

THE PRESIDENT'S INTERIM REPORT

**TO THE
BOARD OF TRUSTEES**

June 2004

American University of Beirut

Beirut, Lebanon

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PRESIDENT

We are approaching the end of another academic year, and, despite the events in the region, it has gone fairly smoothly. In that vein, and as I write, the accreditation process is nearing its end, and we should have official word from the Middle States Association by the end of June.

Over the summer, we will mount a major university-wide strategic planning effort, shaped by the guidelines laid out in my State of the University address of last February. The intense phase of the planning process is likely to last two years and then settle down into a more routine process of follow up and adjustment. We will establish an Office of Institutional Planning and harness our budgeting, campus planning, and institutional research to our strategic educational and academic objectives. I will chair the planning initiative and report periodically to the executive committee of the BOT on implementation of our strategic objectives.

On April 5, in the presence of Charles Hostler and Chin Yeh Rose, we broke ground symbolically at the north end of the Green Field for the Hostler Student Center. It was a wonderful occasion. Sarah and I had the pleasure of hosting the recently wed Charles and Chin Yeh at Marquand House.

The real ground breaking for the Center will occur immediately after Commencement, which takes place June 26. The Facilities Planning and Design Unit has been charged with exploiting the dry summer months to the maximum so that the project does not fall behind schedule. We hope to open the Center in the early fall of 2006.

In early May we had the working visit of trustees Tom Morris, Dave Bickers, Ara Tekian, Nick Khuri, Phil Khoury, Jim Wei, Ann Kerr and Nabil Chartouni. Local trustees Kamal Shair and Ali Ghandour also attended meetings of the Academic Affairs, Medicine and Health, and Buildings and Grounds committees. As always, we at AUB learned a great deal from the insights of the visiting trustees who have come to know different parts of our academic undertakings in great depth.

A highlight of the trustees' stay at AUB was the brief visit of Sheikh Sultan bin Mohammed al-Qassimi, the Ruler of Sharja, who shared his insights on the region with the trustees and the Board of Deans. He went on to visit West Hall, toward the refurbishment of which he had made a generous donation.

Another notable visitor was Vaclav Klaus, former Prime Minister and now President of the Czech Republic. On May 4 I gave him a brief campus tour prior to his speech in Issam Fares Hall on Czech economic reforms and entry into the EU. He noted with some pride that instead of going to Brussels on May 1, he went instead to Beirut.

On May 13 I bestowed upon Najat Zarour, President of the Alumni Association of Dubai and Northern Emirates, the President's Award for Outstanding Service, the first time this award has been made. Najat has been an exemplary alumni leader, and since she began her presidency the association has raised \$1.2 million to support financial aid at AUB. That sum does not include the proceeds of this year's dinner which will exceed by a good bit the record \$330,000 raised last year.

The contributions are those only of the association itself and not of the several other donors in Dubai and Northern Emirates who have also been very generous to the university.

On May 24, the formal groundbreaking, or project initiation, for the Naef K. Basile Cancer Institute took place in the presence of Theresa Basile. Rebecca Basile, unfortunately, was unable to attend this event, which is a major step toward fulfilling a dream that she and Theresa are bringing to reality.

John Waterbury
President

PROVOST

Intellectual and scholarly events at AUB have been on the increase the last few years. At present, the pace is becoming hectic. For example, one weekend in the middle of May witnessed the convening of the Middle East Medical Assembly, an intellectual high point each year for the Faculty of Medicine. Simultaneously, the Anis Makdisi Literature Program held a two-day conference on the Lebanese Civil War Novel. In addition, over 60 AUB faculty members attended a three-day workshop on grant proposal writing led by five senior professors from the University of California system. A visit to the AUB announcement section on the web page reveals that such overlap of major activities at AUB is increasingly frequent. Ideally, a university should force impossible choices among a variety of interesting—even compelling—opportunities. AUB is certainly moving in this direction.

Progress on the accreditation front continues. The Middle States visiting evaluation team issued its official report (now on the AUB accreditation web-page), and AUB submitted its response accepting their recommendations. Now we wait until early July to learn the Middle States Executive Committee's decision. (I foresee no obstacles on the horizon.) In the interim, George Najjar, Dean of the Olayan School of Business, hosted Dr. Otis Baskin, Special Advisor to the President of the Association of American Schools and Colleges of Business (AACSB) and Dean of Business at Pepperdine University, to initiate the process of gaining professional accreditation for AUB's School of Business. The Faculty of Health Sciences, the Faculty of Engineering and Architecture, and the School of Nursing are in a similar proactive mode regarding their own professional accreditations. The next few years will be filled with accreditation related activities.

Follow-up on Self-Study recommendations is also proceeding. AUB's senior administration has held a series of meetings to review ways to structure strategic planning for the university. The president, provost and vice-presidents will continue these efforts by attending a one day workshop with strategic planners from Villanova University following the June BOT meeting.

