spring 2006-07 and three submitted their resignation effective fall 2007-08.

One professor was on Research Leave with pay

One senior lecturer was on secondment

One associate professor was granted LWOP for AY 2007-08

One professor was granted LWOP effective spring 2007-08

Promotion

Drs. Salim Chahine, Dima Jamali and Yusuf Sidani were promoted to the rank of associate professor as of October 2007. The file of one faculty member is being processed for the possible promotion to associate professor for October 2008.

Visitors to the School

<u>Name</u>	<u>Affiliation</u>
Ms. Rosemary Martin	Director, Reuters Foundation
Ms. Jo Weir	RF liaison, Reuters Foundation
Dean Louis Lataif	Dean, Boston University
Dr. Moustafa Abdelsamad	Dean, Business School at Texas A&M, Corpus Christie
Mr. John Fernandes	President, AACSB
Sir Geoffrey Owen	LSE

Speakers

<u>Name</u>	<u>Affiliation</u>
H.E. Najib Mikati	Trustee and Former PM
Trustee Kamal Shair	Dar Al Handasah/ Chairman
Carlos Ghosn,	Nissan and Renault/ President & CEO
Saad Al Barrak	MTC/ Chairman & CEO
Ms. Randa Azar	NBK/ Chief Economist
Dr. Henry Azam	Deutsch Bank/ CEO MENA Region

Student StatisticsEnrollment

	05-06	06-07
Undergraduates	1139	1143
MBA's	133	105*
EMBA's	76	52

* Booming GCC economics now present lucrative employment opportunities attracting increasing numbers of our graduates who defer their graduate school decision.

Admission

	Undergraduate			Graduate		
	Applied	Accepted	Enrolled	Applied	Accepted	Enrolled
Fall 06-07	1449	646	211	74	25	16
Spring 06-07	185	72	28	53	25	16

Average Composite Score and SAT of Accepted Students

	AVG Composite Score	AVG SAT
Fall 06-07	559	1076
Fall 05-06	555	1120

GMAT

	AVG. GMAT	AVG.UG	AVG. EXP
Fall 06-07	597	82	2.67
Spring 06-07	608	83.46	2.9
Fall 05-06	583	82	2.6
Spring 05-06	601	81	3

EMBA

Cohort VI: 15 new students were accepted out of 20 applicants and the program will commence on November 8, 2007

Profile of new students:

Average age: 41

Average years of professional experience: 17

Average years of managerial experience: 13

Number of Graduates

Undergraduate 273

MBA 12

EMBA (Summer 2007) 21

Other AchievementsAACSB Accreditation

In the academic year 2006-07, OSB made significant progress toward securing AACSB accreditation on schedule for the summer of 2009 and to coincide with the occupancy of the new OSB building. OSB has completed two of the three milestones for accreditation: the Accreditation Plan, submitted on August 1, 2006, was approved on October 13, 2006 and January 8, 2007 by two decision-making bodies at AACSB. For the academic year 2006-07, OSB has focused on implementing its accreditation plan in a smooth and timely manner with the submission of a formal progress report to AACSB in October 2007. The third and last milestone is a self-evaluation report documenting all improvements made and gaps covered as a result of the overall strategic assessment of the School's planning & governance structure, its faculty qualifications and its academic programs on offer (submission planned for November of 2008).

First Middle East HR Conference

The First Middle East HR Conference was held on March 2, 2007 at Bathish Auditorium. H.E Najib Mikati was the keynote speaker at the opening ceremony and 12 other speakers participated in the conference; seven were from the region. More than 200 participants attended with 20 % regional representation.

OSB-Reuters Business Information Academy

The activity program of the OSB - Reuters Business Information Academy was officially launched on March 29 in Bathish Auditorium. The first activity of this program is a Conference on "Business Journalism in the Region" that will be held on December 6 & 7, 2007.

Trustee Kamal Shair Strategic Executive Leadership Program

This program was officially announced on April 4, 2007. It was initiated by a donation of \$500,000 from Dr. Shair and will be hosting distinguished leaders on a yearly basis.

OSB By-Laws

By-laws were amended to comply with AACSB requirements for voting membership and participation on OSB committees. The amended version was approved by the faculty at large and is ready to be sent for further processing through university channels.

ETS Major Test

OSB introduced this discipline-based test in business as a graduation requirement for BBA and MBA students as part of AACSB accreditation. It will be administered twice a year by OIRA.

Kolbe Test

The Kolbe human resource assessment test was offered this spring to 150 OSB undergraduate students as an initiative to assist students in selecting their concentration area and guide them in pursuing their career path.

Kheireddine Al-Mawarid Bank Lecture Series

Dean Louis Lataif of Boston University was the distinguished speaker in the Kheireddine Lecture Series that was held on May 29, 2007.

International Board of Overseers

A meeting was held for this body on November 14, 2006 in NY. Two new members were appointed: Mr. Jacques Nasser and Mr. John Fernandes. The next meeting is scheduled for November 12, 2007.

Middle East Advisory Board

An informal consultative meeting for this body was held on June 22, 2007, and an official meeting is expected to be held before December 31st, 2007.

Corporate EMBA Program

CEMBA is now ready to be launched in Kuwait by the end of the year. This step was reported by the Financial Times on September 2007.

Strategic Plan

The 10 initiatives of the OSB strategic plan are now in an implementation mode as per the phasing embedded in the plan. KPIs are being monitored to keep track of the progress.

Future Plans

The OSB has a number of future targets that are strategic imperatives. These include:

Speedy completion of AACSB accreditation by June 2009 or as soon thereafter as possible.

Moving to the new building by spring 2009.

Irreversibly launching the CEMBA as branded product in the GCC area, and simultaneously achieving the position of the premier provider of executive education in the region.

Continuing to work under Co-Branding front.

Entering into the ranking game after AACSB accreditation is achieved.

Becoming a case development center and cleaning house for the Middle East.

George K. Najjar, Dean
Olayan School of Business

DEAN OF STUDENT AFFAIRS

General Office

The first semester of the academic year was marked by a pattern of political and security deterioration culminating in the postponement of several days of final exams. Nonetheless the November SRC/USFC elections were held without serious incidents despite the highly charged atmosphere on campus that reflected the situation in Lebanon in general. Throughout the year politically related functions and events were not permitted on campus. The new student orientation programs at the start of both semesters were efficient and the number of attendees was greater than previous years, in spite of the summer war between Hezbollah and Israel having ended not long before the start of the year in August. An associate dean was appointed to take responsibility for the Charles Hostler Student Center late in the second semester but the scheduled opening of the center, still under construction, was delayed.

Career and Placement Services

One of DOSA's most noteworthy achievements of the year was the annual job fair and the improvements in the opportunities offered by AUB to its career-seeking students. In the fall semester alone 17 career events were organized, attended by 595 students and alumni. Two studies, "Survey of Firms/Employers Recruiting AUB Graduates 2005-2006" and "Survey of Graduating Students 2005-2006" were conducted. Results of the former indicated that 87 out of 101 firms surveyed employed 740 AUB graduates, while in the latter 585 respondents showed that 14.9% of graduates have secured a full-time job before the end of the spring semester 2006. 32.8% showed interest in pursuing graduate studies. Figures for 2006-07 will soon be announced. Despite difficult conditions, the 2007 job fair was the most successful ever in terms of participants: 165 multinational (89), regional (54) and local (22) firms from Bahrain, Cyprus, Egypt, Italy, Jordan, KSA, Kuwait, Lebanon, Netherlands, Qatar, Syria, Turkey and UAE participated, an increase of 26.6% over last year. In addition, 389 representatives of firms/institution attended the Gala Dinner and more than \$250,000 was generated from both events, which was mostly donated to Financial Aid and to the Work Study Program.

International Student Services

ISS had an uncertain start of the year, considering that in mid-July it had overseen three international student evacuations once hostilities broke out on July 12th, 2006. However, efforts were made to resume normality and one of the main points of emphasis was on improving the well being of international students who joined AUB at the beginning of the year. This included more focus on the psychological care for international students, particularly freshman students, whose youth and distance from home makes them more vulnerable to feeling lonely and alienated. Feedback from ISS was well represented in the final report presented to President Waterbury regarding the University's overall approach to such cases. ISS was also involved in arranging Arab student receptions hosted by the President and held over 3 consecutive dates. In addition, ISS cooperated with the AUB Neighborhood Initiative feasibility study, which aims to understand AUB's current economic impact by assisting in reviewing, revising and structuring the student survey on their spending habits. In cooperation with the FEA SRC, ISS assisted in the NGO Social Day, where NGO's are invited to campus to encourage students to become more involved in Community Service and volunteerism. Over 30 NGO's participated.

Athletics

AUB Athletics recruited over 450 athletes forming 30 varsity teams for men and women. The year's beginning included participation in the Street-Basketball Tournament and 4x4 Volleyball Tournament in NDU in November and a Table-Tennis Tournament and Volleyball Tournament for Men and Women at USJ. The Athletics Department in conjunction with the AUB Red Cross organized "A Run for Aids" 1250m race on campus on December 1 and many AUB students, faculty and staff participated in the Beirut International Marathon (BIM) that took place on December 3, 2006. Marie-Pia Nehmeh, an AUB graduate and a former member of AUB Track and Field Team, won the 10 km race for women in record time. The spring semester started on February 23 with a victory in the 2007 Women's Volleyball Lebanese Championship, and Nadine Shtakleff from AUB was selected the Best Player in the Tournament. On March 3, the AUB Ski team (men & women) won the 2007 Universities Ski Championship at the Refuge-Faraya. On May 3, 2007 AUB celebrated the dedication of the Charles Hostler Student center with the participation of 250 uniformed athletes.

Student Housing

Cases of psychologically distressed students were more prevalent than previous years and kept the entire student housing team on alert. Constant coordination with Counseling coupled with regular reporting from the residence units has helped us save students' lives on more than one occasion. Despite this and the security aspect there were significant social, educational and cultural events including a quiz night, a trip to Istanbul, and a number of parties. The greatest challenge remains infrastructure and cleaning services. Some buildings are quite run down, particularly the men's dorms. FPDU and PPD give these buildings lower priority.

Student Activities

The fall semester period was one of the hardest for the department of activities since its establishment in 2000. Many activities were cancelled or failed to attract an audience. There were one-third the number of activities of last year same period. However in the spring things improved and events such as the Outdoors Festival, with a Hawaiian paradise theme, took place on May 12 & 13 with 13,133 persons attending from AUB and its neighborhood. Elections for clubs cabinets were democratically conducted between April 17th and May 18, 2007.

Prominent conferences and lectures organized by CASAR, SMEC and Anis Makdissi Program were held in West Hall and most stakeholders were satisfied with the services the staff of the department of student activities provided.

Counseling Center

Students seen at the Counselling Center stands at over 935 since October 2001. There have been more cases of crisis intervention this year than in the last 5 years. Work on a policy for managing distressed students completed by the Psychologically Distressed Students Committee to formalize coordination with the Psychology Department, Health Center and Protection Office.

Maroun Kisirwani, Dean of Student Affairs

CENTER FOR ADVANCED MATHEMATICAL SCIENCES

Mini Courses

Computer Science Mini-Course, November 6-8, 2006

CAMS and the Computer Science department organized a set of lectures and Laboratory sessions on GPU Programming. The lectures were presented by Tarick Bedeir (Computer Science Department, AUB) and attended by 40 students and faculty members. The objective was to explore the various techniques used to exploit the inherent parallelism available within graphics processors to expedite general-purpose computation.

Physics Mini-Course, November 17- 20- 24- 27, 2006

CAMS organized a mini-course entitled “Ghost Cohomologies and Non-Perturbative Aspects of String and Gauge Theories” by Dimitri Polyakov (Physics Department, AUB). The purpose of the mini-course was to give an introduction to the formalism of ghost cohomologies and its applications to strings, gravity and gauge theories.

Economics Mini-Course, February 26-27-28, 2007.

CAMS and the Economics department organized a mini-course entitled “Applied Panel Data Econometrics” by Alban Thomas (INRA and Toulouse School of Economics, France). The set of lectures provided an introduction to panel data techniques, with systematic illustrations of the econometric estimation and testing procedures using real data from consumer and producer surveys, finance, etc.

Seminars

The Joint Use of Nonparametric and Parametric Estimation Techniques in Applied Economic Analysis, Jad Chaaban, Economics, AUB, 9 Nov 2006.

Effective Wess-Zumino-Witten Action for Edge States of Quantum Hall Systems on Bergman Ball, Ahmed Jellal, CAMS Arab Fellow, 10 Nov 2006.

Protecting TCP Services from Denial of Service Attacks, Hikmat Farhat, Computer Science Department, NDU, 15 Nov 2006.

Landau Laplacians on the Bergman Ball: Concrete Spectral Analysis and Euclidean Limit, Allal Ghanmi, CAMS Arab Fellow, 29 Nov 2006.

Quasi-Monte Carlo Methods, Christian Lécot, Laboratoire de Mathématiques, CNRS and Université de Savoie, 5 Dec 2006.

Finite Element Modeling Using Comsol Multiphysics, Tamer El-Nady, Ain Shams University and Elnady Company for Engineering and Agencies, 6 Dec 2006.

Ghost Cohomologies and New Hidden Space-Time Symmetries, D. Polyakov, 5 February 2007.

Supersymmetry and Black Holes, W. A. Sabra, 7 February 2007.

