

THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

November 2004

American University of Beirut

Beirut, Lebanon

TABLE OF CONTENTS

President of the University	3
Provost	6
Vice President for Administration	8
Vice President for Finance	20
Vice President for Regional External Programs	23
Vice President for Development & External Relations	27
Vice President of Medical Affairs and Dean, Faculty of Medicine and Medical Center	42
Dean, Faculty of Arts and Sciences	54
Dean, Faculty of Engineering and Architecture	57
Dean, Faculty of Agricultural and Food Sciences	60
Dean, Faculty of Health Sciences	63
Dean, Olayan School of Business	67
Dean of Student Affairs	73
Center for Advanced Mathematical Studies	76
Office of the Registrar	81
Director of Admissions	85
Director of Financial Aid	86
Director of Academic Computing	88
University Libraries	90
AUB Museum	93
Office of Institutional Research & Assessment	96
Office of Grants & Contracts	99
Director of Internal Audit	103
Service Quality & Organizational Improvement	105

PRESIDENT

The major accomplishments of the last year have been the successful completion of the accreditation process with the Middle States Association (see the Provost's report), bringing in an operating budget in balance for the second year in a row (reflecting mainly improved performance in the AUH—see reports from John Bernson and Nadim Cortas), the re-establishment of a thoroughly re-designed Dept. of Fine Arts, the launching of the Center for American Studies and Research (report of Dean Bitar), and the beginning of a multi-year academic strategic planning initiative (report of André Nahas).

The latter initiative requires BOT support and formal endorsement. There have been a number of previous planning efforts, dating back to the Charles Malik report of 1956. It is our hope that this new initiative will engage all parts of the AUB community and, as a consequence, yield a plan that will enjoy broad-based support. The basic guidelines were laid out in my State of the University address of February 2004 (circulated to the BOT at the March and June 2004 meetings). I stress that these are guidelines to be used much in the same way as the guidelines laid down in the Campus Master Plan. They are not tantamount to a strait jacket but rather parameters for more fine-grained planning. We have identified seventeen planning units at AUB, as well as four university-wide committees that will devise strategy for IT, enrolment management, graduate education and research, and general (liberal arts) education. The four university-wide committees have been recently formed.

In addition there is a small but high-powered sub-committee on 'positioning' that will analyze the environment in which we are competing. It is our hope that all other planning committees will also focus on positioning in their areas of competency.

The planning horizon is five to ten years. The first two years will be intense. Thereafter the plan with all its sub-parts will be rolling and subject to adjustment in light of changing circumstances. Academic mission and academic goals will drive the process, but each planning unit must undertake a careful assessment of the budget resources that will be required to carry out its plan. A Strategic Planning Steering Committee, chaired by myself, will have to adjudicate plans that outstrip resources or that conflict with other plans or with the guidelines.

André Nahas, the Director of Institutional Planning and Process Improvement, will guide the planning activities and committees and will mobilize the necessary support services for them. That support will be drawn primarily from the Budget and Planning Office (directed by Drew Wickens who has replaced Claude Dubois), the Facilities Planning and Design Unit (directed by Samer Maamari), the Office of Institutional Research and Assessment (directed by Dr. Karma al-Hassan), the university statistician, Nizar Jawhar, and the Provost's special tasks analyst, Judy Taylor.

To put this initiative in context, I list below the sequential initiatives that have brought us to where we are:

- **Academic review, 1998-99**

- ❑ **JCW-AUBMC review, 1999**
- ❑ **Campus master plan, 2001-03**
- ❑ **Campaign for Excellence, 2001-07**
- ❑ **Middle States accreditation, 2000-04**

In the past five years we have created a number of new administrative and academic units. It is gratifying to see them reaching maturity. I here mention only a few. The Admissions Office is now a well-staffed, well functioning entity under the able leadership of Salim Kanaan. The Facilities Planning and Design Unit has risen to the formidable challenges of dozens of projects, large and not so large. The Office of Grants and Contracts has begun to facilitate access to sponsored research funding in a way that is beginning to make an appreciable difference to the university's bottom line while addressing our aspiration to be a research university. I reproduce here some statistics from that Office's annual report.

TABLE 3. All On-Going Projects including proposed overhead charges

Sponsor Category	Current Funding	Overhead	Number of Grants
US government	\$449,791	\$45,296	7
Lebanese Government	\$686,620	0	23
Other Governments	\$257,188	\$51,438	1
Foundations	\$5,445,780	\$147,863	28
NGOs	\$4,690,644	\$85,234	32
URB Funding	\$722,330	0	113
Private	\$2,625,246	\$111,654	55
Institutions	\$533,199	\$29,700	7
Total	\$15,410,798	\$471,185	266

I urge you all to take a look at the October 2004 issue of National Geographic. The article "Who Were the Phoenicians" features the experiments of two geneticists, Spencer Wells and Pierre Zalloua, who try to identify 'Phoenician' Y chromosome markers in contemporary Lebanese (as well as Tunisians and Spaniards). Zalloua is a member of AUB's Faculty of Medicine. Preliminary results indicate that the marker is found in contemporary Lebanese regardless of their current confessional make up. The conclusion would appear to be that the Phoenicians left their mark, the millennia could not obliterate it, and no one can lay special claim to Phoenician descent.

Finally, the Hostler student center project is well underway. The site is being excavated as we speak, and 'the Hostler pit' is impressive. The local contractor is working 12 hours plus daily. Municipal regulations do not allow blasting, so the limestone is being chiseled away by heavy mobile jack hammers. There is much dust and noise, but it is exciting to see (and hear) the first big steps toward implementing the master plan and fulfilling Charles Hostler's dream.



John Waterbury
President

PROVOST

When I become Provost of AUB in fall 1998 I spent several months of conducting extensive conversations, both individually and in groups, with faculty, students, staff, and senior administrators. Thereafter I composed a personal version of an institutional SWOT analysis. Three years later, in fall 2001, I updated this SWOT analysis. In reviewing both of these documents now, it is gratifying to see the extent to which the university has built on its internal strengths, reduced significantly areas of internal weakness, taken advantage of reasonable opportunities, and coped with and at times even reduced exposure to external threats. The university's strengths continue to be the high quality of its students; the intense loyalty of faculty, staff, alumni, and friends; the strong commitment of its trustees; the enchanting beauty of the campus; and AUB's long history and strong tradition of academic and institutional excellence. These were all apparent from the day that I arrived on campus.

Weaknesses were the impact of a long period of civil strife and institutional isolation, a faculty in need of growth and regeneration, a fear that AUB was living more on past glory than present excellence, a lack of overall institutional planning and organized pathways for self-improvement (although many good things were occurring in individual areas), and a sense of lack of institutional direction as we moved toward the future.

As is often the case, all of these perceived institutional weaknesses were in fact opportunities for rapid improvement. Moreover, these are the easiest ones to overcome since they were those most intensely felt by concerned faculty and staff. To address these weaknesses, senior administration offered a variety of customary initiatives: service quality, teaching excellence, administrative and academic restructuring, the balanced scorecard, institutional accreditation. What is noteworthy, however, is the extent to which faculty and staff embraced these initiatives (with a normal degree of skepticism and wariness) and joined in to make them successful. Simultaneously, deans were hard at work rebuilding the faculty through a process of high quality recruitment and tightening the standards of academic promotion. This rebuilding effort is without doubt the greatest institutional achievement of the past decade. No one should think that this has been an easy task. Nonetheless, the academic deans and the academic leadership have been constant in their determination to rebuild faculty excellence. AUB's faculty has been transformed and now exists in a constant state of improvement.

The second most important administrative achievement has been to improve, in fact, administration. Administration at a university simply exists to make the normal course of events easier for students and faculty as they pursue the school's educational mission. To do this requires adequate administrative support, both academic and non-academic. Supplies must be ordered in a timely fashion, labs must be equipped, grants must be completed on time, dorms must be clean and attractive, course registration must be simplified and shortened, everyone wants and needs fast computers, complaints must be rationally and equitably addressed, policies and procedures must be updated and clarified. The challenges are constant and endless.

Beyond addressing internal institutional weaknesses, one must also compare oneself to the best. To use the favored term of the day, one must benchmark. Many, many individuals have worked

extremely hard during the last years to ensure that AUB, within the limits of its resources and its geographical challenges, is equal or superior in quality to comparable American universities. We have our strengths and weaknesses, but internal surveys and comparative testing show that our students have the opportunity to receive an excellent university education at AUB. We have the benchmarked data to demonstrate this to anyone interested.

The external threats on my list were always the fewest in number and the most worrisome in scope. They are also so obvious that mentioning them is superfluous, but issues of regional politics, local economics, and availability of basic resources (such as water and electricity) top the list.

I dwell on this personal SWOT chart because AUB is now launching a more formal exercise in strategic planning. In the past, each AUB senior administrator has been operating according to his or her own private SWOT chart, and much good has resulted. The time has come, however, to bring these individual lists together, compare and test them more formally, and address them more publicly. We can engage in this activity from a position of internal institutional strength, combined with a sustained determination to achieve continued improvement.

Driving this process will be the university's mission. We know in general what kind of students we wish to train, what kind of faculty teaching and research environment AUB can sustain, and what kind of relationships we wish to build with external groups and organizations. Now we have to plan how to attain these general goals by developing specific goals and steps to achieve them. This is a warning, therefore, that the term "planning" will be much heard over the next few years.

It is equally important to emphasize, however, that activity does not stop while planning occurs. The Middle States accreditation process provides its own directives for institutional improvement, and each academic and non-academic administrator continues to have his or her constantly growing list of goals and projects. While we plan over the next several years, teaching, research, administration and service will continue their paths of constant improvement.

Peter Heath
Provost

VICE PRESIDENT FOR ADMINISTRATION

Personnel Matters

Mr. James Radulski, Deputy Vice President for Human Resources, assumed office on July 5, 2004. He has over 30 years of experience as an HR professional in senior executive positions at major multinational institutions and companies of more than 5000 employees.

Personnel introduced English, aptitude and Microsoft Office tests to be taken by all candidates. New employee orientation sessions, conducted in both Arabic and English, included information on Policies and Procedures, Benefits, Service Excellence, etc. 1,691 employees took training courses including service quality, stress management, etiquette in the workplace and leadership.

A Syndicate agreement renewal was signed on August 26, 2004, a two year roll-over starting July 1, 2003. After meeting with the Director General, the Minister of Labor acknowledged it, and finally signed the extended agreement.

After a year of meetings and studies, a new health insurance plan will begin on October 1, 2004. Although more expensive for employees and retirees, the plan will help those currently enrolled at AUB with savings for retirement benefits. New recruits will no longer be eligible to participate in HIP after retirement. We are currently studying the feasibility of outsourcing the plan or its management which might include retirement coverage for new recruits.

The table below shows the educational benefits that were paid to eligible AUB faculty and staff:

Description	fte/st 2003-04	2003-04 Educational Allowance LL	% of Total
PRE UNIVERSITY	1790	5,384,917,200	59%
UNIVERSITY	274	3,745,570,400	41%
TOTAL AUB - LL	2,064	9,130,487,600	100%
ACADEMIC	450	3,933,165,600	43%
MANAGEMENT	165	1,018,503,200	11%
NON ACADEMIC	1,449	4,178,818,800	46%
TOTAL AUB - LL	2064	9,130,487,600	100%
TOTAL AUB - \$1=LL1508	2064	6,054,700	100%

Lebanese tax on educational benefits will be paid by eligible faculty and staff whose dependent children attend IC, ACS, or other schools. However, faculty and staff whose children study at AUB will not pay this tax as these educational benefits, after review of applications by a special committee, will be considered scholarships. The tax due for last year will be paid monthly, spread over the last 6 months of the year. A letter was sent to Minister Siniora requesting him to reconsider these taxes. He has not yet responded, but it is hoped that the Minister might cancel or reduce these taxes for AUB employees. The Minister was also asked to waive the AUB VAT.

On another topic, outpatient NSSF receivables reached, as of August 2004, an alarming US \$5,249,200. The Director General of NSSF will be contacted again in an attempt to speed up the payments to AUB.

A customer survey, extended to all functions of the Personnel Department, was conducted in June 2004. 86% of academic staff and 84% of non-academic staff expressed satisfaction with Personnel's customer service.

Finally, campus department heads completed 900 performance appraisals. 3% of the total scores were "Below Average", 38% "Meets Standards", 47% "Exceeds Standards" and 12% "Outstanding".

Computing and Networking Services (CNS)

Financial Applications

CNS upgraded the Oracle Financial production instance to 11.5.9 which is a major release required for the implementation of Grants, Projects and i-procurement. Oracle and KPMG conducted two reviews of our Oracle Financials implementation and a KPMG reviewer submitted a draft report recommending the re-implementation of the Inventory and Order Management modules. Bearing Point will conduct the re-implementation in parallel with the grants and projects implementations.

CNS provided needed database administration support and upgraded, patched and fine-tuned the Oracle Financial 11i instances. CNS allocated two database administrators and one application specialists to the project. Their role was restricted to purely technical issues, problem tracing/solving, end user training and support and interface development work. We corrected numerous bugs and errors but many unresolved system errors remain.

Student Information System

CNS completed the upgrade of the database and SIS to version 6, on the SIS test platform. Version 6 is a major release with many additional functionalities. The stakeholders did not finalize the testing of the upgrade before the fall registration, so the production upgrade was rescheduled to early November 2004. CNS developed a number of web forms within the SIS web portal to facilitate transfer requests, payment of fees, book order, advising, etc.

Development/Alumni System

The Development/Alumni System went live as planned on October 1, 2003 and in NYO on March 1, 2004. The implementation was smooth. CNS designed and completed the implementation of a Virtual Private Network (VPN) solution that should secure adequate and resilient access between the new NYO and the campus.

AUBnet Backbone

We faced serious and challenging security risks due to the appearance in early October of a network sniffing/man-in-the-middle tool capable of bypassing the security of switched networks. CNS had to run a major campaign to segregate its layer-3 switched gigabit backbone network into smaller routed subnet, thus minimizing temporarily the risks posed by the sniffing

tools. CNS also revisited the AUBnet Wireless Network Blueprint and completely redesigned the access authentication section to mitigate the new threats posed by the sniffing tools.

CNS issued the “Wireless Access Security” RFP in January 2004 and awarded the Wireless/Open Sockets VPN and Intrusion Detection and Protection solutions to Netscreen/Amik and the Ethernet to the home solution to Extreme Networks. CNS successfully deployed the security solutions in August 2004 covering all dorms, residences, open sockets, wireless and Internet to Intranet access. The certificate granted solution is still under testing and will be moved to production by early December 2004.

CNS issued the “Wireless Radio” RFP in May 10, 2004 and awarded the bid to Aruba/TripleC. The expected duration of the wireless radio project is 18 months for a total cost of USD 200K.

CNS commissioned additional structure wiring works in various locations on campus and in the Medical Center. CNS and the Physical Plant Department (PPD) consolidated the rewiring process on campus under PPD; the process enhanced the service quality and reduced the wiring costs.

Internet and Intranet Services

AUB was targeted by an intensive DDoS attack in October 2003. CNS moved AUB external web services to Rackspace Hosting. Rackspace DDoS mitigation service averted successfully a number of small attacks during the year.

CNS doubled AUB’s Internet bandwidth in October 2003 by adding a 512 kbps uplink and 2Mbps satellite downlink. CNS commissioned additional 2Mbps Internet bandwidth during Q1-2004 divided as follows: 1.5 Mbps to local ISPs, 128 KBps to AREC and 256kbps International.

CNS completed the deployment of the wireless setup at AREC and established a permanent 128Kbps link between AREC and the Campus.

CNS enhanced AUB spam and virus detection and prevention. The statistics revealed alarming facts -- we now block around 50% of all Internet emails at our gateway servers, being virus infected and/or non-solicited spam messages.

CNS developed, training on and deployed a number of intranet web enabled business applications, including AUBcommittee, AUBassets, AUBcontracts, FacultyProfile, WebWintime and webGloria. Microsoft SharePoint portal pilot test failed to deliver the minimal acceptable security and CNS dropped MS SharePoint around mid-August and started testing with Oracle HTMLD. AUBportal, AUBproject and AUBforms will be delayed until we have additional experience with Oracle HTMLDB.

Data Centers

CNS finalized the equipping and setup of the Van Dyck basement data center. Physical Plant and Safety and Risk Management did an excellent job. CNS reopened Van Dyck data center to production on March 1, 2004 and we started to move the critical servers back to that center.

AUBweb

CNS redesigned and published AUBweb site and AUBweb publishing guidelines in accordance with the recommendations of the AUBweb Editorial Board.

End Users Support

CNS successfully deployed phase 1 and 2 of AUBnet Enhanced Desktop Environment (AUBede) blueprint. AUBede proved to be effective and resilient as AUB was immune to five major worm outbreaks that roamed the globe during the reported period. CNS is now empowered to upgrade and secure 2,800 AUBnet connected PCs within 3 hours.

CNS received on average 42 service calls per day during the reported period with 13% increase on last year's average daily service requests. CNS support team fulfilled on average 65% of the work orders within one working day and 86% within two working days. The surge in security breaks on Microsoft OS was the main reason behind the increase in service calls. CNS Help Desk handled 26% of the service calls remotely using NetMeeting.

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

After a thorough study of alternatives, adopting a self insurance for certain property risks was recommended to help achieve savings of \$214,000.00. This can lead to about \$200,000 being added to the self insurance fund in the FY 2004-05. The Executive Committee of the BOT in its meeting of September 16, 2004 approved the recommendation.

More than 37 FPDU, Physical Plant and Plant Engineering projects were reviewed to assure compliance with the Life Safety Code requirements. A statement of conditions for AUBMC, listing modifications needed to achieve compliance with the Life Safety Code, was submitted. One important requirement is a sprinkler system to protect against fire. This requirement will greatly reduce the losses in case of fire and will save significant amounts in insurance premiums.

The Emergency Response Team (ERT) was expanded to 31 members, to achieve a quicker and more efficient emergency response. The ERT is helping the university in containing and reducing losses that would have resulted from various emergencies and dangerous chemicals. The ERT attended to 33 emergencies including 15 false alarms, 8 fires, 2 floods, 2 large chemical spills, 3 gas leaks and removal/destruction of some potentially explosive chemicals from AUBMC.

EHS&RM assisted the Pathology and Laboratory Medicine Department by providing quality assurance controls for the safety of blood supply. They also wrote safety policies and provided safety training to Laboratory Medicine. All these activities played an important role in US accreditation being awarded to the Laboratory Medicine department. EHS&RM helped establish the University Institutional Biosafety Committee, which is required to assure safety from biohazardous material as well as to facilitate the receipt of research grants in fields that use biohazardous agents.

The disinfection machine, ordered by the campus and AUBMC, arrived. This machine will allow disinfection of biosafety cabinets to allow their maintenance, and can be used to disinfect rooms at AUBMC or other areas. These procedures are basic important factors in the biosafety program and they help assure safety and facilitate research and grant receipt.

EHS&RM recycled 250 kilograms of chemicals from various departments and removed and packaged 170 kilograms of hazardous wastes. EHS&RM supervised asbestos removal, storage and disposal from Agriculture, Engineering, DTS, Building 56, Green House, Athletics and the Durraffourd building. These activities indicate the need for an asbestos team trained in management and supervising university asbestos abatement activities. A proposal for such a program will be presented soon. It is important to note that EHS&RM lacks facilities to properly deal with hazardous materials, facilities essential to support academic activities, teaching and research. Such a lack may be contributing to incidents, spills, environmental contamination, lack of supplies and laboratory space, and higher waste disposal costs.

EHS&RM actively participated in the AUBMC Environment of Care Committee and completed the following: Incident/Occurrence Policy, Disaster Plan, Evacuation Plan, Bomb Threat Plan and Bomb Threat Report Form., Construction Safety Policy.

Physical Plant Department (PPD)

Electricity

The Electricite Du Liban (EDL) connection was postponed from October 2004 to January 2005 due to delays in the equipment building permit and the manufacturing of the transformers. This year the peak load on electricity demand reached 10.3 MW compared to 9.7 MW last year. The cost of gas-oil has increased from \$290/ton to \$ 400/ton.

During this year we were able to:

Maintain and service all eight diesel generators.

Overhaul four diesel engines.

Recondition turbo-chargers, connecting rods, pistons and cylinder heads.

Upgrade five major high tension stations in order to cope with the increasing summer load.

Replace undersized feeder cables.

Convert the main distribution panel of faculty II building from 110V to 220V.

Retrofit the electrical station feeding the Bechtel Bldg.

Rent two 1000 KVA generators to meet the summer season load demand.

Steam

During this year we were able to improve the steam distribution efficiency by increasing the insulation of the steam and condensate lines, add steam traps along the distribution pipes to improve the steam quality, maintain all three boilers and related equipment, such as the reverse osmosis plant and softening plant, repair and waterproof the steam plant roof, and reroute the underground steam and condensate supply to the Post Hall and Chapel from the Ada Dodge Hall line to the Medical Center line.

New Paging Software

Due to the increasing load of calls, PageMaster, a new MS Windows client-server paging application was implemented, and all attending operators can now receive and handle paging calls along with external incoming calls at the same time on their consoles

Environmental Issues

This year we have disposed of, using the fluorescent tube disposal machine, over 21,250 tubes including tubes collected from the Medical Center. 230 Passive Infra Red (PIR) sensors have been installed in classrooms, offices and several bathrooms in different buildings to ensure that the lights and extract fans are switched off when the areas are unoccupied. Three asbestos-covered hot water tanks have been removed from the mechanical equipment room in building 56. Other asbestos collected through the year, approx 350kgs, was buried in concrete.

Water Conservation

Passive Infra Red (PIR) controls were installed in additional bathrooms to ensure use of only the necessary water required to flush. They also improve hygiene as they operate without touching and they ensure the urinals are flushed after every use.

Grounds and Transfer Services

In addition to the daily routine services, the following tasks were also handled by the Grounds Services:

Replanting the palm trees from ER area to lower campus (Agriculture area).

Hanging bird nests around the campus.

Adding and rolling fine gravel with powder on the running track at the Green Field.

Moving Medical Records files from AUH to Salloum building.

Moving Athletics offices and health club equipment to Kerr Hall and West Hall.

Campus Plant

In addition to the routine maintenance works of this section the following works were carried out over the same period:

Renovation of ground floor (shops) wing B in FEA.

Preparation of a new teaching lab for the Academic Computer Center in College Hall.

Preparation works in the office of Grants and Contracts in College Hall.

Installation of security access control system and monitoring cameras in Central Research Science Laboratory.

Renovation of 20 apartments in faculty apartment buildings.

Rehabilitation of 8 offices and labs in FAFS.

Installing green house at AREC.

Replacement of 1,524 corroded and leaking faucets in Chemistry Department with new chemical resistant ones.

Renovation of plumbing, carpentry, metal and waterproofing works in Ada Dodge Hall – cafeteria.

Preparation of a new seminar room in Van Dyck building.

Installation of two UPS units in AREC.

Renovation of director's, campus Plant Engineering, and new Help Desk offices in Corporation Yard, including preparation of a new training room and conference room in the building.

Launching of all four maintenance zones completed in addition to the central zone.

Renovation of marine lab in Biology Department.

Renovation of new offices for the Information and Public Relation Bureau.

Renovation of CNS Data Center.

Installation of 27 A/C's in several locations on campus.

Replacement of main heating and hot water riser pipes in the faculty apartment building II.

Major painting works including all corridors of Van Dyck Faculty of Health Sciences, Biology Department completely, 6 student dormitories, post office, Economics Department, annex building of FEA, Main Gate.

Refurbishing several offices in Faculty of Agriculture and Food Sciences.

Re-tiling of Publications office.

Refurbishing of electronics lab in Wing B FEA.

New partition in CAMES-Ada Dodge Hall.

New roller blinds for engineering library.

Modifications in first and second floor of comptroller's office, College Hall.

Installation of 207 PIR switches in Fisk Hall, Biology Department, Suliman Olayan School of Business, physics.

Preparation of new parking lots in Salient Area.

Installation of double glazed windows and doors in AREC creamery and female student dorms.

Preparation of all campus A/C systems for the coming summer season including central systems, split type A/C's and window type A/C's.

Repairing of façade of Faculty I.

Number of service requests and calls during the subject period was 1,570 and 5,537 respectively.

Number of preventive maintenance work orders was 7,984, not shown on the chart below.

Major Civil Works

Completed major civil works:

Construct new outdoor stairs on the upper leading to building 42 from the east side.

Relocate the internal security forces outside the campus on plot 505 by providing new prefabricated units.

Ada Dodge Hall – cafeteria underwent major renovation and decoration. Structural alterations, electrical and mechanical works were designed and executed by Physical Plant. The internal and external spaces refurbished totals 2100 m².

Ongoing major civil works:

Renovation of Van Dyck basement in order to accommodate new offices and training room to be used by the CNS Department. Approximate area 390 m².

Relocation of the Supply Department stores and receiving units from the footprint of the new Olayan school of Business at the lower campus to south of Durrafourd Building.

Physical Plant Review

The recommendations of the "Adams Report" have been reviewed; two were rejected, ten completed, six internal recommendations added and all others are at various stages of implementation, giving an overall implementation point of 60%.

Business Services

Food Service

The contract to outsource food services on campus was awarded to USM Compass SAL. Compass Group International (CGI), a British company that provides food services at many airports and a number of universities in the US and Europe, teamed up with a Lebanese partner, Universal Services and Maintenance to form USM Compass SAL. Prior to approval, the contract was thoroughly reviewed by Business Services and AUB's lawyers, and the EHS&RM

Department reviewed the insurance requirements. Contract implementation will begin October 1, 2004. As agreed in the contract, USM Compass SAL renovated the main cafeteria according to approved plans and under the direct supervision of Business Services, FPDU, Physical Plant and EHS&RM. The renovation was completed in mid August and the facility opened on August 20, 2004. During the renovation period, USMC provided food services from the School of Engineering milk bar, the Agriculture kiosk, and a new temp kiosk that was installed facing the Main Cafeteria. Under a mutual letter of understanding to cover the period November 18, 2003 until September 30, 2004, USMC agreed to pay AUB a percentage of the revenue generated from sales. AUB's share is estimated to be close to \$100,000 during this transition period only.

Bookstore

During the past year, students complained about book shortages, so a committee formed by the president and chaired by Mr. Nahas, in collaboration with Business Services, is investigating this matter to prevent a recurrence. Profit sharing during this year was the minimum pay of \$60,000.

AUB Campus Supply

An in-house computer-based monitoring system for the Surplus & Scrap Items section was introduced in order to improve control over inventories and processes. The Supply Dept. is introducing a complete online store requisition system. Plans are in progress to move the current receiving area and adjacent stores to a new location behind the Durafourd building. This move is necessary in preparation for the construction of the new Business School.

Business Services

New reduced hotel rates were secured for this year from various hotels in the Beirut area. Most of the hotels reduced their prices competitively, except for Rotana, claiming that their overall rates have increased and because of our considerable activity with them. Business Services secured a 10% discount (on a trial basis) for all interested AUB staff/faculty at the child day care center adjacent to the AUBMC. Online clearance of records is still ongoing; BS has linked the online clearance procedure with its in-house database for automatic notification.

Housing

A new Director of Housing, Mr. Antoine Chahine, joined the department on May 1st 2004. An internally developed housing database was introduced to store and consolidate all data relevant to housing tenants and operations.

By the end of the first week of October 2004, most of the new faculty joining AUB will have been accommodated in either on or off campus housing. In order to improve housing requirement forecasts, all deans were asked, as early as June 2004, to provide Housing with a list of all new faculty, including family details and housing preferences.

As agreed by the Housing Committee and to enforce the Housing policy, a letter was sent to all tenants who are no longer entitled to housing subsidy on campus, giving them an October 31, 2004 deadline to vacate the flats. Most of those notified responded by either moving off campus or applying for the Housing Purchase Plan (HPP).

Motor Pool (MP)

An attendance machine was installed to control staff attendance, overtime, & straight time hrs.

Data provided by the online transportation requisition system has been utilized to assist in controlling overtime and straight time allocation. It is also being used to control charges being made by Allo Taxi in relation to airport transportation. Further use of this system will be made.

The Liter Plus gas card system has been in use since March 2004. The generated reports are being used as an expense control tool. Meetings are regularly held with the administering company staff to improve the generated reports and resolve reporting errors.

During the early months after introducing the Ambulance Service, this service was subjected to abuse. Beginning December 2003, the requester cannot request the services directly, but must go through the Emergency Room, where designated ER staff will request an ambulance if necessary. The new procedure controlled ambulance service and restricted usage to emergency cases.

Benchmarking indicated that we were 13% more expensive than any major transportation company in Lebanon, and advantages & disadvantages of outsourcing were depicted. However, retaining this service as is was recommended, while attempting to decrease variable costs. The management team implemented changes resulting in a decrease in overtime hours (57%) and straight time hours (37%) when compared to fiscal year 2002-03, due to better time management and to outsourcing airport transportation.

The salaries of four UGP employees were removed from the MP Cost Center and posted to the UG Parking cost center. A database has recently been developed to control and keep record of all Motor Pool vehicle servicing & maintenance.

Parking

The Parking Committee made important decisions to provide additional parking spaces around campus especially following closure of the sea parking: Early during the year, two new lots outside AUB campus boundaries and next to Corporation Yard were prepared to accommodate nearly 83 cars. Parking spaces were assigned in these lots to graded staff who work from 8:00am - 5:00pm. These lots will be opened & closed according to this working schedule. The Protection Office will open and close the lots outside the set schedule and during emergencies.

The sea parking area closed on June 28, 2004 in order to begin the Hostler Center project. As a result, and to replace some of the lost parking spots, 2 new areas were converted to parking lots: the women's dorm tennis courts which can accommodate 71 cars, the old Alumni tennis courts which can accommodate 69 cars. Most of those who parked at the sea lot were moved to the new lots and some to the lower campus parking areas. A limited time offer was given to those who agreed to relinquish parking permits in exchange for a \$300 payment per year for two years. 2004-05 parking fees for peripheral areas & campus were increased, prorated on a monthly basis. Part-time faculty members will continue to make a one-time payment per semester.

Purchasing

Procurement: 60% of university departments have access to i-procurement and are preparing requisitions on-line, except for requisitions funded by special grants and projects which should follow the same process after the implementation of Oracle Grants & Projects module.

Orthopedic Supplies: A tender for orthopedic supplies used at the operating room was opened on May 3, 2004, in order to standardize quality of products and prices. Prices quoted were still higher than the international and local market prices. Purchasing has set target prices for the quoted systems and is negotiating with the approved suppliers for price decreases. The yearly value of orthopedic purchases is estimated at \$2 million.

Purchasing has developed a new suppliers' application form and updated its suppliers database.

Significant savings were achieved as a result of bidding on the following purchases:

Balloon Catheters: Savings achieved for this item amounted to 40%, or \$122,000 per year.

Cardiac Coronary Stents: Savings projected at 25%, equivalent to \$153,125 per year.