Other accreditation recommendations focus on reconsidering the wording of the mission statement, reconsidering our general education requirements, and training faculty members in each department to develop academic outcome plans. All of these projects will be in progress next year.

Spring is faculty promotion season. I would note in this regard that the process and the supportive data provided in dossiers have both improved again this year. One cannot discuss individual cases, yet it is worth mentioning that a greater number of cases stopped at the departmental level, which indicates significant progress since it demonstrates that senior faculty members are increasingly willing to make tough decisions earlier, rather than leave them to the Board of Deans. The quality of universities from which we receive external referee letters is also improving. At the June Board of Trustee meeting, the senior administration will present new promotion guidelines and procedures for adoption. This document is the culmination of three years of study and recommendation, first from an inter-faculty task force and then from various Senate committees and the Board of Deans. As such, it represents an enormous investment of faculty time and effort and, one hopes, will produce added faculty buy-in into the promotion process. Individual faculty members still complain about the two stage up-and-out sequence and the lack of tenure. Nonetheless, there is little doubt that the current process, however painful at times for individuals who do not succeed, has served the goal of

improving the overall quality of AUB's faculty. Since its faculty members are the university's greatest investment, it is necessary that we retain the best possible cohort.

AUB continues to support faculty development, both in terms of trips to conferences to present research results; paid research leaves for a semester, one semester leaves for junior faculty members in their third or fourth year at AUB (supported by a grant from the Hewlett Foundation); support for qualifying faculty members for summer research trips; and relatively small university grants to support faculty research projects (110 grants at \$3,000 to \$7,000 each). In regard to teaching support, there continue to be regular faculty workshops and seminars on improving teaching methods, incorporation of technology (such as WebCT) into courses, and individual mentoring and tutoring on how to develop improved syllabuses, learning outcomes, and teaching portfolios.

Concerning support for teaching excellence, I am pleased to report that the Andrew W. Mellon Foundation recently awarded the university a sum of \$300,000 to be spent over three years to consolidate and coordinate ongoing teaching excellence initiatives. This new Mellon grant will facilitate better interaction by offering workshops and training that seek to integrate new classroom teaching methods, the potential that new technology (mainly WebCT) provides for asynchronous learning, and better use of already present library electronic resources to support an active research in our undergraduate and graduate classes. Part of the grant will also provide summer stipends for individual faculty to allow them the time to develop courses and programs that would become models of such integration and innovation and that would further support the coordination of these three initiatives. The new Mellon grant is a follow-up of their previous grant of \$600,000 that supported AUB's teaching excellence efforts for a number of years.

There are, therefore, many exciting things going on at AUB. Nevertheless, the future still holds enormous potential for improvement. AUB has in the last few years built an infrastructure to allow for continuous improvement. Now all must work to fulfill this potential.

Peter Heath
Provost

VICE PRESIDENT FOR ADMINISTRATION

Personnel Matters

The position of Deputy Vice President for Administration was advertised, a selection committee appointed by the president interviewed short-listed applicants, and the most qualified candidate was selected. Negotiations for an employment package have begun with the highly qualified candidate who has rich experience in human resources. He will be involved in the development of human resources policies and programs for the university and its Medical Center. His mission will cover organizational planning and development, training, employee relations, compensation, benefits, safety and health and employee services. He is looked upon as a change agent in an area that costs the university more than 60% of its operating budget.

HR functions are going well under the leadership of the interim director of personnel. As part of the 20 hours of required training by each employee, the personnel department has trained 704 employees during this quarter in leadership, performance management, safety and service excellence.

The Syndicate Council has approved in principle to extend the present agreement with the university for a second term of two years ending in June 2005. They are seeking approval of the general assembly through circular votes.

The HIP ad-hoc committee is setting up a plan to address the increasing costs of healthcare management, namely for retirees whose share is more than one third of the total expenses. The plan introduces higher premiums over a five-year period with increased deductibles on both inpatient and outpatient visits. All HIP subscribers and their dependents will be covered under one class, class K, with the option of selecting first class at double the premium. Eventually, the University Health Service will move to Building 56 at the Medical Center to be part of Family Medicine. HIP subscribers will have a wider base of primary care physicians and specialists from which they can select their physicians, hence minimizing the need for referrals.

The National Social Security Fund (NSSF) remains delinquent in payment and AUB receivables have reached an alarming level of \$ 4.5 million as of April 2004 in spite of frequent follow-ups with the director general of NSSF.

Employee educational allowances are equally alarming, not only in magnitude but as a tax liability. The Ministry of Finance has issued a new directive whereby all employees are requested to complete an R6 form that itemizes remuneration including basic salaries, benefits and other allowances. AUB will seek the services of a tax consultant specialist to perform a due diligence survey that covers tax liabilities of the institution and its employees based on the income tax and VAT laws. During the present fiscal year and as of this month, the total educational benefits and allowances paid is close to \$ 5.8 million.