Holography and Black Holes Thermodynamics, W. A. Sabra, 16 February 2007.

Holography and Stochastic Renormalization Group, D. Polyakov, 19 February 2007.

An Introduction to the Estimation of Models with Asymmetric Information, Alban Thomas, INRA and Toulouse School of Economics, France, 28 February 2007.

Naked Time Machines, W. A. Sabra, 2 March 2007.

P versus NP, Azmi Hanna, 23 March 2007.

Towards a Variational Formulation of Nonequilibrium Statistical Mechanics, W. K. Abou Salem, Department of Mathematics, University of Toronto, Canada, 18 April 2007.

Soliton Dynamics of Nonlinear Schrodinger Equations in Time-Dependent Potentials with an Application to Parametric Resonances for Nonlinear Hill-Schrodinger Equations, W. K. Abou Salem, 19 April 2007.

Boundary Data Completion and Applications to ECG and EEG Inverse Problems, Amel Ben Abda, LAMSIN, Tunis, 26 April 2007.

Renormalization and Fixed Points in Hilbert Space: Application to Strongly Interacting Quantum Spin Systems, T. Khalil, Laboratoire de Physique Théorique, Université Louis Pasteur, France, 8 May 2007.

Weighted Isoperimetric Inequalities and Applications, Friedemann Brock, Department of Mathematics, AUB, 30 May 2007.

The Arab Fund for Economic and Social Development

Five Arab scientists completed their fellowships at CAMS as Arab Regional Fellows: Mohamad Osman El Douma (Faculty of Mathematical Sciences, University of Khartoum, Sudan), Arafa H. Aly (Physics Department, Faculty of Sciences, Beni-Suef University, Egypt) and Jamila Douari (Mohamed V University, Faculty of Sciences, Morocco), Allal Ghanmi (Mohammed V University, Morocco) and Ahmed Jellal (Physics Department, Chouaib Doukalli University, Morocco). These fellows are supported by a grant from the Arab Fund for Economic and Social Development.

Appointments

Paul Attie from Computer Science department joined CAMS as a fellow in October 2006. Kamel Dada joined CAMS as a system administrator in January 2007.

International Advisory Committee

Four scientists joined CAMS International Advisory Committee: R. Dijkgraaf, I. Ekeland, P. Griffith and D. Zagier.

Wafic Sabra, Director, Center for Advanced
Mathematical Sciences

ISSAM FARES INSTITUTE FOR PUBLIC POLICY

The Issam Fares Institute for Public Policy and International Affairs (IFI) at AUB completed its initial year of operations with a satisfying record of achievements, a clear program of new initiatives and activities, and a rich array of partners in the region and globally. Rami G. Khouri was hired in August for two years as the Interim Director, and Sarine Karajerjian was hired in October as fulltime research assistant. IFI's strategic work plan for the first two years was approved by the advisory and steering committees, in January 2007, and work is moving ahead to implement some programs and projects.

IFI Public Events held in 2006-07

We organized 14 panel discussions, lectures, and conferences on topics related to Middle Eastern politics, reform and governance in the Arab Region, the role of think tanks, polling of American and Arab public opinion, parliamentary monitoring in Lebanon, and Paris III and its implications for Lebanon. We held public lectures on the democratic experience and accountability in the Arab Region related to the Sudanese, Egyptian and Somali experiences. Speakers ranged from academics at AUB and other local universities, faculty from abroad, Lebanese officials, foreign officials and ex-officials, to UN agency executives, private sector representatives and civil society activists.

Meetings/Seminars/Workshops and Ongoing Activities

We held inaugural AUB-IFI interfaculty meetings on Arab Youth and on Environmental Protection and Natural Resources Management, to identify common interests and research activities that could drive new programs.

We attended several international meetings and conferences, including: an International Youth Forum in Sharm El Sheikh organized by the Suzanne Mubarak Women's International Peace Movement; a private retreat of the UN secretary-general and the top UN leadership; the World Economic Forum Dead Sea meeting in Jordan; Mideast-related conferences and lecture series at universities, including Harvard, Stanford, Tufts, Northeastern, Minnesota, Mount Holyoke, Syracuse, New York, Chicago, American University in Cairo, University of California at Davis, Nebraska, Rice, San Diego State, St. Joseph, and others.

IFI also participated in activities hosted by the World Bank, the Norwegian Foreign Ministry, Chatham House, Carnegie Foundation, the Brookings Institution, Dubai School of Government, Al Ahram Strategic Studies Center in Cairo, CNN, BBC, Chicago Council on Global Affairs, World Economic Forum, Korber Foundation in Berlin, the UN, and others.

Arab Public Policy-making and the Role of Arab Think Tanks

The Hewlett Foundation in the USA gave IFI a \$12,000 grant to help fund preparatory work on our long-term project on how public policy is made and implemented in the Arab world and how think tanks and research centers can impact on public policy more efficiently. This has moved ahead with several consultation sessions with directors of leading Arab think tanks in Beirut,

Cairo, Amman, Dubai and the Dead Sea, and a consultant hired for 3 months to help formulate a project plan; the project will be launched in December 2007.

Climate Change Initiative

A panel discussion on Climate Change in Lebanon, a meeting with Lebanese officials, and a regional gathering with Jordanian and Lebanese ministers and directors-general and AUB faculty were held, to define the Arab world climate change forum we plan to launch in November 2007; it will bring researchers and policy-makers together to study this issue and propose best practices and policies, and will be launched in November 2007.

Islam and the West

We held two closed seminars with Swedish officials and French researchers working on issues of Islamic politics and relations with the West, and continue to discuss project formulation with interested AUB faculty and foreign organizations.

A Joint Conference at the University of California at San Diego (UCSD) will be held in spring 2008 and another a year later at AUB, looking at development-related social, economic and political factors in the Arab World and Latin America.

Distinguished peacemakers lecture series

AUB trustee Bill Hambrecht donated \$150,000 to fund the 2-year AUB-IFI distinguished peacemakers lecture series, bringing mediators in global conflicts to AUB to lecture and share their experiences. The series starts in late October with experienced UN mediator Alvaro de Soto and continues every 6-8 weeks, culminating in a book of their lectures.

Potential new projects

We are holding regular discussions with AUB faculty and other experts on launching ongoing AUB-IFI projects in several important public policy-relevant areas, once a work plan is clear and funding is lined up:

The status and challenges of the Palestinian refugee camps throughout the Middle East, in terms of security, human and civil rights, public health, labor, education, poverty, urban planning, land ownership and other relevant public policy issues.

The relationship of politics, religion, and nationalism in the lives of Arab youth.

Tobacco-control legislation advocacy work in Lebanon.

The relationship among foreign aid, the role of NGOs, official policies and the status of the rural poor in the Arab world.

Engaging with parliamentary staff in Lebanon to increase accountability.

In-house Developments

Building: Due to the delays caused by the 2006 summer war and contract renegotiations, the permanent building will be ready for use in March 2010.

Office space: The IFI office in DTS 408 has been renovated with partitions that make the space more functional for new staff members and fellows; we can now accommodate 6 staff members or visitors in separate offices or cubicles.

Visiting Fellows: The respected American pollster John Zogby was our first visiting fellow in March. Washington Post Middle East Correspondent and Pulitzer Prize Winner Anthony Shadid is a resident fellow and “writer in residence” for one year, having started July 2007.

IFI logo: We and the AUB Department of Graphic Design organized a student competition to design the logo for the institute; a design was chosen and will be ready in November 2007.

Interns: We took in two interns during the year and will have others regularly from now on.
Website: Work on a redesigned website is almost complete and it will be launched in November.

Rami G. Khouri, Director

OFFICE OF THE REGISTRAR

Assistance to other Universities in their Registration Functions

I visited Ahfad University for Women from January 15-17, 2007, and Dhofar University from April 19-23, 2007. Mrs. H. Nakad accompanied me on the second visit. The objective of the visits was to assess the Registrar's Office operations in both universities. I have collected and recorded student and instructional academic program information, and raised initial recommendations with the Office of Regional External Programs. Mrs. Huda Nakad, Assistant Registrar for Computer Affairs, revisited Dhofar University from September 7-13, 2007. She assisted in the registration process and the implementation of the degree requirements-degree audit on their student information system.

Conferences

M. Salameh presented his paper "Common Time Slots" in the AACRAO 93rd Annual Conference held in Boston, Massachusetts, February 28 - March 3, 2007.

H. Nakad attended the SunGard Higher Education Middle East Users Group (SMEUG), held in Dubai, December 11 – 13, 2006. Mrs. Nakad was introduced to updates in curriculum setting and degree auditing using Banner CAPP on the Web.

H. Abou Arraj and M. Nassif attended the SCT Summit 2007 held March 19-22, 2007. Innovations to "Banner Student" were introduced and discussed.

M. Salameh's AACRAO 2008 accepted paper "Simple Heuristics to Facilitate Scheduling of Final Examinations" will be presented in the AACRAO 94th Annual Conference to be held in Orlando, Florida, March 24 - 27, 2008.

Risks, Controls, and Staff Awareness

The Registrar's Office has set measures to assure that all our customers will be treated equally. These measures included revision of the customer service processes concentrating on the appropriate controls. A great emphasis on risks and controls relevant to the following critical procedures is being implemented: registration process, clearance of leaving/graduating students, issuance of degree authentication – including preparing degree certificates and securing required signatures, issuance of transcripts (and other statements), including students' records and related filing, Banner system, data maintenance, and grade changes.

Since technology has created many new ways to commit fraud and new ethical dilemmas, serious efforts are being carried to increase the staff awareness in that regard. A unit in the Registrar's Office is in charge of insuring authenticity of degrees and documents.

AUB Neighborhood Initiative

The Registrar's Office assisted in the structuring of the "AUB Student Commuting & Residential Survey" as part of a project to learn more about the economic impact of AUB students in the neighborhood and the city, and in statistical analysis on to the data collected.

University Catalogue

Due to the continuous increase in the page count of our academic catalogue, the Registrar's Office divided the 2007-08 catalogue into two separate catalogues; one for undergraduate programs, and the other for graduate programs.

Process Documentation

H. Abou Arraj is working with the CNS on organizing all processes related to the Registrar's Office tasks. The aim is to document all processes carried out by the Registrar's Office for future reference.

Online Clearance Application

Financial aid was integrated with the Online Clearance Application. The integration with "Banner Students Accounts Receivables" in an attempt to speed up the clearance process, and decrease human intervention is still in progress.

Commercializing the Exam Scheduling software

White Mountain Technologies (s.a.l.) expressed interest in receiving an exclusive license from AUB for the commercialization of the Exam Scheduling software program that I had developed. Dr. Fadia Homeidan, Director of the Office of Grants and Contracts, prepared a proposed licensing agreement in line with what is used in many US universities.

Statistics

Oct. 06, Feb. 07, and June 07 Graduates

Faculty	Level	Female		Total
		s	Males	
AG	GR	30	5	35
	UG	81	15	96
AG Total		111	20	131
AS	GR	81	35	116
	UG	261	209	470
AS Total		342	244	586
EA	GR	45	67	112
	UG	70	224	294
EA Total		115	291	406
FM	GR	25	14	39
	PR	25	47	72
	UG	28	4	32
FM Total		78	65	143
HS	GR	40	9	49
	UG	26	13	39
HS Total		66	22	88

Nationality

Country	Total
Antigua and Barbuda	1
Australia	8
Bahrain	2
Belgium	2
Benin	2
Brazil	4
Canada	24
Czech Republic	1
Egypt	1
France	11
Germany	1
Greece	3
India	2
Iran	2
Iraq	4
Jordan	40

SB	GR	20	14	34
	UG	201	206	407
SB Total		221	220	441
Grand Total		933	862	1795

Gender by level

Level	F	M	Total
GR	241	144	385
PR	25	47	72
UG	667	671	1338
Total	933	862	1795

Distinction

Faculty	Dist	H. Dist
AG	11	2
AS	74	33
EA	58	8
FM	14	0
HS	3	0
SB	58	12
Total	218	55

Kuwait	12
Lebanon	1510
Libya	1
Netherlands	1
New Zealand	2
Norway	1
Oman	2
Palestine	34
Panama	1
Philippines	2
Saudi Arabia	10
Sierra Leone	1
South Korea	1
Spain	1
Sri Lanka	1
Syria	35
United Kingdom	4
United States of America	66
Venezuela	2
Grand Total	1795

Nationality

Lebanese	84%
Arab	8%
Non Arab	8%

Moueen Salameh,
Registrar

DIRECTOR OF ADMISSIONS

The Office of Admissions received 4,121 undergraduate applications for the fall semester of 2006-07. This is an increase of 289 applications (7.5%) as compared to 3,832 undergraduate applications for the fall semester of 2005-06. A 6.9% increase in registered undergraduate students was observed in 2006-07 as compared to the previous year 2005-06 (1,727 vs. 1,616).

The increase in undergraduate applications was observed in the below categories: Freshmen (13.7%), Sophomores (6.1%), Transfer from outside AUB (2.3%) and the University Preparatory Program (64%).

The increase in sophomore applicants from Lebanon was 6.1% (2,341 vs. 2,206). A 5.7% (198 vs. 210) decrease was observed from applicants from the Arab World, mainly from applicants from Egypt, Qatar, Syria, Jordan and Saudi Arabia. A 73% (64 vs. 37) increase was also observed from applicants from other countries.