Heart Valves: Savings achieved amounted to 13% for aortic valves and 22% for tissue valves, equivalent to \$11,944 per year.

Student Transcripts: Savings achieved amounted to 72.8%, equivalent to \$53,500.

Disposable Syringes: Savings achieved for this item amounted to 22%, equivalent to \$25,677.

Travel Office

During this year, \$779,000 was spent on airline tickets. The bidding procedure resulted in savings of \$98,900, representing 12.7% of ticket costs. A "Customer Satisfaction Questionnaire" was sent to AUB managers, academics and departments. Satisfaction with the offices' services was 78%, neutral opinions were 17%, and dissatisfaction was 5%. These results indicate that the Travel Office is doing well.

Vending Machines

The revenues from these machines was ~L.L. 14,953,461.73 (~\$9,916.09). The 10% VAT paid for the period was L.L. 1,495,346.17 (~\$991.61). This year the Internal Audit Dept. reviewed the vending machine contract with NEAD, their services and availability on campus and the Hospital. Following review with Business services, some recommendations were implemented.

Miscellaneous Projects Performed by Mr. Sami Cortas, Assistant VP

GLORA The new fiscal year was opened. On-demand aggregate and variance reports were added to the application. Other improvements and enhancements allowed selection of a group of centers and accounts. The batch update program had to be re-written to read balances from Oracle in monthly segments to circumvent Oracle time out. In September 2004, a web-enabled version of GLORA allowing access to GL balances and details from the internet, iGlora, was launched. iGlora also allows downloading of selections into Excel file. iGlora has been tested from New York and Florida and the response was good.

Overtime Reporting In January 2004, the web-based time report was modified to allow reporting of overtime work on a daily basis by employee. The system was used in the February payroll.

Cashier Revision of the cashier program allows generation of accounting entry using grouping of accounts. A link to the students and employees database allows update of active student lists without interruption of operation. New reports were also developed to satisfy the Comptroller's requirements.

Private Clinics Scheduling This scheduling system was launched in February 2004. It has over 40 users and already has 82,000 appointments logged. In April 2004, the system was web enabled to allow doctors to view their appointments, and has been further enhanced to do patient registration and to interface with the hospital master patient index. This system is being implemented in additional departments and is becoming a hospital wide scheduling system. We plan to enhance it into a resource scheduling system to be used for the operating room next year.

Medical Records Dictation System The medical records dictation system was enhanced to allow doctors to dictate their medical reports using their PCs, transferring them to Medical Records for transcription once complete. The PC based system has an advantage over the telephone system in that it allows rewinds and insertions. Reports can be dictated over several sessions and even from home, then transferred to Medical Records using the internet (FTP). An extension of this application is being planned to allow doctors to view the types reports over the internet.

Endocrinology System An application was developed to allow the Endocrinology department to capture images from their scopes, and report on them. The system interfaces with the scheduling system and the hospital master patient index. The system has been showcased and is ready for final adjustments prior to the planned implementation in November. The project was delayed by the stoppage of Purchase Order in June 2004, which prevented acquiring the needed hardware. We intend this application to be a general reporting application for all departments.

Hospital Cafeteria Cashier The application on the first visual foxpro project, which allows employees to charge meals and VAT against their personal accounts using their ID cards like debit cards, went live in March. This application is useful in reducing cash handling.

Payroll Security Security was enhanced by the Social Services Registry: An application was written for Social Services to allow them to keep detailed bio-information about patients, detailed interviews, patient relatives and visits. The Registry was an IT project started in 2000 which never took off. The application was put into operation in August 2004, and is undergoing fine tuning. It already has 280 patients on record.

A/R over the local web A web application was developed in September 2004 at the behest of the Comptroller's Office to allow employees to view their A/R balances (The A/R application was developed in Feb 2002 to compliment the Oracle suite which did not have employee A/R). In the process a portal for the Comptroller's Office was built, to be used for other web based applications, such as viewing of pay slips.

Pay slip on the local web A web-based application to allow users to view pay slips on line was developed in September 2004, and is ready to be rolled out as soon as the Payroll section gives approval. Users will be able to view their pay slips dating back to January 2000, when the HR system was launched to replace the non-Y2K GEAC system. (Pay slips dating back to 1995 are online, but these will not be placed on the web initially).

Laboratory Information System The LIS , in operation since 1996, now logs nearly a million tests daily, has interfaces to machine for automatic data import, interface to billing, hospital master patient index, order entry from the floor, and delivers results to the floors over the network and outside the hospital over the web. This system is being revamped to tie it to the new MPI so that the Lab and other departments can perform patient registration, and to the hospital cashier to allow transfer of outpatient charges to the cashier. The program is ready, waiting for the OPD cashier to be completed. We hope to launch it in December.

Plant Engineering Request Form A web-based prototype was developed in February 2004 to replace the paper maintenance request form being used by Plant Engineering. However, Plant Engineering is looking for a larger system that will have request forms incorporated it.

HR Organization Tree The HR system has a field in the employee's record for his/her supervisor. A program to display an Organization Tree graphically showing this was written. Once the field has been populated, Personnel can generate an organization chart graphically.

Mr. Cortas will be entrusted with the implementation of a new Hospital Information System (HIS) that will depend on integrating many of the in-house developed programs with a core Admission, Discharge and Transfer System.

Facilities Planning and Design Unit (FPDU)

A comprehensive report that highlights the progress of all the major construction and rehabilitation projects on campus, the Medical Center and AREC is presented separately. See Appendix A for an outline of this report.

George Tomey
Vice President for Administration

VICE PRESIDENT FOR FINANCE

People

Claude Dubois, the Director of Financial Planning and Budgets, resigned at the end of June, after seven years of notably productive and conscientious service to AUB. He decided to return home to Canada for family reasons. Claude more or less single handedly overhauled the internal financial reporting and budgetary process, first at AUH and later for AUB as a whole. The whole AUB community owes him a big debt of gratitude. His successor is Drew Wickens, who has been Claude's Deputy since February 2002. We are now seeking to backfill Drew's position as well as expand the planning team to provide additional analytical support for AUB as we enter a period of strategic review.

At the same time that we experience some healthy turnover, we also benefit from considerable continuity. This year we celebrated the 35 years of dedicated AUB service of our staff member Asdgig Padlikian.

Planning

For the second fiscal year in succession, AUB is headed towards a balanced operating result. This compares to a \$7.5mm operating deficit in 1997/98. Also this year for the first time in recent memory, AUB's cash withdrawals from its investment portfolio have been less than the self imposed allowable draw rate.

These good results derive from many efforts, including the Hospital, Development, and our Washington office. However, an important contributor to our improved results is a much tighter and more intensive financial management process. At its most essential, this involves regular review of monthly financial results and a more rigorous planning process. Over the past several years, we reaped substantial financial benefits from these time consuming efforts.

During the last twelve months we have participated in numerous changes to the budget and planning process. The most notable initiative, supported by an inter-disciplinary task team, is the introduction of an integrated strategic planning process which will unfold over the next two years. The intention is to create a framework in which strategic initiatives will be drafted, approved, incorporated into our operational planning process and into a set of long term goals (key performance indicators).

This year we also lengthened the time horizon of our capital and operating budgets. We introduced a rolling three year capital budget cycle, and we are now attaching a four year scenario to our one year operating budgets. These measures are intended to enhance our understanding of the multi year implications of projects/programs initiated in any given year.

We have also devolved some decision making in capital budgeting. The Board of Trustees has delegated to the Administration the freedom to transfer up to \$100k between approved capital budget projects in the event of need and circumstance. This speeds up the decision making process without in practice significantly decreasing controls. Another area of devolution was to

give the Hospital, plus each Faculty, plus Physical Plant and FPDU a target for capital budget expenditures and let each major unit determine its own priorities, within that targeted amount. The intention was to simplify the decision making process and place the decisions in the hands of people with the right mix of detailed knowledge and experience.

Comptroller's Office

We completed our second year under the new financial management system using Oracle Applications. Last year's closing process was difficult, but the experience was educational. Lessons learned during the year-end closing are expected to reap significant benefits for future years.

During the period under review, we successfully integrated HSBC's electronic banking system into our financial management system, and now process more than 60% of vendor payments via electronic transfers. During the year we also introduced electronic reimbursement of the more than one hundred petty cash funds, which saves time, not only for Comptroller's office, but also for those receiving replenishments. During the summer term and the 2004 fall term, in cooperation with various banks collecting tuition, we began to transmit and receive much of the data electronically, eliminating the necessity of printing, statements of fees. Late in the year we also introduced employee reimbursement of small payments via the payroll system. At the same time, with the assistance of Mr. Sami Cortas, we provided on-line access for employees to review the details of the personal accounts. On-line access of employee payroll statements will be available very early in the fiscal year 2005.

In connection with the university wide project, the Office developed a "Balanced Scorecard". This process requires continued review and updating of KPIs to assure our efforts are directed to the proper areas of concern for our customers.

A major project this year has been the implementation of Oracle Grants Module. Our consultant has been with us for most of last six months, and we will go live with the module after closing the accounts for fiscal 2004. While we are hopeful regarding the benefits to be derived from moving to Grants Accounting, the implementation process has required considerable time for discussion, reading and trial exercises.

AUBMC Receivables

As indicated in the chart below, during fiscal 2003-04, there was a 12% increase in Hospital receivables, net of professional fees. Government receivables grew 6%, with a major decrease in MOH partially offsetting a 23% increase in NSSF in-patient receivables. The NSSF total listed in this chart excludes an additional \$5.8mm of NSSF receivables (as at 9/30/04) relating to out-patient services and pharmaceutical supplies provided to AUB employees. Private insurance company receivables grew by about 23%, mostly due to a \$1.6mm increase in receivables from Med Gulf. This increase is primarily a reflection of increased billing and secondarily due to a slowdown of Med Gulf's payments.

We are following up at all levels of government to try to speed up NSSF's payments, and the Hospital is also working to keep the big private insurance companies on schedule with their receivables.

AUBMC Receivables, Net of Professional Fees

\$000,000

9/30/03

9/30/04

MOH	5.6	3.6
NSSF	15.4	19.1
Other Government	2.8	2.7
GOVERNMENT	23.9	25.4
Private	8.1	10.0
HIP/Self Pay	4.0	4.9
TOTAL In-patient	36	40.3

John Bernson
Vice President for Finance

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction

The period October 1, 2003 to September 30, 2004 witnessed a major upsurge in REP activities. Dhofar University project led the surge, followed by major new work in Kuwait and Saudi Arabia. FY 2003-04 witnessed important first-time activities such as CEC certificates outside Lebanon, workshops in Syria, and an expanded presence in Yemen.

During the period of this report, REP managed 40 projects in nine countries (sometimes several locations in the same country).

Delivery involved 105 faculty members who jointly put 1,523.25 man days for the fiscal year 2003-04 compared to 74 faculty members who jointly put 839 man days for the fiscal year 2002-03. REP continues to be a major manifestation of AUB's imposing presence in the region.

Major Consulting/Professional Projects

1. Signed with Technology Services & Trading Co. 'TSTC' the agreement for 'Offering CEC Certificate Programs in Accounting and Office Management in Kuwait' for a two year period starting March 14, 2004.
2. Signed a new agreement with Al Mana' General Hospitals for Technical Assistance for one year.
3. Signed the contract for the Strategic Review of the Institute for Banking Studies in Kuwait for six months ending August 2004.
4. Signed with the University of Sharjah the renewed secondment for the EMBA Director for the period September 1, 2004 - August 31, 2006.
5. Signed a new contract with AMIDEAST for the Gulf Education Reform Project for the period February 1, 2004 - December 31, 2004.
6. Signed the agreement with the University College of Bahrain for Technical Assistance for the period August 15, 2004 - December 31, 2004.
7. Signed the agreement with the Italian Embassy for Public Health Training Opportunities for the Ministry of Public Health.
8. Signed with EDC an amendment and increase budget for the New Schools Project in Egypt covering the activities ending January 31, 2004.
9. Signed with Comitato Internazionale per lo Sviluppo dei Popoli 'CISP' the agreement for the 'Training Program in the Maintenance and Repair of Medical Equipment' for a three month period starting March 2, 2004.
10. Signed with Hikma Pharmaceuticals a Management Training for their operation in Portugal for the week of May 24, 2004.
11. Signed with the Independent Administrative Reform & Civil Service Commission in Afghanistan the cooperation agreement in civil service and administrative reform for the visit in September-October 2004.
12. Signed with IFAD the Technical Training Support agreement for the duration from August 1, 2004 - July 31, 2005.

13. Signed with Consumers Lebanon an agreement for sample collection for testing at FEA in support of their AID/AMIDEAST agreement for the period ending May 31, 2004.

Workshops

Contracts

As part of our Civil Service Training Program, REP conducted the following workshops:

Time Management: Manage Yourself, not your time; November 17-21, 2003; 23 participants from various ministries

The Balanced Scorecard: Enhancement of Strategic Public Management; October 20-24, 2003; 28 participants from various ministries.

As part of the agreement with Hikma Pharmaceuticals in Amman, Jordan, conducted the following workshops:

The Professional Manager; April 17-18, 2004.

Performance Management: Introduction to the Balanced Scorecard Methodology ; January 22-23, 2004.

As part of our agreement with the Syrian Consulting Bureau in Damascus – Syria conducted the following workshops:

Customer Care; July 10-11, 2004

Strategic Executive Leadership; April 24-25, 2004

Signed with Yemen Computer Company a Strategic Plan of Action for the period January 1, 2004 through July 30, 2004 with a budget guideline to be specified based on actual activities.

REP conducted two workshops: Middle Executive Management; May 29-31, 2004 and Strategic Executive Leadership; December 3-4, 2003.

Signed with Knowledge Village the agreement to conduct the workshop on Strategic Executive Leadership in Dubai; May 15-16, 2004 .

REP offered the following workshops

Total Quality Management: December 10-12, 2003; 8 participants

Business Process Mapping & Development: November 6-7, 2003; 15 participants

Quality Management Systems ISO 9001:2000 Standard: October 13-17, 2003; 9 participants

Quality Management Systems ISO 9001:2002 – Internal Auditing: October 29-31, 2003; 6 participants

Kuwait Operation

REP offered the following workshops to the Kuwait Petroleum Corporation:

Financial Planning (Arabic): February 29- March 3, 2004

Negotiation Skills: February 29-March 3, 2004

Supervision Skills (Basic): February 15-18; March 21-24, 2004

Time Management (Arabic): February 15-18; March 28-31, 2004

Budget Estimation Types, Forecasting & Cost: March 28-31, 2004

Dealing with Change: March 28-31, 2004

Project Finance: April 4-7, 2004

Supervision Skills (Advanced): April 25-28, 2004
Supervision Skills: January 18-21, 2004; December 28-31, 2003; October 19-22, 2003
Understanding the Investment Environment: January 11-14, 2004
Dealing with Change: January 11-14, 2004; October 19-22, 2003
Negotiation Skills: January 11-14, 2004; October 12-15, 2003
Time Management: January 4 -7, 2004; December 21-24, 2003; October 19-22, 2003
Risk Management Tools & Techniques: December 14-17, 2003

Continuing Education Center

A total of 404 students were enrolled in courses and certificate programs during the fiscal year 2003-04. The AANA program for the summer 2004 was offered to 34 students.

* Actual until August 31, 2004 and estimated for September 2004

George Khalil Najjar, Vice President
Regional External Programs

VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

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

Fiscal Year 2003-04

I am pleased to report that in this last fiscal year, 2003-04, we were able to raise \$12.25 million. In the last four fiscal years, contributions to AUB (case only) have gone from \$6.232 million in fiscal year 2001 to \$10.475 million in fiscal year 2002 to \$17.622 in fiscal year 2003 and then to \$12.249 in fiscal year 2004. One can credit our increase in the dollars raised to the major gift solicitations that we have undertaken as part of the Campaign for Excellence, to a more aggressive mailing schedule for our appeals to alumni, friends of AUB, the AUB faculty and staff, and to the implementation of a number of new programs referred to elsewhere in this report (Fingerprints, Parents Appeal, Bookmark, etc.). Additionally, we have again increased the number of donors contributing to AUB this past fiscal year to 3,367 (FY 2004) from 2,955 in the 2003 fiscal year. Of particular interest is the number of alumni donors who gave during the last three fiscal years. This has grown from 782 in FY 2001 to 1730 in the just ended FY 2004, and we should be particularly proud of this fact.

New York – Beirut Gift Receipt Report September 2004 Cumulative

SOURCE OF GIFTS	OCT. 01-SEPT.02		OCT. 02-SEPT.03		OCT. 03-SEPT.04	
	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT
Faculty & Staff	99	\$ 76,188.53	141	\$ 82,617.96	163	\$ 476,629.22
Alumni	1422	\$ 2,110,712.30	1494	\$ 2,802,997.10	1730	\$ 4,182,737.29
Bequests	4	\$ 110,000.00	1	\$ 10,000.00	5	\$ 585,000.00
Business	158	\$ 3,786,948.77	152	\$ 5,930,463.07	168	\$ 1,149,234.90
Foundations	42	\$ 715,066.00	45	\$ 1,166,426.89	49	\$ 1,991,779.64
Individuals	1122	\$ 1,995,597.25	1038	\$ 6,305,105.36	1143	\$ 1,989,971.21
Private Groups	41	\$ 166,950.30	45	\$ 345,689.25	52	\$ 477,400.12
Active Trustees	63	\$ 1,519,806.25	39	\$ 979,570.24	57	\$ 1,396,705.49
Totals	2951	\$10,481,269.40	2955	\$17,622,869.87	3367	\$12,249,457.87

The kind of spikes in giving reflected on this chart are not uncommon in philanthropy and especially during a major fundraising period. This past year, we were in a period of uncertainty—the U.S. economy, the war in Iraq, the U.S. presidential elections, and other seemingly disruptive external factors in Lebanon and elsewhere. Giving to not-for-profits is strongest when there is not this kind of uncertainty. But giving to AUB remains strong and the increase in the number of donors—in all categories—is encouraging. (There is no single source that one can refer to for information on charitable giving worldwide, unfortunately. According to Giving USA 2004, a publication by the American Association of Fundraising Counsel Trust

for Philanthropy, charitable support of colleges, universities, and schools remained flat in 2003—the most recent year for which information is available.)

We have done particularly well in raising funds for scholarship support over the past few years. Increased giving for this purpose has been particularly strong thanks, in part, to the emphasis on meeting the Cleveland H. Dodge Foundation Challenge. This required that we raise \$2 million for endowed scholarships in order to be eligible for their \$500,000 grant to establish the Cleveland Dodge Foundation Endowed Scholarship Fund for students from the Middle East region outside of Lebanon.

MAJOR FUND ACCOUNTS	FY02		FY03		FY04	
	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT	NO. OF GIFTS
CURRENT FUNDS	2435	\$ 7,134,680.74	2191	\$10,245,259.65	2326	\$ 7,600,932.78
ENDOWMENT FUNDS	516	\$ 3,346,588.66	764	\$ 7,377,610.22	1041	\$ 4,648,525.09
TOTAL	2951	\$ 10,481,269.40	2955	\$17,622,869.87	3367	\$12,249,457.87

Campaign for Excellence

On October 1, 2002, AUB launched its five-year, \$140 million Campaign for Excellence. As of October 1, 2004, we have completed 40 percent of the Campaign in time and raised about 64% of the money needed.

<u>CATEGORY</u>	<u>GOAL</u>	<u>RAISED-TILL SEPT.30-2004</u>
ENDOWMENT	\$ 69,000,000.00	\$ 37,921,656.33
BUILDING PROJECTS	\$ 61,000,000.00	\$ 33,555,000.00
CURRENT EXPENDITURE	\$ 10,000,000.00	\$ 18,716,504.79
TOTAL	\$140,000,000.00	\$ 90,193,161.12

You will recall that the other goals of the Campaign, in addition to raising \$140 million by December 31, 2007, are to:

Increase participation from individual donors (alumni, parents, and friends) and from institutional funders (corporations and foundations).

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

Build a base for the Annual Fund so that it is strengthened and increased.

Increase awareness and appreciation of AUB on the part of alumni and other donors.

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

While there challenges remain, we have made substantial progress over the past 24 months in meeting a number of these objectives.

To date, over 4,500 people have contributed to the Campaign for Excellence. Thirteen donors have made gifts of over \$1 million for a total of \$63 million. Sixty-three donors have given in the \$100,000 to \$1 million range for a total of \$16.5 million.

Looking forward, our goals for the coming year remain very similar for the past fiscal year. Specifically they are:

Increase the number of solicitations by the President, Trustees, Deans, Provost, development officers and other appropriate individuals.

Increase the number of cultivation visits on prospects.

Continue to increase the number of donors and identified prospects for AUB.

Develop a pool of volunteers to assist with our fundraising efforts.

Continue work on communications vehicles for our various constituencies (*MainGate*, AUB website, etc.) so that a unified image and brand identity for AUB is established.

W. Stephen Jeffrey
Vice President for Development
& External Relations

DEVELOPMENT OFFICE, BEIRUT

Executive Summary

This year was again one of the more productive fundraising years in AUB's history. Gifts received at the Beirut Office came close to the \$7 million mark, with the number of donations rising by almost 50% as compared to last year's record. Of particular note is the increase in funds designated for scholarships (current and endowed) that more than doubled. The Dodge challenge well exceeded its target. Our development programs continued to grow. Class Reunion celebrated its fourth year, Fingerprints its third, Parent Program its second, and we embarked on a new program to support the libraries (Bookmark). We continue to work closely with AUB leadership, faculties and other university units toward the Campaign for Excellence goals. Our new Alumni and Development software is now fully integrated.

Financial Results

The Beirut Office received gifts of \$6,865,448 through 1,723 donations. The dollar amount was 25% less than last year's record; however, last year's Beirut figures included a \$5.2 million gift (to establish CASAR) while this year's largest gifts in Beirut were three \$500,000 gifts. The number of donations increased by 48% from last year's figure of 1,168.

Breakdown of value of donations by category was as follows: alumni 40% (\$2,759,264), business and foundations 11% (\$742,190), individuals 23% (\$1,582,670), and others 26% (\$1,781,324). Breakdown according to number of donations was as follows: alumni 62% (1,074), business and foundations 9% (154), individuals 17% (289), others 12% (206).

Funds designated for scholarships increased 135% to \$3,924,005 from \$1,675,138 last year. A sharp increase of 170% was recorded in gifts for endowed scholarships, from \$1,010,623 to \$2,733,216.

Annual Fund

During this fiscal year, we sent 7 Annual Fund appeals compared to 5 in the previous year (and 3 the one before). These included: 2 Faculty/Staff appeals in October 2003 and April 2004 signed by VP Development (with a salary deduction option); 2 General appeals, one signed by AUB Trustee Kamal Shair and another signed by the deans of the faculties the alumna/us graduated from (former students and non-alumni friends received a letter from VP Development); a parents appeal signed by 3 parents and addressed to parents of currently registered students who did not apply for financial aid; a Lybunt/Sybunt appeal signed by a student on financial aid; and a Bookmark appeal which is a new program we introduced this year asking parents of graduating students to give for books in honor of their sons/daughters.

Donations received to the Annual Fund this fiscal year totaled \$3,271,798 from 685 donors, of whom 94 are AUB faculty/staff and 24 are parents. This compares very favorably to last year's

figures of \$2,534,065 from 391 donors (65 AUB faculty/staff and 9 parents), showing 30% increase in amount and 75% increase in number.

Dodge Foundation Matching Grant

Two years ago, to encourage donations from alumni and friends outside North America, the Cleveland H. Dodge Foundation granted AUB a two-year grant to match by \$1 every \$4 raised for endowed scholarships, provided we raise at least \$2 million for endowed scholarships. Specifically, the match stipulated that we raise \$1 million for general financial aid endowment and \$1 million for named financial aid endowment funds. Upon realization of this goal, AUB is eligible for a \$500,000 grant from the Foundation to establish the Cleveland Dodge Foundation Endowed Scholarship Fund for students from the Middle East region outside of Lebanon.

During this fiscal year, we were successful in meeting the requirements of the Dodge match by raising \$2,620,992 in donations that qualify for the match. These were raised through alumni branch fundraising events, a mailing appeal to alumni and friends in February 2004, the Fingerprints program, the Class Reunion activities, and numerous personal solicitations. With the amount raised last year (a little over \$1 million), the total amount that qualifies for the Dodge match well exceeded \$2 million to reach \$3,633,245.

Fingerprints

The Fingerprints program, launched in 2001-02 asking graduating students to contribute \$25 or more to support endowed financial aid at AUB, recorded yet another major leap in 2003-04. This fiscal year, 683 seniors contributed \$19,447 to Fingerprints compared to 476 students with \$14,573 last year, for an increase of 44% in participation and 34% in amount. In its first year, 372 students contributed \$11,000 to Fingerprints. As in previous years, the amount donated by students was matched two-to-one both by AUB Trustee Kamal Shair and the University Student Faculty Committee (USFC). The total also qualifies to be matched by the Cleveland H. Dodge Foundation. The Fingerprints Endowed Scholarship Fund now has a little over \$220,000 available to support needy and bright students of AUB.

Stewardship

We maintained our policy of reporting to donors on the use of their gifts and particularly those with current and endowed scholarships. Donors and sponsors of named scholarship funds were contacted to enlist renewed support for current scholarships, to secure prior approval of awards from particular funds, and to advise of the names and other particulars of the recipients and amounts awarded to each. Bio-sketches of the recipients were forwarded to donors. Numerous requests for special reports and queries on balances, awards and restrictions were attended to.

Alumni Affairs

The Office continued to promote AUB among alumni constituencies. We met on a regular basis with alumni and managed AUB representation in their functions. The Office assisted in preparing and participated in fundraising functions with the Qatar, Athens, Syria, Eastern

Province of Saudi Arabia, Oman, Bahrain, Kuwait, Dubai and Abu Dhabi alumni branches and also in Lebanon for those of the AAA, the Engineering, Medical, Agriculture, Nursing, Health Sciences, and Business Chapters, and the North Lebanon, Bekaa, South Lebanon, and Mount Lebanon branches. Most of the proceeds of these activities are earmarked for financial aid. It is pertinent to note that this year AUB received the largest single donation from an Alumni group in its history with a gift of \$500,000 from the Dubai and Northern Emirates alumni association.

In addition, visits were made to Jordan, UK, Afghanistan, Egypt, Australia, Jeddah, and a number of states in the US. The trips were both alumni and donor/prospect focused. We played a role in establishing new alumni branches in Egypt and Afghanistan, and new chapters for the Computer Sciences and the Basic Medical Sciences.

The AAA elections took place in June 2004. New leadership has emerged in various branches and chapters as well.

AUB hosted the fourth annual Class Reunion celebration in July 2004. This year's program was for the graduates of '79, '84, '89, '94, and '99. More than 800 alumni with their companions celebrated and left behind proceeds totaling around \$18,000. These monies were added to the Class Reunion Endowed Scholarship Fund.

Collaboration with Faculties and other University Units

The Office worked with the university units (academic and otherwise) on a number of development opportunities. Our efforts with the deans included working on naming opportunities in their faculties and in assignment and management of prospects.

The period witnessed the groundbreaking of the Pierre Aboukhater Ambulatory Care Center, the Graham and Meredith Rooke Wound Care Center, the Charles Hostler Student Center, and the Naef K. Basile Adult Cancer Institute. We also had the naming of the Internal Medicine Library after Dr. Joseph Yammine, the naming of the entire Dentofacial Clinics after Dr. Karekin Tabourian, the inauguration of the Suhayl Uthman Endoscopy Suite, the naming of the Dermatology Library after Dr. Dia Mutasim, and the conclusion of the gift to establish the Antoun Ghattas Karam Electronic Classroom at Jafet Library.

Major new endowed scholarship funds include Dr. Jean Mouadieh's, Dr. Fadlo Abu-Haidar's and Mr. Riad Sadik's. A number of research and other-purpose funds were established including Hussein Oueini Fund for PSPA Studies, the Coca-Cola Sports Fund, the Lajna Shabiya Fund for renovating classrooms at Nicely, the Khalil Zantout research fund, Ghassan Mahassini research fund in diabetes, and the Solidere research fund.

A drive towards establishing a Chair in American Studies in the name of the late Edward Said was launched. Of note also is the launching of The Brave Heart Fund, the first public driven patient fund at AUBMC. The fund objective is to raise money to help needy children with Congenital Heart Disease. So far, over \$120,000 has been raised from over 240 donors, 85% of whom are first time donors to AUB.

We also worked with the deans to identify and price spaces for possible named opportunities. Major proposals were developed and presented to prospects. Development focused activities were held with the deans. Those included trips with FAFS Dean Dagher to Jordan and Egypt, and with AUBMC VP Cortas to Jordan and Bahrain, and an activity by FAS Dean Bitar to donors/prospects. The Office was also involved with the 50th anniversary of the FHS, the School of Nursing 100th anniversary, the AUB Job Fair, and the FEA Student Conference.

Volunteer Groups

AUB's four volunteer groups had an active year. The President's Club continued to enhance student life on campus. The Club equipped three additional 'smart classrooms', provided financial support for theatrical productions and the AUB spring concert, covered the professional filming of *The Epic of Gilgamesh*, rehabilitated the basement of Penrose dormitory to serve as a student activity room, and furnished a student lounge in the Faculty of Health Sciences. The President's Club also provided significant financial support (\$60,000) for the resurfacing of the Nadim Khalaf tennis courts, inaugurated in June 2004. The Scholarship Fundraising Committee changed leadership as Ambassador Khalil Makkawi assumed presidency. The Committee held a fundraising dinner at the Phoenicia and donated \$125,000 from proceeds of their activities for endowed financial aid. The Women's Auxiliary maintained its monthly support of AUB and the Medical Center. Coordination continues with the Friends of the Museum.

Communication with Alumni and Donors

A Contributors Report honoring our donors was prepared for the fourth consecutive year. Six issues of AUB Today and four issues of *MainGate* were mailed to alumni, donors, and parents. The Development Website recorded more than 6,100 requests from outside campus. This website was redesigned in August to comply with the requirements of the AUB Web Oversight Committee. The new design is more flexible and is a source of information to our alumni and friends while encouraging participation in our fundraising programs (particularly Fingerprints and Class Reunion). E-mail was used extensively to promote our programs.

Staff Development

A number of our staff attended professional development international conferences (CASE, SCT Summit, AHP) and training workshops on office software (through Academic Computing). Numerous sessions of training for all the office staff on the new Banner Development and Alumni software were also conducted throughout the year. Visits to NY Office were also made to coordinate the implementation of the new Banner system.

Development and Alumni Software

We went live with the Banner system on October 1, 2003 in Beirut. In November, the NYO was converted to Banner. Staff were trained on the system during this time. Banner and the old system were run in parallel until March 1, 2004. Combined (Beirut and NY) monthly gift reports, campaign reports and other regular and on-demand reports were developed and finalized.