Computing and Networking Services (CNS)

The Development/Alumni system went live in the AUB NY office on March 1, 2004, five months after going live on campus; the implementation was smooth. CNS completed the implementation

and testing of a Virtual Private Network (VPN) solution that should secure adequate resilient access between the NY office and campus.

The first VPN wireless open sockets VPN solution was implemented with the deployment of the Ethernet to the home solution by Extreme Network in all dorms and residences. Both solutions should be fully deployed by August 2004.

CNS issued the wireless radio request for proposal on May 10, 2004. This project is partially supported by USAID and when completed in 20 months, the entire university will be covered by a wireless network that will provide better and free access to all through their portable personal computers. This solution will decongest the students' computer labs and will provide better services such as bedside patient care.

The attack on the AUB network has subsided to acceptable levels with the mitigation services provided by "Rackspace Hosting". CNS developed a better understanding of the effects of the tunneling via Rackspace to provide enough statistical data to load balance the international traffic.

Additional 2Mbps of Internet bandwidth were commissioned during this period divided as follows: 1.5 Mbps to local ISPs, 128 to AREC and 256 to International.

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

During this interim reporting period, CNS enhanced a very important feature to reinforce spam and virus detection/ prevention capabilities. Statistics reveal that we are able to block around 50% of all virus infected and/or non-solicited spam Internet emails at our gateway servers. The AUBnet Enhanced Desktop Environment (AUBede) was effective as AUB was immune to three major worm outbreaks that roamed the globe during this reporting period.

CNS continued with the training and deployment of many in-house developed packages such as the AUB assets intranet application and the committees' database and control functions.

As a support service center, CNS received an average of 39 service calls per day. The contractor successfully answered 36 of these calls and CNS provided through its help desk remote support to 21% of the service calls using NetMeeting software.

Business Services

This department continued to provide services through its four major sections: Purchasing, Supply, Auxiliary Services, and Housing.

Under Purchasing, 60% of the university departments were provided with access to i-procurement enabling them to prepare requisitions online. The newly implemented upgrades on the Oracle financial system will provide new enhancements to this application, together with better reporting facilities.

Purchasing introduced during this year a new tender for orthopedic supplies that are used in the operating rooms. The tender will standardize quality products and prices. Through similar

competitive bidding, Purchasing was able to secure other medical supplies such as catheters, heart valves and others at total savings close to \$300,000.

Purchasing handled during this reporting period 3,794 orders with a total value of \$10.5 million. 41 bids were opened during this period.

In Supply, 106 air shipments and 7 ocean shipments were handled during this period. The many services provided by this section include tagging of assets, transfer between departments, sale of scrap items and maintenance of the inventory system. Supply will be responsible to clean up the inventory system after it was decided to capitalize through the new Oracle system items with a value of \$5,000 and above.

Under Auxiliary Services, a committee appointed by the president reviewed AUB Bookstore operation. Recommendations to control and improve operations are under consideration for implementation. The new measures will improve textbook availability and pricing.

Additional caps and gowns were tailored for the forthcoming graduation ceremony and all existing ones were dry cleaned and prepared for the occasion. The Central Duplication Center increased its activities by 11% during this period as compared to last year.

The Ada Dodge Hall cafeteria is still undergoing renovation to be ready by June 2004 for an operation run managed by USM Compass. The outsourced food services will cover this cafeteria as well as the Engineering and Agriculture food outlets. It is expected that the food services budget will break even next year.

The Maintenance and Contracts Office with its new management has gained a 91% satisfaction in a recently conducted survey. The efficiency and savings introduced by this new management are commendable.

A new credit card was used to control the use of gas at the Motor Pool. The airport transport and the ambulance services were outsourced. A study was conducted to compare the cost of the Motor Pool operation with the market. Even though our costs are higher by 13%, it was decided to maintain the services of the Motor Pool and reduce its expenses by reducing overtime and straight shifts. A new dispatcher/administrative assistant who was transferred from AUB has been a good manager of the Motor Pool operation.

The most challenging task of Auxiliary Services is to provide alternate parking facilities to the sea parking area with the beginning of the Hostler Center construction works in July 2004. Some 250 spaces will be lost while only 130 new spaces will be provided by turning the Alumni and Women Dorms tennis courts into temporary parking. Parking spaces off campus are scarce and expensive.

The travel office of Auxiliary Services purchased \$179,000 in air tickets with a saving of \$23,000 (13%) as a result of better early purchases through a bidding procedure. New agreements were concluded with some airlines and old agreements were renewed with better conditions.