The Office of Admissions received 3,900 undergraduate applications for the fall semester of 2007-08. This is a decrease of 221 applications (5.4%) as compared to 4,121 undergraduate applications for the fall semester of 2006-07. The decrease in undergraduate applications was observed in the freshman applicants (6.8%), the special not working for a degree applicants (40.6%), the teaching diploma applicants (12.5%), the transfer from outside AUB applicants (35.1%) and the University Preparatory Program applicants (70.7%), categories coming mostly from outside Lebanon. This may be due to the political situation prevailing in the country. A 2.5% increase in the sophomore undergraduate applications for fall 2007-8 was observed as compared to fall 2006-07. Similarly, an 8.5% increase in registered undergraduate students for the fall 2007-08 was observed as compared to the previous year 2006-07 (1,873 vs. 1,727).

The number of standard graduate applications for the fall 2006-07 is 831 as compared to 893 last year, a 6.9% decrease. A decrease was also observed in the number of new non-AUB graduate applications as compared to 2005-06 (434 vs. 461).

The University Preparatory Program that started four years ago has a 64% (82 vs. 50) increase in the number of applications when compared to last year; the applicants are mainly from Saudi Arabia, Syria, Jordan, Kuwait, Lebanon and UAE

The number of applications to the medical school was 158 as compared to 129 for the year 2005-06, an increase of 22%.

The office of admissions participated in both the freshman and the sophomore orientation programs. The Associate Director of Admissions attended the NAFSA meeting in Minneapolis, Minnesota from May 25 to June 2.

The new applications and marketing material for the year 2008-09 are currently being distributed to schools outside and within Lebanon. A new DVD and posters would be ready by mid October.

Applications Distribution

Undergraduate Applications

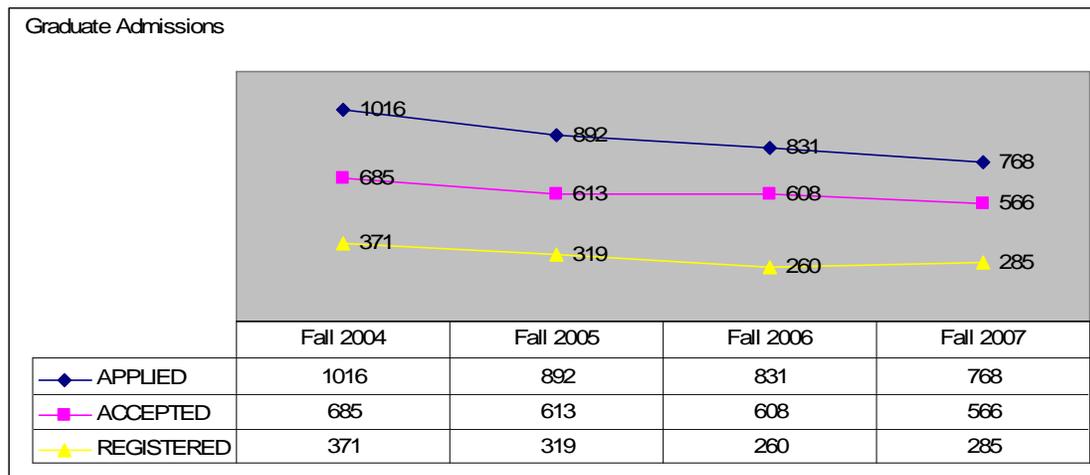
Early Admission – Freshman
 Early Admission – Undergraduate
 Freshman
 Prospective Graduate
 Radiologic Technology Training Program
 Special Not Working for a Degree
 Special Diploma - Education
 Standard Undergraduate
 Teaching Diploma
 Transfer within AUB
 Transfer from Outside AUB
 University Preparatory Program
 Working for a Second Degree

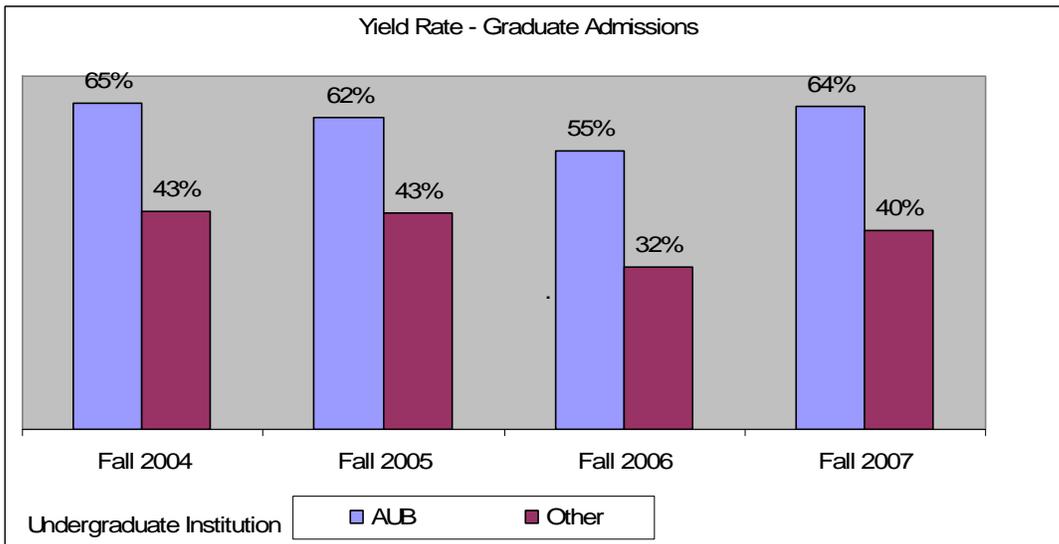
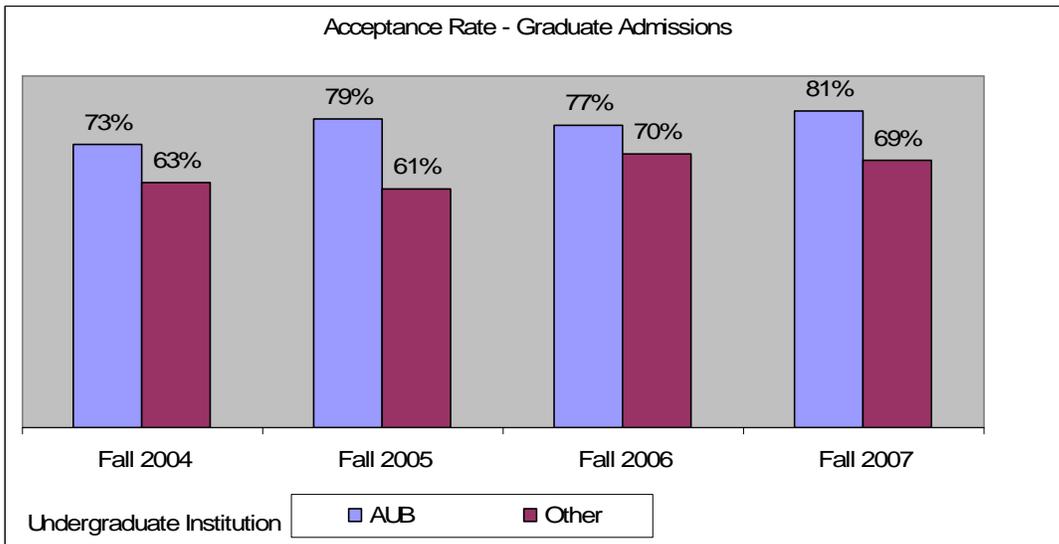
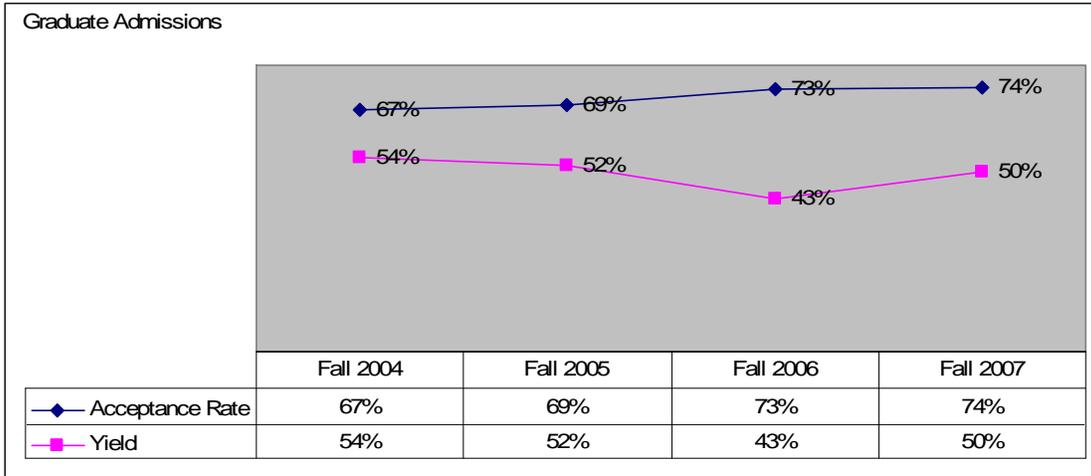
Graduate Applications

Special not working for a degree
 Standard graduate
 Working for a second degree

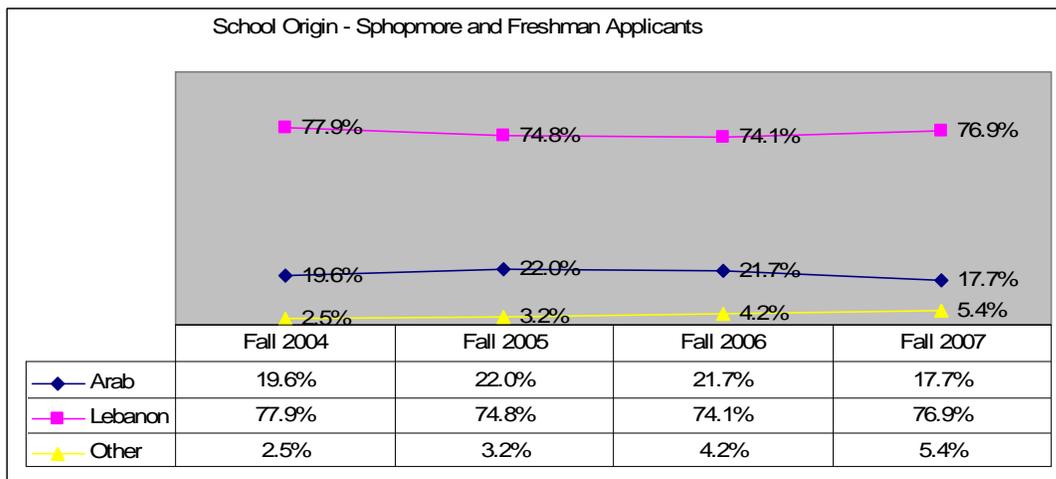
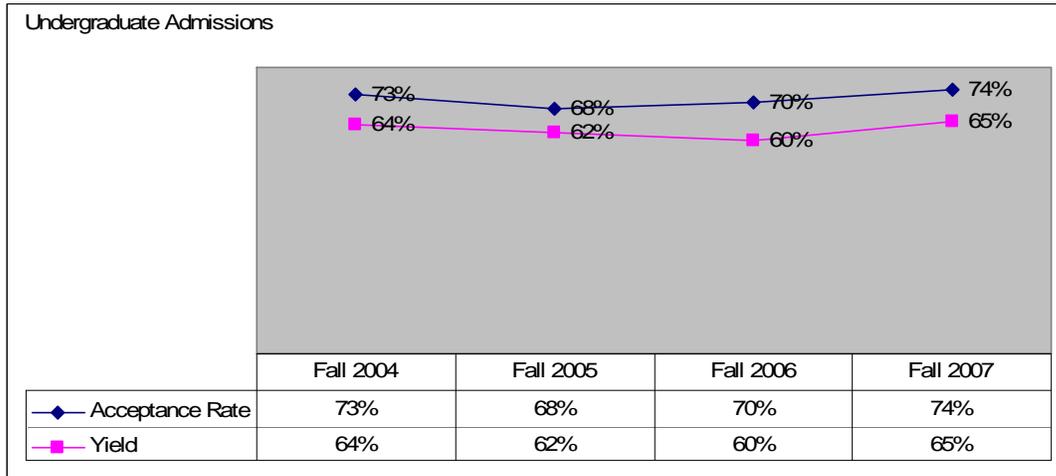
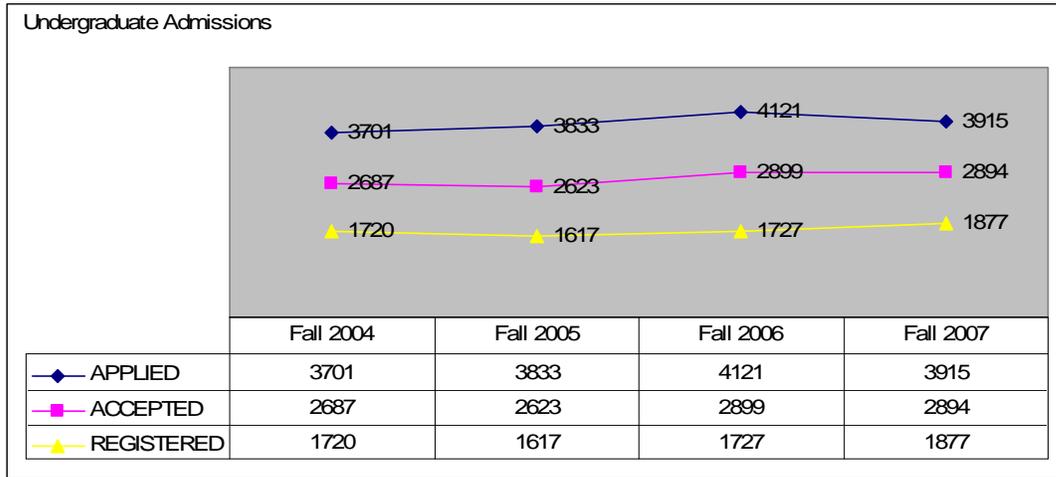
Applications Acceptances and Yield