Prospect Management and Research

The Office worked on creating a unified master list of donors and prospects. A list of more than 600 prospects under follow-up by the development officers was incorporated into the shared server. Gift officers have direct access to the list and can manipulate the part relevant to each. Gift officers now also benefit from the new Banner Information System through web access to our alumni and donor database. Strategy sessions were periodically held with prospect assignments. We also identified and priced spaces on campus and in the Medical Center for possible naming opportunities. Prospects research intensified, particularly through the latter part of the year as more dedication is being granted to this function. Updating and incorporating address changes and other information of alumni were ongoing. We worked with Liban Post to minimize returned mail through applying new codes to facilitate proper distribution of mail.

Looking Forward

Our driving force continues to be the Campaign for Excellence. The Office will work toward defining and pricing of projects, drafting fundable proposals, and identifying and committing donors at various levels of the Campaign gift pyramid. We will continue to building on previous success with development programs such as Class Reunion, Fingerprints, Faculty and Staff program, Parents program, and Bookmark, with plans to expand the scope of some. Through the help of our new information system, we will be centralizing all gift data entry (Beirut and NY) in Beirut. We are also working on adding an on-line giving feature through our website. A detailed plan for fiscal 2004-05 that includes specific goals and strategies in various development functions is being finalized.

Imad Baalbaki
Director of Development, Beirut

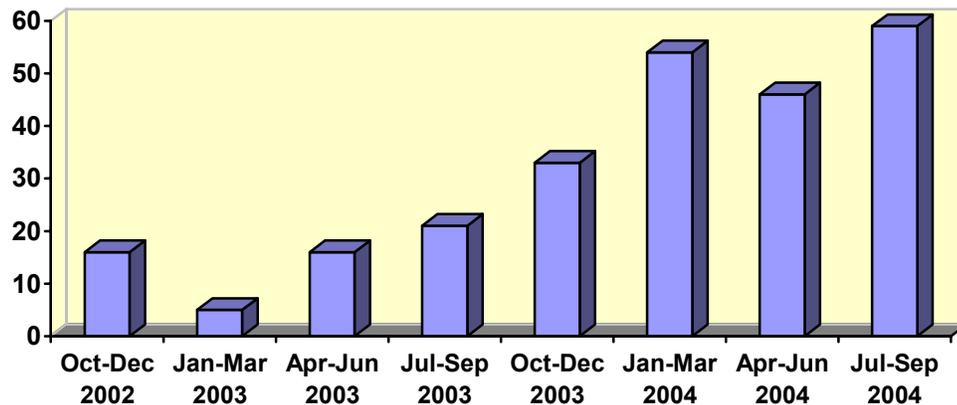
OFFICE OF UNIVERSITY PUBLICATIONS

The Office of University Publications experienced significant changes during the period October 1, 2003 to September 30, 2004, expanding beyond publications towards a marketing and branding centric organization. In addition to being the primary office responsible for official publications, the Office has become active in developing concepts and designs for advertisements that market various aspects of AUB within the context of an overall marketing strategy.

A consistent effort was made to centralize all university publications through the Office in order to protect and improve our visual brand identity in all printed material. During the fiscal year 2003-04, the volume of publications and design tasks totaled some 192 unique projects. This compares with approximately 58 publications designed and produced for the previous FY 2002-

03 - representing an increase of over 300 percent. The chart below depicts the growth in volume experienced by the Office of University Publications over the past two fiscal years.

Total Publications and Design Projects, Fiscal Years 2002-03 and 2003-04:



In addition to the growth in volume, a number of offices which were previously not working through the Office, are now active clients. For example, the Admissions Office is now a significant client in all relevant aspects, including concept development, design, layout, production and publication services. For the first time, the Office designed and produced more than 10 publications including application booklets, brochures and pamphlets for the Admissions Office. In addition, the Medical Center is now a more frequent customer as both the administration and individual departments within the Medical Center are increasingly working through the Office for their publications and advertising needs. Also, MEMA for the first time worked through the Office of University Publications to design and produce over 15 publications used during the event.

A non-exhaustive selection of the publications produced by the Office includes:

Three issues of *MainGate* for the Office of Development.

Over 10 publications for the Offices of Admissions and Financial Aid.

Over 15 publications for MEMA.

Approximately 25 posters to publicize AUB events (e.g. groundbreaking ceremonies, lectures, conferences, etc.) for different departments throughout AUB.

The Contributors Report for the Office of Development.

The University Catalog for the Office of the Registrar.

A comprehensive identity for the Executive Health Program including brochures, a corporate ad, letterhead, food menus, business cards, invoice forms, immunization records, and folders.

A comprehensive identity for the upcoming FHS 50th anniversary event including a logo, letterhead, envelopes, posters, flyers, and advertisements.

The 2004 Calendar featuring the AUB Museum for the Office of Information and Public Relations.

A comprehensive identity for the Brave Heart Fund including a logo, business cards, brochures, banners, and posters for the Office of Development.

The Armenian Financial Aid brochure for the Office of Development.

The Student Handbook for the Office of Student Affairs.
 The International Student Handbook for the Office of Student Affairs.
 The 2003-04 Fact Book for the Office of Institutional Research and Analysis (OIRA).

Other publications include brochures, booklets, gala dinner magazines, invitation cards, newsletters and so forth. Also, work began on a series of marketing-related brochures starting with “An Academic Profile” which was produced for the Office of the Provost. That brochure was followed up with the “Serving Communities in Lebanon and the Region” brochure, which was the first publication of its kind to profile AUB’s diverse outreach activities across all faculties. A final brochure is currently being developed to include AUB’s research profile. These three brochures (academic, outreach and research profiles) will be distributed to AUB visitors, journalists, government officials in Lebanon and the United States and others to present the comprehensive institution that constitutes AUB.

In addition to publications, the Office of University Publications has also been active in developing various advertisements. For the fiscal year 2003-04 the Office of University Publications developed over 10 advertisements. Some of the ads designed and produced by the Office of University Publications include:

AUB accreditation ad for *MainGate*.

Corporate identity ad for AUBMC (“Deep Roots, Endless Skies” concept).

Corporate identity ad for Regional External Programs for use with customer handouts, posters, inclusion in *MainGate* and potential use in mainstream media publications.

Executive Health corporate identity advertisement for Middle East Airline’s *Cedar Wings* magazine.

Several class reunion ads for *MainGate* (e.g. FHS, School of Nursing, other alumni reunions).

Omar Odeh
 Director of Publications

DIRECTOR OF INFORMATION AND PUBLIC RELATIONS

Practically all activities in AUB during the span of this report demonstrated the university's role as a pathfinder, teaching by example and setting models to be followed by the community at large. Our office highlighted this pursuit through appropriate coverage in the media, with almost daily press releases, accompanied by photo and fact sheet supplements. the most prominent development in AUB's career, during the span of this report, was the university's earning official accreditation status from the US Middle States Commission on Higher Education, after a five-year campaign. BOT Chairman Richard Debs announced this accomplishment at the Honorary Degree ceremony on June 26, 2004. Shortly after, AUB MC's Pathology and Laboratory Medicine Department was awarded accreditation by the Commission on Laboratory Accreditation of the College of American Pathologists (CAP), and the Kuwaiti Health Minister Collaboration agreement with AUB MC was signed. It was this medical expertise which was called on in late 2003 and early 2004, when AUBMC teams helped to treat victims of the tragic airliner crash in Cotonou, Africa, which resulted in scores of casualties. Then last September,

Minister Marwan Hamadeh was seriously injured in a car bomb explosion and was rushed to AUBMC. At his discharge, he said he owed his survival to God and to AUBMC medical teams.

AUB led in public health efforts such as the AIDS awareness campaign and outreach clinics, where medical students serve in destitute camps and agglomerations. AUB also embraced democratic processes with student elections of November 2003, hailed by the media as a lesson in democracy. An-Nahar's Ali Barada wrote: "This most inveterate university has maintained its uniqueness as a model of Lebanon with its religious and partisan plurality and its cultural and intellectual diversity, in a single location in Ras Beirut." In environmental protection, AUB set examples with the official declaration of the campus as a bird sanctuary in December 2003, and with its continuing recycling campaign. Other events, of more periodical nature, are grouped below in separate categories, for ease of reference.

Ceremonies

In the Opening ceremony for the new academic year (October 2003), President Waterbury spoke on institutional integrity and efforts to counter the problem of cheating at AUB, which prompted the press to call on other institutions to follow suite. During Founders' Day ceremony (December 2003), Zahra Hankir read her winning student essay about her acceptance of a homosexual teacher, under the competition title: "Tolerance and Respect for Others." Memorial ceremonies were held for Edward Said, Hala Salam Maksoud (October 2003), and Malcolm Kerr (January 2004). The Medical Specialty graduation ceremony was held in May 2004. The Honorary Degrees and commencement ceremonies were held in June 2004. This year's recipients were Sir Michael Atiyah, world renowned mathematician; Vartan Gregorian, educator, academic, and philanthropist; Peter Jennings, long-time anchor and senior editor of ABC's Evening News; and Yo-Yo Ma, world-famous cellist and musician. Vartan Gregorian was the commencement keynote speaker.

Conferences

Conferences included the 38th MEMA, the Raja Khury Symposium on Renal Physiology, the dermatology conference, the maternal mortality workshop and the FEA Student Conference. An international conference: Assessing Models of Universities in the Arab World was held in October 2003. The well-attended conference, "Sexuality in the Arab World", was held in December 2003. "Domestic Migrant Workers in the Middle East" was held in January 2004. Later in the year, a seminar on agricultural policies and a Math and Science Teachers conference were held.

Fairs and Festivals

These events have become a tradition. The eleventh science fair was held in April 2004. The seventh annual Job Fair was held in May, with the participation of some 70 companies looking for potential employees. The 31st Folk Dance Festival and Outdoors was also held in May, with the usual assortment of costumes and colors. The Epic of Gilgamesh, presented by the Drama Club in West Hall was also an impressive visual performance which was detailed by the media.

Lectures

On February 24, 2004, in Bathish Auditorium, West Hall, President John Waterbury delivered the State of the University address in which he reviewed AUB's accomplishments in recent years and identified major challenges. He also presented a framework for an academic strategic plan. The full text of the address was posted on AUB's website following the address, and comments and questions were received via internet and e-mail.

There were many public lectures, by visiting VIPs and experts in various fields. Czech President Vaclav Klaus lectured on reforms in his country. Former Premier Salim Hoss, former minister of finances Adel Siniora and MP Ghinwa Jalloul lectured to jam-packed audiences. Noted economic experts also lectured at AUB, including Nobel Prize laureate Sir James Mirrlees who gave a public lecture and several seminars in February 2004. Other lecturers in economy and finances were Lebanon's Central Bank governor Riyad Salameh, MENA's Mustafa Nabli, entrepreneur Patrick Byrne, Andrei Subbotin, Frederick Galting, and Egyptian Finance Minister Midhat Hasanein. In politics and philosophy, lectures were given by Prof. Tarif Khalidy, a leading scholar of Islam, Rajmohan Ghandi, grandson of the Mahatma Ghandi, Egypt's Nasr Hamed Abuzayd, Jaafar Meerghani from Sudan, and British-Pakistani writer Tarek Ali, as well as professors Ghassan Hage, John Alterman and activist Alia Malek. Lectures were also given by John Carswell and Arthur Frick, former chairmen of the Art Department at AUB, who dwelled on the department's history. Carswell also lectured on Chinese Porcelain in the AUB museum. Gerald Mansell lectured there on Yildiz Palace in Turkey. Finally, open debates were held with AUB students by poet Adonis, designer Reem Acra and the visiting American editors of the Gatekeepers group. VIPs who visited AUB without giving formal talks were Lady Mary Basheer, the governor of New South Wales in Australia (February 2004) and the Ruler of Sharjah (April 2004).

New Programs and Units

During the span of this report, several new programs and units were established and publicized. In October 2003, Intel's Middle East and Africa's First Finance Competency Center was established within the Olayan School of Business. A month later, the School announced the launch of its Executive MBA program. In January 2004, work began in the Pierre Abou Khater Ambulatory care center, and the Graham and Meredith Rooke Wound Care Center. In April, the groundbreaking ceremony for the Charles Hostler student center took place. This was followed by the Naif K Basile Cancer Institute in May and the Bone Marrow Transplant Unit in July. The Executive Health Program in AUBMC was launched in August. Meanwhile the CCCL in AUBMC has continued to be the subject of high-profiled visits. Assembly Hall Musical activity continued, with scores of concerts taking place throughout the academic year in Assembly Hall and rating good press coverage and reviews. The Office coordinated and organized the events, and handled the required paper work for the Ministries of Finances and the Interior.

Public Relations

The Office maintained the university's positive relations with the community through good-will visits and contacts and through the Visitors' Bureau and Campus Tour Office which continues to

provide guided escorts to visitors of various departments on campus. A three-dimensional map of AUB was repeatedly updated and reprinted for use by the student guides.

Ibrahim Khoury, Director
Information & Public Relations

DEVELOPMENT OFFICE, NY

Major Gifts

In the major gifts area, the process of identifying and pursuing major donors continues. Since June, several major gifts were realized. A gift of \$200,000 from Jacques Nasser, former CEO of Ford Motor Company, will establish a named endowed scholarship fund for AUB students enrolled in the MBA program at the Olayan School of Business. A gift of \$75,000 was pledged by alumnus George Makhoul to establish a scholarship fund in honor of his two daughters. In addition, Dr. Diya Mutasim pledged \$50,000 to name the Diya Mutasim Dermatology Library at the Medical Center, and Mr. Zack Farha pledged \$25,000 current financial aid money for the students of AUB. First payments have been received on all pledges reported above.

This summer we worked closely with colleagues in Beirut to raise funds for the badly needed refurbishment of the Surgical Society library at the Medical Center. We met with several surgeons in Connecticut, New York, Chicago, and Cleveland who expressed their strong financial support for the project. We gained the approval of Dr. Michel Ilbawi, current president of The Surgical Society. He promised to bring it to the table at the Surgical Society meeting in New Orleans in October 2004. At that time, the presidency of the Society will pass on to Dr. Fuad Farah, whom we anticipate will take over the project and help us raise the needed money.

Another project on which we are closely cooperating with Beirut is raising money for the Brave Heart Fund. It was introduced to some Alumni Chapters. The idea took off in Houston, securing about \$12,000 in pledges to The Fund.

On October 8-10, we organized an extremely successful Thirtieth Reunion for the medical doctors of the Class of 1974 that we hope will raise funds for either an endowment fund to support the Johns Hopkins - AUB project, or to name a room at the Medical Center for members of the class of 1974.

We continue to count on the cooperation of the deans of all faculties in the cultivation and major donor identification process.

Several proposals are currently in the hands of prospects, which we anticipate will be fulfilled in the coming months. We continue to reinvigorate interest in AUB as we make prospect visits.

This will bear fruit in the near future and in years following the campaign. The discovery call process has an overall effect on giving to AUB, reaping benefits to the Annual Fund, the Daniel Bliss Society and adding to the five-year naming opportunities at the different faculties.

Communications

MainGate

The Spring and Summer 2004 issues of *MainGate* were printed and distributed in June and September 2004 respectively, completing Volume II of University's quarterly magazine. The Fall 2004 issue, whose theme is student life, is in production and will be printed in October 2004. The Winter 2005 issue, which will be distributed in January 2005, will focus on the School of Nursing's 100th anniversary. A policies and procedures manual for *MainGate* was adopted in May 2004. *MainGate* continues to enjoy much success by its readership around the world.

Media Outreach

The office is currently producing a media directory of AUB faculty experts to be posted on the AUB website and printed for worldwide distribution. Outreach efforts continue for the University's Understanding Contemporary Islam program. PR staff at the institutions hosting scholars and local media in the area are alerted about the scholars and program. An op-ed piece on the program was distributed to major media. Plans are underway for additional coverage in *MainGate*, as well as launching an advertising campaign and producing brochures on the program. Stories of interest to North American media continue to be identified and pitched.

External Activities

The office arranged two lectures for alumni, friends, and the community by faculty visiting the United States in summer 2004: a June lecture for Center for Behavioral Research Director Samir Khalaf at the City University of New York (CUNY) Middle East and Middle Eastern American Center (MEMEAC) and a lecture at the University of North Carolina by Mechanical Engineering Department Chair Nesreen Ghaddar. Planned programs in fall 2004 include a lecture by CASAR Director Patrick McGreevy at CUNY. Assistance on AANA and alumni activities and administrative matters continued to be provided.

A worldwide appeal to support the Edward Said Professorship in American Studies was distributed in July 2004.

Alumni Office

Student/Future Alumni Leadership Program

The foundation for the student/future alumni leadership program was established in late 2003. This new initiative will be the foundation to prepare AUB students to be loyal alumni. The program must be coordinated by all departments of the university and closely monitored by the Development/Alumni office and the office of Students Affairs. It should include students from a variety of classes, majors, and organizations. The students should play an integral role in serving as liaisons between the student body and the alumni body of the University and should attend as well as plan events with the alumni office and alumni body of the university. The alumni and

development offices also should help to facilitate students' transition to alumni and encourage them to remain connected with the university and join alumni boards.

Young Alumni Programs

Work is on-going on the new Young Alumni Programs that was launched in 2003 with very successful events being held in Southern California and Montreal. Future plans include events in New York City, Boston, and Washington, DC. The goal of the program is to recruit new alumni leaders, keep young alumni linked to the university, provide a networking avenue, and to increase the percentage of giving among this group.

Faculty Visitors Program & Career Networking

In December 2003, plans were laid down with the six deans to organize visits of each dean along with some faculty members and students to North America to visit with alumni chapters and their contacts (foundations, corporations, Universities, etc.). Faculty members who are in North America for conferences are also being tracked to see if they would meet with alumni or lecture on their area of expertise (if their schedule permits).

The alumni office is also working with faculty program officers to organize career networking and arrange meetings for alumni visiting Lebanon to meet with our students as well as give lectures and small workshops. We are also providing outreach to students who arrive in North America on internships and graduate studies by connecting them with our alumni in their area.

Summer programs

This year the Summer Program, designed to offer children of alumni and friends of AUB in North America a chance to learn the Arabic language, appreciate the history and culture of Lebanon and the Arab world, attracted 36 participants. The program is also intended to strengthen the bond between the alumni and their alma mater and allow their children to be proud of their heritage. It is offered to high school students (at least 16 years old) and college students who completed freshman year. Priority is given to children of AUB alumni; other applicants are considered based on availability. Participants are housed in double occupancy air-conditioned dormitory rooms on the AUB campus. The AANA summer programs was praised by former summer program students and their parents. Some of these students went back to AUB and to Lebanon for additional study opportunities, volunteer work, internships and graduate studies.

Junior Year Abroad (JYA)

Followed up, updated database, and kept in touch with the new program for JYA (coordinated a reunion for Junior Year Abroad (JYA) in North America). A reunion is scheduled for summer/fall 2005 on campus. Our goal is to keep JYA linked to the university, to network, and to increase the amount and percentage of giving among this group.

Alumni Directory - North America (1995, 2004)

Worked closely with database officers as well as Harris Publishing on a new alumni directory for North America. Harris Publishing started their contact with alumni this January and a new directory anticipated for fall 2004.

VICE PRESIDENT OF MEDICAL AFFAIRS &

DEAN OF THE FACULTY OF MEDICINE AND MEDICAL CENTER

The academic program proceeded smoothly, monitored by the four class teaching committees. One student withdrew from the medicine I program. A student was asked to repeat medicine II, and one student was suspended from medicine III for one year for psychiatric/disciplinary reasons and is expected back on June 15, 2005. Two medicine IV students were unable to graduate because of financial reasons. Eighty one students, four from abroad, were admitted to Med. I for the academic year 2004-05 compared to 77 during the last academic year.

Student Admissions

Early acceptance to the Faculty of Medicine was implemented this year. 81 students were accepted, 4 from abroad. The MCAT averages of the registered students were as follows: biology 10.41, physics 10.40, verbal Reasoning 7, writing Sample 7.2.

Student Loans

For the first time bank loans became available to students applying for financial aid. This year, 156 students, mostly Medicine I & II, were beneficiaries of a 10-year loan program provided by HSBC amounting to L.L. 1,028,612,000. The interest on the loan is paid by AUB for the length of the student's tenure in the Faculty, for a maximum of four years. After that it becomes the student's responsibility to pay the remaining principal plus interest.

Financial Aid

208 students applied for financial aid for the year 2004-05, of whom 206 were awarded aid, amounting to L.L. 1,824,324,308 (USD 1,209,764.12). The average figure per student was around L.L. 8,855,943 (USD 5,872.64) representing 26% of the tuition fees. These figures are not final because allocations for students who do not sign the loan agreement will be cancelled. The Financial Aid Office is still receiving petitions for reconsideration from medical students.

Curriculum and Exams

Dr. Ara Tekian, an expert in medical education, spent a month at AUB FM as visiting professor (April 20 – May 18, 2004). He critically reviewed exams given by each department and worked with faculty members to improve their question and exam construction skills. He examined the question pools and helped departments distinguish between comprehensive and criterion based questions. Dr. Tekian also reviewed grading system and advised on ways to make all faculty members understand the system and use it. Cheating in exams is an AUB wide (maybe world wide) issue. Preliminary evaluations indicate that it is not affecting equitable overall student evaluation at the FM. Students are evaluated under different settings and take external exams. Multiple versions of the exam are now administered and the FM is working to automate administration of exams. The exam room was fitted with video cameras. Policies on integrity, exams, and general conduct were approved by the academic committee.

Agreement with George Washington University School of Medicine

An agreement with GWU School of Medicine for the exchange of 4th year medical students for electives was signed on September 8, 2004. This will initially involve three medical students per year but this number could increase in subsequent years.

Research

In the area of research, and after the core laboratory facilities were established, the number of publications increased from 67/year in 1997 to 162/year in 2002 by the last report and up to 178/year in 2003 and the publication per faculty from 0.33 to 0.72 respectively and up to 0.74 this year. The denominator is the total number of faculty members regardless of track or FT/PT status. The number of publications per year with impact factor above 4, increased from 3 (5%) to 18 (11%) by the last report and up to 21 (12%) by this year. Total funding for research increased from \$660,740 in 1997 to \$930,020 in 2002 and 1,399,088 in 2003.

The FM core research facility has been kept well equipped and maintained. New equipment was installed, including a DNA sequencer, a fast performance liquid chromatography system, two additional incubators and a Class 2 laminar flow hood for the cell culture facility, refrigerated centrifuge, spectrophotometer, and an environmental chamber for the confocal microscope to allow running experiments under controlled environmental conditions.

An intensive care unit for small animals was installed in the Animal Care Facility. The Institutional Animal Care and Use Committee and the Institutional Review Board became two separate committees, each with its own bylaws and operating policies and procedures.

An independent audit of one of the phase III clinical studies in the medical center found that the work of the IRB, as well as the conduct of the study in general, complied with the international and American standards and guidelines for good clinical practice, and no major deficiencies were noted.

Johns Hopkins School of Medicine (JHU SOM) - AUB-FM MOU

An MOU was signed on May 10 between the two institutions to explore possibilities for NIH, other government and non-government funding for collaborative research, pursue and extend initiatives underway between the two institutions, develop faculty exchange programs, assist each other in program development, particularly medical education and facilitate the development of AUB FM as a regional center for education, research and clinical training. A team of 7 faculty members from JH SOM led by Myron Weisfeldt, Chair of Medicine at JH SOM reviewed the department of Medicine at AUB. Their presentation reflected the high standard of programs offered by the department in student teaching, postgraduate training, research and clinical care. A full report is forthcoming. Dr. Myron Weisfeldt has taken the initiative in helping the department of Medicine at AUB, obtain American Council of Graduate Medical Education (ACGME) recognition.

New Appointments and Promotions

This year 4 new faculty members were appointed: a clinical instructor, an assistant professor, a visiting assistant professor, and a professor. Promotion criteria were established last year which include Impact Factor of journals (IF), citation index of author and percentile ranking of the journals in the respective discipline. During the promotion cycle 2003-04, 6 faculty members applied for promotion to the rank of associate professor and 4 to professor. 5 were promoted to associate professor (83%) and 3 to professor (75%). Overall average IF adjusted of those promoted increased from 2.2 in 2002-03 to 5.6 in 2003-04. The average IF adjusted of applicants for 2004-05 is 3.95.

New website for the Faculty of Medicine

The work on an interactive website for the Faculty of Medicine has reached its final stages and expected to be online by November 15, 2004.

The Medical Practice Plan

The overall collected MPP revenues for 2003-04 were \$ 20,532,506. The MDDF supported research, the fellowship program, travel to conferences, other developmental programs, and in addition by 1.2 million dollars, the operation of both FM and AUBMC

Dubai Healthcare City (DHCC)

After bilateral visits to Beirut and Dubai by Mr. Shamsi (CEO DHCC), Dr. Nariman Al Mulla and Mr. Michael Wilde from DHCC and Drs Huda Huijer, Ms. Gladys Mouro, John Rhoder, Ms. Luma Kronfol and myself from AUB, REP was involved and an MOU was signed on February 15, 2004 to determine the feasibility of establishing a school of Nursing in Dubai and of starting a program to help prepare, recruit, train nurses and other allied health professionals at AUBMC. The feasibility study revealed that establishing a nursing college in Dubai would be economically viable on condition that DHCC hospitals are willing to sponsor nursing students and finance their educational and living expenses in number that justify establishing a college. A report and the study were sent to Mr. Michael Wilde, current DHCC CEO. We will re-enter negotiations when potential sponsors are earmarked

Multidisciplinary Programs and Master Plan Issues

Phase one of the Emergency department is in use by all departments. Phases 2 and 3 should finish in a year. Bids for building 56, which houses Family Medicine/UHS, Basile outpatient, psychiatry, CCCI offices, nurses' residence and HIS offices, were opened and the lowest bidder came \$600,000 above budget. Negotiations are under way and it is expected to start construction by the end of November. Construction of the Abu Khater ambulatory care center is expected to start in January. Renovation of the Alumni building for The School of Nursing is expected to start in 4-5 months now that ASHA funding of \$900,000 for that purpose was approved.

Redundant Employees at AUBMC

A university policy for Involuntary Termination of Employees has been finalized by the Human Resources Committee for approval of the president. Implementation of the policy will be a tool to reduce the number of employees whose jobs have become redundant, as well as those who cannot fulfill their responsibilities for medical or other reasons. At the medical center, employees who were placed in these categories were not recommended for merit increases for this year.

Financial Performance

The Faculty of Medicine deficit for 2003-04 is \$1,366,000 compared to a budget deficit in 2003-04 of \$1,533,559. The School of Nursing had a surplus of \$647,000 in 2003-04 compared to 2003-04 budget surplus of \$302,295 and the AUBMC deficit for 2003-04 is \$6,671,130, compared to 2003-04 budget deficit of \$7,188,787. The overall 2003-04 deficit for Medicine (FM, SON and AUBMC) is \$7,390,130, compared to 2003-04 Budget deficit of \$8,420,051. The deficit for Medicine in 2003-04 will decrease further to \$6,190,130 after a \$1,200,000 contribution from MPP. Overall actual in 2002-03 was \$10,605,357 vs. \$12,972,558 in 2001-02 and \$13,370,989 in 2000-01.

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

AUB MEDICAL CENTER

Introduction

Fiscal year 2003-04 was a very active year. Inpatient admissions, and inpatient and outpatient procedures exceeded our expectations. Workload, of course, is a determinant of revenue and we were able to reduce our deficit substantially in this year.

Efforts to reduce the ALOS have been effective over the last few years and we are making inroads towards discharging patients with ALOS of more than sixty days, and transferring patients who do not require acute care from the Emergency Unit.

Increased marketing and patient satisfaction improvement were goals for this year, and programs to address both were implemented.

The Nursing Department achieved many new goals during the year that have contributed to raising the level of care and has set its sights on achieving Magnet status, which is the highest award for nursing care in the U.S.

Finally, there was a substantial amount of capital improvement throughout the hospital.

Only the highlights that I have chosen are mentioned in this report, but I would like to acknowledge all of the collective hard work and efforts put by all of the staff in AUBMC.

Workload

Target average monthly admissions are set prior to the fiscal year based on prior season yearly actual admissions. The targeted monthly average for all classes was 1523. The actual achieved was 1687 or 9% increase.

Target average monthly admissions, which are the major determinant of total hospital revenue, are based on prior seasonal quarterly actuals. Our average monthly budgeted actual for the fiscal year was 1,523 for all classes and we actually achieved 1,687 or a 9% increase. First class admissions exceeded the target by 10%. Second class admissions were below target by 3%. Third class admissions exceeded target by 19%. The increase in third class is partially due to K class patients and privately insured IIP class patients and self payers.

Inpatient and outpatient procedures had reflected a similar growth. Laboratory procedures increased by 6%, radiology 13%, OR "k" 9%, CT 14%, MRI 30%. It should be noted that the MRI was not in operation for two months due to a major upgrade.

Revenue

Increased workload resulted in increased revenue for the fiscal year; while at the same time, overhead costs remained controlled. The overall hospital deficit for the year ending September

30, 2003 was \$8,619,749. As of September 30, 2004, the deficit was reduced by 31%, to \$ 5,863,127.

ALOS

The first class year-to-date ALOS was 3.17 days, second class 3.35 days and third class was 5.36 days. It is important to note that ALOS in third class would decrease to 4.04 if patients with ALOS greater than 60 days were discharged.

To meet the discharge planning needs of chronic patients at AUBMC, a multidisciplinary taskforce was established whose members are representatives of nursing, physiotherapy, physicians, dietary, inhalation therapy, social services and admitting office. The taskforce role is to:

Evaluate the appropriateness of the patient status for discharge (through multidisciplinary case review)

Comprehensive multidisciplinary discharge plan for the patient (based on patient's status and availability of resources).

Administrative, financial and legal terms of the discharge process.

The purpose of the taskforce is:

To reduce length of stay.

To increase patients turnover rate

To decrease financial burden on patients

To increase exposure of students (medical, nursing, medical lab, etc..) through increased patients turnover rate.

The taskforce was established in February 2004, and it started with a list of 21 chronic patients (medical, surgical and pediatrics) whose length of stay varied between two months to eleven years (at that point in time). Year-to-date list includes 12 patients for discharge. The committee is currently coordinating the discharge planning of a chronic patient who has been in the hospital since almost eleven years. In addition, the taskforce was involved in resolving problematic cases for transfer or discharge through the Emergency Unit.

Marketing Activities

Our marketing efforts increased substantially this year. We participated in the following forums:

Global Medical Forum as sponsors (May 11-13, 2004 - Lebanon, Movenpick)

38th MEMA (May 13-16, 2004 - Lebanon, AUB)

Second Arab Hospitals Federation Form as key sponsors (May 28-29, 2004 – UAE, Dubai International Convention Area)

First Jordanian Healthcare Management Forum (September 26-27, 2004 – Jordan, Royal Hotel Amman)

We added to our package of marketing material:

Hospital Brochure, AUBMC Film, Cardiology Brochure, Facts and Figures Bookmark, Get Well Soon Cards, Seasons Greetings Card, Posters, Deep Roots Endless Skies, Special Services Posters, Logo Posters

We were a sponsor for the Beirut International Marathon in October 2003.