In the Housing Department, a new director was appointed effective May 1, 2004. A new database was designed and developed to store and report all data relevant to housing tenants and operations. Many faculty members will exhaust their permissible stay on campus by the beginning of October

2004 according to the policy on campus housing. Preparation for new tenants will require major renovation. This process is coordinated with the Physical Plant Department.

Environmental Health Safety & Risk Management (EHS&RM)

During this interim period, EHS&RM provided life safety code review for 25 projects including Ada Dodge Hall Cafeteria, Hostler Center, Post Hall Museum and many others. Emergency response was provided on 7 occasions. The department was involved in many training courses for fire fighting, safety and others. They were involved in training Physical Plant personnel on the use of environment-friendly pesticides.

EHS&RM coordinated with the AUBMC Plant Engineering to control legionella at the Hospital cooling towers. They were also involved in the recycling of hazardous solvents and reagents from the Medical School to the Chemistry Department, thus reducing the cost of hazardous waste disposal as well as the cost of new chemical supplies. EHS&RM worked with the Ministry of Environment to help with the shipment of hazardous chemicals from the university to the United Kingdom.

The department presented lectures on asbestos awareness for Physical Plant and Plant Engineering employees. This included advice on the handling of old asbestos that was found in buildings under renovation, such as Building 56 and DTS.

An important accomplishment during this period was a finalized contract for the disposal of medical waste. Incineration will be avoided through this process and medical waste will be handled through a sterilization, shredding and compacting process by a company that will perform the operation in their mobile units at the AUBMC site.

An equally important achievement of the department was the regulation of radioactive material purchase, use, leak tests, calibration, surveys, waste management and training of users. A university-wide Radiation Safety Committee was formed to oversee this operation.

Systems & Procedures

During this period published material was updated, including 9 policies covering the Faculty Manual, Conflict of Interest, Travel, Student Code of Conduct, Discrimination and Harassment, Fraud, and Policy Development. Two new policies were published on the AUB web site.

Physical Plant & Facilities Management

During this period, the Physical Plant upgraded the distribution network in the College Hall substation to meet the new load demand on the upper campus predicted for the coming summer season. It also overhauled four generators to be ready for summer production. In April an important increase in the gas oil price raised the cost of the utility production. From January to the end of March, two-three boilers produced steam to handle cold weather. The warmer April weather enabled a reduction of steam production, making one boiler sufficient to meet the load demand.

Training sessions were conducted for telephone operators on PageMaster, a new MS Windows client-server paging application which enables all attending operators to receive and handle paging calls along with external incoming calls at the same time on their consoles.

Also, in addition to the routine everyday installation and maintenance tasks, the following major works were carried out:

- Relocation and installation of a new main telephone distribution box in Ada Dodge Hall, feeding also Marquand House, Gulbenkian Clinic, Jessup, Penrose & Kerr Hall.
- Wiring and telephone installation for surgery private clinics.
- Assisting in the technical support for the video conferencing accreditation sessions.
- New setup for the 5555 Fire emergency line where only the operator answers the call and all other parties involved can directly hear the conversation from their offices on speakers.
- Exchanging around 100 multitone beepers and around 100 NEC pagers into new alphanumeric pagers.

The second quarter also witnessed daily routine Grounds and Transfer services work in addition to some pruning shrub trees, planting flowers for the spring semester and preparing for the summer opening of the AUB beach. All FTE janitors received five hours of training. Five fire extinguishers were installed in the Computer center replacing existing CO₂ extinguishers in compliance with the safety code.

As for the maintenance tasks, numerous projects were carried out including, but are not limited to, renovation of Ada Dodge Hall (west wing), Engineering ground floor (wing B), campus plant engineering offices, two labs in FAFS and 4 faculty apartments; installation of new partitioning in College Hall 2nd floors, 500 new chemical resistant taps in Chemistry, 16 LCDs in FEA, UPS and greenhouse in AREC, 27 A/Cs in different locations on campus; and transforming storage areas in shops to a new training room.

As part of the new organizational changes in the department, a new help desk is being established to service all AUB clients under the Operation and Maintenance of the Campus. This help desk, which will be located in the new Campus Plant Engineering offices, is expected to be launched in the 3rd quarter of this year.

As for the FPDU, a separate comprehensive report highlights all the major construction and rehabilitation projects on campus, the Medical Center and AREC. A progress report is presented on each project and schedule of implementation. These projects are:

Charles Hostler Student Center and Corniche Frontage.

S. Olayan School of Business.

Durrafourd Roadway.

Irani Engineering Laboratory Complex.

“Flex” building.

Building and Land Registry File at AREC.

Yellow Building.

Salient Property.

AUB/IC Stairs.

Building and Land Registry Files on Campus.

School of Nursing.