Graduate Admissions (Prospective Graduate Students are considered undergraduate students)

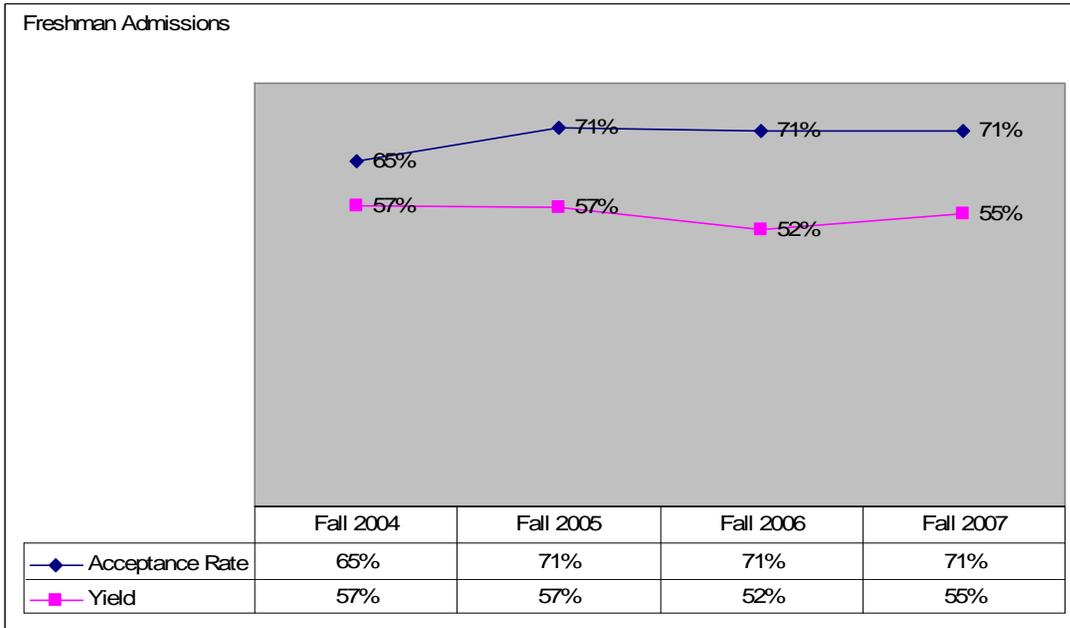
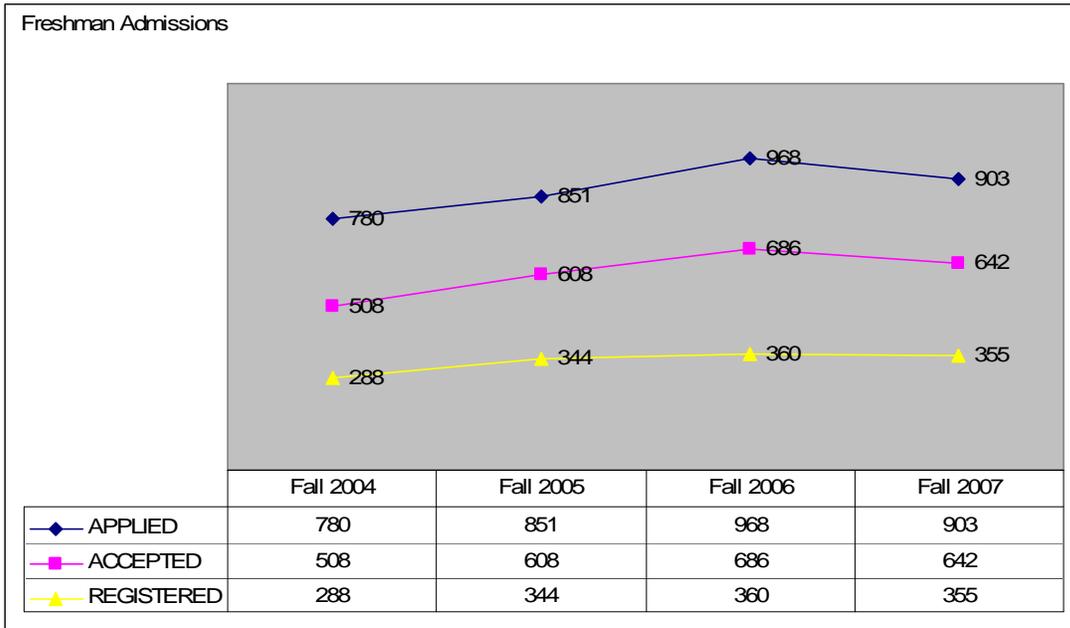




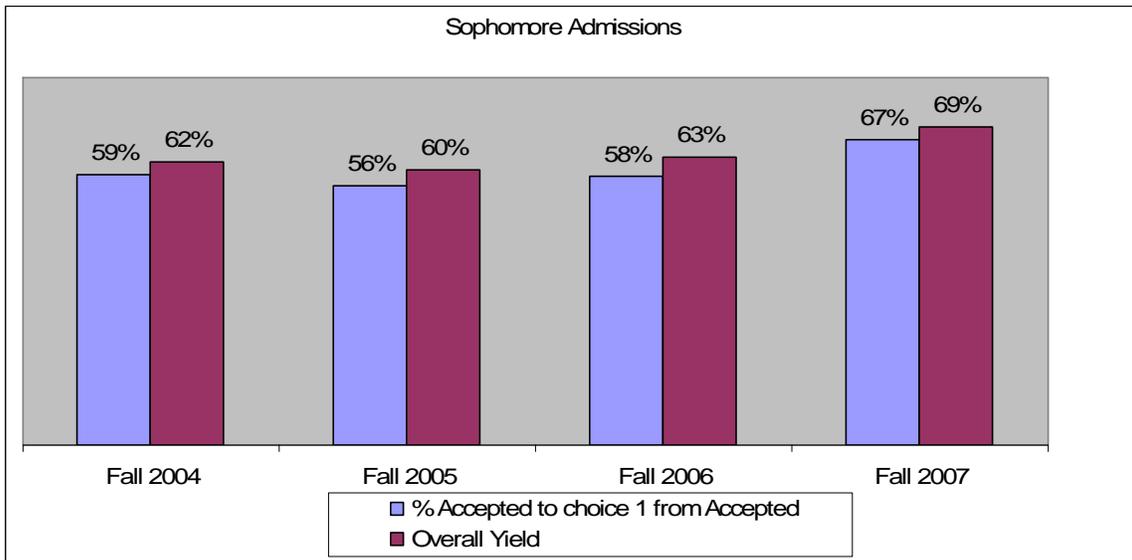
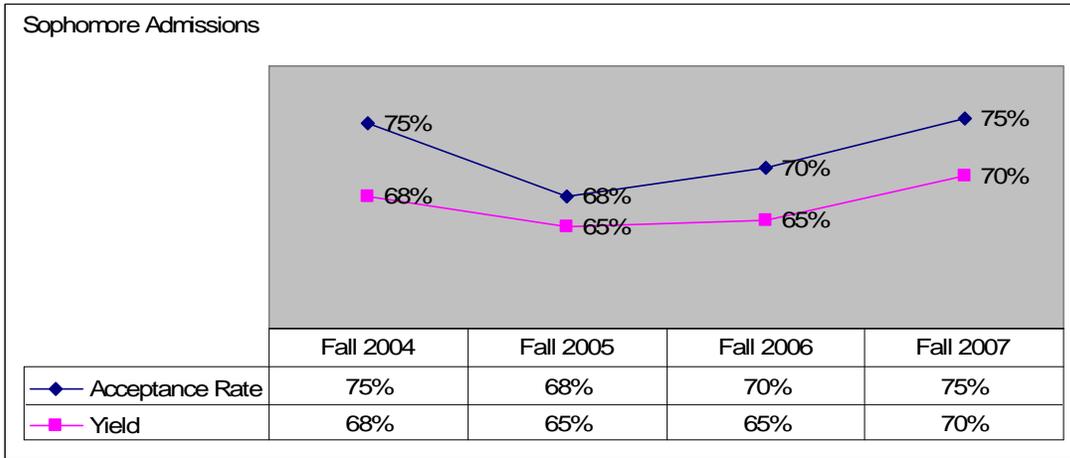
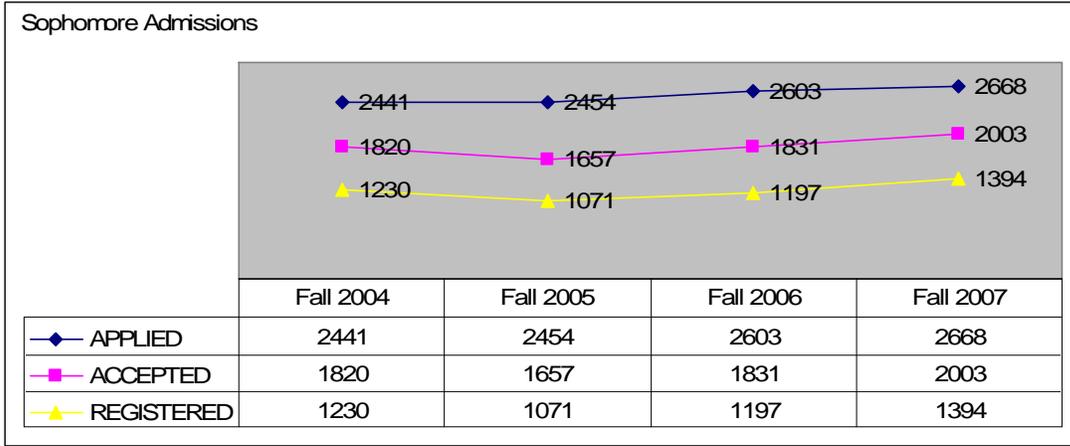
Undergraduate Admissions



Freshman Admissions (Early admissions included)



Sophomore Admissions (Early admissions included)



Distribution of First Choice of major as declared by Applicant

FACULTY	MAJOR	Fall 2004	Fall 2005	Fall 2006	Fall 2007
SB	Business Administration	19.5%	19.7%	21.6%	20.8%
AS	Biology	15.0%	18.3%	17.3%	16.6%
EA	Computer & Communications Eng.	13.8%	12.7%	11.4%	10.3%
EA	Mechanical Engineering	6.6%	8.1%	7.8%	9.0%
EA	Architecture	2.7%	3.4%	3.8%	5.5%
AS	Economics	5.3%	4.3%	4.8%	5.5%
EA	Civil Engineering	2.7%	3.5%	3.6%	4.7%
EA	Electrical & Computer Eng'g	0.0%	0.0%	0.0%	3.7%
EA	Graphic Design	4.8%	3.2%	3.1%	3.6%
AG	Nutrition & Dietetics	3.8%	3.2%	3.6%	3.3%
AS	Computer Science	4.5%	2.7%	2.4%	2.1%
AS	Chemistry	1.6%	1.6%	1.5%	1.6%
HS	Medical Laboratory Technology	1.4%	2.1%	2.5%	1.5%
NU	Nursing	3.0%	2.2%	1.7%	1.1%
AS	Political Studies	1.5%	1.6%	1.7%	1.0%
AG	Agriculture	0.7%	0.7%	0.6%	0.9%
AS	Mathematics	0.7%	1.1%	0.7%	0.8%
AS	Psychology	0.9%	0.9%	0.8%	0.7%
AS	Education/Elementary	0.9%	0.4%	0.6%	0.6%
AG	Food Science & Management	0.5%	0.8%	0.8%	0.6%
AS	Public Administration	1.0%	0.3%	0.6%	0.6%
AS	Physics	0.7%	0.7%	0.4%	0.6%
AS	Petroleum Studies	0.0%	0.5%	0.3%	0.5%
AG	Landscape Des & Eco-Mangt	0.5%	0.7%	0.4%	0.4%
HS	Environmental Health	0.4%	0.3%	0.5%	0.3%
AS	Sociology & Anthropology	0.0%	0.2%	0.2%	0.3%
FM	Radiologic Technology	0.0%	0.0%	0.3%	0.3%
AS	English Literature	0.3%	0.2%	0.2%	0.3%
AS	Studio Art	0.0%	0.4%	0.2%	0.2%
AS	English Language	0.2%	0.0%	0.1%	0.1%
AS	Arabic Language & Literature	0.0%	0.0%	0.0%	0.1%
AS	Statistics	0.0%	0.0%	0.2%	0.1%
AS	History	0.1%	0.1%	0.2%	0.1%
AS	Archaeology	0.0%	0.0%	0.1%	0.0%
EA	Electrical Engineering	3.1%	2.8%	3.2%	0.0%
AS	Geology	0.1%	0.0%	0.2%	0.0%
AS	Philosophy	0.1%	0.0%	0.1%	0.0%
AS	Art History	0.0%	0.0%	0.0%	0.0%
AS	Majorless	0.0%	0.0%	0.0%	0.0%

Salim Kanaan, Director of Admissions

DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee evaluated 3,090 financial aid applications, of which 2,797 (91%) were granted financial aid for the academic year 2006-07. Compared to last year, there was an increase of 6% in the number of applicants and an increase of 15% in the number of awardees. The coverage of the tuition fees ranged from 10-65% including the need-based grant, the merit component, and the work scholarship.