We hosted the following visits to the Medical Center:

Dubai Police Delegation, February 27, 2004

Yemeni Delegation, September 20, 2004

Iraqi Delegation

Kazakhstan Group

MEMA Group

Kuwaiti Minister of Health

Nursing

The Nursing Services continues its journey to excellence. The focus being quality of care, including but not limited to patient safety, interdisciplinary and a multidisciplinary approach to patient care, and service excellence. The goal is to provide the patient with high level nursing care meeting the needs throughout his/her stay at AUBMC. The increase in acuity and turnover of patients with a decrease in length of stay, necessitates that our nursing personnel demonstrate expertise in the plan of care of a patient to meet all requirements and provide the patient with unique services before discharge. To achieve this, Nursing administration including the leadership team made every effort to develop the novice nurse and encourage professional development among the nursing staff to deliver high quality care. Leadership development played a major role in the department to prepare future nurses to assume responsibility of patients, teams, interact with healthcare providers, and create a cost effective environment with high quality services.

Nursing Professional Practice Model

The professional practice model for 2004-05, adopting the patient centered care approach, was implemented. This year clinical rounds were regularly conducted on the unit by our professional practice manager and her team (coaches), to measure the clinical and perceptual outcomes of care through the implementation of the PCC admissions. The average PCC compliance rate increased from 75.7% (2002-03) to 82.6% (2003-04). The core achievements (all JCI standards) were proper identification of patients in administering medications, safe patient environment, prompt response to pain, patient privacy and confidentiality, emotional support, alleviation of patient's anxiety by providing more information to patients, rounding with physicians, and coordination of care with other healthcare disciplines. Future emphasis will be on a multidisciplinary approach, interdisciplinary patient education, and plan of care.

Finally, and in the spirit of share governance, the department decided to apply to Magnet, the highest award designated for nursing in hospitals in the U.S.

Patient Satisfaction

The International Patient Relations Office, in addition to developing most of the marketing material, is the focus for receiving patient complaints, and to either close them or refer them to the appropriate office for resolution. I am pleased to say that this is not a fulltime job as the relative number of complaints is small.

The officers are also responsible for visiting international patients to establish contact and to offer assistance should it be required. The number of patients varies seasonally, but in the month of August 2004, 107 patients were visited. The officers have become our tour guides organizers when we receive official visits.

We implemented the Visitors' Guide Service in May 2004. All of the guides are AUB students, all dressed in bright yellow jackets and all are responsible to provide help to patients. Most of the help is in way finding by escorting the patient to their location or by guiding the patient or family through the bureaucratic way to access healthcare. The guides have been received well by patients, visitors and staff and are located in the lobby, admissions, basement, laboratory and private clinics. We plan to extend this service to the Emergency Room. In August 2004, nine students working from 8:00 a.m. to 5:00 p.m. assisted 5,342 patients and family.

Capital Projects/New Programs

This was a very noisy year. The following major projects were completed:

- Offices for OBS/GYN in Phase I on the 8th floor.
- Surgery private clinics in Phase I on the 4th floor
- Medicine private clinics in Phase I on the 3rd floor
- BMT unit in Phase II on the 8th floor.
- Intermediate Care Unit in Phase II on the 4th floor.
- Admitting Offices in Phase II on the 1st floor
- Executive Health in Phase II on the 8th floor

In progress at this time are the following:

- Pediatrics satellite pharmacy and formula room in Phase II on the 6th floor
- Specimen collection for the laboratory in phase II on the 1st floor
- Emergency Department in Phase I on the 1st floor
- Nursing offices relocation, Phase I on the 2nd floor
- Accreditation staff relocation to Phase I on the 8th floor

The report of the Medical Engineering Department can be found in Appendix B.

John Rhoder, Hospital Director

CHIEF OF STAFF

The Medical Board met a 13 times this year, 2 of which were as a Disciplinary Committee. Items discussed and approved include:

“Code of Ethics”.

Policy on “Conflict of Interest and Gifts from Patients”.

Approval of this Performance Improvement Plan and the Hospital Wide Indicators.

Physician’s Profile

Criteria for Use of Unsealed Radiation Materials.

Creation of Organ Transplantation Committee.

Patient’s Complaints and Compliments Guide.

Discuss the need for the creation of a Department of Emergency Medicine to staff the Emergency Unit. The need for this was confirmed by the members of the Medical Board and the issue was referred to the Academic Committee.

The Bylaws and Rules and Regulations were approved and distributed to the Medical Staff for discussion and approval (Medical Staff Meeting to be held by Mid October).

In addition, the Quality Management Program and members of the Performance Improvement Committee responsible for the Hospital Wide Indicators held three teleconferences with members of the Medial Committee of the BOT.

The Committee of Peers met three times at the request of the Dean (March 31, April 2 and April 8, 2004). Its recommendations were forwarded to the dean.

Seven special committees were asked to review and report on the care and management of 7 patients, either due to a complaint from a family member or because of the possibility of a medico legal problem. The reports of these Committees were forwarded to the Medical Center Director.

As usual, the medical Board took care of the appointment and reappointment of the Medical Staff, Housestaff and Medical Board Committees members. It also, granted temporary privileges to qualified surgeons to assist in certain procedures at the request of the Departmental Chairmen.

Mukbil Hourani, M.D.
Chief of Staff

SCHOOL OF NURSING

The AY 2003-04 witnessed major changes in the School of Nursing. The BSN curriculum was revised and is currently being evaluated. Efforts are underway to refine the curriculum further at the course level. A faculty retreat held in August 2004 addressed to that effect concept mapping and progression, learning outcomes, evaluation methods, and clinical evaluation tools.

Two new programs were launched fall 2003; RN-BSN and MSN. Both programs have attracted a number of potential students from AUB and elsewhere in Lebanon. Efforts were put in place to increase the recruitment strategies nationally, regionally & internationally. Admission criteria and registration fees were changed and are now more in line with AUB.

Faculty recruitment has been a priority area this past year. Advertisements were placed in international nursing journals, international newspapers, and on local and international websites. Emphasis in the recruitment strategy was placed on personal contacts and mailing lists. These efforts have resulted in a pool of applicants and in videoconferencing interviews with short-listed candidates. Two American candidates were invited to interview at AUB. Three faculty members were offered positions and two have accepted. It is expected that recruitment efforts will continue with same intensity next year.

Appointment, promotion and merit criteria were developed for the SoN benchmarked against internationally recognized institutions. They include an academic and clinical track. The newly developed criteria will be used for all new appointments and for promotion and shifts of current faculty.

Faculty development continues to receive a great deal of emphasis. A number of faculty members are working on their PhDs either in the USA or in Europe and are encouraged to attend scientific meetings with European PhD students and in their respective areas of research. Research and scientific output is on the increase and this trend is expected to continue in the future.

Of particular importance for the School of Nursing this past year is the ongoing preparation for the Centennial Celebrations which will commence January 2005, culminating in an international scientific conference June-July 2005. A centennial logo and slogan have been developed, the centennial calendar was prepared, first announcement for the conference is ready, and a fundraising brochure has been printed. Additionally, many committees have been established to prepare for this major event.

All events related to the above can be found on the School of Nursing Website which became operational this past year.

Huda Huijar, Director
School of Nursing

SAAB MEDICAL LIBRARY

Library Hours

Regular Library Hours:

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

Summer Hours:

Monday - Thursday 7:30a.m. – 8:00p.m.
 Friday 7:30a.m. – 4:00p.m.
 Saturday 8:00a.m. –
 Sunday CLOSED

Staff

Ms Nadine Soujaa replaced Ms Antoinette Bikhazi, as Clerk Stenographer gr.6 (trainee) as of October 1st, 2003.

Conferences and Training

The medical librarian and the reference librarian attended the 9th EAHIL (European Assoc. of Health and Information Libraries) conference in Santander, Spain Sept. 21 – 26, 2004. The medical librarian attended a CE course on “Copyright and the electronic library”, and the reference librarian attended a CE course on “Human Genome”.

Library staff attended seminars and English classes given at AUB.

Scopus Partnership

SCOPUS, an Elsevier product, was developed in close collaboration with librarians and researchers of several international universities. It is a new all-science library service offering optimal navigation through 13,400 journal titles and also offers citation analysis searches. Based on the excellent relations between AUB SML and Elsevier Publ. Co., we were offered the opportunity to be the 7th university in the world to test and use SCOPUS. Now SCOPUS has 21 international universities as partners in its development.

Automation and Digitization

SML digitized, with the help of Prof. Barre Ludvigsen from AUB - DDC Dept., the following journal, as part of its project to scan the valuable books available in its collection of Historical Values: “Al Shifa Vols. 1 - 4; 1886 – 1891”.

The Scanning Project of the thesis at SML started. Since 2003 the graduating students were asked to submit a digital copy, in addition to the 2 printed copies of their thesis.

Wireless connection was implemented on a trial basis at SML reading room.

A network printer has been installed in the Reading room for the users.

Classes / Workshops

As usual the IDTH 301 course was given to 17 graduate students from the Faculty of Medicine, during the 1st semester. Several Information Literacy sessions were given on EBM to the physicians, medical students, interns, residents and nurses.

The Reference Librarian was involved in teaching 3 medical faculty members at the Summer Course sponsored by the Mellon Foundation.

Publications

SML Newsletter, Volume 8, issues 1-4, 2003-04(Also available online at SML Homepage)
Acquisitions List, 2003 – 2004.

Miscellaneous

The AUB Development Office initiated the “Saab BookMark Fund”.

BSC is being implemented at SML. Mrs. Leila Khauli is the coach.

The Archives of “The Lebanon Hospital for Mental and Nervous Diseases” (Asfourye), were deposited at SML. A non AUB staff paid by Asfourye Fund is working on the organisation of the files.

Hilda T. Nassar,
Medical Librarian

DEAN OF THE FACULTY OF ARTS AND SCIENCES

Student enrollment in the Faculty during the first semester was 2,798 (2,351 undergraduate students) and 2,750 (2,281 undergraduate students) during the second semester. The teaching program involved 274 faculty members, with 206 on full time appointments and the balance occupying part time positions. 164 graduate assistants were also appointed. The Faculty offered 376 different courses (equivalent to 863 courses and sections serving 18,220 registered students).

The 2003-04 second semester session ran as scheduled from February 1, through June 15, 2004. The teaching program involved 280 faculty members, 174 graduate assistants, and 2,733 students enrolled in 390 different courses (equivalent to 833 courses and sections serving 16,607 registered students).

The summer session of 2004 ran as scheduled from June 24, 2003 through August 19, 2004. The teaching program involved a total of 125 faculty members and 888 students were enrolled. The Faculty offered 84 courses (equivalent to 149 different courses and sections serving 3,039 registered students).

All course counts above do not include 'thesis courses' which average about one hundred per semester.

Student Admissions: 2003-04

A total of 733 applications for admission to the freshman class were received and 542 applicants were issued letters of acceptance for the first semester of 2003-04, of whom 299 students registered. Applications for admission to the sophomore class totaled 1,959. 1,237 applicants (381 arts, 794 sciences and 62 with unspecified major choice) were issued letters of admission for the same period and 409 registered.

A total of 96 applications for admission to the freshman class for the second semester of 2003-04 were received and 32 were issued letters of admission. A total of 258 applications for admission to the sophomore class were also received and 98 letters of admission to FAS were issued.

Applicants to the UPP (University Preparatory Program) totaled 37 in September 2002 of whom 16 were issued letters of admission and registered, and 7 in January 2003 of whom 3 have been issued letters of admission. Until September 2003, 33 UPP applications were considered, and 19 were issued letters of admission to the Academic year 2003-04.

Student Admissions: 2004-05

Early admission applications for the academic year 2004-05 were also considered. 251 applications were received and 169 applicants were issued letters of early admission to undergraduate study (130 to the sophomore class in FAS and 39 to the freshman class).

784 applications for admission to the freshman class were received and 507 applicants were issued letters of admission to date for the first semester of 2004-05 and 1,303 of 2,045 applicants

for admission to the sophomore class were also issued letters of admission. It is to be noted that many of these accepted applicants represent students applying also to other Faculties at AUB.

Faculty Recruitment: 2004-05

A total of 416 applications have been received to faculty positions that were advertised as available in the Faculty starting September 15, 2003. After consultation with the departments and the Advisory Committee, 32 offers were made. To date 20 offers have been accepted and all contracts have been processed (two professors will start in February 2005). Twelve offers have been declined. The national distribution of those who accepted our offer are: 2 Lebanese, 8 US citizens, 3 from Germany, 2 from France and one each from: Holland, Jordan and Turkey.

Current Faculty Number and Composition: 2003-04

There are 219 budgeted full-time Faculty positions for the academic year 2003-04. To date all lines have been used for faculty appointments. 206 are currently used for full-time contracts, with the balance used for part-time contracts. Full-time faculty members are distributed as follows: 126 are in the professorial ranks (assistant, associate and full professors), 76 are in the ranks of instructor and lecturer and 4 are assistant instructors.

Professor Ramzi Baalbaki of the department of Arab and near Eastern Languages has been appointed as the Margaret Weyerhauser Jewett Chair in that department. Professor Tarif Khalidi continues in his position as Sheikh Zayed Chair of Islamic and Arabic Studies. Dr. Riad Abdel Jawad has also been appointed to occupy the Whittlesey Chair in Music for the academic year 2004-05. The search to fill the Alfred H. Howell Chair in History and Archaeology continues, as a proposed visiting appointment did not materialize following acceptance.

Professors on Leave

Three professors are on paid research leave and one on leave without pay during the entire academic year 2003-04. Four faculty members are also on paid research leave during the first semester of 2003-04 and six were on similar leave during the second semester. These latter paid leaves are financed by a Hewlett Foundation grant. Three faculty members were also on leave without pay during the second semester.

Applications for Promotion

Thirteen applications for promotion were received by the deadline of August 18, 2003. Of these, 9 were for promotion to the rank of associate professor and 4 were for promotion to the rank of full professor. The Advisory Committee considered the applications and made its recommendations to the academic board of deans and the Board of Trustees. Four faculty members were promoted to the rank of professor and four have been promoted to associate professor.

General Remarks

A committee appointed to look into the establishment of a department of 'Fine Art and Art History' submitted a report that was considered and approved by the FAS curriculum committee. It was then approved by the Faculty as a whole and subsequently the University Committees and Senate and finally by the Board of Trustees. The new department is now being established.

The new department of Computer Science within FAS has now completed its first academic year as an independent department within the Faculty.

The new Central Laboratory Facility in the lower campus is operating with further pieces of equipment continually being received and installed. Orders made for other major equipment for the Laboratory are in the pipeline for delivery. This facility has become a major element in the university research facilities.

All graduate programs are still being modified and upgraded. Several departments have also proposed the re-establishment of Ph.D. programs. Two such proposals, one in Arabic and Near Eastern Languages and the other in Near Eastern History, have been considered and approved by the FAS Curriculum Committee. Two more, in Biology and Theoretical Physics, are under consideration by this committee. Approved programs will be presented to the Graduate Committee of the Faculty, then the Faculty as a whole and then University Board of Graduate Study and Senate.

To date 21 classrooms have been set up in FAS as 'intelligent class rooms' with computers, internet access, and audiovisual aids enhanced with LCD projectors. Most were completed with funds provided by the Presidents Club.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences

DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

490 applications were received for graduate study and 1,182 for admission to first year in October 2003. 670 new undergraduates were offered admission in October 2003 and 33 in February 2004. Enrollment in the undergraduate and graduate programs was, respectively, 1,238 and 238 during the fall term and 1,267 and 252 during the spring term. 272 undergraduates and 40 graduates were awarded degrees. Of 272 graduates, 109 planned to continue their graduate studies in Lebanon or abroad, 82 planned to work, 26 planned to do their military service, and 55 were undecided to their plans for the immediate future.

“Introduction to Wireless Radio Communications”, a 3 credit hours course co-sponsored by FEA, AUB and the RaMSIS SSF project at the Department of Microelectronics and Information Technology, Royal Institute of Technology (KTH), Sweden, was offered to ECE students during the summer term 2004. A new minor in Biomedical Engineering was approved to start in the fall term 2004-05.

The Engineering Departments are continuously working towards ABET (Accreditation Board for Engineering and Technology). External advisors such as Drs. Gabriel Rbeiz and Antoine Naaman from University of Michigan at Ann Arbor and Dr. Essam Radwan from the University of Central Florida, visited FEA to help the engineering departments in the ABET accreditation process by providing unofficial evaluations.

Conferences/Seminars/Meetings

Six faculty members went on long-term faculty development awarded by the URB during summer 2004. 29 faculty members participated in conferences and professional meetings. 10 were invited to participate in academic, research, and professional related activities in the U.S.A., Canada, Europe and the Region. Dr. Mutassem El Fadel attended the Board of Trustees Meeting in June 2004 as a Senate representative.

The Engineering Departments organized 45 academic seminars. The Department of Architecture and Design organized 14 seminars/public lectures, 4 city-debate sessions, one annual student exhibition “JAM”, May 19-28, and hosted architecture students from the Architectural Association (AA), London. The IEEE Student Branch invited two external speakers, Dr. Chawki Abdallah (Chair, ECE Dept, University of New Mexico), October 15 and Dr. Imad El-Hajj (Computer Science and Engineering Department, Oakland University), May 5 to present seminars on technical topics of interest to engineering students. The ECE Department hosted Prof. Essam Badreddine (Director, Automation Lab, University of Mannheim, Germany), September 21-24 to present a seminar and meet with faculty members to discuss potential research projects. Two Visiting Scholars were invited on URB sponsored visit: Dr. Antoine Naaman, University of Michigan, Ann Arbor, May 22-June 4 and Dr. Victor Margolin, University of Illinois at Chicago, May 14-23. Both visitors met with students and faculty and delivered at least two seminars in the fields of Civil and Environmental Engineering and Architecture and Design, respectively.

During the year Dean I. Hajj: i) attended the B.O.T. Meeting in New York, November 2003; ii) participated in a panel at AUB Alumni Association of North America Annual Convention in New York; iii) attended the ASEE 2004 Meeting in New Orleans, Louisiana in March; iv) visited the University of Illinois Champaign for recruiting purposes; v) attended the Design Automation Conference in San Diego, CA in June 2004.

As the national secretariat for IAESTE in Lebanon, the Faculty arranged for 10 international students to conduct summer training in Lebanon during summer 2004 and 9 FEA students went in return for summer training abroad. During 2003-04 FEA Career Center arranged 267 job offers for our graduates from 70 companies (local, regional and multinational) and 360 internship offers for our third-year students from 104 companies and universities.

Research Grants

The Lebanese National Council for Scientific Research approved 5 research proposals (\$35,333) and the URB awarded 31 research grants (\$183,094) to Faculty members for 2003-04. 11 external research projects (\$1,248,595) were initiated during the year.

Academic Personnel

i) Faculty members who were promoted to the rank of professor as of October 2003: Dr. Mutasem El-Fadel and Dr. Mounir Mabsout (CEE), Dr. Riad Chedid and Dr. Farid Chaaban (ECE), Dr. Marwan Darwish (ME); ii) the visiting status of Mrs. Dima El-Charif (ARD) was changed to regular assistant prof.; iii) new faculty who joined FEA: George Arbid, Hani Asfour and Walid Sadek (visiting assistant prof., ARD), Nadim Karam (visiting associate prof., ARD), Christos Anastasiou and Hamed Assaf (assistant prof., CEE), Ibrahim Abou Faycal, Louay Bazzi, Mohamad Mansour and Fadi Karameh (assistant prof., ECE); iv) new administrative appointments: Dr. Ayman Kayssi (Chair, ECE Department as of September 1, 2004 replacing Dr. M. Adnan Al-Alaoui; v) visitors of the Faculty: Dr. Essam Radwan from the University of Central Florida as visiting professor of CEE, February 5-June 4, Mr. Anthony Hoete from What Architecture, U.K. as visiting assistant professor of ARD, October 1-January 31, Dr. Amal Ali of Florida State University as visiting assistant professor of ARD, February 15-June 30; vi) faculty members on approved leave of absence for AY 2003-04: Dr. Issam Kaysi and Farqad Alkhal; vii) faculty members who received grants/awards: Dr. Samer Abdallah (Hewlett Foundation Research Leave, spring term 2003-04), Dr. Bilal Hamad (the grade of Fellow of the American Concrete Institute, ACI, March 2004), Dr. Ahmad Smaili (Teaching Excellence Award 2003-2004); viii) Prof. Marwan Ghandour (ARD Department) resigned from the Faculty in September 2003.

Faculty News

The Faculty held its: i) award ceremony for the distribution of Dean's Honor Certificates in October 2003 for spring 2002-2003 and in February 2004 for fall 2003-04; ii) annual orientation program and acquaintance party for new students; iii) annual rehearsal and reception for graduating students in June 2004; iv) Third FEA Student Conference on May 27-28 where six distinguished alumni and one scholar gave plenary talks and received

awards; CEE, ECE and ME students held their projects exhibitions and annual HPV Competition as well; v) Reunion for FEA Class of 1964 in July 2004.

FEA Energy Research Group (ERG) conducted a workshop at AUB on Regional Collaboration on Energy Efficiency and Renewable Energy Technology in April 2004 and held a Steering Committee Meeting as well in September 2004. Trustee Dean James Wei visited the Faculty in May 2004.

Student Awards 2003-04

i) Fawzi W. Azar Architecture Award (\$10,000): Sandra Richani; ii) Areen Awards of Excellence in Architecture: Wael Al-Awar (\$1,500), Salim Kadi (\$1,000), Rabih Ghanem (\$600); iii) the 2003 Charli S. Korban Award: Maha Al Choubassy (CCE 2003) and Jinan Mounsef (CCE 2003); iv) Abdul Hadi Debs Endowment Award for Academic Excellence at the graduate level: Jihad Harathani (ME) and Lilian Malaeb (CEE); v) Distinguished Graduate Award: Ali Khachan (CCE), Ahmad Bakri (EE), Tammam Yamout (GD), Racha Kahil (GD), Feras Eid (ME); v) Dean's Award for Creative Achievement: ME project of (Mohamad Sarout, Ali Shaito, Samer Sabbah), EE project of (Mohamad El-Hajjar, Saeed Nakhal, Kaissar Salamy), CCE project of (Layal El-Afifi, Mohamad Karaki, Joelle Korban), CEE project of (Sako Holtian, Hovannes Betchakdjian, Charbel Rizk, Rafi Khoshafian), GD project of (Areej Mahmoud), ARD project of (Salim El-Kadi); vi) Penrose Award: Tammam Yamout (GD).

Donations

The following donations were received: i) \$10,000 from the Lakeside Foundation; ii) \$25,000 Petrofac International Ltd; Sharjah, UAE for research; iii) \$500 from Mary Eyre Peacock; iv) \$1,000 from Prof. Pierre Azoury; v) \$24,000 worth of equipment from IAR Systems; v) \$2,500 from Conser Consulting Engineers to sponsor the CEE Infrastructure Conference; vi) \$500 from Mr. Samih Ounsi, \$100 from John Kilzi and \$200 from Alex Fallaha to Class of 1964 Scholarship Fund; vii) \$50,000 from Rafic Mansour to the Yusuf Mansour's Scholarship Fund; viii) \$ 53 from Rayan Bsar, \$100 from Maya Abou Zeid and \$100 from Jad Hraybe (CEE Alumni) to the Nadim Karaki Award.

Ibrahim Hajj, Dean
Faculty of Engineering and
Architecture

DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic and Student Affairs

Student enrollment figures for 2003-04 were as follows: 524 students during the first semester, of which 71 were graduate students, and 505 students during the second semester, of which 69 were graduate students; 225 students during summer 2004, of which 34 were graduate students. During 2003-04, 86 students graduated: 12 with a B.Sc. in Agriculture; 9 with a B.Sc. in Landscape Design & Eco Management; 45 with a B.Sc. in Nutrition and Dietetics, 1 with a B.Sc. in Food Science and Management and 19 received the M.Sc. degree. Two new undergraduate courses in organic farming were introduced, one as an elective for FAFS students and one as a science elective for students from other Faculties.

Personnel Affairs

Dr. Zeina Kassaify, Assistant Professor in Food Microbiology, joined the Nutrition and Food Science Dept in February 2004. Dr. Abbas Lafta, Assistant Professor of Horticulture, who joined the Plant Sciences department in October 2003, resigned as of September 30, 2004. Effective October 1, 2003, Drs. Jala Makhzoumi and Omar Obeid were promoted to associate professor in the Plant Sciences Department and the Nutrition and Food Science department, respectively. Dr. Sui-Kwong Yau was promoted to full professor in the Plant Sciences Department. Mrs. Basma Dirayan Hamadeh, full time instructor in the Nutrition and Food Sciences department, resumed her duties on October 1, 2003 after a one year leave without pay. Dr. M. Sidahmed completed his paid research leave at the University of Guelph, Canada. Mr. Jason Danziger, Assistant Professor of Design at Technisches Universitaet Berlin, visited the Landscape program in March 2004. He conducted vertical workshops for year II and III Landscape students on Beirut City Monuments, and also gave a public lecture on City Monuments on March 22, 2004.

Research Grants and Service Contracts

During 2003-04, the University Research Board (URB) provided funds for 14 faculty members with a total budget of \$107,400; while the Lebanese National Council for Scientific Research (LNCSR) provided funds for 7 faculty members with a total budget of L.L. 62,100,000. Also, during 2003-04, we had on record 28 restricted grants and service contracts with a total budget of \$7,512,240. Seven of these were under the REP Office and the others administered through the Grants and Contracts Office.

A new contract between IBSAR/AUB and UNDP for the “Development of the National Biosafety Framework for Lebanon and Top-up Biodiversity Enabling Activity Project” to be conducted by the IBSAR project team and directed by Dr. Salma Talhouk, was signed effective February 1, 2004 until July 31, 2005. Total budget for this project amounts to \$99,950.

A new IBSAR research collaborative agreement with Eng. Wasseem Ezzedine for the “Holistic Landscape Approach to Biodiversity Use in Lebanon: Partenering with Landowners” was signed effective April 1, 2004. The project period is for three years and the year I budget is \$73,204.

Budgets for year II and III will be provided upon completion of the first year as specified in the agreement.

A new memorandum of understanding to support research entitled: "Evaluation of Graded Levels of Organic Manure on Yield and Quality of Vegetable Crops Grown in the Bekaa Valley" was signed between FAFS and Greenline effective April 2004 to be directed by Dr. Farran. Total budget for this project amounts to \$8,000.

A new agreement between SEAL and FAFS for the support of "Asset Building of Small Lebanese Farmers" to be directed by Dr. Ramy Zurayk was signed effective April 2004. Total budget for this project amounts to \$9,000.

Mercy Corps approved an increase in the budget of the Forage Sustainable Development project from \$1,300,000 to \$2,100,000 to incorporate the new amendment for South Lebanon. The project period will remain the same from November 7, 2002 until November 6, 2005.

The Report Commodities for USAID/ASHA grant #1336-836 has been approved by ASHA. Total budget for FAFS is \$162,268.

A new service contract was signed with UNIFERT (A Lebanese based Agr. Co.) to conduct "Vegetable Seeds Trial at AREC" from March 1, 2004 - November 15, 2004 with a budget of \$4,400.

Visiting URB Scholar

Dr. Stephen DeGloria, Professor and Chair, Department of Crop and Soil Sciences, Cornell University, was invited by the Land and Water Resources Dept. to present two lectures on May 7 and May 10, 2004. His lectures were on "Faculty Governance and Evaluation" and "Agronomic and Environmental Resources Inventory". He also lectured in two courses offered in the spring semester. Dr. Keith Frayn, Professor at the University of Oxford, was invited by the Nutrition and Food Science Department. He visited FAFS July 18-23, 2004 and met with faculty members and students and presented lectures on recent issues of Nutrition and Health.

Faculty Professional Activities

FAFS faculty members continued attending international and regional scientific meetings during the academic year 2003-04. A total of 16 faculty members presented papers and/or chaired sessions in those meetings. The Dean was an invited speaker at the World Poultry Congress in Istanbul in June 2004 and was also honored by the American Poultry Science Association at their annual meetings in St. Louis, MO. Research productivity continued to increase with a total of 49 papers published in scientific peer reviewed journals in 2003-04 and numerous others in proceedings, books and chapters in books.

AREC

Eleven AGRL III and 18 LDMG III students arrived at AREC on March 21, 2004 to continue the spring semester.

AREC students held the Aggie Olympics day in the presence of Dean Daghir and FAFS faculty on May 6, 2004. The AREC team competed with the AUB team as well as teams from the Lebanese University and St. Joseph University. The annual sweet corn day was held on August 22, 2004. FAFS faculty members, staff and alumni attended the activities of that day. Awards were distributed to four landscape III students, for the first prize award in landscape 2004, student project.

Several projects were completed at AREC: computer network project; face lifting of the kitchen, cafeteria and library area; renovation and new equipment for the cafeteria; installation of seed bank and aluminum installation of windows and doors of AWD, Clinic and Police Station. AREC landscaping projects are in progress and Landscape students are carrying on with these projects as part of their training.

AREC has become an important training and extension center for FAFS as well as for AUB at large and for external public and private agencies. A total of 14 workshops and training programs were held at AREC during 2003-04.

Workshops

A one-day symposium on “Agricultural Policies in the Arab World”, organized by the Faculty and the FAFS Alumni Chapter, was held at FAFS on June 18, 2004. Key speakers from ESCWA, FAO, World Trade Organization and Union of Arab Chambers of Commerce, Industry and Agriculture presented papers and shared in the discussions that followed. Proceedings ensuing from the Symposium are being prepared for publication.

Dr. M. Batal organized a workshop on “Nutrition: Facts and Realities” which was attended by Directors and Public Health Educators in 25 centers affiliated with the Ministry of Social Affairs, May 13, 2004.

Dr. S. Talhouk organized two workshops, one on “Prospects for the Identification and Conservation of Biodiversity Rich Areas in Lebanon”, February 26, 2004, and the second on “Introduction of the Cartagena Protocol on Biosafety Development of the National Biosafety Framework for Lebanon Project”, April 23, 2004.

Conclusions

The year 2003-04 was from several standpoints very productive and rewarding. As a result of the new programs, student enrolment increased by 7%, research output approached 2 peer reviewed journal articles per faculty per year, and support for research from outside agencies has increased considerably. The FAFS has become a center of continuous activity for workshops and seminars in the service of the public and private sectors.

Nuhad Daghir, Dean
Faculty of Agricultural and
Food Sciences

DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Graduates from Degree Programs Eighty-six students graduated from FHS during AY 2003-04 (including summer 2004): 44 students graduated with a BS in Health Sciences (14 from EH and 30 from MLT), 32 students completed their MPH degree and 10 graduated with an MS degree.

Regional/MD Students The Faculty awarded scholarships to four new regional students (from Jordan, Syria and Palestine) and one MD from Lebanon, through support from the Wellcome Trust, Arab Fund and Ford Foundation grants to FHS. The total number of students supported till the end of June 2004 is: 7 regional and 5 MD students

Faculty

Promotion. Dr. Iman Nuwayhid was promoted to the rank of professor effective October 1, 2004. Drs. Rima Afifi, Monique Chaaya and Hala Tamim were promoted to the rank of associate professor also effective October 1, 2004.