Natural History Museum.
 Remodeling of Dean's Wing, FEA.
 Assessment of HVAC Systems in Bechtel.
 Van Dyck Seminar Room.
 Rehabilitation of Van Dyck Wing B 2nd Floor.
 Ada Dodge 1st floor – New Location for Public Relations Office.
 Smart Class Room in Jafet Library.
 Nadim Khalaf Tennis Courts.
 West Hall Landscape Project.
 Emergency Room Renovation and Equipment.
 Renovation of Dean's Wing, Saab Medical Library, FM.
 Old OPD.
 Building 56, Renovation Works.
 Agriculture Courtyard Landscape.
 Van Dyck Landscape project.
 AREC Cafeteria.
 Abu Haidar Neuroscience, Outpatient.
 Abu Haidar Neuroscience, Inpatient.

Miscellaneous Projects Performed by the Assistant VP

During this Period, the Assistant Vice President, Mr. Sami Cortas, achieved the following projects:

An overtime tracking system was developed that interfaces with the payroll personnel system, which was also developed by Mr. Cortas.

A multi clinic scheduling system, which was originally intended for the Private Clinics, was launched at the end of January 2004. It is a web-enabled program for appointments which successfully handled 400 appointments per day, that reached 30,000 to date. The system will be used for the operating room schedules as well.

A cashier system upgrade was introduced with a modified general ledger entry and additional revised reports. A Hospital cafeteria system was devised to enable the cashier to charge the meal tickets to the employees ID card with payment through payroll deductions.

The Glora reporting system developed to interface with the Oracle financial system was enhanced so that the available fund screen will allow grouping to show available funds exclusive of allocations.

A medical reporting system is being developed that features configurable templates with dictionary of medical phrases. The system includes video image capturing and processing capability and will be applied at the endoscopy lab. A multi-user system to register and view patient records at social services was developed.

In the training field, a short 5-session personnel course of object-oriented programming was given to the Hospital technical staff. Personnel employees who handle IT issues were instructed on the development of web based applications using fox web.

George Tomey, Vice President for
Administration

VICE PRESIDENT FOR FINANCE

People

Claude Dubois, the Director of Financial Planning and Budgets, has decided to move back to Canada on July 1, following seven years of hard work and high achievement at AUB. Claude spearheaded the development of financial reporting and planning, first at AUH and then for the university as a whole. He has visibly and substantially improved financial management at AUB, for which we are collectively grateful. We are now in the process of selecting his successor.

On a happier note, we celebrated this spring with one of our staff members in the Comptroller's Office, Asdghig Padlikian, who has completed 35 years of dedicated service to the University.

Office of the Comptroller

The primary focus of attention of the Comptroller's Office during the past three months has been the preparation for implementation of the Oracle Grants Accounting module of the Oracle FMS. We have had consultants from Bearing Point with us for most of this period and expect some presence from some of them during the remainder of the fiscal year and into October. While the benefits of moving to Grants Accounting are very compelling, there are required changes that have taken considerable discussion and adjustment. We are also expecting to correct the fixed asset accounting problems which have plagued us since the initial implementation of the FMS.

Office of Financial Planning and Budget (FPB)

Aside from FPB's normal duties, which are hectic at this time of year, the FPB has been continuing to implement the recommendations of our consultant from Northwestern University, Jim Elsass. Amongst the new measures are efforts to extend out our financial planning horizon. In March we provided to the Board the second in our series of 5 year financial scenarios, this one in support of the proposition that we can probably afford a limited number of PhD programs in the next five years within the framework of balanced operating budgets. A second more arduous task has been to construct a 3-year capital budget for the period 04/05 – 06/07. The difficulty is to reconcile the large projects in our pipeline, our ongoing needs for equipment replacement, and our limited financial resources. We are still working on this problem.

In addition FPB has worked on a number of analytical projects outside the sphere of budgets, notably a study of parking at AUB, and a feasibility study of its new Medical Arts Facility, which is currently under review by Medicine.

AUBMC Accounts Receivable

As per the following chart, during the period under review AUBMC's inpatient receivables, net of professional fees, rose 4.6% to \$40.9mm. The increase was mostly attributable to a continuing build up of NSSF receivables, although the pace of the increase has decelerated relative to the last reporting period. In addition, outpatient receivables from NSSF have risen from \$4.3mm to \$4.5mm during the period under review. These trends are unsustainable, raising the risk of significant financial losses and cash flow problems for the university.

AUBMC Receivables
At 1/31/04 and 4/30/04
(\$000,000)

Share	Balance 1/31/04	Net Hospital Share	Balance 4/30/04	Net Hospital
MOH	6.2	5.1	6.2	5.2
NSSF	22.6	17.0	24.0	18.0
Other Govt.	3.6	2.9	3.5	2.8
Total Govt.	32.4	24.9	33.7	26.0
Private	14.4	9.8	15.3	10.5
HIP/Self	5.7	4.4	5.8	4.4
Total	52.5	39.1	54.8	40.9

John Bernson
Vice President for Finance

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Introduction

The period of this report was marked by intense preparations for launching the two continuing education diplomas in Kuwait and starting the Institute for Banking Studies in Kuwait. It was a period of remarkable activity in terms of both acquisition of new business and setting up implementation structures for projects about to commence execution. This latter description particularly fits the Dhofar University project.