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

Total financial aid disbursements reached \$9,455,463 for the academic year 2006-07 including petitions, merit-scholarships and work-study granted through the financial aid office. 163 students (as compared to 112 last year) were on the financial aid work-study program this year, a 46% increase. A summary of the distribution of financial aid by Faculty is included in Table 1.

The loan program for medical, engineering, and nursing students continued this year. A new group of students, junior and senior business students, joined the loan program through Bankmed. Financial aid was granted in package form including an AUB grant and a loan from HSBC, Byblos Bank, and Bankmed, for the medical/nursing, engineering, and business students respectively. The financial aid package (grant and loan) for these students ranged from 30-80% of their tuition including a maximum loan of 30%. The loan amount was \$1,893,750 disbursed to 506 students by the three banks. Distribution of grants and loans in the Faculties of Medicine, Engineering and Architecture, and Schools of Nursing and Business, is summarized in Table 2.

The financial aid office solicited bids to shift the loan program of medical and nursing students from HSBC to other banks that can provide better offers. Of six banks approached, two were selected based on the best offers: Banque Misr Liban and SGBL. Implementing the program with two banks will give more choice to students and create a competitive environment for the benefit of students. AUB and the banks mentioned above are still within the process of finalizing the agreement on the loan terms that will be implemented for the academic year 2007-08.

Lists of nominees were sent as of October 2006, through the Development Office, to various donors for their prior approval. In addition, the Financial Aid staff processed various restricted scholarships that required no prior approval.

The Financial Aid Office has received 2,942 financial aid applications (2,137 continuing and 805 new) for the academic year 2007-08, an increase of 6% as compared to the fall of last year. A total of 2,669 students (91% of total applicants) were granted financial aid (1,990 continuing and 679 new). The final number of awardees for the fall of the academic year 2007-08 will be known at the end of the final registration and payment period.

The office also received 204 petitions for late applications and for reconsideration for the academic year 2007-08 (71 new and 133 continuing). The financial status of each individual

student was reviewed and accordingly 173 students had received an increase in financial aid through additional grants and/or work scholarship.

In addition to the full AUB Merit Scholarships that have been awarded since 1999 to the top 10 students (4 freshmen and 6 sophomores) applying to AUB, other merit scholarship programs are currently offered through the Office of Financial Aid:

The Lebanese Baccalaureate Merit Scholarships: Based on an agreement with the National Council for Scientific Research (NCSR) these full scholarships are granted to the best three students in each of the four sections of the Lebanese Baccalaureate. The NCSR provides 10 million Lebanese Pounds for each student while AUB covers the remaining tuition in addition to the living expenses including boarding or transportation based on the student's need. The program implementation started this academic year 2006-07.

Jubilee School Scholarship: Based on an agreement between AUB and the Jordanian AUB alumni, each year a top student from the Jubilee School (an elite school in Amman) is given a full scholarship from AUB including a free dormitory and the Jordanian AUB Alumni would be paying the monthly expenses. Program implementation began in academic year 2005-06.

The Presidential Scholarships: These are offered to 6 students from Egypt, Iraq, Morocco, Palestine, Tunisia, and Yemen. Preliminary selection is done through Amideast within these countries and from candidates among the YES and ACCESS programs. Final selection is done by AUB based on excellent school records, good English language proficiency, economically disadvantaged background, and leadership skills. Awardees would be exempted from the tuition fees in addition to free dormitory and a \$250 monthly stipend. The program will be implemented academic year 2007-08.

The Franklin Scholarships: Twenty current needy AUB students would be selected among those with high financial need (more than 50% financial aid) and high GPA (above 85 overall AUB average) and would be allocated full scholarship on their tuition fees. The program, supported by USAID, will be implemented starting the academic year 2007-08.

The total sum of merit scholarships for this year was \$486,584 awarded to 43 students. For the academic year 2007-08, the amount of merit scholarships to-date is \$239,432 awarded to 45 students. In addition, 4 out of 6 recipients of the Presidential Scholarships have registered at AUB for the fall semester of the academic year 2007-08 and were awarded the amount \$30,573 including tuition fees, dorm fees, and stipend.

The financial aid application form and brochure for the year 2008-09 were reviewed and necessary changes were introduced.

The two financial aid officers, Mrs. Ghada Hajj and Mrs. Raghida Samaha, conducted interviews for all new and first-time applicants along with their parents except for students with siblings at AUB or whose parents reside outside Lebanon. The Associate Director, Mrs. Hanaa Kobeissi conducted 119 house visits to applicants who were not interviewed at the office.

Mrs. Kobeissi, and the Assistant to the President in New York Office, Mrs. Julie Millstein, continue to coordinate the Financial Aid Program for U.S. Citizens. During the academic year 2006-07, 171 applications were processed but only 36 students completed the process and received federal aid in the form of a Stafford Loan.

The Financial Aid Office staff met several times with CNS staff in order to develop business processes for the financial aid system. The current system was reviewed to allow further evaluation of the type of system needed that will help improve the whole financial aid process.

Mr. Nabil Chartouni, member of the Board of Trustees, visited the Office of Financial Aid on May 7 and 8, 2007 and met with the ten AUB students who benefit from the Emile and Helene Chartouni Scholarship fund. He also visited the office at the end of August to select the new Chartouni recipients for 2007-08.

Table 1: Financial Aid Distribution by Faculty for the Academic Year 2006-07:

	<u># Stds Applied</u>	<u># Stds Awarded</u>	<u>Amount Awarded \$</u>
FAFS	221	178	446,267
FAS	1032	911	1,893,515
FEA	829	781	2,757,478
FHS	169	149	336,377
FM	228	222	1,434,486
SB	482	431	1,082,210
SN	86	82	282,295
Total	3047	2754	8,232,628
Merit (AUB & Bac)	43	43	486,584
Total with Merit	3090	2797	8,719,212

Expenditures including merit scholarships	8,719,212
Work Scholarship for 163 students	220,899
Over and above	269,367
Dorm and Stipend	32,652
Interest on loan (until end of August 2007)	213,333
Total Financial Aid Expenditures	9,455,463

Table 2: Grant and Loan Distribution for the Academic Year 2006-07 for FM, FEA, & OSB:

		Grant		Loan			Total Aid \$
		# St.	Amount \$	# St.	Amount \$	Interest \$ (till this date)	
FEA		781	2,325,815	250	838,750	97,272	3,261,837
FM	Medical	221	1,397,978	159	788,900	107,713	2,576,575
	Nursing	82	251,784	12	30,200		
OSB		430	1,077,949	85	235,900	8,348	1,322,197
			5,053,526		1,893,750	213,333	7,160,609

Salim Kanaan,
Director of Financial Aid

COMPUTING & NETWORKING SERVICES

Financial Applications (FIS)

During the reported period the President, a Medical Center procurement committee and the BOT Audit Committee called for and/or initiated review and audit missions of the FIS implementation. Two of the initiatives converged the following points: the failures are mainly implementation rather than product failures; the lack of implementation documentation is the main hindrance to serious review and/or gap analysis; the business documentation of the Comptroller's office and procurement processes are the starting points of any re-implementation effort (being quick gains, partial or full re-implementation); and re-implementation efforts should be preceded by a build up of the Comptroller's office competencies leading to the assignment of two certified accountants with Oracle financial experience to the project on a full time basis.

The Ernst and Young (E&Y) audit mission of the procurement cycle apparently led to some more serious findings (report not circulated yet for management response) and the BOT Audit Committee retained the services of Matt Adams, FM² to implement the E&Y Procure-to-Pay (P2P) recommendations. The President formed a P2P work group to manage and coordinate the P2P efforts but the scope, deliverables and the boundaries of the P2P project are still loose and the organizational structure of the project and role of the P2P work group is still vague. Matt Adams engagement took effect on October 1, 2007.

The comptroller's office introduced significant operational changes to improve the controls on the system, such as closing periods on time, not opening closed periods, reconciling suspension accounts, reconciling legacy data errors, etc. The systematic cleansing process reduced the number of incidents and cleared some long-pending problems.

The interfaces with the external systems are still manual and unacceptable from the business process and audit perspectives. The automation of the interfaces is still pending the restructuring of the PATEO codes by the Comptroller's Office. The restructuring of the PATEO codes is a tedious task but mandatory for the generation of unique PATEO to GL conversion codes.

The re-implementation of the Inventory and Order Management modules covering the campus supply stores is still pending the outcome of the negotiations with Bearingpoint. The re-implementation falls under Bearingpoint scope of deliverables. The BOT Audit Committee seems to have appointed Matt Adams to negotiate with Bearingpoint on behalf of AUB.

Mrs. Rania Samara was assigned as project manager of the Enterprise Planning and Budgeting (EPB) project. The Budget Office teams assisted by Ms. Samara completed documentation of the Budget Office business processes, developed an RFP and are on the final stage of selecting an implementation consultant. The EPB project team received basic EPB training.

Mr. Simon Laham was assigned to replace Ahmad Itani as primary DBA on the FIS. The 6 months rotation training period was delayed again from July 2007 to October 2007 due to hyper activities around the system.

Student Information System (SIS)

CNS and the Registrar's office completed the third revision of the registration knowledge base. CNS upgraded the SUN Solaris infrastructure including Banner SIS production, standby, testing and application servers. The Solaris infrastructure upgrade was also complemented by the addition of load balancers to the application servers. The upgrade enhanced the performance of Banner in a noticeable manner.

Mr. George Salloum replaced Zaher Bu-Daher as primary application specialist on the SIS. Mr. Salloum's rotation training period began April 15 and he should be fully trained and ready to assume his responsibilities by end of October 2007.

Payroll System

Administration of the payroll server was returned to CNS and configured to segregate between the various responsibilities. The Comptroller's office will move the payroll operation to the remote server in October 2007. This solution is an interim one that should improve significantly on the security of the payroll system and sustain the operation until the Comptroller's office decides on a new system.

Mr. Kamal Abou Mikhael joined CNS on November 1, 2006 and was allocated to the payroll system. Mr. Abou Mikhael completed development of a secure and traceable payroll interface framework. The secure payroll solution is now in the final test phase and should be gradually released to production in October 2007. After that we expect to use the same development framework to automate all the payroll interfaces (project completion date set to end of February 2008).

The Comptroller's office is in the third iterative review of the payroll business processes. The outcome is a good initial step.

AUBnet Backbone

CNS issued a bid for the upgrade of the backbone core switches and awarded the bid to Tetracom based on 3Com solution. 3Com donated \$340K in support of AUBnet. CNS completed Phase-I (campus) of the backbone upgrade on September 6, 2007. The Medical Center upgrade was put on hold by the Medical Center and works will restart after the accreditation visit. The AUBnet backbone services delivered a stable operation with minor interruptions during the staged upgrade process.

Wireless Network

Subscribers to AUBwlan reached 3,600. CNS commissioned on schedule the Wireless Network at the Medical Center (project covering the majority of the areas on all floors). In close cooperation with Physical Plant CNS commissioned on schedule the Wireless Network in the dorms before the start of the fall semester. The project seems to be a success among dorms residents with more than 200 accessing the wireless network from the dorms on September 29, 2007.

Internet

For the first time since 1999, CNS was unable to increase the Internet bandwidth at a beginning of a fiscal year 2006-07. CNS succeeded after long negotiations with the ISPs to upgrade AUB Internet bandwidth on all links by 30% at no additional budgetary burdens on AUB. The upgrade of two of the links went live on May 1, 2007 the two other links went live on July 1, 2007.

AUBnet community experienced heavy congestion and loss of service quality on the Internet traffic between November 2006 and May 2007 but the situation improved after that although AUB total Internet bandwidth is still not adequate to support Web conferencing and other similar academic activities.

CNS introduced new traffic shaping and redirection schemes to improve the quality of service and control abuse. But we suffered steadfast growth on Internet demand steered by increased enrollments, changing student expectations, and shifting patterns of Internet access and usage.

CNS recommends the increase of AUB Internet bandwidth by 8 to 10 Mbps per year over the coming three years to reach to at least 48 Mbps by Fall 2010.

Intranet Services

CNS fine-tuned some of AUB's Enhanced Desktop Environment (AUBede) services and upgraded the Windows infrastructure services. CNS released the administration portal to production in three departments.

CNS upgraded the students' home server and increased the disk quota for all active students from 10MB to 50MB. CNS upgraded the Kerberos authentication services to mitigate a number of security vulnerabilities and upgrade the Imail service to a new version.

CNS is currently pilot testing the outsourcing of alumni.aub.edu accounts to Microsoft EDU@LIVE. The solution will provide AUB alumni, starting with 12,000 accounts that are currently hosted on AUB servers with the possibility of adding all constituents with life long AUB email accounts xxxx@alumni.aub.edu.lb at no cost to them or to AUB. The service will be managed by AUB. Based on successful testing of the pilot setup, CNS will present the solution to the administration, Development Office, Alumni representative body and legal counsel.