New Faculty 1. *Dr. Muna Al Khalidi*, joined the Department of Health Management and Policy as Assistant Professor of Public Health Practice effective October 1, 2003 for one year. 2. *Dr. Hibah Osman* was jointly appointed with FM effective October 1, 2003 for one year as Assistant Professor of Public Health at FHS and as clinical instructor in the Department of Family Medicine at FM. 3. *Dr. Mirou Jaana* joined the Department of Health Management and Policy as assistant professor in January 2004 for three years. 4. *Dr. Oona Campbell*, Senior Lecturer at the London School of Hygiene and Tropical Medicine was visiting professor in the Department of Epidemiology and Population Health effective October 1, 2003 for one year. 5. *Dr. Ayman Zohry* joined the Department of Epidemiology and Population Health as visiting assistant professor effective September 15, 2003 for one year.

Regional and International Links

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

Visiting Scholars. 1. *Dr. Sara Randall*, Senior Lecturer at the Department of Anthropology, University College London, visited FHS October 12-25, 2003. 2. *Dr. Karen Messing*, Professor at the Centre d'étude des interactions biologiques entre la sante et l'environnement-Canada visited FHS December 5-13, 2003. 3. *Dr. Marion Carter*, Ph.D. from Princeton University (2002) and working at CDC, visited FHS January 26-31, 2004. 4. *Dr. Brendan Mullan*, Ph.D. from the University of Pennsylvania (1986) visited FHS March 2-6, 2004. 5. *Dr. Maha Talaat*, Ph.D. from Princeton University (2002), Head, Infection Control Branch, US Naval Medical Research Unit-Egypt, visited FHS April 13-17, 2004. 6. *Dr. Haifa Madi*, MD from Jordan University (1978) and MPH from Harvard (1993), Deputy Director of Health, UNRWA headquarters-Amman, visited FHS May 11-13, 2004. 7. *Dr. Suad Joseph*, Professor,

Anthropology Department at the University of California at Davis, visited FHS on May 17, 2004. 8. *Dr. Cynthia Myntti*, independent consultant, visited FHS July 1-31, 2004.

Visiting Fellows The Center for Research on Population and Health (CRPH) hosted the second group of visiting regional fellows during summer 2004: 1. *Ms. Sawzan Abdulrahim*, (two months), Doctoral student and graduate student instructor at the University of Michigan; 2. *Dr. Rita Giacaman*, (one month), Research and Program Coordinator, Associate Professor of Community and Public Health at Birzeit University in Palestine; 3. *Dr. Ahmad Mandil*, (one month), Professor, Epidemiology Department, High Institute of Public Health at Alexandria University in Egypt; 4. *Dr. Hania Sholkamy*, (one month), Assistant Professor, Social Research Center, American University of Cairo; and 5. *Dr. Abdel Ilah Yaakoubd*, (one month), Professor, National Institute of Statistics and Applied Economics in Rabat, Morocco. They spent the time working on writing results of their research projects and interacted with FHS faculty working on research during the summer.

Retreat with Birzeit University A two-day retreat (July 23 and 24, 2004) was organized by FHS to discuss collaboration between FHS and the Institute of Community and Public Health (ICPH) at Birzeit University in research, training and graduate programs. The Director of ICPH, Dr. Rana Khatib attended along with two of the Institute's faculty members, Drs. Rita Giacaman and Abdul Latif Hussein. The retreat reviewed the progress of the collaboration between the two organizations and found special benefit in sharing different and complementary approaches to health, from developmental and community to academic approaches. It was further agreed that joint summer training is the most attractive and most feasible area for collaboration.

Reproductive Health Working Group FHS jointly organized with the regional Reproductive Health Working Group (RHWG) the annual meeting which was held in Lebanon from July 11 to 13, 2004. All groups working on reproductive health issues at FHS participated in the meeting

Sponsored Research and Service Activity

The Center for Research on Population and Health (CRPH), established at FHS in January 2002, continued its support of interdisciplinary research at FHS and in the region through research projects, regional networks and workshops.

Proposal Submitted for Funding The Wellcome Trust team made a site visit on June 9-10, 2004. The visiting team met with CRPH/FHS investigators regarding the proposal to the Wellcome Trust (March 18, 2004) for a research program entitled "Health Status, Well-being and Population Change in the Middle East: A Research Network Approach". The proposed program (\$3,000,000) is for a five-year period, starting January 1, 2005. The Wellcome Trust responded favorably with a letter of intent and discussions are ongoing to finalize the award letter.

Research Workshops

The Changing Childbirth Research network organized two regional workshops. The first, on "Developing Proposals for Intervention Studies", was held at FHS on October 9 and 10, 2003. The second regional workshop on "Developing a group paper on "Birthing Practices in the Arab

Region" was also held at FHS on July 10, 2004. Both were attended by participants from Egypt, Lebanon, Palestine and Syria and funded by the Wellcome Trust grant to FHS.

The Preconceptional care project, a joint collaboration between researchers at UCLA School of Public Health, FHS/AUB and the Alexandria University High Institute of Public Health, organized two meetings at FHS on October 2 and 3, 2003 and on February 23 and 24, 2004. The meetings were attended by participants from Egypt, Lebanon and USA who presented current research and looked to expanded future collaborations in the area of preconceptional care.

The Childbirth project also organized with the Faculty of Medicine a joint National Workshop on Maternal Mortality in Lebanon: A Call to Action on March 20, 2004. The participants included representatives from the Ministry of Public Health, UNFPA, UNICEF, WHO, Order of Physicians and Syndicate of Hospitals.

The Center for Research on Population and Health (CRPH) hosted a meeting for 8 non-governmental agencies from the Beirut suburb of Burj-Barajneh on December 11, 2003 to disseminate research findings of the Urban Health Study.

FHS hosted the workshop on "Therapeutic Decisions at Menopause: results of the menopause study in Lebanon, Morocco, Spain and the US" on April 5-6 2004. The workshop, which was funded by a grant from Harvard University to CRPH, was attended by 8 regional and international participants and 11 participants from Lebanon.

Training Projects

Flagship Program

AUB, in collaboration with the World Bank and with sponsorship by the European Union, delivered a Flagship course in Beirut from June 7-17, 2004 for the Iraqi Ministry of Health. The 28 participants were mid- and high- level policymakers, health managers and Directors General of health directorates from various governorates and some NGOs in Iraq.

The Flagship program on Health Sector Reform held the seventh National Flagship course in Tehran, Islamic Republic of Iran on June 19-23, 2004. The course, part of the project funded by the Ministry of Health and Medical Education in Iran, was attended by mid and high level managers mostly from the Ministry of Health and Medical Education (MOHME) employees.

AUB/FHS organized a Senior Policy Seminar (SPS) (September 25-28, 2004) for the MOHME in Iran as a follow-up activity to the 7 Flagship training modules offered during the past year in Tehran. The SPS targeted top government officials involved in the decision making process in the health sector in Iran.

World Education. The Faculty held in collaboration with World Education and Columbia University the first course on Public Health in Complex Emergencies from December 1 to 13, 2003 with eighteen participants from a number of countries including Afghanistan, Bahrain, Iraq, Egypt, Jordan, Palestine, Syria, Uganda, and the US. Feedback from the participants was very positive. The next course is scheduled to be held during February 2005.

Summer Training Program A summer course on “Introduction to Epidemiology and Interpretation of Health Data” was offered at FHS during July 14-22, 2004. This course was given as part of the 2004 Summer Training Program in Public Health at FHS. The course was jointly designed and given by members of FHS and Institute of Community and Public Health (ICPH) at Birzeit University. Twenty individuals participated in this workshop: Sixteen from Lebanon and four from the region (one was from Palestine and three from Syria). This activity was supported by the Ford Foundation grant to FHS.

Accreditation

FHS is undergoing a self-study for accreditation of its graduate programs with the Council on Education for Public Health (CEPH). The self-study focuses on the evaluation of three functions: teaching, research and service as measured by 10 criteria. Six Faculty committees are participating in the development of the self-study. A representative from CEPH visited FHS on June 16 and 17 for an initial consultation.

50th Anniversary Events

FHS is celebrating its 50th anniversary this year (1954-2004), as the first independent school of public health in the region. A series of public lectures by noted international speakers began in February. Two fun student activities including a poster competition and a health treasure hunt were held in May. During the summer, the first summer training program of short courses in collaboration with Birzeit University and other public health organizations was held in July. The anniversary year will culminate with the commemoration events on December 9, 10 and 11 in Beirut, including a commemoration ceremony, an international scientific conference, a tribute to late professors, a town meeting with alumni, and a gala dinner.

Huda Zurayk, Dean
Faculty of Health Sciences

DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

The Academic year 2003-04 witnessed several major developments at the Olayan School. Included are: the introduction of an EMBA Program, two meetings for the International Board of Overseers, one for the Middle East Advisory Board, adding eight new faculty members to our ranks, achieving a major thrust forward in research, multiplying our executive education offerings, hosting several distinguished international scholars as visiting faculty members, and making significant headways in the plan for a new building on the lower Campus. The year also witnessed a review of our BBA and MBA curricula in keeping with our commitment to a four year renewal cycle, an increase in the number of technology based courses, and further consolidation of our gradual switch to a modern student-centered delivery methodology. To this should be added, the continuation of the trend towards higher admission standards. Our undergraduate minimum score reached 497, our average SAT upwards of 1100 and our average GMAT 620. Also prime among the developments of academic year 2003-04 is launching the AACSB accreditation process which is now unfolding according to plan. Last but not least, the School's significant contribution to the finances of the University grew in very impressive ways and reached levels that match or exceed the traditionally highest among the other Faculties.

Faculty Profile

Full-Time Faculty: A Four Year View

	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
FTE	16	24	29	33
Distribution by Rank				
PROFESSOR	1	1	2	3
ASSOCIATE PROFESSOR	4	5	7	5
ASSISTANT PROFESSOR	7	8	9	13
SENIOR LECTURER	--	--	--	2
EXECUTIVE IN RESIDENCE	--	3	3	1
LECTURER	--	3	4	3
INSTRUCTOR	5	5	6	7
Total	17	25	31	34

The following faculty members joined the School of Business during the academic year 2003-04:

	Degree	Rank	Area
Fall			
Assem Saffeiddine	Ph.D.	V/Associate Professor	Finance

Razek Karnoub	Ph.D	V/Assistant Professor	Information System
Wassim Chahine	MBA, CPA	Instructor	Finance
Randa Sioufi	MBA	Instructor	Finance

Spring

Bijan Azad	Ph.D.	Asst. Professor	Business Information
Mehmet Koksall	Ph.D.	V/Assistant Professor	Marketing
Michel Kfoury	MBA	Instructor	Marketing
Nicholaos Tzokas*	Ph.D.	V/Professor	Marketing

* Second Semester Only

Visiting Faculty

Summer: June 25 – August 25, 2004

Zafar Ahmed	Texas A & M University
Samer Khalil	Concordia University
Sarkis Khoury	University of California, Riverside
Bilal Makkawi	Morgan State University

Short Term

Elias Awad	University of Virginia
Ali Fekrat	McDonough School of Business
Arthur Grandy	Citibank
Erik Hultink	Delft University

New Faculty for Academic Year 2004-05

Out of 51 applicants, the following faculty members were recruited effective Fall 2004:

	Degree	Rank
Armond Manassian	Ph.D., University of Calgary	Assistant Professor
Mahdi Matar	Ph.D., MIT	Assistant Professor
Chralambos Pattichis	Ph.D., University of Cambridge	Assistant Professor
Salim Chahine	Ph.D., Aix-Marseille III	Assistant Professor
Mohamed Jaber	Ph.D., George Washington University	Assistant Professor
Fida Afiouni	Ph.D., Sorbonne	Lecturer

Visitors to the School

Ms. Rosemarie Martenelli	Director of Admission, Wharton University
H.E. Sheikh Salem Al Subah	
Mr. John Fernandes	AACSB President
Dr. Erik Hoffmeyer	IBOS Member

Mr. Badr Al Humaidhi
Trustees James Wei
Trustees Nicholas & Philip Khoury
Dr. Otis Baskin

MEAB Member

Special Advisor to AACSB President

Research Leave, Home Leave & URB Grants

Academic Year 2003-04

Hewlett Research Leave	Tony Feghali	Fall 2003-04
	Ahmad Ismail	Spring 2003-04
Buy Out Research Leave	Florence Eid	Spring 2003-04
Paid Research Leave	Hassan Ghaziri	
URB Research Grants	5 Faculty members	
Faculty Development Grants	8 Faculty members	

Approved Leaves & Grants for 2004-05

URB Research Grants	6 Faculty members	
Hewlett Research Leave	Karim Rebeiz	Fall 2004-05
	Yusuf Sidani	Fall 2004-05
	Philip Zgheib	Fall 2004-05

Student Statistics

Enrollment (2003-04)

1. Enrollment by Level and Gender

	<u>Female</u>	<u>Male</u>	<u>Total</u>
Undergraduates	527	596	1121
Graduates	78	73	151
EMBA	2	19	21

2. Enrolment by Level and Nationality

	<u>Undergraduate</u>	<u>Graduate</u>	<u>EMBA</u>
Lebanon	893	130	16
Middle East Excluding Lebanon	119	14	5
North America	67	4	0
South America	10	0	0
Asia & Oceana	1	0	0
Europe	27	3	0

Africa	4	0	0
Total	1121	151	21

Admission

1. Admission by Level, Status and Term

	<u>Undergraduate</u>			<u>Graduate</u>		
	Applied	Accepted	Enrolled	Applied	Accepted	Enrolled
Fall 02-03	1163	660	200	100	39	22
Fall 03-04	1409	655	197	188	66	40
Spring 02-03	154	67	31	36	21	17
Spring 03-04	201	50	23	117	28	20
Fall 04-05	1381	744	255	174	58	43

2. Average Composite Score and SAT 1 by Term (Undergraduate)

	AVERAGE COMP	AVERAGE of SAT I
Fall 02-03	545	1100
Fall 03-04	553	1100
Spring 02-03	523	1027
Spring 03-04	546	1080
Fall 04-05	552	1110

3. Average GMAT, Bachelor's Average, Years of Experience, Age (Graduate)

Term	AVG GMAT	AVG UG	AVG Experience	AVG Age
Fall 2002-03	570	79	3.1	25.6
Fall 2003-04	600	81	2.8	25.4
Spring 2002-03	580	81.1	4.1	24.5
Spring 2003-04	590	80.6	2.9	24.4
Fall 2004-05	620	82.4	2.4	24.5

4. Total Number of Courses, Sections and Credits offered

	Undergraduate Courses			Graduate Courses		
	Number of Courses Offered	Number of Sections Offered	Number of Credits	Number of Courses Offered	Number of Sections Offered	Number of Credits
Fall 2002-03	43	125	335	34	38	77
Fall 2003-04	39	134	368	37	39	83
Fall 2004-05	46	144	387	35	50	122

Profile of EMBA Students

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

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

Additional Achievements

New Building: Efforts continued unabated on completing designs for the new building in close cooperation with FPDU and the consultants.

AACSB Accreditation: AACSB President John Fernandes visited the School in December as a first step towards the School's application for accreditation. The Visit of Fernandes was followed by a visit by Professor Otis Baskin who held several workshops for the OSB faculty members on the accreditation procedure.

EMBA: Launching of EMBA was held in Issam Fares on February 25, 2004. Dr. Sarkis Khoury from University of River Side, California was the guest speaker. The first round commenced on February 26 with a total enrollment of 21 executives from Lebanon and the region and the second round commenced on September 23 with 18 executives (Refer to table III C).

Abu Dhabi Chapter: The OSB was featured in the Annual Gala dinner of the Abu Dhabi Alumni Chapter held in May 2004. It was also the center piece in the Chapter's annual publications.

Dealing Room: Work started on a new project for the conversion of room 001 into a dealing room connected directly on line to the finance Reuter's services. The room will contain 13 workstations and will be used for the finance practical courses. The "3000 extra services" related to this project will be donated by Reuters Foundation.

Future Plans

The Olayan School of Business commences its academic year 2004-05 with its usual vigor. Its priority includes: accelerated pursuit of AACSB accreditation, a joint degree with Medicine, fundraising for six chairs, taking concrete steps towards establishing centers, further raising the undergraduate admissions bar, attracting additional faculty members, further stimulating faculty research and expanding our executive education offerings.

George Najjar, Dean
School of Business

DEAN OF STUDENT AFFAIRS

General Office

Except for a minor short-lived conflict between students which resulted in four suspensions and two Dean's warnings, the daily operations of DOSA ran very smoothly this year and all student activities, functions and elections were conducted in an orderly and civilized manner. The staff of DOSA is to be commended for its dedication and team spirit. Credit for the smooth operation of the Department goes to all of them.

At the managerial level, DOSA witnessed two developments. First, all the janitorial services in West Hall and the 6 dormitories were transferred to the AUB Physical Plant Department. Second, the nursing bursary program was transferred to the Hospital last February. Nine sponsored students were admitted to AUB this year and DOSA handles their affairs. Five students are sponsored by ARAMCO – Saudi Arabia, one by the National Guard Health Affairs – Saudi Arabia, one by the Embassy of Qatar – Beirut, one by Syriatel – Syria, and one by the Embassy of the United Arab Emirates.

Athletics

The sports season started early in October with the recruitment of athletes, followed by open tournaments in soccer and basketball in which 70 teams competed in a total of 45 matches. The Christmas tournament among 12 Lebanese universities was held on campus and AUB ranked first overall. AUB athletes also achieved the Lebanese championship of the Rugby federation and the swimming and tennis championships of the Lebanese Federation for University sports. At the end of the fall semester, two AUB delegations traveled to Dubai and Egypt to participate in overseas tournaments, and returned with honorable results.

The traditional sports events at AUB, such as the intramurals, the inter-departmental tournaments, the High School Festival, the Field Day, the Aggie Olympics, the Slam duck competition and the Big Game were, as usual, successful and generated enthusiastic crowds.

Two major developments were warmly welcomed by the AUB community: the groundbreaking of the Student Hostler's Center which raises great expectations, and the opening of the renovated Nadim Khalaf tennis courts providing state-of-the-art courts.

Career and Placement Services

To identify job opportunities for graduating students more effectively, DOSA organized the Annual Job Fair this year, without the involvement of the Alumni Association as used to be the case. The Fair attracted over 60 regional and multinational firms; 150 students were interviewed for potential employment; and \$77,427 was generated, the bulk of which went to financial aid.

A survey conducted by this unit revealed that 551 AUB graduates were recruited between October 2003 and September 2004 by local and regional firms.

As part of its mission to develop career counseling and relevant skills, this unit conducted this year 48 career skills workshops, 25 recruitment presentations and career seminars, and 12 recruitment interview seminars. Detailed research is currently in progress, taking into consideration the majors employed by multinational, regional and local firms, date of employment, and geographical areas.

Counseling Center

To date 312 students have received professional counseling. This indicates that the students do recognize the Counseling Center as the only provider of psychological services. This number does not cover students who came once for the purpose of quick advice or information.

A new brochure for the C.C. was designed and another two, one on Depression and Anxiety and another on Drug abuse are planned for this year. Active steps are under way to restart the Peers Program with students who have expressed motivation and interest in running Peer activities.

The Counseling center will be actively cooperating with the Housing Coordinator in running activities in the dorms aiming at raising awareness on some important issues of student life and a parallel activity in the form of talks or lectures will aim at the broader AUB community.

International Student Services Office

The mission of International Student Services is to enhance the image, visibility and reputation of AUB as an international institution; to enhance the university's support programs for international students and to promote a culturally diverse learning environment for those students in Lebanon. ISSO is also responsible for Community Service and Disabled Students. The Office produced a number of publications and brochures to help international students settle at AUB. These included an International Student Orientation Registration booklet, an International Student Services Handbook, and a Student Emergency Plan and Flowchart.

Furthermore, the Office organized a number of special functions and trips including an orientation program and coordinated meetings between AUB students and student groups from UK, USA, Germany and France.

In the area of Community Service, ISS Compiled an NGO database covering all Lebanese NGOs that AUB students can chose to volunteer with, and ISS assisted in matching students with appropriate NGOs.

Student Activities

This department is the focal point around which all student activities and functions revolve, starting with coordination and supervision of students' exhibitions, workshops, movies, parties, receptions, fundraising activities and lectures inside West Hall or on campus, organized by 35 clubs and 10 societies, and ending with planning and implementing major and highly time-demanding functions. These functions include organizing and administering the elections of six Student Representative Committees (SRCs) involving over 60% of the student body, followed by organizing the election of students to the University Student Faculty Committee (USFC). This

department supervises the publication of the Campus Yearbook, organizes the Outdoors, and Folk Dance Festivals which both attract yearly, over three days, a crowd in excess of 7,000 people. Likewise, this unit organizes the New Student Orientation Programs, lasting one week prior to the beginning of the academic year and involving over 1,500 new students.

All the above functions and activities were carried out this year on time and very smoothly, except for the publication of the Campus Year Book, delayed for reasons beyond the unit's control. We are in the process of changing the by-laws which govern the publication of the Year Book, hoping to avoid delays. The encouraging and rewarding feedback which this unit received from the administration, faculty, staff and students serves as an incentive to continuously improve its performance.

Student Housing

Since the February appointment of an Acting Coordinator of Student Housing, efforts have concentrated on: occupancy management; organization of staff affairs; re-evaluation of policies and procedures regarding curfew, guests and check-in and check-out policies; identification of key problems in the dormitories; and t selection and training of RA's using objective criteria.

Occupancy for fall 2004-05 reached 95.9% in the women's dorms (455 students) compared with 92.1% during fall 2003-04, and 63.1% in the men's dorms (236 students) compared with 58.82 % last fall. To increase revenues and make full use of the facilities, private rooms were assigned after September 28, 2004 to all those who requested them. A current challenge is the common bathrooms that seem unappealing to most residents. An online reservation, check-in and check-out, and the online guest tracking systems will also be introduced this year.

A health program will be implemented this year, combined with community outreach efforts to target specific areas of concern and help promote a sense of civic responsibility among residents in the dorms. In addition, a program of events that has learning and community spirit as its primary focus will also be introduced this year.

Work Study

The Work Study Program provides work opportunities on campus for hundreds of needy students. Due to financial limitations and work availability, the program was unable to extend help to more than half of the thousand students who applied this year.

Maroun Kisirwani,
Dean of Student Affairs

CENTER FOR ADVANCED MATHEMATICAL SCIENCES

Conferences

“CIMPA-UNESCO-LEBANON Summer School on Algebraic Geometry & Arithmetic of Curves”, July 5-16 2004.

In conjunction with the “Centre International de Mathématiques Pures et Appliquées” (CIMPA), Nice-France, CAMS organized a Summer School on Algebraic Geometry and Arithmetic of Curves. The meeting took place in Auditorium B1, College Hall, July 5- 16, 2004. 25 Lebanese students and professors from AUB and from the Lebanese University (Beirut, Tripoli, Zahleh) participated in the Summer School. In addition, 17 participants from Iran, Tunisia, Algeria, Egypt, Turkey, China, Canada, France, Italy and Germany attended. Speakers from AUB, Université Nantes, Université Paris VI, Université Paris VII and ICTP gave the following lectures:

“Applications of Algebraic Curves to Cryptography, Primality Testing, and Factoring”, by Kamal Khuri-Makdisi.

“Riemann Surfaces. Analytic Theory of Curves over \mathbb{C} and Historical Background”, by Christian Houzel, Fouad El-Zein, and Michel Jambu.

“Elliptic Curves over \mathbb{Q} : Mordell-Weil Theorem, statement of the fact that every elliptic curve is modular (theorem of Wiles-Breuil-Conrad-Diamond-Taylor) and of its consequences, statement of the Birch-Swinnerton-Dyer conjecture (rank only)”, by Dr. Loic Merel.

“Algebraic Curves over an Arbitrary Field. The dictionary between curves and function fields in one variable, differential forms, the genus of a curve, Riemann-Roch theorem, Jacobian of a curve”, by Oesterle.

“Transcendental Study of Curves: Singularities of plane curves, Puiseux expansion and topological invariants, and resolution of singularities”, by Teissier.

The IEEE/ACS International Conference on Pervasive Services (ICPS'2004), July 19-23 2004.

CAMS hosted the IEEE/ACS International Conference on Pervasive Services (ICPS'2004), in College Hall from July 19-23 2004. 60 participants from Lebanon, Iraq, Saudi Arabia, Tunisia, Algeria, Cyprus, France, Switzerland, Germany, Norway, India, Australia, Canada and USA attended the conference. Speakers were from Intel Corporation, Nortel Networks, AUB, University of Sidney, University of Montreal, University of Moncton, Univ. of Calgary, University of Arizona, Purdue University, University of California, Ecole Polytechnique de Montreal, University of Tromso, University of Fribourg, Swiss Federal Institute of Technology, University of Cyprus, University of Detroit Mercy, Université Paris XIII, LAAS-CNRS, The George Washington University, University of Southern California, Rutgers University, University of Sfax and King Fahd University of Petroleum & Minerals. The first day consisted of two workshops (“First International Workshop on Component-Based Software Engineering” and “First International Workshop on Software Aspects of Context”) and three tutorials (“Reconfigurable Platforms: Potentials of an Emerging Technology”, “Pattern-Oriented Analysis and Design” and “Building Peer-to-Peer Applications and Pervasive Environments using Project JXTA”). Then, the following papers were presented:

“Virtual Networks-Next Generation Platform for Network Services ”, by Dr. Hassan Alkhatib.

- “Autonomic Computing; Research Challenges and Opportunities”, by Salim Hariri.
- “Privacy-Preserving Location-Dependant Query Processing”, by Mikhail Atallah & Keith Frikken.
- “How Long is Your Belt? Towards a Single Device for Multiple Functions”, by Walid Najjar.
- “Wireless Smart Implant Dedicated to Multichannel Cortical Monitoring & Microsimulation”, by Mohamad Sawan.
- “A Programmable Structure for Pervasive Computing”, by Ingar Mæhlum Arntzen & Dag Johansen.
- “Context-Aware Computing: A Guide to the Pervasive Computing Community”, by Ghita Kouadri Mostéfaoui.
- “PALLAS: A Querying Interface for Pervasive Computing Using Handheld Devices”, by Stavros Polyviou.
- “An Acoustic Identification Scheme for Location Systems”, by Raja Jurdak, Cristina Videira Lopes, & Pierre Baldi.
- “Context-Aware Service Provisioning”, by Soraya Kouadri Mostéfaoui & Béat Hirsbrunner.
- “Next Generation Vehicle Network (NVGN): Internet Access Utilizing Dynamic Discovery Protocols”, by Rami Baroody, Nizar Alholou, Asif Rashid & Salim Hariri.
- “Opportunities for Grid Computing in Bio- and Health-Informatics”, by Albert Zomaya.
- “A Dynamic Honey-pot Design for Intrusion Detection”, by Iyad Kuwatly, Malek Sraj, Zaid Al-Masry & Hassan Artail.
- “Abnormality Metrics to Detect and Protect against Network Attacks”, by Guangzhi Qu, Salim Hariri, Santosh Jangiti, Suhail Hussain, Seungchan Oh, Samer Fayssal & Mazin Yousif.
- “TRUMMAR - A Trust Model for Mobile Agent Systems Based on Reputation”, by Ghada Derbas, Ayman Kayssi, Hassan Artail & Ali Chehab.
- “Reconfigurable Computing for RC6 Cryptography”, by May Itani, and Hassan Diab.
- “Design Principles for Inducing Reactivity in Ubiquitous Environments”, by Fahd Al-Bin-Ali.
- “The Use of a Hopfield Neural Network in Solving the Mobility Management Problem”, by Javid Taheri & Albert Y. Zomaya.
- “An Intelligent Interface for the Dynamic Negotiation of QoS in ARCADE”, by Zeina Jrad & Francine Krief.
- “Analysis of Wired Short Cuts in Wireless Sensor Networks”, by Rohan Chitradurga & Ahmed Helmy.
- “RUGGED: Routing on Fingerprint Gradients in Sensor Networks”, by Javed Faruque & Ahmed Helmy.
- “Internet Performance Modeling Using Mixture Dynamical System Models”, by Z. Liu, J. Almhana, V. Choulakian & R. McGorman.
- “A Scalable High-performance Router Platform Supporting Dynamic Service Extensibility On Network and Host Processors”, by Lukas Ruf, Ralph Keller & Bernhard Plattner.
- “ Opportunistic Application Flows in Pervasive Environments ”, by N. Jiang, C. Schmidt, V. Matossian, M. Parashar.
- “Hybrid Cache Invalidation Schemes in Mobile Environments”, by Yuliang Bao, Reda Alhaji & Ken Barker.
- “A Distributed Framework for Relaying Stereo Vision for Telerobotics”, by M. Al-Mouhamed, O. Toker, A. Iqbal & M. Nazeeruddin.
- “Towards a Unified Graph-Based Framework for Dynamic Component-Based Architectures Descriptions in Z”, by Imen Loulou, Ahmed Hadj Kacem, Mohamed Jmaiel & Khalil Drira.

The conference also included a Poster Session and a panel entitled “Pervasive Services in Vertical Sciences - Exploration & Challenges”(Moderator: Salim Hariri, Panelists: Tarek El-Ghazawi & Albert Zomaya). For further information please check the web page of the event: <http://icps2004.cse.ogi.edu/>

Seminars

1. “Ghost-Matter Mixing and Superstringy Hydrodynamics”, Dimitri Polyakov, Physics Department, American University of Beirut, 15 October 2003.
2. “Mathematical Construction of Klauder's States”, Yassine Hassouni, Laboratoire de Physique Theorique Université Mohamed V-Agdal, 17 October 2003.
3. “When Will HPC Become a Mature Tool to Think With?”, Rajan Gupta, Los Alamos National Laboratory, 21 October 2003
4. “Discovering Elementary Particles and Estimating Their Masses”, Rajan Gupta, Los Alamos National Laboratory, 22 October 2003.
5. “Encoding Complexity Versus Minimum Distance with Applications to Turbo-Like Codes”, Louay Bazzi, Faculty of Engineering and Architecture, American University of Beirut, 05 November 2003
6. “Applications of Algebraic Topology to the Spectral Geometry of the Riemann Curvature Tensor”, Iva Stavrov, Department of Mathematics, American University of Beirut, 11 November 2003
7. “Super Yang-Mills Theories from Matrix Models”, Shahrokh Parvizi, School of Physics, Institute for Studies in Theoretical Physics and Mathematics”, 03 December 2003.
8. “Optimizing public policy under imperfect rationality”, Sir James A. Mirrlees, 1996 Nobel Laureate in Economics, University of Cambridge, 16 February 2004.
9. “Optimal taxation and subsidization of low incomes”, Sir James A. Mirrlees, 1996 Nobel Laureate in Economics, University of Cambridge, 18 February 2004.
10. “Why Some Economies Grow”, Sir James A. Mirrlees, 1996 Nobel Laureate in Economics, University of Cambridge, 19 February 2004.
11. “Developments of Harmonic Analysis during the 20th century”, Jean-Paul Pier, Luxembourg University, 25 February 2004.
12. “Graph-theoretical methods in the general function theory”, Amine El Sahili, Lebanese University, 17 March 2004.
13. “Quantization on Compact Lie Groups”, Omar Hijab, Department of Mathematics, Temple University, 24 March 2004.
14. “Astronomy in the Infrared”, George Helou, Director, Infrared Processing and Analysis Center, California Institute of Technology, 06 April 2004.
15. “Materials Science of Nanoscale Structures”, M. J. Aziz, Division of Engineering and Applied Sciences, Harvard University, 07 April 2004.
16. “Sums of squares, sums of polygonal numbers, and quadratic Diophantine equations”, G. Shimura, Mathematics Department, Professor Emeritus, Princeton University, 12 May 2004.
17. “Comparing and Combining Depth and Texture Cues for Face Recognition”, Chiraz Ben Abdelkader, Computer Science Department, American University of Beirut, 19 May 2004.
18. “Vision from Ibn Al-Haytham to Variational Calculus”, David Mumford, Division of Applied Mathematics, Brown University, 28 May 2004.