Contracts (signed or finally concluded)

Signed the agreement with the Italian Embassy for Public Health Training Opportunities for the Ministry of Public Health with a budget of US \$44,520.

Received the second year support from SEAL for 'Asset Building of Small Lebanese Farmers' with a budget of US \$9,000.

Signed with Technology Services & Trading Co. 'TSTC' the agreement for 'Offering CEC Certificate Programs in Accounting and Office Management in Kuwait' for the period of two years starting March 14, 2004 with a budget of US \$1,926,008.

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 the period of three months starting March 2, 2004 with a budget of LL39,786,285. (US \$26,383.50)

Signed the contract with Institute for Banking Studies in Kuwait concerning the 'Strategic Review of the IBS' for one year with a budget of US \$405,225 (listed in last quarter's report with a budget of US \$300,375. Only the balance of US \$104,850 is added to this quarter's total)

Increased the budget for the agreement with CHF by US \$12,000. The total then becomes US \$162,000.

Total Face Value of Signed Contracts US \$2,122,761.50

Workshops

Kuwait Operation:

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

Total Participation Fees US \$39,500.

Conducted the workshop 'The Professional Manager' for Hikma Pharmaceuticals in Amman – Jordan: April 17 – 18, 2004.

Conducted the workshop 'Strategic Executive Leadership' in collaboration with the Syrian Consulting Bureau in Damascus – Syria; April 24 – 25, 2004

Continuing Education Center

A total of 115 students were enrolled in the various courses and certificate programs during the spring semester 2003-04. The total tuition of registered students amounts to LL76,863,000 exchanged at US \$50,964.

Total Volume of REP Operations*: New and in Pipeline

New Consulting/Professional Contracts (Face Value)	2,122,761.50
Existing Active Consulting/Professional Contracts (Face Value)	7,823,473.03
Workshops (Actual for this quarter)	39,500.00
Continuing Education Center (Actual for this quarter)	<u>50,964.00</u>
	US \$10,036,698.53

Consolidated Income Estimate for the fiscal year

October 1, 2003 – September 30, 2004

Income – Contracts & Workshops	US \$1,000,000.00
Income – Continuing Education	297,660.00
REP Administrative Expenditures	474,142.00
Continuing Education Center Expenditures	139,774.00
Net Expected Income	US \$ 683,744.00

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

George Najjar, Vice President
Regional External Programs

VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

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

Fiscal Year 2003-04

Of particular note in the following chart is the substantial increase in the number of donors in all categories reported. It is also important to note in the second chart the increase in contributions to current funds (unrestricted, expendable funds and gifts for scholarships and other restricted but expendable purposes) and the increase in the number of gifts of donors to endowment funds. This is partially due to gifts for scholarships to meet the Cleveland H. Dodge Foundation Challenge. This challenge required AUB to raise \$2 million in new endowed scholarship funds in order to qualify for their grant/gift of \$500,000. This will be successfully met by AUB, and this Foundation will then establish an endowed \$500,000 scholarship.

NEW YORK – BEIRUT GIFT RECEIPT REPORT APRIL 2004 CUMULATIVE

SOURCE OF GIFTS	OCTOBER '02 – APRIL '03		OCTOBER '03 – APRIL '04	
	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT
Faculty & Staff	55	\$33,714.94	105	\$259,855.01
Alumni	492	\$1,643,800.53	660	\$2,269,500.33
Bequests	1	\$10,000.00	3	\$540,000.00
Business	72	\$5,674,134.79	87	\$602,721.21
Foundations	34	\$561,621.89	36	\$1,921,715.64
Individuals	545	\$604,323.34	591	\$1,107,283.86
Private Groups	24	\$251,192.25	31	350,999.34
Active Trustees	23	\$496,087.03	30	\$791,656.34
Totals	1,246	\$9,274,874.77	1,543	\$7,843,731.73

MAJOR FUND ACCOUNTS	<u>FY03</u>		<u>FY04</u>	
	NO. OF GIFTS	AMOUNT	NO. OF GIFTS	AMOUNT
CURRENT FUNDS	1105	\$7,910,859.21	1,330	\$5,035,708.92
ENDOWMENT FUNDS	141	\$1,364,015.56	213	\$2,808,022.81
TOTAL	1,246	\$9,274,874.77	1,543	\$7,843,731.73

Campaign for Excellence

On October 1, 2002, AUB launched our five-year, \$140 million Campaign for Excellence. As of April 30, 2004, we have been able to achieve the following in case and pledges:

CATEGORY	<u>GOAL</u>	<u>RAISED-TO-DATE</u>
ENDOWMENT	\$ 69,000,000	\$ 33,680,107
BUILDING PROJECTS	61,000,000	32,000,000
CURRENT EXPENDITURE	10,000,000	17,084,706
TOTAL	\$140,000,000	\$ 82,764,813

Reviewing fundraising campaign plans periodically is an interesting process since it gives us an opportunity to assess our progress to date and to adjust or revise our thinking based on the experience that we have had. AUB is less than 40% of the way into the Campaign for Excellence that is scheduled to conclude 12/07. In structuring the Campaign, specific phases were established while recognizing that moving from one phase to the next would depend on achieving specific benchmarks. We noted in the campaign plan approved by the board in June of 2003 that although active solicitation is projected to be completed and all pledges secured in writing by 12/07, movement through and between phases will be dependent on the achievement of these benchmarks and may require adjustment as the campaign progresses.

The Campaign plan noted, “to assure success, special care must be taken to secure the gifts at the top of the gift pyramid.” And we have done well since we have received thirteen commitments to the Campaign that total almost \$62 million. The question becomes, of course, how many more prospective donors in the \$1 million and more category are there for AUB and will we be able to close on those commitments during the next three years. We have done well in identifying potential donors capable of giving at this level, and the number of solicitations of this donor pool increases monthly. There is substantial interest in AUB, in its mission and history, and in its role in the region. Yet this is a period where decisions and commitments on solicitations have slowed as we need to move various projects forward. It is difficult to “force” closure in fundraising and inadvisable, at best. Yet with academic facilities waiting to be built, it is difficult to urge patience.

In the \$100,000 to \$1 million category, we have had 53 commitments to the Campaign totaling \$18.1 million. This is an area where special attention must be paid over the next few years because donors at these levels usually become the \$1 million and more donors of the future. Here again, we have identified hundreds of new prospects for AUB, cultivation of those prospects has begun, and gifts are being solicited. But there is more that needs to be done with this pool of potential donors and more campaign volunteers needed to help with the solicitation process.

Our Campaign plan suggested that in order to maximize the effectiveness of each solicitation we would:

- Use a team approach in soliciting major donors.
- Market named gift opportunities to potential donors.
- Develop individual cultivation and solicitation plans for each potential donor.

We have identified the named gift spaces in the Olayan School of Business and are about to do so for the Irani/Oxy Engineering Laboratory Complex. Gift opportunities in these facilities will range from \$25,000 to \$1 million. Additionally, we have been working with each dean to identify faculty chair opportunities needing to be endowed. Print materials supplementing the Campaign case statement should be ready by the end of the summer and will provide the pertinent information needed to increase the number of solicitations.

We continue to develop cultivation and solicitation plans and continue to rely on a select few individuals for the solicitations. Increased volunteer involvement and active volunteer participation help to ensure the success of the Campaign for Excellence. Such involvement and participation will provide AUB with a cadre of volunteers who will bolster fundraising long after the Campaign has finished and will build the base for the next fundraising effort.

W. Stephen Jeffrey
Vice President for Development
& External Relations

DEVELOPMENT OFFICE, BEIRUT

Executive Summary

Although the period of reporting is less than that of last year, the results achieved were, nevertheless, outstanding. Donations (February 1-April 23) recorded major increases in number (84%) and amount (114%) compared to the period of (Feb. 1 – May 15) of last year. Our solicitation included a general annual fund appeal and an appeal for endowed scholarships to benefit from the Dodge Foundation matching grant and a named-scholarship renewal appeal. Our stewardship efforts included reporting to donors of endowed and current named scholarships.

Financial Results

Total number of gifts received was 248 compared to 135 (Feb 1-Apr. 30, 2003), an increase of 84%. Gifts during this period totaled \$1,903,222, more than double (114%) those of last year (\$891,354). Two-thirds of the amount raised was earmarked for current funds (\$1,265,007) and one-third for endowment (\$638,215). Of this total, \$758,836 (40%) came from alumni, \$586,062 (31%) from individuals, \$273,198 (14%) from private groups, \$261,841 (14%) from business & foundations, and \$23,285 (1%) from trustees/faculty/staff. Gifts to the scholarship fund totaled \$717,771 or 38% of total (\$631,738 for endowed scholarships and \$86,032 for current).

Annual Fund

Over this period (Feb. 1 – April 23) about \$766,588 from 135 donors was received toward the Annual Fund. This compares to \$644,806 from 81 donors for the period Feb. 1 – May 15, 2003. Cumulative total for this fiscal year is \$1,704,868. The April general appeal went to around 20,500 alumni and donors. For most, the appeal was segmented by faculty, whereby each alumnus received a letter from the dean of the faculty from which s/he obtained the last AUB degree. Former students and non-alumni donors received a letter from the Vice President of Development. A separate appeal under the signature of the VP of Development will be sent in May to AUB faculty and staff (around 1,400 constituents) with an option to make a gift through salary deduction. The second Parent Fund appeal, signed by a group of prominent parents, will also go in May to around 4,200 AUB parents.