Data Centers

CNS has redesigned the data centers power controls but we still don't believe that we are fully protected against all possible power abnormalities unless we install isolation transformers. Isolation transformers are expensive and not available in the local market.

Physical Plant renovated VanDyck 2nd floor Data Center, upgraded the facilities to meet fire protection standards, and rewired the power and network distribution in compliance with benchmark safety and redundancy requirements while facilitating access. The isolation works were more complex than expected but Physical Plant did a wonderful job. CNS released the data center back into production with minimal interruptions before the fall semester registration

End Users Support

CNS Service Desk responded to 17,128 incidents (on average 68 service calls per working day) during the report period. CNS's average resolution time was 67.95% within the same working day and 82.25% within the second working day. AUB received 633 new PCs and 12 servers during the reported period thus maintaining the 20% hardware renewal rate per year.

CNS delayed the Service Desk release time project due to delays in the engagement of new Help Desk dispatchers. The Service Desk release time project should provide the Help Desk dispatchers with 8 hours per week of field support or R&D duties thus help them develop new skills and break or slow down the attrition buildup associated to such positions.

AUBweb Presence

AUB Webmaster maintained AUBweb and managed the operation, published 12 themes on the homepage (one for each month) and provided support and guidance in the design of the following departmental websites: New Faculty Orientation, Jafet, Saab Medical Library, Task Force for Reconstruction and Community Service (TFRCS), Computer Science dept, Center for Research on Population and Health, CAMES, REP, CEC, WAAAU, IBSAR, landscape program, Biology, PhD programs, Information office, honorary doctorates, Office of Grants & Contracts, provost's website.

CNS researched and presented a proposal to the AUB Web Steering Committee on web content management systems, web usability and web consulting firm specialized in higher education. The development of AUBweb into a strategic marketing and productivity tool is still hindered by the lack of adequate resources.

Business Process Improvement

CNS conducted internal seminars on ITIL business process compliance covering the ITIL service support framework (incident, problem, change and configuration management) and enforced change management compliance. The planned ITIL compliance process was delayed due to the unavailability of training budgets.

CNS Organizational Structure

CNS advertised 9 vacancies during the report period, interviewed many candidates and was able to attract two Help Desk Specialists and a Windows Technology Specialist. CNS lost a Unix Technology Specialist, a DBA/Application Specialist and a Help Desk Specialist. CNS advertised the positions immediately. CNS extended an offer to a Help Desk Specialist and is currently interviewing for Unix Technology Specialist, DBA/Application Specialist and a Help Desk Specialist vacancies.

It is worth mentioning that based on the numerous interviews that we conducted during this fiscal year it is obvious that the supply of IT specialists in Beirut is on the decline in quality and quantity. The current prospect of attracting and retaining qualified IT specialists is not promising and CNS will probe HR for remedial actions/initiatives aimed at enhancing the retention of existing employees and in parallel the attraction of qualified candidates.

Nabil Bukhalid, Director

ACADEMIC COMPUTING CENTER

This report summarizes the major activities performed by the Academic Computing Center (ACC) during the period of October 1, 2006, to September 30, 2007.

Training and Assistance

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

In addition, the Center offered:

66 pre-scheduled workshop sessions on various computer applications to 233 participants (31% faculty members and 69% staff and GAs/RAs).

456 private training sessions to 417 faculty members--most of them in their own offices--and to 73 staff and RAs/GAs.

115 sessions on the use of WebCT, Moodle, Turnitin, FrontPage, and Blogs to full classes of **students**, upon request of their instructors.

Following the trend observed in the last three years, the numbers of pre-scheduled sessions decreased by 18% while the customized training sessions increased by 31% in relation to the previous year. As more and more faculty members develop their basic computer skills they look for individual sessions customized to fulfill specific needs.

New Learning Management System (LMS): Moodle

During the spring 2005-06 Moodle was selected to substitute WebCT and during the summer it was piloted in some courses. Both Moodle and WebCT were used during the fall of 2006-07 and by the end of the spring all courses had moved from WebCT to Moodle. The instructors' and the students' feedback on Moodle was overwhelmingly positive.

E-Learning

During the year 1,333 AUB course-sections used an LMS (Moodle or WebCT). This number represents 42% of all AUB course-sections offered during the year. In comparison, last year 35% of all AUB course-sections used an LMS. In addition to the above semester courses, several Medicine and EMBA courses also used an LMS to supplement their classroom meetings. The above semester courses were taught by an average of 38% of the AUB instructors, while in 2005-06 an average of 35% of the instructors used an LMS.

To illustrate the intense use of the Moodle courses, an analysis of the server logs showed that during the spring 2007, an average of 2,300,000 course pages were viewed online per month.

ACC assisted in the organization and administration of 39 proctored online exams for large enrollment classes, an increase of 50% in relation to the exams of the previous year.

Faculty Seminars

On May 31st, 2007, ACC coordinated the Fifth Faculty Seminar on the Use of Technology in Teaching and Learning with the participation of Dean Bitar (representing President Waterbury) and Provost Heath. The presenters were Georges Fadel (Clemson University, US), David Standen (OSB-AUB) and Rosângela Silva (ACC-AUB). In addition, Myrna Tabet held a poster session on *The University Libraries Moodle Component*.

During the summer, 10 faculty members participated in a 4-week Seminar on Creative Use of Resources in Course Design funded by the Mellon Foundation. The program intended to assist faculty in making further use of various academic resources now available at AUB and to integrate them in the development of their courses. ACC was in charge of one of the three main areas--that of instructional technologies--and as such focused on the theory and practice of what it takes to create, manage and teach good quality, interactive, Web-enhanced courses. The participants also received training on Moodle and assistance in the design of their courses.

Projects

During the fall, ACC supported the project of Shared-Content of English Courses, which involved 15 instructors. This project was designed to alleviate problems related to the large number of instructors and course sections and the consequent diversity in course content and teaching approach. With the transition from WebCT to Moodle, this project was finished and a new, more efficient initiative was developed, through the use of Metacourses, which are developed by the course coordinators and shared with the related instructors and students. In the spring 27 instructors were involved in the Metacourses project.

ACC has continued supporting the Soliya Connect Program, which links students in American and Middle Eastern universities for collaborative learning on issues relevant to US-Middle East relations. In the fall, one AUB student served as facilitator of the online discussions and during the spring semester 18 students registered in the course *Politics and Media*, taught by Rami Khoury participated in the project.

Plagiarism Prevention

ACC has continued supporting the use of Turnitin--a service that instantly identifies papers containing unoriginal material. During the year, 10,034 student papers were analyzed and "originality reports" were generated and sent to the concerned instructors. ACC, together with the Office of the Registrar and CNS, has continued supporting the administration of the online Plagiarism Tutorial and Test required for all AUB students. During the summer, a team of four instructors of the English department improved the existing exam questions and created new ones. The new Plagiarism Tutorial and Test will be available for students in the fall 2007-08.

Faculty Development

Establishment of partnership between AUB and the ION (Illinois Online Network). "Illinois Online Network is a faculty development initiative that provides comprehensive professional

development opportunities in the area of online teaching and learning to faculty and staff from higher education institutions in Illinois and beyond.”

In order to expose AUB faculty to best practices of online learning and to help them prepare the online component of Blended and Web-enhanced courses, ACC selected faculty members to take an online course offered by ION entitled: *Online Learning: An Overview*. Eight faculty members have taken the course and they were all happy with the experience.

Online Conferences

During the period of this report ACC arranged for selected AUB faculty members to attend two conferences through the Internet. The first one, the *2007 Online Conference for Teaching and Learning* (February 14-16, 2007), was held entirely over the Internet by the Illinois Online Network. The second was a *MoodleMoot*, a conference for Moodle users, held in Canada, May 3-5, 2007, and offered face-to-face and online. In both conferences the AUB participants could not only ‘attend’ live sessions but also ask questions to the presenters.

Other Activities of the Center

Participation in the spring and fall New Faculty and New Student Orientations.
Participation in the design and development of the New Faculty Orientation Website.

Rosângela Souto Silva, Director
Academic Computing Center

UNIVERSITY LIBRARIES

The year several important projects related to Collection/Maintenance development enhancing the University Libraries' customer satisfaction were completed.

In its effort to continuously develop the collection, the Acquisitions Department worked on the PhD Faculty book selections. It processed 6,947 requests out of a total of 11,421 (1997 titles were ordered, 4950 i.e. 43% were duplicates). A total of \$170,000 was spent.

The E-Resources Committee met to discuss new faculty requests and to consider the move from print to online format. It approved the acquisition of digital backfiles of the *American Chemical Society* for \$22,000, and *Blackwell* selected titles for \$13,465, thus discarding a total of 1640 bound volumes.

In the Serials Department, a shift was made of all Wiley titles to "e-only" format and was implemented allowing the library to save money and space. The same decision was taken for Elsevier titles after a meeting with Saab Medical Library. This move saved space especially in the Science Library and will result in a 10% savings on all our Elsevier subscriptions for the 2007-08 fiscal year.

On the other hand, subscription was made for ten new electronic resources. Due to the cancellation of some journal titles, and to the shift from print to electronic format of some others, the stacks in branch libraries gained good enough space.

Several departments (Serials, Circulation, Acquisitions and Binding) were involved in an arduous project of re-organizing the periodical stacks alphabetically, adjusting several titles to conform to the library catalog LIBCAT. All discrepancies were modified in OLIB, titles on the spines were changed, and volumes in the serials stacks were re-shelved accordingly. The Science and Engineering Libraries are undergoing the same lengthy project.

During this year, the University Libraries initiated important weeding projects in coordination with the Collection Development and the Cataloging departments. 6,222 titles in 9,902 copies were deleted from all libraries on campus and from the Farm Library (old editions, outdated, duplicate copies). Weeding the Reference book collection was also one of the principal activities this year. 963 titles in 1,547 volumes were discarded thus freeing 15 shelf units so far.

In addition, the Reference Department undertook the selective indexing of Lebanese newspapers and magazines (Arab Ad, Le Commerce du Levant, Lebanon [Opportunities](#), etc...).

In the Archives and Special Collections Department, 2,896 AUB photos were digitized this year and were available for campus users through OLIB. Scanning and microfilming AUB theses is progressing, with 2,480 theses scanned, and 3,232 microfilmed.

In line with constantly spreading Information Literacy on campus, the Information Services Department is shifting away from one-shot library sessions, focusing more on specific learning

objectives and outcomes through the creation of IL programs supportive of the curriculum. The department is executing this through:

Meeting with course professors to collaboratively develop library research modules.

Embracing the E-learning movement, by creating several course guides and packets in course Management Software (Moodle). Guides, pathfinders, reworks tools as well as general help sheets are now available for all students through a *Special Moodle Library Course* that is regularly updated.

The department is sustaining its efforts in promoting and marketing library resources, the number of information sessions delivered showed an increase from 510 in 2005-06 to 571 this year (7,263 attendees vs. 4,905).

After receiving a positive feedback from the Arabic Department, an *Arabic Research Guide* was created and was added to the Library webpage. Eleven colored brochures were produced in coordination with respective departments to market the readers' services of libraries and three exhibits were held.

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

All library technical departments were involved in the selection and acquisition of the Serials Solutions Federated Search service. Its final release is expected soon.

The Automation Department in coordination with CNS, the Comptroller's Office and the Payroll Section finalized a script where all students/staff/faculty fines and charges are automatically sent to the user's record in Banner/Payroll, and automatic payment is processed in OLIB. These scripts will insure that library fines/overdue items will not be outstanding for longer than one month, and user will be responsible for returning/renewing any overdue item.

A new webpage of the University Libraries website was designed and launched.

The Antoun Ghattas Karam Electronic Classroom was enhanced through the acquisition of state of the art equipment purchased with an additional donation of \$18,500.

New computer security policies were implemented on staff PCs.

Upon the recommendation of the University Librarian, the Facilities Planning and Design Unit upgraded the physical and the environmental conditions in the Manuscript Room.

The Librarian participated in several sessions with FPDU and designated architects in preparation for the implementation of the Reserve Reading Room's rehabilitation works to start at the beginning of 2008.

Staff, Learning and Growth Perspective

Khaled Noubani returned from the U.S. after earning a Masters in Library Science from Indiana University. He assumed the position of Engineering and Architecture Librarian.

The Catalog Librarian attended the 2007 ALA annual conference in Washington D.C.

The Reference Librarian attended IFLA annual conference in Durban, South Africa.

General Statistics

Budget spent on books, periodicals and binding: \$3,282,623.54

Number of new items processed: 10,429 titles (including 562 as Gifts)
 Number of catalogued items: 16,508 titles
 Number of circulated items: 62,565
 Number of bound items: 10,198
 Number of serials currently received in print: 2,295, electronically accessed: 34,306,
 E-resources: 109

Helen Bikhazi, University Librarian

AUB MUSEUM

Museography

Museographical works were continued in the Islamic Section and in the Mezzanine at the renovated Museum.

Museum Study Collection Hall (SCH)

The inventory of the entire Museum collection and the Study Collection hall was checked in view of its digitizing. A computer program on File Maker Pro is in progress in view of this digitizing.