Visiting Scholars

Shahrokh Parvizi, School of Physics, Institute for Studies in Theoretical Physics and Mathematics.

Rajan Gupta, Los Alamos National Laboratory.

George Helou, Director, Infrared Processing and Analysis Center, California Institute of Technology.

Sir James A. Mirrlees, 1996 Nobel Laureate in Economics, University of Cambridge.

Jean-Paul Pier, Luxembourg University.

Bernard Heffer, Paris Sud.

Re'gis Monneau, ENPC, Paris.

Ahmad El Soufi, Laboratoire de Mathématiques et Physique Théorique, Université de Tours.

Boyan Sirakov, Paris 10.

Mikaël Balabane, Département de Mathématiques, Institut Galilée, Université Paris 13.

Bassam Fayad, Paris 13.

Sir Michael Atiyah, IAC Chairman, School of Mathematics, Edinburgh University.

Fouad El-Zein, Département de Mathématiques, Université Nantes.

Assaf Kfoury, Computer Science Department, University of Boston.

Oussama Hijazi, Institut de Mathématiques Elie Cartan, Université Nancy.

Victor Araman, Department of Information, Operations & Management Sciences, New York University.

Nabil Nassif, Mathematics Department, American University of Beirut.

Moustapha El-Jazzar, Paris.

Nassif Ghoussoub, Banff International Research Station.

Haidar Sabbagh, McGill University.

Bassem Sabra, Department of Astronomy, University of Florida.

Computing

Lectures on Parallel Computing were given by Joy Khoriaty to Masters Computer Engineering students.

Ibnsina's new high performance SP2 switch is put into service.

New users were added to the High Performance Computing Platform Ibnsina.

Ibnsina received major maintenance update.

Beowulf Cluster Alkhayyam increased in size with four new processors.

Scientific Computing and Visualization packages are made available through CAMS servers to faculty, associates, and visitors. The packages include: Matlab, FEMlab, Maple, IDL, and Magma.

Software package maintenance is being renewed and actively used.

Software package "FEMlab" is being highly utilized.

Fund raising

CAMS is establishing a group of local and international “repeat” donors, “Friends of CAMS”, for the support of our scientific mission and activities. Some progress has been made in this direction with the great help of Dr. Marwan Ghandour (Lebanon Invest SAL).

The Arab Fund for Economic and Social Development also made available to CAMS a contribution of sixty thousand Kuwaiti Dinars to finance two years of the “Arab Regional Fellows Program at CAMS”.

Wafic Sabra, Director
Center for Advanced
Mathematical Sciences

OFFICE OF THE REGISTRAR

National Social Security Fund (NSSF)

A review of the NSSF process at the Registrar's Office resulted in the development of a new software system that builds on the older one (developed at the Registrar's Office and used for the last three years) and enhances its functionality. This is all part of the effort to ensure that all students are accounted for with regards to NSSF.

Medical School Student Records

A project to place the academic history of Medical students in Banner and make their records easily accessible and safe was successfully completed. A software application to query and print transcripts from the converted data has been built. This application was created because Banner does not support two fields for lecture and clinical hours for medical students nor does it display two grades for a course (initial grade/make up grade).

On-line Registration for Medical Students

We have completed preparations for Medical students to register on Banner this year. Medical students will be able to access AUB SIS and register their courses as all other AUB students currently do.

Online Clearance for Graduating Students

With the help of the CNS, the Registrar's Office adopted a fully Web-based application for student clearance. Two Clearance Officers, one primary and the other secondary, were selected from each concerned department/office, trained and linked to the main Clearance Officer at the Registrar's Office who initiates, coordinates, and finalizes this process. Graduating students are notified by e-mail once the clearance process is initiated. They can view their clearance status via the Web. This procedure proved to be very effective. Students will no longer be required to run to different areas in the campus to secure their clearance manually.

The above process includes filling the on-line exit form where graduating students provide information about their future career/education plans, in addition to their addresses, telephone numbers, emails, etc.

After several months of using the online clearance form, it was updated in an effort to improve the overall student experience in the clearance process and to overcome some of the shortcomings of the previous version that materialized after using the application.

Web CAPP

An upgrade to banner 6.X is scheduled for October 2004. This will include the introduction of the new version of WebCAPP. The objective of CAPP is to measure on the Banner SIS system

the student's academic achievement against the requirements of his/her degree. Web CAPP is a web based interface that allows students/advisors to use CAPP to check the students' academic standing against a chosen degree/major requirements.

Early Registration

In an effort to better serve our students and to eliminate the course-section capacity problems that usually arise during the regular registration periods, the Registrar's Office carried an early three-phase registration process for the Fall Term 2004-05.

New Registration Time Slot Procedure

Grouping students by ID in ascending order for registration diminished the problem of having all current students rush to register at the same time, thus bringing down the registration server. This method meant that students with older IDs (usually more senior in class) got a chance to register first, but only got one time slot during the week. The new method groups students by Faculty and Class, giving priority by class seniority, and provides each student with a daily slot of one hour between 8:00am and 5:00pm, and unlimited access between 5:00pm and 11:00pm. Students who can not register a course due to lack of capacity will have a chance to try again all through the registration week.

New on-line Transfer form

A new on-line transfer form is now available for all students wishing to apply for transfer between the different majors within a faculty or between faculties. This will minimize both the paperwork involved in such applications and the time required to process and distribute those applications to the faculties.

Forced Advising for New Students

All new students should seek advising from their assigned advisors ahead of registration. To ensure proper implementation of this policy, the Registrar's Office introduced a method to restrict registration for new students using an "Alternate PIN". Each new student will be assigned a secret alternate PIN, known only to that student's advisor. Advisors will be able to see the alternate PIN of their advisees through the advisor's advisee list on AUBsis. New students will be instructed on this process during the web registration orientation sessions given to them by the Registrar's Office before registration

Conference Presentations

AACRAO 2005 accepted paper:

Dr. Salameh's paper "How the Registrar's Office can translate its vision into action through the balanced scorecard" was accepted for presentation in ACRAO 91st Annual Conference that will be held in New York City, March 28-31, 2005.

Ramzi Labban, Associate Registrar, presented "Business Intelligence with Excel" at the SCT Summit 2004 held in Philadelphia, PA, March 28 – 31. The presentation was a runaway success and earned much appreciation both from session attendees and Summit organizers.

Moueen Salameh, Registrar, presented "Planning the Registration Process" and "A Graph Theory Approach to Solve the Examinations Scheduling Problem" at the American ACRAO 90th Annual Meeting held in Las Vegas, NV, April 19 – 22, 2004. Both presentations, focusing on using engineering tools to solve everyday higher education administrative problems, were well received.

Moueen Salameh, Registrar, presented "Electronic Archive of the Transcripts of Records" at the Arab ACRAO 25th Annual Meeting held in Bahrain, April 26 – 29, 2004.

Degrees & Diplomas Awarded (2003-2004)

FACULTY OF ARTS & SCIENCES	MAL E	FEMAL E	TOTAL
Bachelor of Arts	71	151	222
Bachelor of Science	214	143	357
Master of Money & Banking	3	3	6
Master of Arts in Financial Economics	12	16	28
Master of Arts	7	21	28
Master of Science	12	12	24
Teaching Diploma	4	35	39
Diploma in Educational & Leadership		6	6
Diploma in Special Education	1	10	11
TOTAL	324	397	721
SCHOOL OF BUSINESS	MAL E	FEMAL E	TOTAL
Bachelor of Business Administration	194	163	357
Master of Business Administration	14	17	31
TOTAL	208	180	388
FACULTY OF AGRICULTURAL & FOOD SCIENCES	MAL E	FEMAL E	TOTAL
Bachelor of Science in Agriculture	5	7	12
Diploma of Ingenieur Agricole	5	7	12
Bachelor of Science (Nutrition & Dietetics)		54	54
Bachelor of Science in Landscape Design & Eco-Management		9	9
Diploma of Ingenieur Agricole		9	9
Bachelor of Science (Food Science & Management)	1		1
Master of Science	5	12	17
Master of Science in Env.Sc.(Ecosystem Management)		2	2
TOTAL	16	100	116
FACULTY OF ENGINEERING & ARCHITECTURE	MAL E	FEMAL E	TOTAL
Bachelor of Architecture	8	3	11
Bachelor of Graphic Design	5	16	21
Bachelor of Engineering (Civil Engineering)	34	6	40
Bachelor of Engineering (Computer & Communications Engineering)	62	15	77
Bachelor of Engineering (Electrical Engineering)	40	12	52
Bachelor of Engineering (Mechanical Engineering)	58	3	61

Master of Engineering	10	10	20
Master of Engineering Management	14	4	18
Master of Science in Env.Sc.(Environmental Technology)	1		1
Master of Urban Planning	1		1
TOTAL	233	69	302
FACULTY OF HEALTH SCIENCES	MAL E	FEMAL E	TOTAL
Bachelor of Science (Environmental Health)		12	12
Bachelor of Science (Medical Lab.Technology)	10	19	29
Master of Public Health	8	23	31
Master of Science(Population Studies)		1	1
Master of Science(Population Health)		2	2
Master of Science(Epidemiology)		3	3
Master of Science in Env.Sc.(Environmental Health)		3	3
TOTAL	18	63	81
SCHOOL OF NURSING	MAL E	FEMAL E	TOTAL
Bachelor of Science in Nursing	6	28	34
TOTAL	6	28	34
FACULTY OF MEDICINE	MAL E	FEMAL E	TOTAL
Master of Science	4	14	18
M.D.	51	19	70
TOTAL	55	33	88
GRAND TOTAL	860	870	1730

Moueen Salameh,
Registrar

DIRECTOR OF ADMISSIONS

The Office of Admissions received 3,627 undergraduate applications for the fall semester of 2004-05. This is an increase of 241 applications (7.1%) as compared to 3,386 undergraduate applications for the fall semester of 2003-04. On the other hand, a 12% increase in registered undergraduate students was observed this year as compared to the previous year 2003-04 (1,700 vs. 1,518).

The increase in undergraduate applications was observed in all categories: Freshmen (5.3%), Sophomores (6.1%), University Preparatory Program (42.9%), Special not working for a degree (22%), Transfer from outside AUB (7.8%) and Teaching diploma (33.4%).

The increase in regular sophomore and freshman applicants from the Arab World was 7.4% (625 vs. 582) mainly from applicants from Saudi Arabia, Jordan, UAE, Egypt and Oman. A 5.7% (2,500 vs. 2,367) increase was also observed from applicants from Lebanon and an increase of 7.6% (85 vs. 79) from applicants from other countries.

The total number of standard graduate applications for the fall 2004-05 was 1,030 as compared to 984 last year, a 4.7% increase. It was also observed an increase in the number of new non AUB graduate applications as compared to 2003-04 (553 vs. 447).

The University Preparatory Program that started two years ago has a 42.9% (50 vs. 35) increase in the number of applications when compared to last year, the applicants are mainly from Saudi Arabia, Syria and Jordan.

The number of applications to the medical school was 142 as compared to 136 for the year 2003-04, an increase of 4.5%.

The office of admissions participated in both the freshman and the sophomore orientation programs. The Director of Admissions attended the NACAC meeting in Milwaukee in late September.

The new applications and marketing material for the year 2005-06 are currently being distributed to schools outside and within Lebanon. The new DVD and posters would be ready by mid October.

Finally, please find in Appendix C the figures on enrollment for the fall semester of the academic year 2004-05.

Salim Kanaan,
Director of Admissions

DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee have evaluated 2,656 financial aid applications, of which 2,143 (81%) were granted financial aid for the academic year 2003-04. The percentage coverage of the tuition fees ranged from 15% to 65%.

Financial aid was granted to new first-time applicants as a package combining need-based grants and merit awards. Need-based grants were determined according to a matrix developed by the Interfaculty Financial Aid Committee. The need-based awards as per matrix ranged from 0 to 60%. Merit awards were awarded as in last year based on the composite score of the applicant, ranging from 0 to 10%.

For Medical students, the financial aid package included a loan disbursed by HSBC and subsidized by AUB. The maximum loan that a student could receive was 30% of the tuition fees. Among the 197 medical students who were eligible for the loan, 155 signed for the loan, 28 refused to sign it (mostly Med IV), while 14 did not show up and their aid was cancelled. The total financial aid allocation for medical students was \$1,292,000 including an interest of \$33,654 paid by AUB to HSBC. The total amount of loan received by the medical students from HSBC was \$668,000. The combination of grant and loan for the medical students allowed them to receive coverage of tuition fees ranging from 35% to 80%. Accordingly, the average allocation of financial aid for medical students increased from an average of \$6,800 (grant) to approximately \$10,000 (grant and loan) per student.

The total financial aid disbursements reached \$7,011,216 for academic year 2003-04, including petitions, merit-scholarships and work-study granted through the financial aid office. The latter were asked to sign a statement for each semester approving or disapproving to work 50 hours per month at a rate of \$3 per hour knowing that the amount will be directly deducted from the tuition at the beginning of the semester. A total of 87 students were on the work-study program through the financial aid office for the academic year 2003-04.

Table 1, Appendix D, shows a summary of the financial aid distribution by Faculty.

Before the end of November 2003 lists of nominees were sent, through the Development Office, to various Donors for their prior approval. The lists of nominees to the various restricted scholarships that required no prior approval were sent to the Comptroller's Office for processing. Most of the allocations to the different restricted scholarships were completed by January 2004.

As part of the regular procedures, the financial aid application form and brochure were reviewed. Necessary changes were introduced to the 2004-05 forms. The online application form for continuing students was also reviewed and modified accordingly. This year, the continuing students were able to access the online application not only from AUB but from outside AUB as well.

The Financial Aid Office has received 2,519 financial aid applications for the academic year 2004-05, an increase of 11 % as compared to the fall of last year. The Interfaculty Financial Aid Committee used a revised matrix to determine the percentages to be allocated for new applicants.

The highest percentage used in the matrix was decreased to 50%. The matrix also generated a number of flagged applicants that were studied case by case. Grants for continuing students were rolled over from the previous year except for the flagged cases that were studied also on an individual basis. A total of 2034 students (81% of the total applicants) were granted financial aid. The final number of awardees for the academic year 2004-05 will be known after final registration and payment. The office also received 270 petitions for late applications and for reconsideration (120 new and 150 continuing). These will be reviewed during the month of October.

Ten new Merit scholarships awardees were selected, thus the total sum of merit scholarships is \$464,000 awarded to 39 students.

The two Financial Aid Officers, Mrs. Ghada Hajj and Mrs. Raghida Samaha, conducted interviews for 573 new and first-time applicants along with their parents. Interviews were conducted over a period of 2 months with an average of 14 interviews per day. Students with siblings at AUB or whose parents reside outside Lebanon were not interviewed. The Associate Director, Mrs. Hanaa Kobeissi, conducted 90 house visits to additional applicants who were not interviewed at the office.

The Financial Aid Office participated this year in "Made in America 2004" trade fair for U.S. goods and services. It was held at the Export Center at the Port of Beirut from September 1 to September 3, 2004. Posters or projects giving statistics on the number of students sponsored by USAID and USDA through Mercy Corps were shown.

An opening for an IT position is currently being advertised. The IT would be able to improve on the inhouse financial system and to allow a better communication between Banner and this system.

This year, another loan program was initiated for the second year on undergraduate students enrolled in the Faculty of Engineering and Architecture (FEA), second year and on. The loan agreement was made with the Byblos bank. The model is similar to the one used for Medical students. These will therefore benefit from an increase in financial aid such that the percentage range becomes 35-80% divided into two components: a grant and a loan of a maximum of 30% of the tuition fees. The loan will be subsidized by AUB during the period of study until the student graduates. Table 2 attached shows the model used for the distribution of financial aid grants and loans for FEA students. The exact number of students benefiting from this loan and the amounts disbursed in terms of grants and loans are still pending the Byblos bank approval.

Additional information on financial aid distribution can be found in Appendix E.

Salim Kanaan,
Director of Financial Aid

ACADEMIC COMPUTING PROGRAM

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

ACC Website The website was updated and substantially expanded throughout the year. ACC staff supported several AUB administrative websites, particularly the Accreditation, Teaching Excellence, and Information for Entering Undergraduates.

During the period of this report, 271 AUB courses used WebCT as a supplemental tool. This number represents an increase of 100 % over the number of courses that used WebCT during the Academic Year 2002-03. From these courses, 47% were from the Faculty of Engineering and Architecture and 34% from the Faculty of Arts and Sciences. More than 2,500 individual AUB students took one or more WebCT courses each semester.

An analysis of the WebCT server logs of the spring semester of 2004 indicated that during that period a monthly average of 627,510 course pages were viewed online and 100,321 course files were downloaded by students taking WebCT courses. This represents significant savings in printing of course materials and suggests a better use of the classroom time especially in case of professors who used to provide information_for students to copy on their notebooks during the class time.

Workshops & Training Sessions ACC offered 139 workshop sessions on various computer applications to 579 participants (66% faculty members and 34% staff and RAs). As always, these workshops received high ratings from the participants. During the period of this report five new workshops were created, offered, and incorporated into the list of workshops regularly offered by ACC. In addition to the above workshops, ACC offered 120 custom training sessions to a number of participants varying from 1 to 60 per session. These sessions were mainly offered to faculty members. A few sessions were requested by faculty members to be presented to graduate students or staff members working for them on special projects. Others were delivered to students registered in WebCT courses.

On September 20th, 2004, ACC promoted the Second Faculty Seminar on the Use of Instructional Technology (IT) at AUB. President John Waterbury opened the seminar and Provost Peter Heath gave the closing remarks. I presented the current status of IT use at AUB and four faculty members gave presentations on how they were using technology tools to enhance their courses. These technology tools included WebCT, video conferencing, and hypertext. The audience was made up of 72 individuals, mostly faculty.

During the summer 2004, ten AUB faculty members participated in a 6-week Summer 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 of integration--that of educational technology tools, and offered the

participants training on the use of WebCT and other computer applications, as well as individual assistance in course design.

ACC In an effort to contribute to AUB campaign on academic integrity, ACC:
Created the Electronic Plagiarism Web site to help both students and faculty in learning about plagiarism and taking measures to avoid plagiarism in the academic environment.
Built the Web pages of the Plagiarism Tutorial and Test, soon to be required to all AUB students.

Acquired the license for all faculty and students to use Turnitin, a powerful but easy-to-use system that checks student's papers for plagiarism. In addition, ACC created Webpages with information on the use of Turnitin and will soon start offering workshops on Turnitin use for faculty members.

Solis Program ACC organized, facilitated and supported the participation of AUB in the Solis Program. This program allows students from several universities around the globe to communicate and exchange viewpoints on the US government policies in the Middle East. Solis sessions during the fall semester took place during six weeks and involved seven AUB students and students from American and Middle-Eastern universities. The spring sessions lasted for five weeks and involved three AUB students and students from the US. These students will serve as facilitators for the fall 2004 Connect Program, to be part of a new AUB accredited course.

Other Activities

March 2004: I participated in the WebCT Certified Trainer Program offered by WebCT.com (3 weeks online training, 2 days face-to-face, 1 day presentation as final examination) and became a WebCT Certified Senior Trainer.

May 3rd, 2004: I gave a presentation to the Board of Deans on WebCT use at AUB.

July 11-15, 2004: I participated in the 6th Annual WebCT User Conference in Orlando, Florida.

September 15th, 2004: I gave a presentation on e-learning for the Lebanese Management Association.

September 20th, 2004: I presented ACC resources and services to 36 new faculty members during the New Faculty Orientation.

September 23rd, 2004: ACC staff participated in the New Student Traditional Orientation Program, demonstrating how WebCT is used at AUB and how ACC supports students enrolled in WebCT courses.

During the summer 2004, the ACC computer lab was transferred to a room next to the ACC offices, what resulted in improved lab and office facilities.

Rosangela Souto Silva, Director
Academic Computing Center

UNIVERSITY LIBRARIES

This annual report describes the activities of the University Libraries during the 2003-04 fiscal year. Following is an executive summary based on the Balanced Scorecard initiative, emphasizing the major highlights of the year.

Customers' Perspective

To maintain dynamic and pertinent collections and to enhance the faculty's role in that endeavour, liaisons were appointed this year in FAS, FAFS and the S. Olayan Business School. All liaisons were actively involved in decisions on new editions, multiple copies, obsolescence, series titles lacking and acceptance of incoming gift items.

At the Serials level, and within the framework of the E-Resources Committee, 13 new electronic references were recommended and adopted. On the other hand, a thorough Reference Periodicals Collection (RPC) Evaluation project was carried out by the Committee throughout the year and resulted in the complete discarding of 28 titles (2027 volumes were removed from the Reference stacks and 259 from the Serials stacks) and a saving of \$23,113.

The Information Services Department has continued to expand and enhance its program of marketing, outreach, public relations and information literacy. Among its major achievements for this year is the ongoing steady increase in the number of information sessions offered, the initiation of the '*Andrew W. Mellon Fund*', and the completion of a comprehensive '*User Satisfaction Survey*'.

With regards to the information sessions, and in comparison to the figures recorded for the 2002-03 fiscal year, a phenomenal increase was observed in both the number of information sessions delivered and the number of attendees to these sessions (*2002-03: 63 sessions with 989 attendees vs. 2003-04: 336 sessions and 2,313 attendees*).

During the month of July, the *Andrew W. Mellon Fund* was implemented. The Department participated in running the Information Literacy segment which was comprised of 14 sessions in 35 hours. Preparation was customized to fit the needs of the research of each of the 7 participating Faculty members.

Finally, 1,537 questionnaires were filled (1,442 students and 92 faculty) of the '*User Satisfaction Survey*'. The results revealed that undergraduate students are the best customers of the library using it mostly for study purposes. It also noted that the use of the Libraries for research purposes has risen significantly this year, in particular through the use of the revamped homepage of the Libraries. The new webpage was found to be well received and well rated by the community. Similarly, the opening hours were found to be satisfactory and the overall ratings of the Services were good (all above 70 except for functionality of equipment, 58).

The studying environment has been enhanced by the completion of the *Electronic Classroom*. This fully functional room with state of the art technology (27 computers, an LCD, and a printer/scanner) has already served as the venue for the Mellon Summer Institute which created an environment conducive to teaching about library resources and provided an occasion to coordinate efforts with the Academic Computing Centre and the Teaching Excellence Team.

Internal Businesses Processes' Perspective

In the Archives and Special Collections (ASC) department, the launching of the 'Electronic Theses and Dissertations' (ETD) project took place. Graduate students submit a CD-ROM copy in addition to 2 printed copies of their projects or theses. The number of AUBites files has been extensively expanded by 109 newly opened files and 105 new archival boxes have been organized. On the other hand, a second batch of 7 manuscripts has been digitised by the DDC.

The Engineering and Architecture Library, storage pressure was partially/temporarily relieved by the relocation of some bound journals to an additional store room provided for by the Dean of E&A. Similarly, the Circulation Department in order to ease up the overcrowded space in the Jafet stacks, undertook a comprehensive relocation of books facilitated by the space freed in the basement as a result of the discarding of unwanted newspapers.

In August 2004, the face lifting works of the Science Library entrance were completed. With regards to equipment, 71 computers were added (27 in the Electronic Classroom, 10 public computers in the Jafet Lobby, 10 in the Engineering Library, 7 in the Science Library and 17 for Library staff use). Remote access to databases became functional in April to active AUB users from inside and outside Lebanon. The upgrade in computers and networking has markedly helped in increasing staff productivity and decreasing downtime connectivity. All Departmental Policies and Procedures Manuals were reviewed and updated.

Learning and Growth Perspective

The Library administration with the support of the Provost is still sponsoring continuing education programs to its potential staff to ensure proper succession in the departments of the library. To that end, Ms. Samar Mikati from ASC left in January to join Simmons College - Boston, while Ms. Ghada Nuwayhid rejoined the Cataloguing department after successfully earning a Masters of Library & Information Science degree from the University of Pittsburgh.

On the other hand, continuing staff education was promoted through staff training on office software, Etiquette and the Workplace, Fire protection and Service Excellence seminars. Similarly, librarians attended Leadership, Performance Appraisal and Management, and Stress Management seminars. All training was undertaken in coordination with the Personnel Department.

Financial Perspective

Through the generosity of the Andrew Mellon Foundation, AUB received \$100,000 that will be spent over a period of 3 years as summer faculty grants for course preparation in a program that

will combine the Libraries' Information literacy program, Academic Computing and Teaching Excellence.

More than half price savings were made on 17 E-resources subscriptions through the participation in the Lebanese Academic Libraries Consortium deals (Original price of \$233,924 vs. Consortium price of \$113,351).

The Libraries spent a total budget of \$2,545,780.70 as opposed to \$2,271,963.34 for the 2002-03 fiscal year.

General Statistics

Budget spent on books, periodicals and binding: \$2,545,780.70

Number of newly acquired monographs: 11,219 titles (including 667 as Gifts)

Number of catalogued items: 9,117 titles in 11,237 volumes

Number of circulated items: 84,116

Number of bound items: 9,550

Number of serials currently received in print: 2604; electronically accessed: 13553

Helen Bikhazi, University Librarian

AUB MUSEUM

Lectures at the AUB Museum

October 29th, 2003, by Professor Tarif Khalidi, Shaykh Zayed bin Sultan Professor of Arabic and Islamic Studies/AUB, on: “*Jesus, Islam and World Dialogue*”.

November 19th, 2003, by Dr. Selma M.S. Al-Radi, Archaeologist, Art Historian, Restorer on: “*The Mud Architecture of Wadi Hadhramaut in Yemen*”.

December 17th, 2003, by Professor John Carswell on: “*Chinese Porcelain and the Islamic World*”.

January 21st 2004, by Dr. Philip Mansel, Historian – Writer on: “*End of an Empire: Sultan Abdulhamid at Yildiz Palace*”.

February 18th, 2004, by Dr. Françoise Briquel Chatonnet, directrice de recherches aux CNRS – Paris on: “*La Bible et l'historien: Comment a-t-on écrit la Bible?*”.

March 31st, 2004, by Prof. Dr. Bertrand Lafont, directeur scientifique de l'Institut Français d'Archéologie du Proche Orient – ifapo on: “*Splendeur et mémoire de la Mésopotamie ancienne: le siècle de Hammurabi de Babylone (18 s. av. J.C.)*”.

April 28th, 2004, by Professor Assem Salam, Architect on: “*Archaeological Monuments as Seen Through an Architect's Eye*”.

June 2nd, 2004, by Dr. Michel Gawlikowski, director: Polish Center of Archaeology in Cairo on: “*Le Mithraeum à Huarté (près d'Apamée-Syrie): Une grotte peinte unique de l'époque romaine*”.

For the first time in Lebanon the International Day of Museums with “Museums and Intangible Heritage” as the theme for this year, was celebrated in the gardens of the AUB museum, with a traditional oriental music played by a quatuor from the Lebanese Symphonic Orchestra.

Lectures and International Exhibitions

Conferences

February 10th, 2004 Dr. L. Badre was invited by the AUB Women's League to lecture on: *the AUB Archaeological Museum and its Cultural Role*.

Exhibitions

The AUB Museum loaned the Phoenician mandible of the Ford Collection to the exhibition “*Hannibal ad portas. The power and wealth of Carthage*” to be held at Badisches Landesmuseum, Karlsruhe (Germany) from September 25, 2004 to January 30, 2005.

The AUB Museum loaned a Bronze Age silver torque to the Landesamt für Denkmalpflege und Archäologie Sachsen-Anhalt-Landesmuseum für Vorgeschichte (LDA), for the exhibition, “*Der geschmiedete Himmel*” to be held at Halle Museum (Germany) from October 15, 2004 to April 24, 2005.

Four objects from the AUB Museum Excavations at Tell Kazel were sent to Lyon–France for the Exhibition of “75 years of Discovery of Ugarit”.

In August 2004, The AUB Museum team organized four show cases at Tartous Museum displaying the items found by the Museum team at Tell Kazel Excavations – Syria, with display, texts and illustrations which highlight the excavation results.

Dr. Badre has been appointed member of the Scientific Committee for the planning of the exhibition: “The Phoenicians”, to take place at the Institut du Monde Arabe in Paris in 2005.

Publications

The following articles were published:

L. Badre submitted a 40 page article in January 2004 on "Cultural Interconnections During the Late Bronze Age at Tell Kazel" for the *Bulletin of American School of Oriental Research (BASOR)*, Baltimore, 2004.

L. Badre, “Handmade Burnished Ware and Contemporary Imported Pottery from Tell Kazel” pp. 83 - 101 in the Proceedings of the International Symposium on: *Sea Routes... Interconnections in the Mediterranean People 16th - 6th B.C.* Athens, 2003.

L. Badre and E. Capet, “The Late Bronze Age Pottery in the Akkar Plain” 65 pages in ed. M. Maqdissi and V. Matoian, *BAH*, Beirut, 2005 (in press).

E. Capet, “The Fourth Preliminary Report on Tell Kazel Excavations”, *Berytus* 47, 2003.

L. Badre, “Tell Kazel-Amourrou: International relations” for the Exhibition Catalogue: *Le royaume d’Ougarit*, Lyon, October 2004.

L. Badre, “Le brasero aux lions du Temple de Tell Kazel” in *Mélanges à Pierre Bordreuil*, Paris (in press)

L. Badre, “Le Royaume d’Ougarit et le Royaume d’Amourru ne font qu’un” in *Mélanges pour Gabriel Saadé*, Lyon (in press).

The AUB Museum Newsletters, vol. 18, no. 1 December 2003 and vol. 19; no. 2, May 2004.

The AUB museum contributed the introduction and twelve photographs for the AUB Calendar 2004.

Dr. Badre was asked by the Ministry of the Administrative Reform to collaborate in the writing of the “Charte du Citoyen pour le Patrimoine”, UNESCO, Beirut, 2004.

Research Projects

Mrs. Sarah Jennings conducted the third study phase between April 16 – May 3rd, 2004 for the publication of the Glass Collection of the AUB Museum.

Excavations

Tell Kazel – Syria: The AUB Museum team resumed its 20th campaign between July 23 till August 27, 2004. A preliminary report was presented to DGA, Damascus.

Kaftoun: The AUB Museum team has assisted the Monastery of Kaftoun (Chekka–Lebanon) to excavate, restore and uncover Byzantine frescoes in the church of the monastery.

Museum Renovations Projects

A new project planning was set by FPDU for the Museum Renovation as follows: March 8th, 2004 for Revision and Submittal of Drawings, April 9th, 2004 for Attribution to General Contractors. These dates were not met. In September 2004, President Waterbury gave an OK for the go ahead in launching the bidding procedure.

Donations

The Charles Kettaneh Foundation donated \$5,000 to the Museum in January 2004.

Prof. George Scanlon donated \$1,000 to the Museum in November 2003.

A grant from INSTAP (Philadelphia) of \$10,600 was given for the Tell Kazel project to conduct clay analysis to determine the origin of Late Bronze Age imported pottery at Tell Kazel.

Mrs. Annette Elefteriades donated a Terra Cotta vase to the Museum.

Mr. Naji Asfar donated several archaeological objects over the last five years. Cup of Base Ring Ware, T.C. Bowl, T.C. Gobelet, Glass Flask, Limestone Stele with Arabic Coufic inscription, Glazed Plate, Glazed Jug, Glazed Amphora, T.C. Female Figurine, Lakabi Ware Plate, Jug of Minis Ware and a Terra Cotta Flask Bottle.

Two million dollars were pledged by the Joukowsky Foundation on Sept. 29, 2004.

Children's Program

November 9th, 2003, “Tracing Adonis’ Legend” at Mashnaka - North Lebanon.

December 14th, 2003, “Olympus 2004, Encounter the Greek Gods” at the AUB Museum.

March 28th, 2004, “Heroes and Monsters” - at the AUB Museum.

June 6th, 2004 “Olympic Games 2004, Reviving the ancient games” – at the AUB Museum.

Trips

Organized by the Society of the Friends of the AUB museum

October 11th, 2003, trip to Akkar – North Lebanon

October 24 – October 26th, 2003, trip to the Euphrates – Syria

February 29th – March 13th, 2004, trip to Myanmar (Burma)

April 24th – 25th, 2004, trip to Damascus: Damascus through the ages.

October 7th – October 14th, 2004 tTrip to Turkey: Wonders of the Black Sea

Leila Badre,
Museum Curator

OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

Major Accomplishments

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

Fall 2003, gave the ACT's Entering Student Survey (ESS) to all new students. Around 800 filled out the survey. The report revealed very interesting information about the new students, their expectations, interests, and background. Comparison with 2002 results and with American national norms was done and reported on OIRA website.

ACT Alumni Survey was sent by mail to around 1,000 alumni members. Despite constant reminders, response rate was low (10%). Report was sent to development office.

An Employee Satisfaction Survey was administered to all AUB academic and non-academic employees in November 2003. Around 1,000 employees completed the survey. Report of the Employee Satisfaction Survey was finalized and posted on OIRA website. Comparison was made with 2000 employee survey results. Comparative reports by large departments/units were prepared and shared. Meetings with senior staff were held to ensure better use of the results.

The 2003-04 Common Data Set was finalized and reported on OIRA website. Similarly, College Board 2003-04 data and Middle States Institutional Profile (IP) and Petersons were completed and sent.

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

An on-line Service Quality Survey was conducted at the request of the Service Quality Task Team to solicit opinion regarding various service excellence initiatives. Report finalized and submitted to the Task Team. Another Service Excellence Projects Survey was prepared for Service Quality at AUB directed to department heads to solicit their views regarding needed projects.

In co-ordination with Library staff, prepared two library satisfaction surveys that were administered in paper and on-line versions: A user survey and a faculty survey. OIRA did the data analysis and prepared the final report.

As part of assessment activities at AUB, the College Outcomes Survey (COS) was administered in May to a representative sample of students at AUB from varying levels and faculties. The results describing 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 and to previous year's results.

An AUB Fact book was prepared for the first time. 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. It was released in July 2004 in on-line and paper versions.

In collaboration with Registrar's Office, OIRA prepared the exit survey to be filled out by all graduating students. Assisted the Admissions Office in preparing a survey to accepted candidates who did not enroll at AUB.

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

Administered the Instructor Course Evaluation Questionnaire (ICE) at the end of the fall and spring semesters to all students in all faculties, except faculty of medicine, and in summer to FEA and OSB students. The form was administered in a paper version to all students as the web version was temporarily discontinued due to low response rate. In addition to its being centrally administered, scored, and reported, the ICE provided normative information on items common to all course types and provided each instructor with facility to select additional items from the item bank that are related to course type (lecture, discussion, lab, seminar, etc.). Results were reported to course instructors, department chairs, and faculty deans within a month of the administration. In addition, summary departmental and faculty reports were released. All summary reports were posted on OIRA website.

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) to all junior students. Around 750 students took various tests. Results were compared to 2003 and to national norms in 4-year institutions and reported on OIRA website.

As part of an effort to enhance experiences and to better understand international students at AUB, gave the Cross-Cultural Adaptability Inventory (CCAI) to all new international students. Individual reports were shared with the students and with the International Students Office at AUB. Summary report will be issued highlighting differences by gender, age, and region, etc.

Submitted a proposal to the Ministry of Education regarding an assessment project involving official government examinations, and one to Omantel regarding a recruitment assessment battery.

Personnel

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

Non-Academic

Barudi, Salim	M.A., Senior Test Development Specialist
Haddad, Mona	M.A., Senior Test Development Specialist
Hamzeh, Monia	M.A., Senior Analyst
Alamuddin, Hala Saghir	Senior Clerk
Mugharbel, Fadwa	Clerk Typist

Test Administration

The following tests were administered between October 1, 2003 and September 30, 2004:

<u>Name of Test</u>	<u>No. of Candidates</u>
	1529
<i>AUB EN</i>	
IET	331
EET	210
Total	2070

In collaboration with AMIDEAST, administered the SAT to 150 candidates in October 2003, 150 in November 2003, 157 in January 2004, 138 candidates in May 2004.

The MCAT was administered in April to 100 applicants to Medical School, and in August to 153 applicants. The CFA was administered to 190 applicants in June 2004. English Placement Test (EPT) was administered to admitted students in spring and to 412 candidates in September 2004. Facilities of Room 500 Nicely were made available for the administration of the TOEIC, MELAB and the IATA Exams. The Wonderlic Personnel Test was given to 10 job applicants to AUB with a writing sample test, on a trial basis.

Future Developments

ICE reporting will be upgraded and a database is being established that will enable faculty and chairpersons to obtain trend information on various courses across sections and longitudinally over number of years.

OIRA is acquiring two servers that will enable it to better make use of its three-year data to issue trend analysis and reports that will aid in strategic planning. The servers will also host the faculty workload program currently in preparation.

Registration survey will be conducted in October to assess students' satisfaction with the registration steps and process.

The 2004 Faculty HERI Survey will be administered November 2004 to assess faculty views on various academic and non-academic issues.

OIRA will assist in institutional planning, as it is part of the newly established Strategic Planning Office.

OIRA will continue with its collection of institutional effectiveness and outcomes data through implementing its annual survey cycle.

Karma El-Hassan,
Director

OFFICE OF GRANTS & CONTRACTS

In our continued effort to better serve the AUB community, a few of our activities for the academic year 2003-2004 are listed below:

OGC Director, Dr. Homaidan, held meetings with faculty members from various faculties to discuss the services offered by the office, AUB policies, overhead charges, ways to search for funding opportunities and to access on-line funding opportunities data bases. As a result, over 80 faculty members are now registered through OGC on the InfoEd database for personalized funding opportunities announcements. Similar meetings were held with new faculty members during the orientation sessions in February and September 2004.

Dr. F. Homaidan and Associate Director, Ms. Rosie Nasser, met with representatives of current and potential sponsors namely, Mercy Corps, French National Council for Scientific Research, European Commission, IDRC, Lebanese Ministry of Environment, Institute de Recherche pour le Développement, and Lebanese Council for Scientific Research.

A “Grant Writing Workshop” was held at AUB between May 14 and 16, 2004. The workshop team included members from the University of California and the California Department of Health Services. The workshop included presentations by the team followed by discussion periods. Seventy six AUB faculty members attended the workshop and 36 had individual meetings with a member of the team to discuss either institutional grant or personal research proposals.

A Procedures Manual on how to administer financial transactions of research grants was prepared by a task team from different administrative departments, including the Associate Director of OGC, that regularly deal with research project budgetary issues. OGC is in the process of publishing the manual on the AUB-website.

A Faculty Guide to Research Policies and Procedures has been prepared and has been submitted to the Committee on Policies for approval.

The office hired a full time grants’ officer, Ms. Samar Sawaya (March 2004) and an administrative assistant Ms. Olfat Khattar (June 2004). After the appointment of Ms. Sawaya, the office was reorganized into pre-award and post-award sections.

URB guidelines were edited and approved; and LNCSR new guidelines were translated to English and published on the OGC website.

Dr. Homaidan has been a member of the Financial Advising Committee since Oct 03 (attended 4 meetings), a member of the Interfaculty Laboratory Committee and a member of the Academic Support Advisory Committee.

A new OGC website is under construction. It is currently being reviewed and evaluated and will be launched before the middle of October 2004.

Grants Approved During the Academic Year 2003-04

A total of 176 grants were funded between October 1st, 2003 and September 30th, 2004, amounting to \$ 4,299,812 in new grants. Figure 1 below illustrates the funding received from the various types of sponsoring agencies. The figure does not include the following:

A recent ASHA grant for 1.8 million USD; a TEMPUS grant from the EU for around \$500,000 which has been already approved but AUB has not received the agreement yet; a USAID financial aid grant for 2.2 million dollars, as well as a Wellcome Trust grant for \$3,150,000 for which we have a letter of intent approving support.

When these latter grants are included, the total awards granted for this year becomes \$11,949,812.

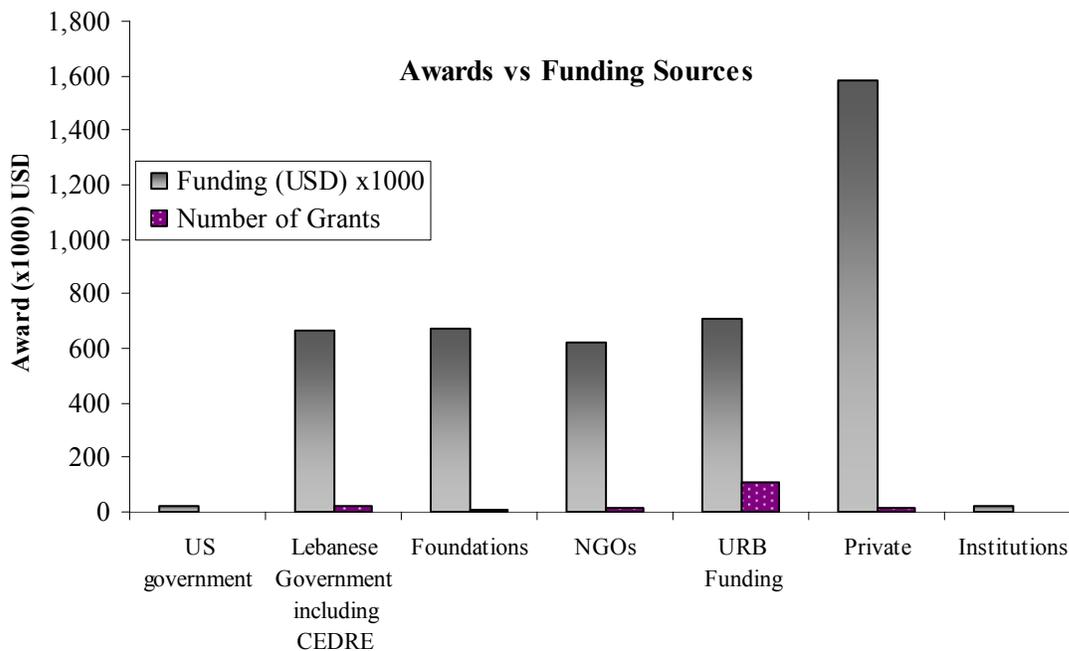


Figure 1. Grants Awarded between October 1st, 2003 – September 30th, 2004

Proposals Submitted

As shown in Figure 2, last year 252 proposals requesting a total of \$13,169,079 were submitted, while this year, 315 proposals were submitted to various types of agencies with total funds requested amounting to \$24,113,720. Figure 3 shows the details of the requested amount of proposals from the various types of funding agencies.

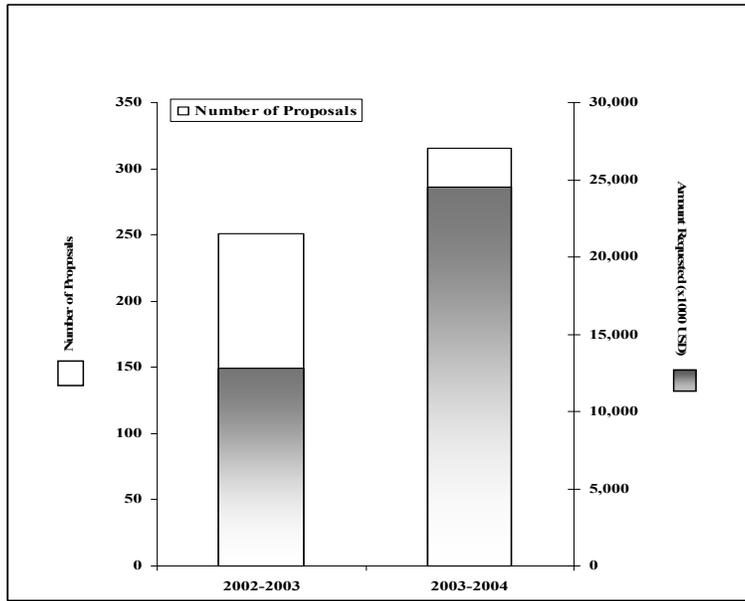


Figure 2. Proposals and Amount of Funding Requested Submitted in Fiscal Year 2002-03 Versus Fiscal Year 2003-04

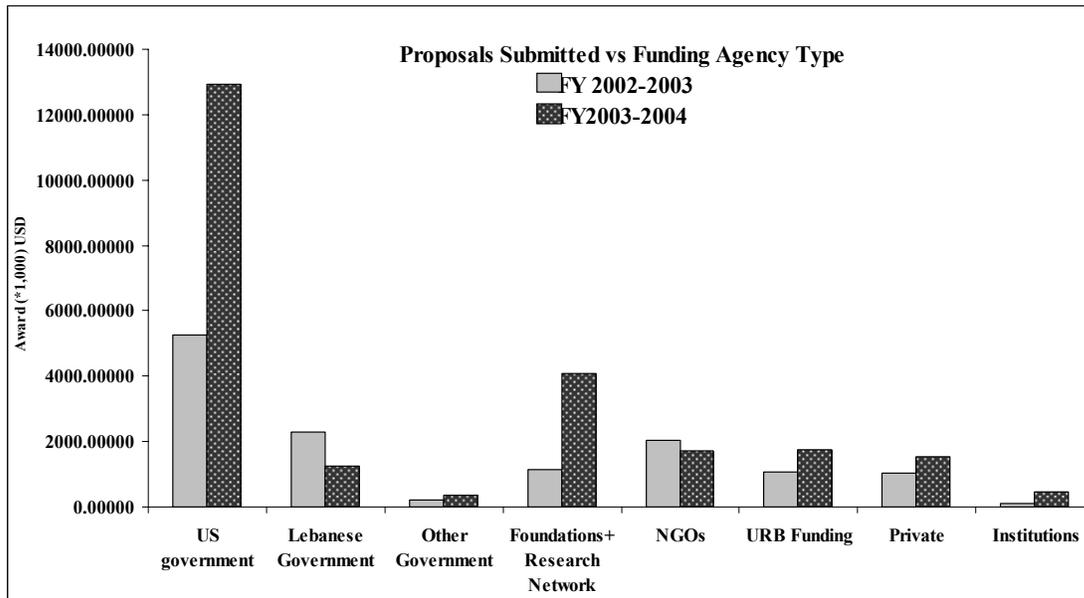


Figure 3. Proposals Submitted October 1st, 2003 and September 30th, 2004

On-going Projects Currently Being Administered by OGC

There are currently 273 active grants that are being administered by the office for a total funding of \$ 28,810,798. The table below lists all these active grants per sponsor category. However this table does not include five (5) active ASHA grants for a total award of nine (9) million USD; it also does not include a TEMPUS grant from the EU for around \$500,000 which has been already approved but AUB has not received the agreement yet, it does not include a Wellcome Trust grant for \$3,150,000 which will be approved soon, and finally it does not include USAID financial aid grant for 3.9 million dollars.

TABLE 3. All On-Going Projects including proposed overhead charges

Sponsor Category	Current Funding	Overhead	Number of Grants
US government	\$449,791	\$45,296	7
Lebanese Government	\$686,620	0	23
Other Governments	\$257,188	\$51,438	1
Foundations	\$5,445,780	\$147,863	28
NGOs	\$4,690,644	\$85,234	32
URB Funding	\$722,330	0	113
Private	\$2,625,246	\$111,654	55
Institutions	\$533,199	\$29,700	7
Total	\$15,410,798	\$471,185	266

Fadia Homaidan,
Director

DIRECTOR OF INTERNAL AUDIT

In addition to the audit assignments outlined in the annual plan for 2003-04 the following issues were addressed during the year:

AUBMC medical supplies

During the past year internal audit has devoted considerable time to collaborating with AUBMC administration and the purchasing department to reduce the cost of medical supplies. Considerable savings have been realized in the cost of orthopedic supplies, cardiac surgery supplies and several more mundane items such as syringes. The greater part of these savings result from changing to annual tenders through the purchasing department, instead of permitting medical staff to order items on consignment. More recently we have been sharing information with three other University hospitals in Lebanon and discussions are taking place regarding group purchasing. Overall these changes are expected to contribute over \$500,000 to the hospital's bottom line in 2004/2005.

Fraud Investigations

Following the internal audit training sessions on fraud detection and prevention in 2003, we have been receiving an increasing number of incident reports. In most instances it turns out that the normal administrative and disciplinary processes can deal with the matter without the need for a fraud investigation. However, it is a positive step that such incidents are now being reported rather than covered up, as was sometimes the case in the past. Recent cases investigated include the forgery of medical reports using AUBMC stationery and the physician's personal stamp, forgery of an AUB graduation certificate and the use of forged and false credentials to obtain (staff) promotion. All such cases are reported to the authorities for prosecution under Lebanese law. A number of incidents involving misappropriation of cash, fraudulent benefit claims or falsifying a supervisor's signature were investigated in accordance with University policy and resulted in the termination of the employees concerned. No significant financial losses were attributable to these incidents.

Business Ethics and conflict of interest.

Internal audit developed and presented a workshop on "ethics awareness". 25 managers from campus and the Medical Center attended the first session, which was offered in January. The divergent views as to what constituted ethical behavior in Lebanon and what should be acceptable at AUB, generated a lively discussion. The workshop is to be further developed and offered to a much wider audience in the upcoming year.

Recommendations contained in internal audit reports issued during the year, included closer scrutiny of capital budget proposals and accelerated depreciation schedules for equipment where the cost is primarily related to software and microprocessors, the establishment of an on-line

fixed asset system, which decentralizes responsibility for the control and safekeeping of assets to the heads of the respective departments and establishing a policy on employee loans.

In addition, internal audit has been instrumental in developing a database for keys administration in connection with the policy on building security and access, a contracts database of all personal and service contracts to facilitate administrative review and control of contractual obligations and a committees database that will track membership and facilitate the distribution of minutes as well as providing on-line access to such information.

Policies and Procedures

Internal audit continues to be involved in the development and review of the University's policies and procedures. Of note is the approval of guidelines on conflict of interest for the Faculty of Medicine and AUBMC by the Medical Board on 27/04/04 and changes in the fraud policy to include sanctions against persons lying or conspiring to hinder the investigation of fraud.

Staffing the Internal Audit Office

Mr. Dani Saad El Dine, audit manager had his second textbook, Control Self Assessment, Concepts and Applications, published in the USA. Mr. Sami Gheriafi, audit manager passed the first two parts of his CIA (certified internal auditor) professional exam. Three of the internal audit staff are enrolled in AUB master's programs. An unintended consequence of the encouragement of such professional development is that staff in the internal audit office are successful in competing for promotion. Consequently, in addition to a newly created position for an IT systems auditor, the office currently has two vacancies posted.

Maurice Carlier
Director of Internal Audit

SERVICE QUALITY & ORGANIZATIONAL IMPROVEMENT

Service Quality

Conducted introductory sessions on Service Excellence for all newly hired employees
Completed the process of nominating and selecting the awardees of the 2004 “President’s Service Excellence Awards”

Enhanced the processes of the Service Quality Task Team:

To identify new service quality projects

To recognize and publicize service quality projects that have been completed

Organizational Improvement

Completed the design and implementation of the “Institution-wide” Balanced Scorecard (BSC)
Formed with the Provost and the VP for Administration two new advisory committees. The first will review academic support services and identify processes that need to be improved. The second will do the same for the administrative services

Followed-up with the BSC coaches on the progress made in developing and implementing departmental BSC’s

Conducted a training program in Lebanon on BSC for ALHIKMA, a Jordan based REP customer

Developed a training program on BSC for Kuwait Petroleum Company, another REP customer

Institutional Planning

Developed a framework for the Academic and Administrative Strategic Planning process

Human Resources Committee- Member

Participated in the development of the “Involuntary Termination Plan”

Lead the process of devolving several aspects of the HR function to AUBMC

Policies & Procedures Review Committee- Chair

Reviewed 27 policies, of which 15 were finalized and published

Campus Bookstore Committee- Chair

Reviewed the performance of the bookstore operator and investigated complaints relating to poor availability and high prices of textbooks. Recommended revised processes for managing the flow of information between faculty members and the bookstore operator and for managing the outsourced function. Participated in the design of dedicated software to streamline the process of specifying and communicating textbook requirements and class enrollment estimates

Other Committee Work

Chaired the meetings of the “Space Committee” and the “Task Force on Operating Procedures”.
Participated in the “Senior Staff”, “Budget Review Committee”, “HIP Ad-Hoc Committee”, “Financial Services Advisory Committee” “Academic Support Advisory Committee” “Administrative Services Advisory Committee” and the “Middle States Accreditation” meetings and interviews

Andre Nahas, Director

APPENDIX A

Capital Projects

New Construction – Main Campus

Charles Hostler Student Center and Corniche Frontage.
 Olayan School of Business.
 Irani Engineering Laboratory Complex.
 Scientific Research Building.

Major Rehabilitation – AUB Medical Center

Building 56.
 Building 23 – Old OPD Private Clinics.
 Emergency Unit Rehabilitation.
 AUBMC phase 1 & 2 Study A (4th floor Abu Haidar Neuroscience Center and 8th floor Naef Basile Adult Cancer Center).
 AUBMC phase 1 & 2 – Study B (Standardization Manual).
 Abu Haidar Neuroscience Outpatient.
 NICU – Neonatal Intensive Care Unit.
 Saab Medical Library – Renovation of Dean’s Wing.
 School of Nursing.

Rehabilitation – Academic Buildings

Faculty of Engineering and Architecture: remodeling of Dean’s wing, assessment of HVAC system in Bechtel Building, Rehabilitation of Wings B & C.
 Faculty of Health Sciences (Seminar Room and the student lounge).
 Faculty of Agricultural and Food Sciences (Renovation of the science library entrance and new pilot plant.)
 Faculty of Arts & Sciences (Internal signage system, West Hall, installation of a new elevator and fenestration of north elevation at the Chemistry building).
 Post Hall (Archeology and Natural History museums).

Rehabilitation – Administration & Support Services

Rehabilitation of the office of Information and Public Relations.
 Electronic Classroom in Jafet Library.
 AREC Cafeteria.

Landscaping/Infrastructure

AMICAL.
 Site enhancement (West hall landscape, middle campus walkway, Van Dyck courtyard landscape and Nadim Khalaf Tennis courts).

EDL Intake room.

Land and Building Registry

Salient area.

Building and land registry files on Campus.

Building and land registry files at AREC.

APPENDIX B

American University Medical Center

Medical Engineering Executive Summary

The main activities of this year were related to performance improvement within Medical Engineering Department, the Environment of Care Committee EOC, R&D, evaluations, active participation in medical procedures and direct support to AUB, selling services to outside AUB and work on establishing collaboration with international organizations.

Major Projects

Hospital:

Equipment Related: MRI Upgrade, Immuno Assay Analyzers in Chemistry and Blood Bank, DICOM Interfaces for Echo-cardiography machines, software upgrade of Neuro Navigator, adaptation of PC monitors for CCU central station

Other Issues:

Active participation in neurosurgical operations and research and electrophysiology procedures.

Installation of 112 new equipments .

Specifications & evaluations done for the equipment under capital budget and AID. The major ones budget wise were for the Cardiac Cath. lab and the ICP-MS

Feasibility studies for major projects at AUBMC and 18 various consultations within AUB.

Basic Sciences (DTS)/ Environment Lab: We installed and developed two Data Acquisition Systems.

AUB: Our service extended fully to the Faculty of A&S. The software that we developed for equipment inventory was upgraded for use by AUB. Many AUBMC departments have also started using it. Project is being deployed in collaboration with CNS and Supply Department.

Accreditation: We exerted a lot of effort to help the Laboratory Medicine Department meet the CAP requirements. Special software to track Alerts and Recalls was purchased.

Departmental Issues

Automation: More functionality was added to Medical Engineering Organizer.

Work Improvement: Balanced Score Card was revised but it could not be implemented to the pressure of the CAP accreditation and the external projects. The department PI task force developed several policies and forms

Accreditation: EOC Medical Equipment related policies (except for one needing minor changes) are finalized. PI task force developed several policies and forms.

Selling of Medical Engineering Services: A four weeks training program was developed and conducted for biomedical engineers and technicians. Project was sponsored by the European Community and the Italian NGO CISP. New projects are under consideration with same NGO. Special training for Medtronic was done by us for a Jordanian biomedical engineer.

R&D: Special system for cough analysis was developed by us. Special software for capturing and archiving high resolution Ophthalmology images was also developed by us. Special software for capturing and archiving Endoscopic and GI images is under development in collaboration with CNS. On line equipment management module was implemented in the labs to access equipment history and inventory.

Joint projects: Dr. Nobel of ECRI met with Medical Engineering, V/P Cortas and Mr. Rhoder to investigate the possibility of future collaboration. Both ECRI and AUB are ready in principle. Contacts with Bruel & Kjaer are undergoing for the possibility of establishing audiometers calibration center at AUBMC.