Storage

The old storage placed in Old Pharmacy Building was moved to a new space in Van Dyck Basement.

Donations

Contributions were made to name Museum showcases as follows:

Leventis Foundation paid \$32,000 in February 2007.

Amal and Farouk Jabre completed their pledge in October 2006 and in May 2007, \$20,000 to reach the total amount of \$30,000.

The Charles Kettaneh Foundation donated \$5,000 to the Museum in January 2007.

Suzan and Omar Hamza donated 85 archaeological books to the AUB Museum Library, in December 2006 and June 2007.

Acquisitions

A Phoenician funerary sandstone stela with a Phoenician inscription was bought as a gift from the Society of the Friends of the Museum.

Mrs. Zeinab Ghandour donated a Roman Jug to the Museum, in January 2007.

Statistics of Museum's Visitors.

From June 2, 2006, date of the Museum inauguration to date, the total number of visitors of the AUB Museum is 5,365, detailed as follows: 2,614 tourists and 2,751 students.

International Workshops and Conferences

November 2 – 5, 2006, Dr. Badre participated in the Workshop on: “Study of Late Bronze Age Ceramics in Syro-Mesopotamia” in Berlin. Her paper was on: “*The Late Bronze Age Pottery from Tell Kazel: Links with the Aegean, Cyprus and the Levant*”.

November 25 – 29, 2006, Dr. Badre was invited to a conference “20 Years of Archaeology at Tell Afis” Pisa – Italy. Her paper was on: “*La Transition du Bronze Récent au Fer I à Tell Kazel*”.

Local and Foreign Exhibitions

December 13-14, 2006, “*Birds of the AUB Museum*” was the theme of the Xmas event. Museum guided tours and Xmas shopping, was organized by the Society of the Friends around this theme. May 18, 2007, The International Museum Day was celebrated at the AUB Museum, with an exhibition on the theme “the Abduction of Europa: from Tyre to Crete”.

The AUB Museum will lend 12 objects to the Phoenician Exhibition to take place at the Institut du Monde Arabe in Paris, November 2007 – April 2008.

Excavations

Tell Kazel – Syria: The AUB Museum team resumed its 23rd campaign between July 20 and August 24, 2007. A preliminary report was presented to the DGAM, Damascus.

Publications

Badre L., Tell Kazel-Simyra: “A Contribution to a Relative Chronological History in the Eastern Mediterranean during the Late Bronze Age”, *Bulletin of the American School of Oriental Research*, No. 343 August 2006.

The AUB museum Newsletter Vol. XXI No. 3, December 2006.

Badre L., is one of six authors to write *the Charte du Citoyen pour le Patrimoine* (Ministry of Internal Reforms), Beirut 2007.

Badre L., “Tell Arqa et Tell Kazel, deux sites complémentaires de la plaine du Akkar à l’Age du Bronze Récent”, April 2007 in *Mélanges offert à J.P. Thalmann* (in press).

Several contributions to the Catalogue of the Phoenician Exhibition at Institut du Monde Arabe – Paris, November 2007.

“Tell Kazel”, in *Dossiers d’Archéologie et Sciences des Origines*, Paris, 2007.

Lectures at the AUB Museum

October 17th, 2006, by Professors Giorgio and Kelly Buccellati, Professors Emeriti of the Ancient Near East – UCLA, on: “*Urkeshe, the Royal City, at the Beginning of the Hurrian Civilization (III millennium B.C)*”.

November 15th, 2006, by Mrs. Nina Jidejian, Historian, on: “The Phoenician Necropolises of Sidon: Magharat Abloun – Ayaa and *Ain el-Helwé*”.

January 17th, 2007, by Professor Hermann Genz, AUB Archaeology Dpt on: “*Hattusha, the Mighty Capital of the Hittite Empire*”.

February 19th, 2007, by Professeur Marie-Françoise Boussac (Université de Lille) and Dr. Gérard Charpentier (CNRS - IFPO) on: “*Des Thermes aux Hammams: Histoire des Bains Collectifs*”.

March 28th, 2007, by Professor Helen Sader, AUB Archaeology Dpt on: “*Tell Burak Excavations: New Light on the Kingdom of Sidon*”.

April 25th, 2007, by Professor Ralph Pedersen, Whittlesey Chair Visiting Assistant Professor (AUB), on: “*Shipwreck at Uluburun - Turkey: Remains of a Royal Trading Ship (1306 BC)*”.

May 18th, 2007, by Mr. Gérard Bejjani and Dr. Nouhad Choucair on the occasion of the International Museum Day on: “Abduction of Europa: from Tyre to Crete”.

Children's Programs at the AUB Museum

December 17th, 2006, “Phoenicians: Travelers and Merchants”

March 25th, 2007, “The Fabulous Destiny of the Phoenician Alphabet”

Trip

Organized by the Society of the Friends of the AUB museum: Escapade to North West and Coastal Syria to visit the archaeological sites of Cyrrhus and Ain Dara. November 10-12, 2006.

Prospects for 2007-08

The main projects for the new academic year:

To complete the Museum Inventory

To publish the Museum Catalogue

To create an audio system for individual visitors

To publish a Fifth Report on Tell Kazel Excavations

To follow up on the Coin Catalogue and the Glass Catalogue publications

To complete the Museographic Crypt of St. George Cathedral

Leila Badre
Director, Archaeological Museum

OFFICE OF GRANTS & CONTRACTS

The Director of OGC, Dr. Homeidan and Grants Officer, Ms. Tohme, accompanied by the Deputy Comptroller Ms. Nelly AbuZaki and FPDU members Mr. Bassam Barhoumi and Mr. Karim Jeha, attended the “ASHA Workshop” in Washington DC, October 24-26, 2006. Associate Director Ms. Nasser met with the Director of the CEDRE program in Lebanon, Dr. Bernadette Abi Saleh in January 2007 to discuss project management issues, and to strengthen cooperation initiatives between the OGC and CEDRE coordinator.

Ms. Rosie Nasser and Grants Officer, Ms. Awar attended the Anna Lindh Foundation Training Workshop on January 26, 2007. The workshop featured information about the Foundation’s 2007 program, and the evaluation criteria for proposal assessment. OGC plans to encourage staff members to become part of Lebanese National Network and to apply for grants through disseminating information about available funding opportunities. An invitation was extended by OGC to the secretary general of the Lebanese National Network for Anna Lindh Foundation to hold a workshop at AUB for Faculty members.

Dr. Homeidan and Grants Officer, Ms. Tohme attended the “USAID Administrative Compliance Requirements and Financial Management of USAID Awards Seminar” held in Egypt February 25 - March 1, 2007. The Seminar was beneficial in learning more about research management of federal grants and in meeting compliance rules of USAID funded projects. Members of OGC held meetings with non-governmental agencies including Catholic Relief Services (CRS) and Mercy Corps and discussed potential collaborations with both agencies.

OGC organized a presentation on the European Commission Framework Program 7 (FP7). The National Contact Point representatives for European Projects in Lebanon, Dr. Fairouz Sarkis (Director of the Arab Open University), and Engineer Bassam Azoury were invited to AUB on May 10, 2007. The presentation entitled “Understanding the 7th Framework Program of the European Commission” featured an overview of the research themes of FP7, its funding schemes, application procedures, submission and evaluation, as well as an account of the basic principles of an FP7 agreement.

Associate Director Ms. Nasser attended the European Union’s “7th Framework Program (FP7) for Funding Research: Understanding and Participating” held on July 6, 2007 at the UNESCO Palace. The workshop featured important information on the basic principles of the program, the rules for participation, the basic principles of an FP7 grant agreement and a case study.

Dr. Homeidan and Grants Officer Ms. Awar attended the “Research and Innovation Management Summer School” which was held in Prague August 24 -30, 2007. The purpose of the Summer School was to improve skills in research and innovation management, understand and manage Intellectual Property Rights and related aspects, and to learn how to prepare competitive FP7 proposals.

OGC started its internship program by hosting a student from the Olayan School of Business,

Mr. Ali Khalil. Beginning June 25th, 2007 and for 8 weeks, OGC offered training to Mr. Khalil on all aspects of pre-award and post award functions of the Office.

Grants Awarded October 1, 2006 – September 30th, 2007

Table 1 below summarizes the funding received from sponsoring agencies. A total of 113 grants from external sources, amounting to \$6,935,023 were awarded during FY 2006-07. 135 grants were awarded through URB for a total amount of \$833,184, and 46 grants were awarded through MPP for a total amount of \$431,526. Table 1 does not include ASHA Funding (\$1.8 million), the USAID student scholarship support (\$3 million) or the recently awarded DOS grant for \$2,136,646.

Table 1. Grants Awarded October 1, 2006 – September 30th, 2007

Sponsor Category	Current Funding (USD)	Number of Grants
Lebanese Government	347,432	38
U.S. Government	148,270	2
European Government	535,557	2
Foundations	2,070,542	14
Private and Clinical Institutions	1,003,646	22
NGOs	1,716,104	28
URB Funding	833,184	135
MPP	431,526	46
TOTAL	8,199,733	294

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

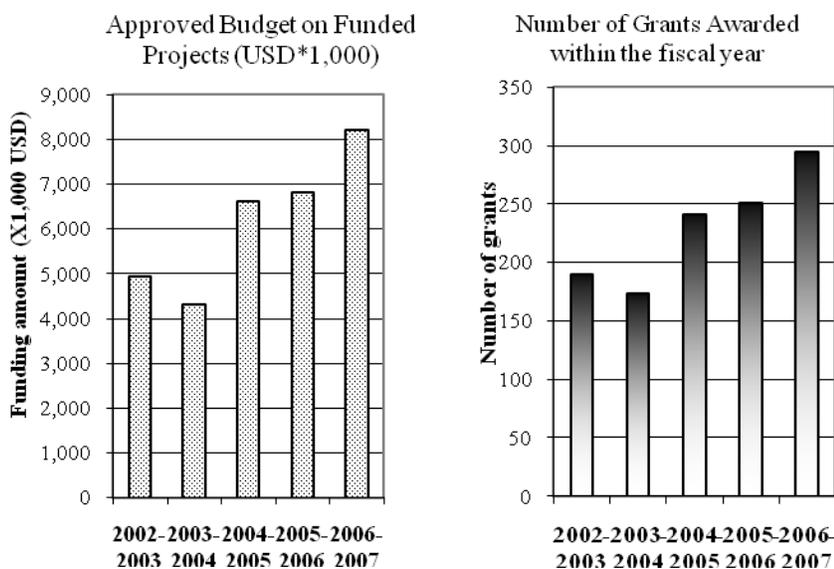


Figure 1. Comparison of funding approved and number of grants awarded in the last five years

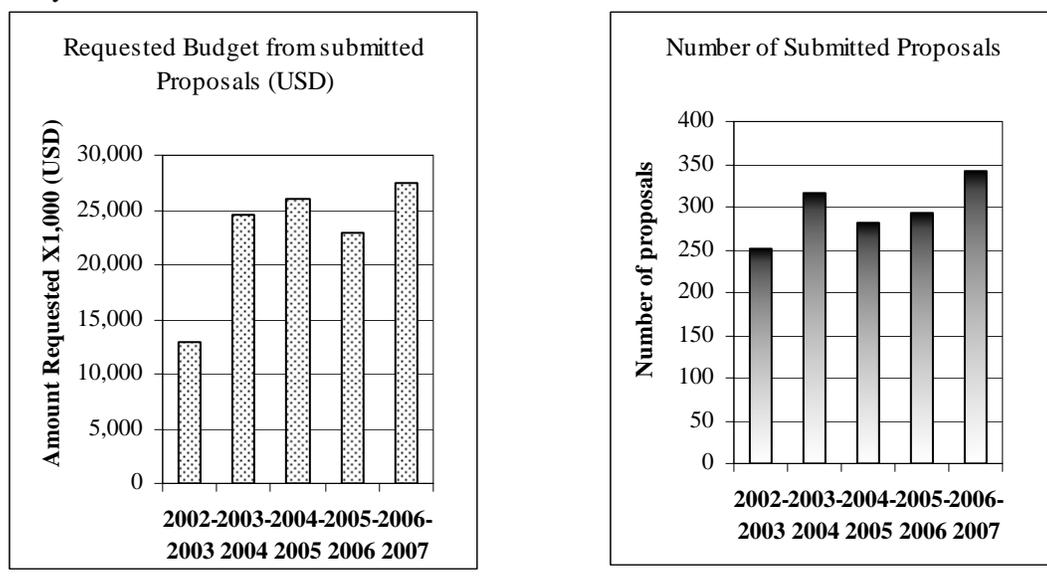
Proposals Submitted between October 1, 2006 and September 30, 2007

During the fiscal year 2006-07, 180 proposals were submitted to external agencies for a total fund request of \$26,130,212. In addition, 161 proposals were submitted for URB funds for a total budget requested of \$1,330,316. This table does not include the ASHA proposal submitted on June 27, 2007 totaling \$2,967,454, a USAID Scholarship Support proposal in the amount of \$1.9 million, or the \$100,000 for Financial Support to Create a Center for Civic Engagement and Community Service.

Table 2. Proposals Submitted October 1, 2006 - September 30, 2007

Sponsor Category	Amount Requested (US Dollars)	Number of Proposals
Lebanese Government	877,777	39
US Government	7,123,241	15
European Government	742,021	4
Foundations	6,469,953	41
Private and Clinical	2,198,937	28
Institutions	3,872,681	15
NGOs	4,845,602	38
URB Funding	1,330,316	161
TOTAL	27,460,528	341

Figure 2. Requested budget from proposals and the number of proposals submitted during the last five years.