Training

Training (Visits)	Country	Person	Training (Visits)	Country	Person
RSNA Conference & Bone Densitometry	USA	R. Chartouni	VB. NET	Lebanon	F. Saikali, B. Ghibreel & G. Andraous
Microscope Olympus	Japan	J. Mujabber	Dragger Ventilator	Dubai	B. Ghibreel
Arab Health Conference	Dubai	R. Chartouni & B. Tabshouri	BSC	AUB	Z. Khalili, R. Chartouni F. Saikali, B. Ghibreel, S. Zabad, G. Andraous
Image Guided Surgery	Switzerland	Fadi Saikali	Management Topics	Lebanon	Z. Khalili, B. Ghibreel, B. Tabshouri
Electrical Safety	Lebanon				
Aspen Ultrasound	Germany				
WinTime	AUB	F. Saikali, H. Mrokos B. Tabshouri	Committee Meeting & Training Logging Program	AUB	S. Zabad H. Mrokos W. Hasbany
Training on Brachytherapy	Germany	Raoul Chartouni	Remote Control Table	Germany	Raoul Chartouni
Dental Panoramic	Finland	Raoul Chartouni	PRINCE2 Project Management	Lebanon	Z. Khalili
Equipment Inventory Programm	AUB	Wilson Hasbany			
Fire Safety	AUB	All the staff	Global Medical Forum	Lebanon	B. Tabshouri
Administration & Secretarial skills		H. Mrokos	Human Capital Management Succession Management/ TQM	Lebanon	B. Tabshouri

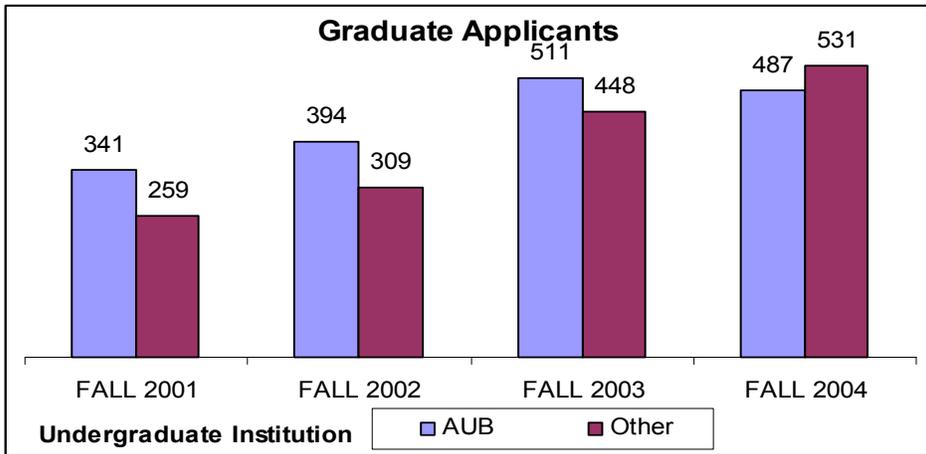
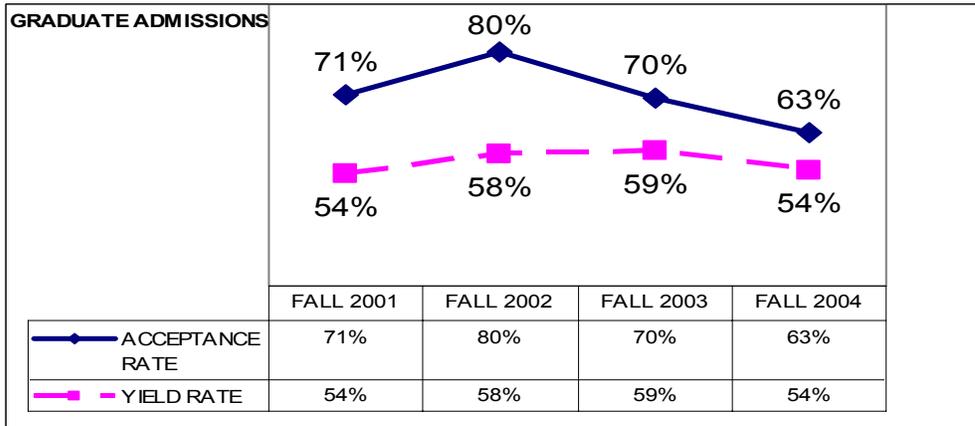
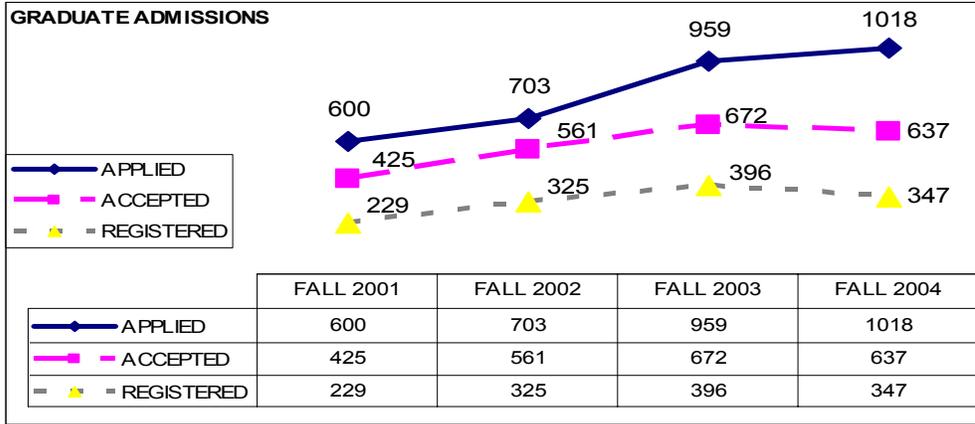
DEPARTMENT	2002-2003	2003- 2004	Yr2002-2003		Yr 2003-2004	
			Repair	Stock	Repair	Stock
GENERAL ANESTHESIA	19812.41	\$19,684.64	\$16,478.42	\$3,333.99	\$10,940.91	\$8,743.73
CRITICAL ARE AREA						
CORONARY CARE UNIT	\$7,452.09	\$13,875.28	\$1,902.33	\$5,549.76	\$9,010.27	\$4,865.01
CARDIAC SURGERY UNIT	\$2,206.77	\$936.00	\$385.00	\$1,821.77	\$0.00	\$936.00
INTENSIVE CARE UNIT	\$13,443.21	\$19,445.86	\$3,457.80	\$9,985.41	\$8,464.00	\$10,981.86
NEWBORN NURSERY/ICN	\$13,063.67	\$12,013.19	\$3,528.77	\$9,534.90	\$1,547.25	\$10,464.94
OPERATING ROOMS	\$52,544.43	\$50,726.61	\$45,317.13	\$7,227.30	\$49,007.59	\$1,719.02
RECOVERY ROOM	\$4,518.12	\$3,172.01		\$4,518.12	\$0.00	\$3,172.01
PEDIATRIC INTENSIVE CARE UNIT	\$2,929.92	\$3,826.69	\$2,250.00	\$679.92	\$40.00	\$3,786.69
DELIVERY ROOMS	\$1,332.33	\$3,708.61	\$786.76	\$545.57	\$512.67	\$3,195.94
RESPIRATORY CARE UNIT	\$2,787.38	\$3,017.14	\$106.00	\$2,681.38	\$0.00	\$3,017.14
Subtotal	\$100,277.92	\$110,721.39	\$57,733.79	\$42,544.13	\$68,581.78	\$42,138.61
Diagnostic areas						
GENERAL DIAGNOSIS	\$50,112.64	\$56,110.54	\$49,805.79	\$306.85	\$56,110.54	
ULTRASOUND	\$32,319.17	\$15,244.16	\$32,313.33	\$5.84	\$15,244.16	
CT SCAN	\$77,219.50	\$64,083.96	\$77,219.50		\$64,083.96	
M R I	\$141,593.66	\$55,999.40	\$141,593.66		\$55,999.40	
DSA	\$88,479.60	\$64,442.00	\$88,479.60		\$64,442.00	
MAMOGRAPHY	\$16,912.55	\$11,153.60	\$16,912.55		\$11,153.60	
NUCLEAR IMAGING	\$45,793.00	\$33,365.00	\$45,793.00		\$33,365.00	
SubTotal	\$452,430.12	\$300,398.66	\$452,117.43	\$312.69	\$300,398.66	\$0.00
Patient areas						
Cath Lab	\$76,081.00	\$43,216.31	\$75,899.00	\$182.00	\$43,120.65	\$95.66
RADIATION ONCOLOGY	\$135,535.90	\$135,464.79	\$135,535.90	\$0.00	\$135,464.79	
LITHOTRIPSY	\$14,520.00	\$11,765.81	\$14,520.00		\$11,765.81	
Floors 4,5,6N,7,8,9,10***	\$13,526.63	\$20,351.71	\$444.88	\$13,081.75	\$7,372.08	\$12,979.63
6 south	\$12,182.77	\$9,515.82	\$2,710.00	\$9,472.77	\$6,745.81	\$2,770.01
EMERGENCY ROOM	\$12,765.87	\$7,853.51	\$6,869.13	\$5,896.74	\$1,511.70	\$6,341.81
Sub Total	\$264,612.17	\$228,167.95	\$235,978.91	\$28,633.26	\$205,980.84	\$22,187.11
INHALATION THERAPY	\$21,938.69	\$21,212.78	\$4,875.00	\$17,063.69	\$7,073.40	\$14,139.38
KIDNEY ROOM	\$3,096.63	\$4,036.94	\$3,055.83	\$40.80	\$337.87	\$3,699.07
Sub Total	\$25,035.32	\$25,249.72	\$7,930.83	\$17,104.49	\$7,411.27	\$17,838.45
Lab Medicine						
CHEMISTRY	\$4,539.29	\$2,818.79	\$4,537.28	\$2.01	\$1,812.79	\$1,006.00
ENDOCRINOLOGY 225090	\$70.00	\$2,974.35	\$70.00	\$0.00	\$2,974.35	
BONE MINERAL DENSITY	\$0.00	\$10,614.77			\$10,614.77	
Hematology	\$5,611.56	\$0.00	\$5,280.00	\$331.56	\$0.00	\$0.00
Sub Total	\$10,220.85	\$16,407.91	\$9,887.28	\$333.57	\$15,401.91	\$1,006.00
OPD Diagnostic Areas						
NON-INVASIVE CARDIAC LAB	\$2,700.66	\$6,285.50	\$1,692.60	\$1,008.06	\$6,285.50	
OPD OPHTHALMOLOGY	\$7,563.90	\$4,615.00	\$7,425.00	\$138.90	\$4,582.00	\$33.00
OPD OBS/GYN	\$150.80	\$0.00	\$13.30	\$137.50	0	0
ENDOSCOPY	\$18,187.74	\$35,351.02	\$15,356.90	\$2,830.84	\$34,708.50	\$642.52
PC/ENT	\$8,701.30	\$3,131.80	\$8,701.30		3131.8	5.84
OPD DERMATOLOGY	\$8,240.00	\$352.00	\$8,240.00		\$352.00	
P.C. OBSTETRICS & GYNECOLOGY	\$293.50	\$8,439.85	\$293.50	\$0.00	\$8,132.00	\$307.85
Sub Total	\$45,837.90	\$58,175.17	\$41,722.60	\$4,115.30	\$57,191.80	\$989.21
Others	\$30,858.13	\$48,960.51	26716.16	\$4,141.97	\$42,705.42	\$6,249.25
Total	\$949,084.82	\$807,765.95	\$848,565.42	\$100,519.40	\$708,612.59	\$99,152.36

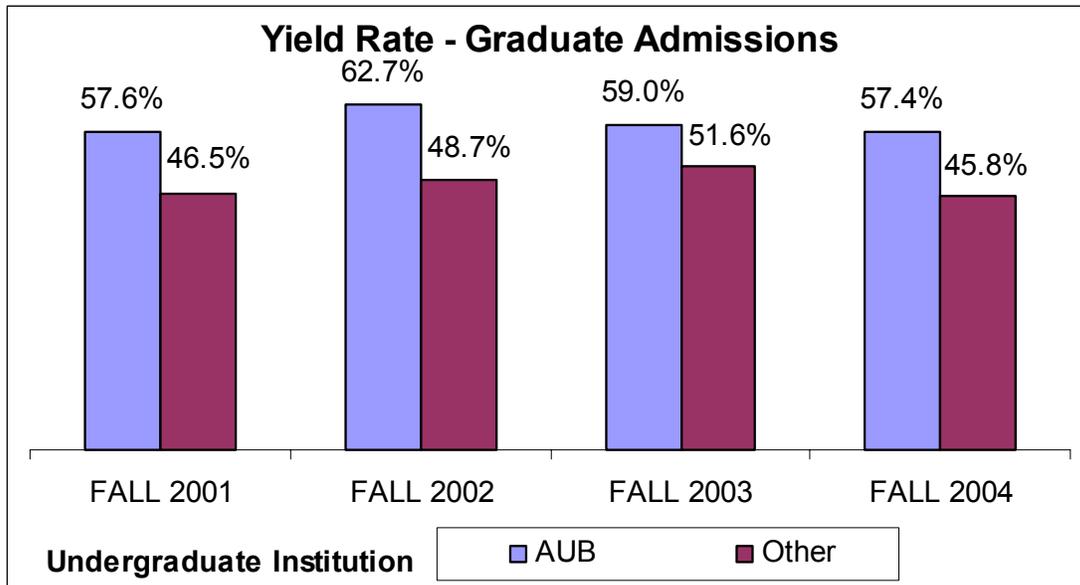
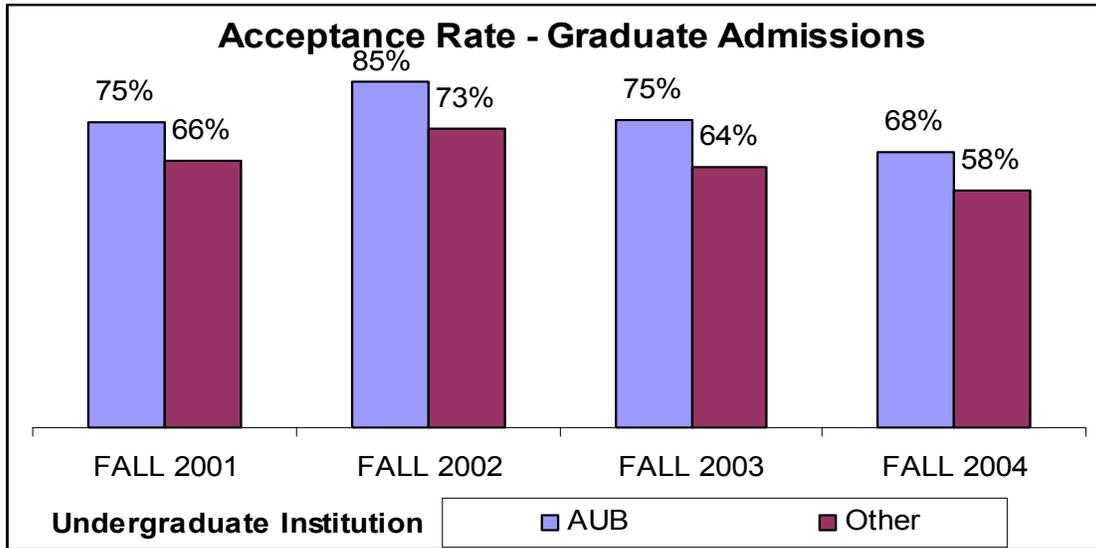
APPENDIX C

Data on Admissions

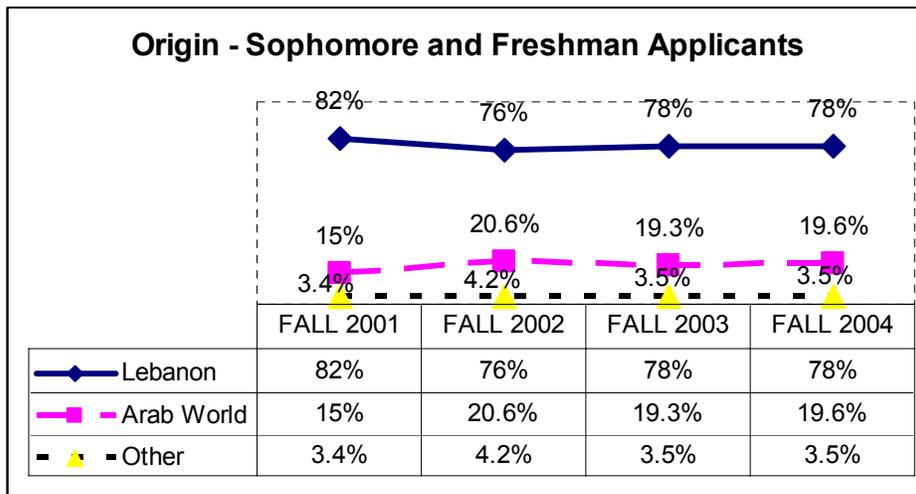
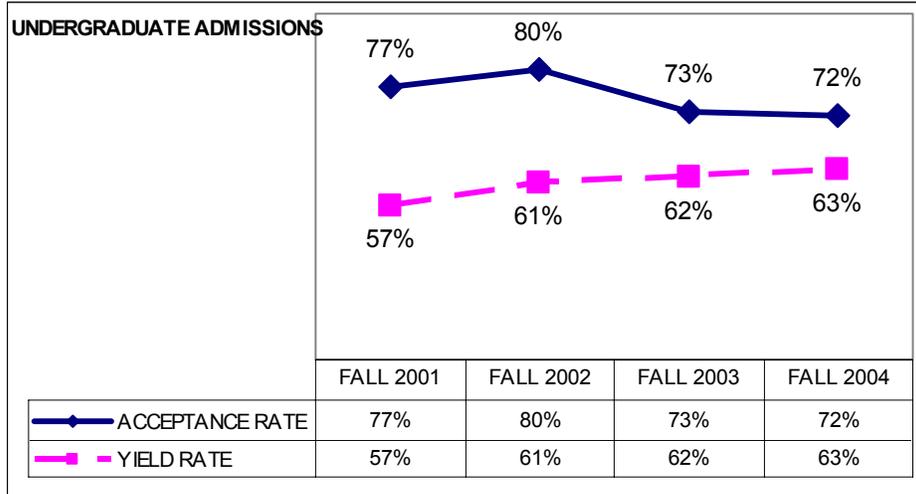
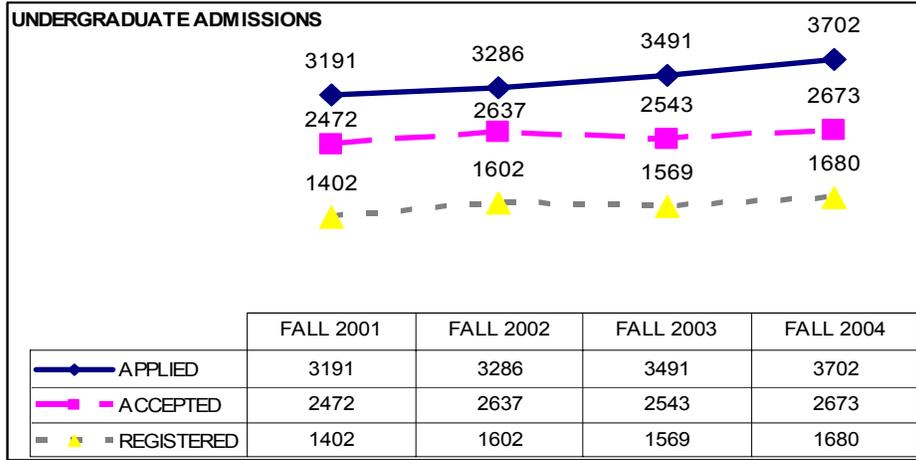
Applications Acceptances and Yield

Graduate Admissions

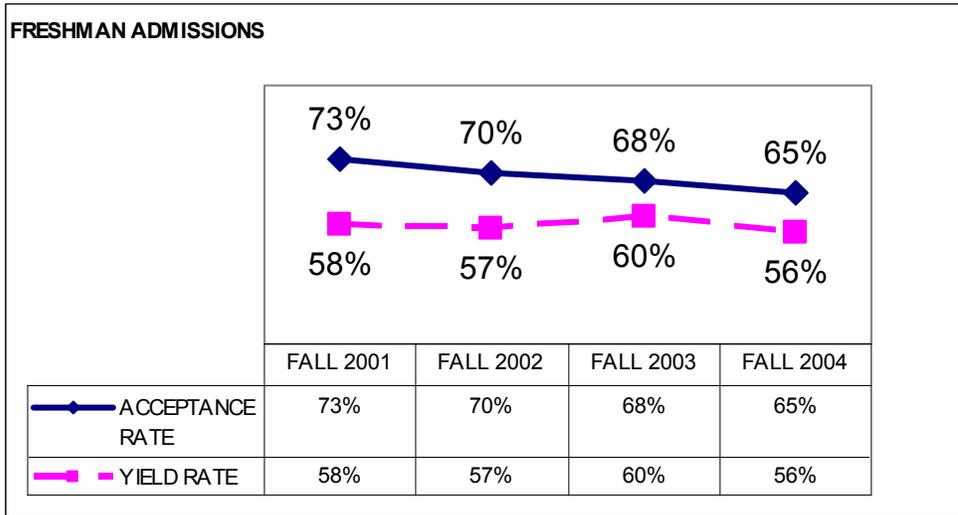
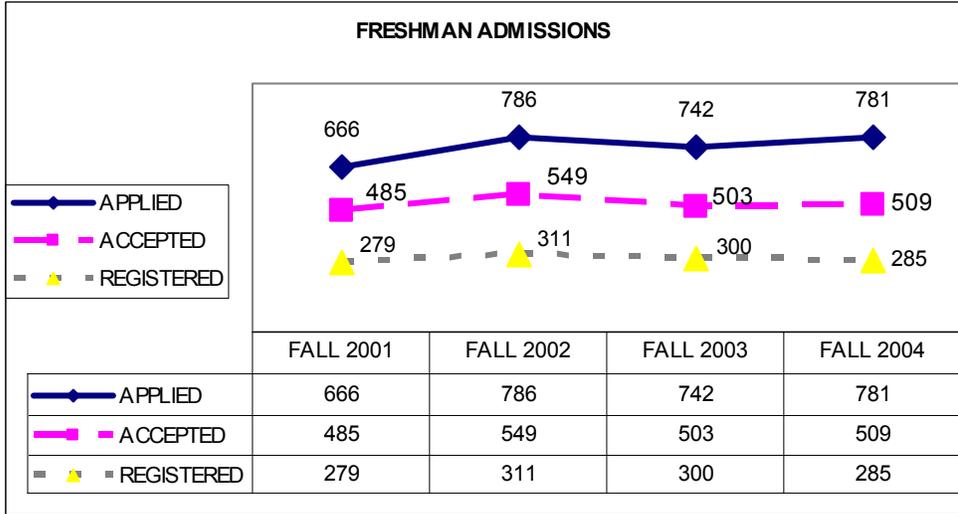




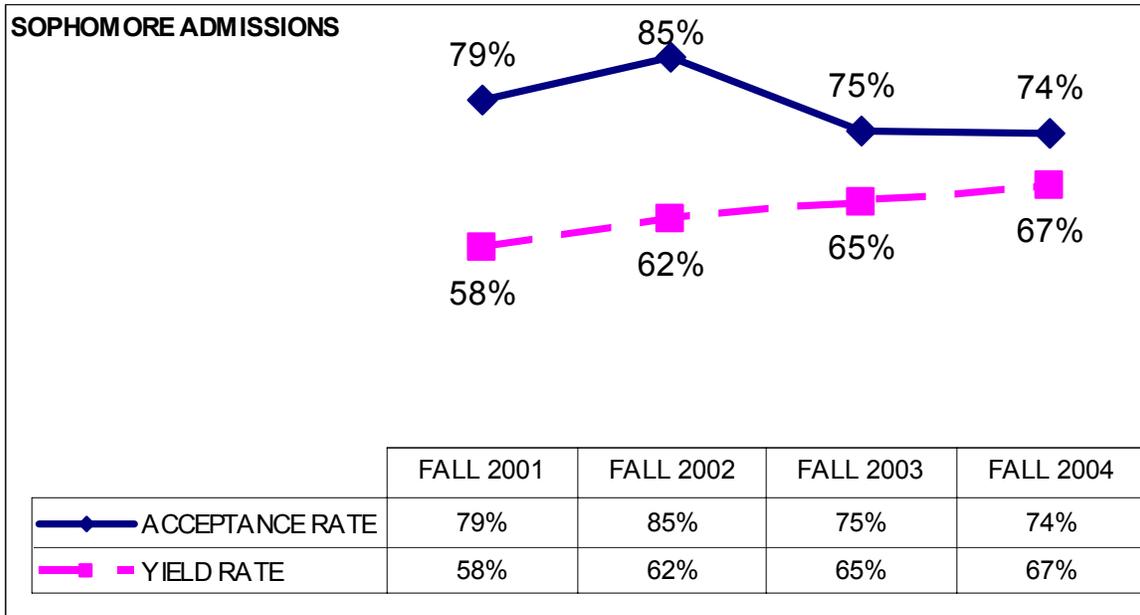
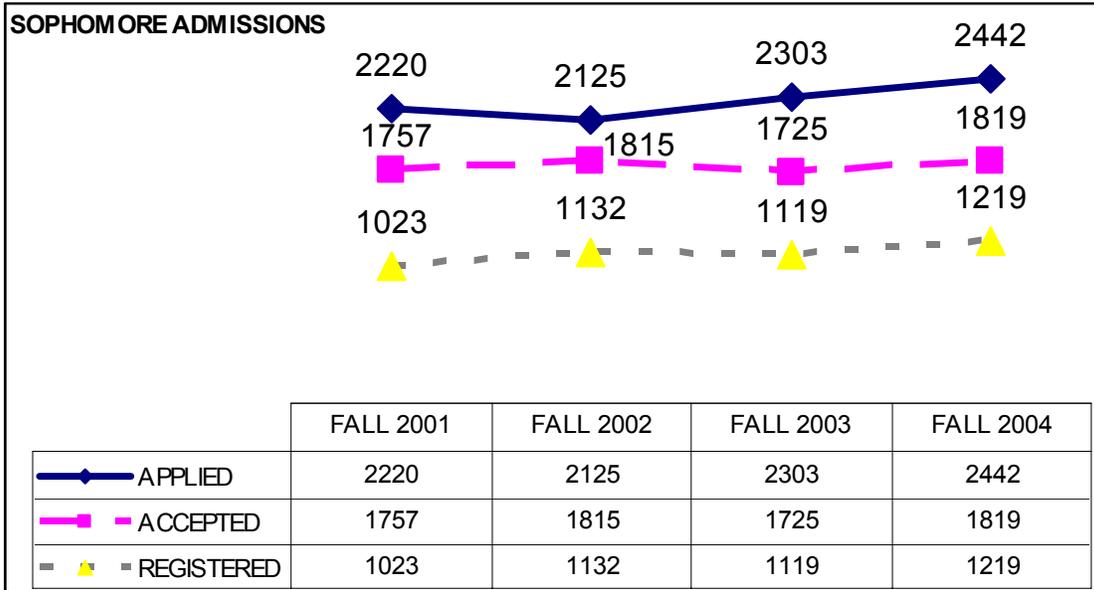
Undergraduate Admissions



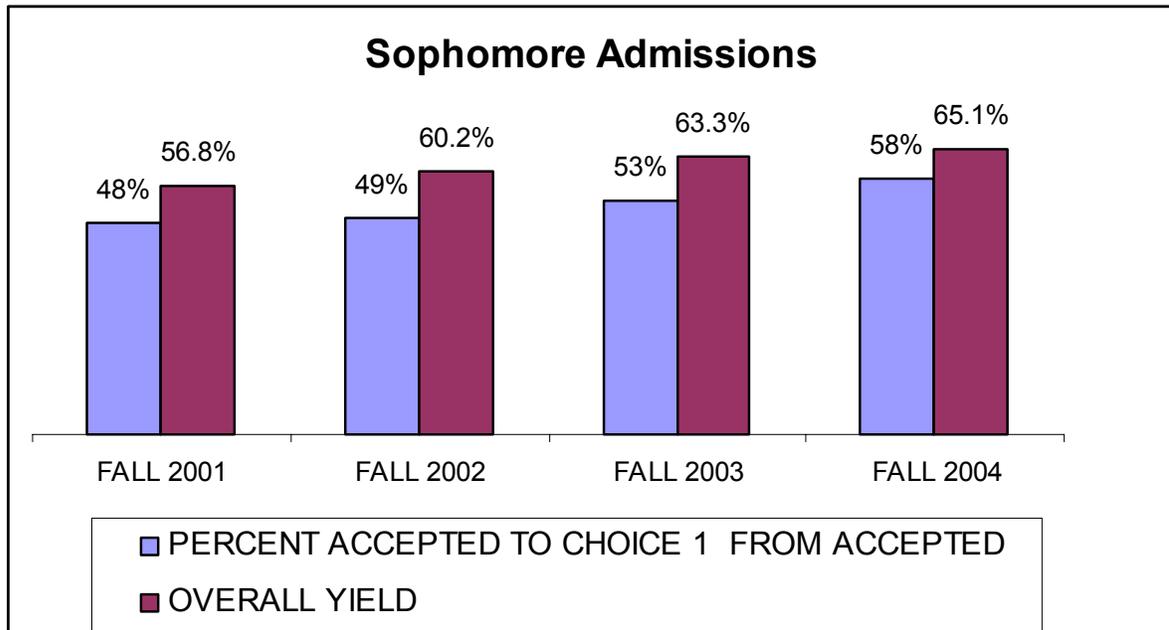
Freshman Admissions (Including Early)



Sophomore Admissions



**Early admissions included



**Early admissions excluded

Most Popular Majors

Distribution of First Choice of Major - As Declared by Applicant					
Faculty	Major	FALL 2001	FALL 2002	FALL 2003	FALL 2004
SB	Business Administration	15.5%	17.8%	20.9%	20.3%
AS	Biology	11.5%	13.2%	14.0%	15.6%
EA	Computer & Communications Eng.	26.4%	21.5%	18.0%	14.4%
EA	Mechanical Engineering	3.6%	4.0%	5.9%	6.9%
AS	Economics	4.6%	4.3%	4.5%	5.5%
EA	Graphic Design	4.2%	4.3%	4.1%	4.9%
AS	Computer Science	9.2%	9.3%	6.1%	4.7%
AG	Nutrition & Dietetics	2.8%	4.3%	4.0%	3.9%
EA	Electrical Engineering	3.3%	2.3%	2.4%	3.2%
NU	Nursing	3.5%	3.4%	5.2%	3.1%
EA	Architecture	1.6%	1.8%	2.5%	2.8%
EA	Civil Engineering	1.3%	1.9%	1.8%	2.8%
AS	Chemistry	1.1%	1.2%	1.2%	1.6%
AS	Political Studies	1.2%	1.4%	1.2%	1.5%
HS	Medical Laboratory Technology	2.0%	2.2%	1.5%	1.4%
AS	Public Administration	0.9%	1.0%	0.9%	1.0%
AS	Education/Elementary	1.3%	0.7%	0.6%	1.0%
AS	Psychology	0.7%	1.1%	1.0%	0.9%
AG	Agriculture	0.6%	1.1%	0.9%	0.7%
AS	Physics	0.4%	0.5%	0.5%	0.7%

Distribution of First Choice of Major - As Declared by Applicant					
Faculty	Major	FALL 2001	FALL 2002	FALL 2003	FALL 2004
AS	Mathematics	0.6%	0.5%	0.6%	0.6%
AG	Landscape Des & Eco-Mangt	0.8%	0.3%	0.2%	0.6%
AG	Food Science & Management	0.0%	0.1%	0.5%	0.5%
HS	Environmental Health	0.9%	0.5%	0.7%	0.4%
AS	English Literature	0.4%	0.5%	0.2%	0.3%
AS	English Language	0.4%	0.0%	0.1%	0.3%
AS	Mathematics	0.0%	0.1%	0.1%	0.1%
AS	Geology	0.1%	0.1%	0.0%	0.1%
AS	History	0.1%	0.0%	0.0%	0.1%
AS	Philosophy	0.0%	0.0%	0.0%	0.1%
AS	Arabic Language & Literature	0.0%	0.0%	0.0%	0.0%
AS	Petroleum Studies	0.1%	0.1%	0.1%	0.0%
AS	Sociology & Anthropology	0.2%	0.0%	0.0%	0.0%
AS	Archaeology	0.1%	0.0%	0.0%	0.0%
AS	Majorless	0.0%	0.1%	0.1%	0.0%
AS	Statistics	0.0%	0.0%	0.0%	0.0%
FM	Radiologic Technology	0.6%	0.0%	0.0%	0.0%
HS	Health Sciences Majorless	0.0%	0.0%	0.0%	0.0%

APPENDIX D

Financial Aid Distribution by Faculty for Academic Year 2003-04:**Table 1**

	<u>Applied</u>	<u>Awarded</u>	
		<u>Students</u>	<u>Amount \$</u>
FAFS	199	160	340,173.89
FAS	932	737	1,668,338.15
FEA	674	554	2,347,727.16
FHS	137	107	229,711.00
FM	224	201	1,256,311.96
SB	400	319	874,135.30
SN	90	65	261,164.83
Total	2656	2143	6,977,562.29

The Interest of HSBC Loan for Medical Students = \$33,654

Total Expenditures for 2003-04 including Merit, Work-Study, and HSBC Interest = \$7,011,216.09

The average amount per student = \$3,272

APPENDIX E

Financial Aid /Loan Model for FEA Students Academic Year 2004-05:**Table 2:**

% Grant	# of St	% of St	Proposed %			Total Grant Amount \$	Total Loan Amount \$	Interest (6%) 1 yr	Interest (6%) 3 yrs
			Grant	Loan	Total				
65	5	1%	75	5	80	48750	3250	\$ 195	\$ 585
60	6	2%	65	10	75	50700	7800	\$ 468	\$ 1,404
55	8	2%	55	10	65	57200	10400	\$ 624	\$ 1,872
50	10	3%	45	15	60	58500	19500	\$ 1,170	\$ 3,510
45	16	5%	40	15	55	83200	31200	\$ 1,872	\$ 5,616
40	40	12%	35	15	50	182000	78000	\$ 4,680	\$ 14,040
35	23	7%	25	20	45	74750	59800	\$ 3,588	\$ 10,764
30	63	18%	20	20	40	163800	163800	\$ 9,828	\$ 29,484
25	50	15%	15	25	40	97500	162500	\$ 9,750	\$ 29,250
20	74	22%	10	25	35	96200	240500	\$ 14,430	\$ 43,290
15	49	14%	5	30	35	31850	191100	\$ 11,466	\$ 34,398
	344	100%				\$ 944,450	\$ 967,850	\$ 58,071	\$ 174,213

Tuition	\$ 13,000
----------------	------------------

AUB Contribution

Grants	\$ 944,450
Interest (3 yrs)	\$ 174,213
Total	\$ 1,118,663
Total % Range	35-80%