On Going Projects that are currently being administered by OGC

There are currently 468 active grants that are being administered by the Office for a total funding of \$23,114,739. The table below lists all the active grants per sponsor category with expected overhead recovery. The table does not include four active ASHA grants for a total award \$7.2

million, the USAID scholarship grant for a total of \$3 million U or the recently awarded DOS grant for \$2,136,646.

Table 3. On going Projects currently being administered by OGC

Sponsor Category	Current Funding (US Dollars)	Expected Overhead (USD)	Number of Grants
Lebanese Government	2,014,335	54,523	91
US Government	694,896	150,518	7
European Government	144,551	15,378	5
Foundations	7,202,467	173,667	27
Private and Clinical	5,098,488	580,068	88
Institutions	2,289,958	186,483	17
NGOs	4,405,334	287,685	52
URB Funding	833,184	0	135
MPP	431,526	0	46
TOTAL	23,114,739	1,448,322	468

Memorandums of Understanding (MOU) signed October 1, 2006 - September 30, 2007

During the fiscal year 2006-07, AUB signed four Memorandums of Understanding (or Agreements of Cooperation) with various organizations (universities/foundations). Table 4 lists the signed MOUs, name of organization, start day, and the duration.

Table 4. MOU signed October 1, 2006 - September 30, 2007

Organization Name	Start Date	Duration Period
University of California Davis (UC DAVIS)	Feb.2, 2007	Three Years
Lebanese American University (LAU)	Feb.1, 2007	Open
The Arab Thought Foundation	Feb.13, 2007	Five Years
The University of Palermo (Italy)	May 21, 2007	Three Years

Dr. Fadia Homeidan
Director

OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

Major Accomplishments

Institutional Effectiveness

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

Fall 2006, gave the Student Registration Survey to a representative sample of undergraduate students. Around 900 filled out the survey. Report revealed progress made in various registration steps and areas of improvement. Comparison with previous survey results was done and reported on OIRA website.

Fall 2006, administered an Employee Satisfaction Survey to all AUB employees, academic and non-academic. Report released and shared with all concerned.

Assisted in the preparation, scoring and reporting of surveys for various AUB constituencies, like Library User Satisfaction Survey, Humanities Study, Student Spending Survey, Nursing accreditation questionnaires, Patient Satisfaction Survey (AUBMC), and others.

Teaching Effectiveness

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

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

Graduate Assistants from various faculties were trained on administering the ICE.

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

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 October and February to representative samples of sophomore and junior students, respectively. Results were reported and compared to previous years and to national norms in 4-year institutions.

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

Institutional Data Reporting

The following activities were accomplished:

For the sixth year in a row, filled out the common data set (CDS), the College Board's, and Peterson's Annual Survey of Undergraduate Institutions data information.

The CDS was published on OIRA's website and will be used for institutional evaluation and benchmarking.

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

Met information needs of AUB constituencies for purposes like the AUB Facts & Figures, OSB (instructional faculty data), etc.

AUB Fact book 2006-07 was prepared and was published end of May. It presents summary information about the following aspects of AUB: General Information, Students, Academic Programs & Degrees Awarded, Faculty and Staff, Financial Information, Physical Facilities & Services, and Alumni.

Met requests of several departments for preparation of surveys, questionnaires, and data analysis like School of Nursing, Civilization Sequence Program (Gibran Survey), and President Consultant (Student Spending Survey), Publications Office (Main Gate Survey).

Updated Regional Universities checklist and shared information.

Prepared a report on status of accreditation recommendations.

Projects/initiatives

MEA Cadet Recruitment Project:

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

Faculty Workload Project:

Implemented major changes and modifications into the online system, which includes changes to the teaching workload policy, and adding new screens to the research and service sections.

Maintained the system, and tended to inquiries and technical issues. Maintained the data required to produce the faculty workload reports.

Produced a first draft of the annual research report from available data.

Launched summer term.

Currently redeveloping the application using Oracle Application Express to present a more user-friendly interface.

Others:

Supported Unified Admission through the following:

Assisted the Unified Admissions Committee in determining the cut-off composite score and the number of acceptances needed to reach an optimal student body size in fall 2007. Provided the administration with general enrollment projections for fall 2007 by department.

Provided the Faculty of Medicine with admission scores for the purpose of admitting students into the Medical Doctor Program for the year 2007-08.

Assisted in handling Transfer applications from within AUB for the spring of 2006-07.

Provided an extensive report on Enrollment, Faculty, academic offerings and key performance indicators. Included evaluation of the effects of the July hostilities on numbers and KPIs.

Investigated and reported on the reasons behind the fall in the graduation rate of freshmen, the status of our “price competitiveness” in light of contemplated/proposed tuition increases, and on performance of graduate students.

Provided the budget office and other concerned parties on campus with an update of estimate of how the budget will look like in 2007-08. The effects of the July hostilities were assessed and accounted for.

Provided FAFS with an extensive study on performance of students admitted from various academic backgrounds, including a comparative analysis.

Produced preliminary projections on student enrollment for 2007-08.

Calculated averages and provided data and grades of transfer applications from within AUB for the spring of 2006-07.

Maintained database and servers. Installed the latest patches to servers, the Oracle Database and the Oracle Application servers. Installed Oracle Application Express, an application development tool.

Personnel

Academic

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

Non-Academic

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

Test Administration

The following tests were administered between October 1, 2006 and September 30, 2007:

<u>Name of Test</u>	<u>No. of Candidates</u>
<i>AUB EN</i>	1251
IET	349
EET	88
Total	1688

In collaboration with AMIDEAST, administered the SAT to 302 candidates in October and November 2006 and to 187 candidates in May 2007.

The CFA was administered to 205 applicants in June 2007.

English Placement Test (EPT) was administered to admitted students in spring and fall 2006/7.

Financial Risk Management (FRM) exam was administered to 10 candidates, and the MCAT to 121 applicants to medical school.

The CAAP was given to a sample of freshmen sophomores (n= 204) and to 235 junior students. 84 students from OSB sat for the ETS Major Field Tests (MFT).

MEA recruitment battery was administered to 75 candidates in March

Future Developments

OIRA's plans for 2007-08 include:

Continuously upgrading ICE system and reporting.

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

Conduct accreditation survey.

Improve on OIRA data collection storage processes, automating more of them.

Karma El-Hassan,
Director

DIRECTOR OF INTERNAL AUDIT

Overview

The work of the Internal Audit Office is based on the annual audit plan developed from risk assessments carried out by the Internal Audit Office, requests received from various units within the University in addition to special investigations and operations that are conducted on a regular basis, e.g. cash and inventory counts, payroll reviews and monitoring the purchasing process.

Audit reports issued during the year included the following topics:

Fraud

Following up on control weaknesses and discrepancies noted in earlier audit reports an investigation was initiated focusing on an AUBMC unit. The investigation culminated in the termination of the employee. AUBMC has subsequently taken steps to implement controls to prevent a recurrence of this problem. A follow up by internal audit quantified the annual value of items that were the subject of the defalcation. We are still following up on the financial fraud that took place in an AUB unit in 2005/2006; the court case, which has been repeatedly postponed, is now scheduled for October 23 2007.

Conflict of Interest and Unethical Behavior.

During the year we investigated two cases that involved faculty members who had failed to make proper disclosure on their conflict of interest declarations. Another investigation related to employment bribes resulted in the termination of the individual concerned. An investigation of alleged unethical practices in an AUBMC special service unit resulted in the termination of the employee involved.

Inventory Counts

Internal audit attends all scheduled inventory counts and occasionally conducts unannounced checks. It was in the course of such an unannounced count that the discrepancies in the pharmacy store came to light. Two separate reports were issued on attendance at inventory counts at the main Hospital Stores, valued at \$4.1 million, and the 10 departmental stores, \$1.6 million. As in prior years, concerns focused on the lack of controls over consignment items and inadequate stock records in the departmental stores.

AREC

At the request of the newly appointed dean of FAFS internal audit undertook a detailed financial review of the AREC operations. The report concluded that the farming operations at AREC could breakeven financially. However, the research and training activities will require ongoing subsidy from FAFS. Having complete and accurate financial data will facilitate management decisions when tackling the burgeoning deficit at AREC.

Budget Audit

We compared the salary budgets to the salary projections based on the November payroll. The report concluded that, with a number of minor exceptions in AUBMC management salary

budgets, the budget was accurate. In the course of an overall review of the budget for reasonableness we found that the budget for discounts granted by AUBMC was overstated by approximately \$2 million; the budget projections were subsequently corrected by AUBMC.

Employee Accounts payable:

Noting a number of exceptions in the course of the audit, we concluded that the process of authorizing, paying, and recording transactions in the employee accounts payable has serious internal control weaknesses which should be addressed immediately by the Comptroller's Office.

Credit cards

A review of the use of corporate credit cards highlighted the absence of documented procedures and the consequent inconsistencies in the processing of transactions. The Comptroller's Office has committed to establishing appropriate internal controls and documentation.

Discussion papers and studies issued during the year included:

Fixing the Oracle FIS

A discussion paper developed in collaboration with the Comptroller and the Director of CNS identifying the principal issues with the current Oracle implementation and the options to fix the problems.

Alternative Methodology for the allocation of Physical Plant Costs

A discussion paper advocating establishing separate cost centers for each of the University buildings with the subsequent allocation of costs to the relevant Faculty / Division based on occupancy. This methodology would simplify and significantly increase the accuracy of the allocated physical plant operating costs.

Work in progress at September 30 2007 includes:

Payroll System and Security:

Following up on earlier recommendations by internal audit that payroll administration and operations be segregated, responsibility for the payroll system is being transferred to CNS from the Comptroller's Office. This review focuses on the internal controls and security measures that are being established to correct the weaknesses that exist in this in-house developed software solution.

Electronic Funds Transfers:

The University is increasingly using EFT to pay suppliers and employees. The audit reviews the documentation of procedures and tests the controls that are in place to ensure that EFT are properly authorized, documented and recorded.

Employee Accounts receivable:

The Employee accounts receivable is an in-house developed database that interfaces with Oracle FIS. It includes the records of amounts due in respect of employee advances, syndicate loans, travel advances, and emergency loans. The interface between the Employee A/R and the Oracle FIS is entirely manual and the absence of senior administrative oversight of the balances and reconciliations of the Employee A/R has been identified as a concern.

Staffing and professional Development

Three new staff members were hired to replace two staff who left during the summer of 2006 and Ms. Rasha Ockaili who was promoted to the position of Supply Chain Officer at AUBMC in March 2007.

Mr. Riemer Brouwer, formerly head of IS audit & security with Deloitte, Middle East, joined us as IT audit manager, Ms. Sara Bou Diab MA (AUB) and Ms. Ghinwa Awada BBA (AUB) were hired as staff auditors.

Mr. Mohammad Shehab, who was promoted to the position of senior auditor last year, qualified as a CFE (Certified Fraud Examiner) in July 2007, and Ms. Bou Diab, successfully completed two parts of the CMA (Certified Management Accountant) examination. Mr. Dani Saad El Dine, Assistant Director, having qualified for a partial scholarship, is enrolled in the University of Reading (UK) MSc in Finance distance learning program, and Ms. Imane Haddad, secretary, is enrolled in the Université de Quebec (Canada) MSc in Organizational Management program. I represented AUB at the annual ACUA⁴ conference that took place in Atlanta in 2007.

Maurice Carlier
Director of Internal Audit

⁴ Association of College and University Auditors

INSTITUTIONAL PLANNING & PROCESS IMPROVEMENT

Outcome

Organized meetings of the Strategic Planning Steering Committee to review, cull and prioritize the strategic plans prepared by academic and non-academic planning teams, excluding Medicine. Distilled the above-mentioned plans into a single institutional planning document and identified sources of funds for their planned initiatives.

Initiated and led the work of various planning teams in developing the Scorecards to be used to monitor the implementation of their strategic plans.

Finalized a Regional market survey covering employers, students and educators in Jordan, Saudi Arabia, UAE, Qatar and Kuwait.

Facilitated the work of Ernst & Young in their review of the University's Purchase to Pay Systems.

Completed the process of nominating and selecting candidates for the 2007 "President's Service Excellence Awards".

Completed the process of selecting a new operator for the campus bookstore.

Led the work of the Allocation Task Force and published its report for 2007.

Compiled and published the 2007 Institution-wide Balanced Scorecard report.

Coordinated with legal counsel the activities pertaining to current court cases, new contracts and amendments to existing contracts.

Finalized and communicated the revision of the "Student Code of Conduct".

Completed the REP project of introducing the Balanced Scorecard methodology at the Kuwait Petroleum Company.

Committee work

Chaired the meetings of the:

- Purchasing devolution Task Force
- Allocations Task Force
- Campus Bookstore Committee
- Policies & Procedures Review Committee
- Service Quality Task Team

Participated in the meetings of the:

- AUBMC Review Committee
- Budget Committee
- Budget Review Committee
- Human Resources Committee
- Redundancy Task Force
- Master-Plan Committee
- President's cabinet
- Re-accreditation: Design and Steering Committees
- Strategic Planning Committees
- Task force assessing the Oracle implementation

Andre Nahas, Director