The Dodge Matching Grant

To promote the Cleveland H. Dodge Foundation Matching Grant, an appeal letter was sent to around 21,000 AUB Alumni (we did not include the graduates of 2002 to whom a Fingerprints appeal was sent) and donors residing outside North America. By April 23, total donations that qualify for the Dodge Match add up to \$1,869,886.

Development and Alumni Software

The first of March marked the turning point in our application of the new SCT Banner Development & Alumni software. Beirut and New York offices shifted completely to the new system, enabling all staff to have immediate access to the data. The first combined Beirut/NY Gift Report for March results was generated on April 21.

Alumni Affairs

We assisted in fundraising functions with the Dhahran, Oman, Bahrain, and Kuwait alumni branches. Dubai and Abu Dhabi will have their functions in May. All proceeds of these activities are earmarked for financial aid. We also coordinated with the Engineering Chapter and the AAA's

honoring ceremony for classes of '54 and '79. Preparations are well underway for the Class Reunion 2004 event.

Communications with Alumni and Donors

The 3^d issue of the *AUB Bulletin Today* and the 5th of the *MainGate* were mailed to 47,000 alumni. *MainGate* was also mailed to about 5,000 non-alumni parents of currently registered AUB students. The Development Website recorded 548 requests from outside the campus for February and March.

Collaboration with Faculties and Other University Units

The Office worked with various deans to identify new development opportunities. A presentation by Dean Bitar on recent initiatives in the FAS was held for a group of around 40 prominent alumni and donors to FAS. The period witnessed the groundbreaking of Charles Hostler Student Center, the fulfillment of the Riad Sadik Endowed Scholarship, a pledge by an anonymous donor to name the Business School auditorium, and the establishment of the Coca-Cola Sports Fund, the Lajna Shabiya Fund for renovating classrooms at Nicely, and the Dajani Endowed Scholarship. We also developed fund-raising material for the Brave Heart Fund, the first public driven patient fund. So far, over \$58,000 has been raised from around 180 donors, and a benefit evening is planned for May 11. The Office is 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

The President's Club supported the AUB drama club's production of Gilgamesh through a donation of around \$5,000. The Club also gave funds to equip 3 additional smart classrooms in the physics department (around \$15,000). An article about the President's Club bench campaign is being prepared for the coming issue of *MainGate*.

Coordination continues with the Friends of the Museum, while the Women's Auxiliary continues its consistent monthly support of AUBMC.

The Scholarship Fundraising Committee held its gala dinner at the Phoenicia. The gala was attended by around 475 guests. The gala and its related initiatives are expected to net around \$125,000, which will be earmarked for endowed financial aid.

Prospect Management and Research

A list of more than 600 prospects/donors being cultivated by the development officers was incorporated into the shared server. Gift officers can now access a unified pool of prospects/donors and manipulate the part relevant to each. Research on prospects identified by various gift officers, as well as by the president, vice president and director of development, was undertaken by the research officer who now devotes a good part of her time to this effort. Updating and incorporating addresses and other alumni contact information were intensified during this period. A meeting was held with LibanPost to apply new codes to minimize returned mail.

Staff Development

A number of our staff attended training sessions, workshops, and seminars within AUB and outside. In addition to staff training on Banner, a member of our staff visited the NY office to coordinate the implementation of the new system and to attend the SCT Summit conference in Philadelphia.

Looking Forward

The upcoming period will witness a number of fundraising drives including a general appeal, faculty/staff appeal, a parents' appeal, and the Fingerprints graduating students program. We are enroute to meet and exceed the \$2 million target of donations toward endowed financial aid for the Dodge Foundation matching challenge. With this season of alumni functions, we will work with the alumni groups on supporting their activities as the proceeds are all dedicated to financial aid. Focus continues to be on soliciting gifts at various levels of the Campaign of Excellence gift pyramid.

Imad Baalbaki
Director of Development, Beirut

OFFICE OF UNIVERSITY PUBLICATIONS

During the period February 1 to April 30, the Office of University Publications was directly involved in the design, layout and production of over 55 different publication jobs for AUB. This was a particularly busy period as a number of major activities are currently underway, including the MEMA events, the 50th anniversary for the Faculty of Health Sciences, and preparations for the launching of the Executive Health and Travel Center program.

Samples of various publications designed and produced by the Office of University Publications include:

The most recent edition of *MainGate* for Development.

“Serving Communities in Lebanon and the Region”, a first-ever brochure profiling AUB’s many outreach and fieldwork programs across all faculties. This well-received brochure was written by the Office of Development and designed and produced by the Office of University Publications.

Production of “CRPH News”, a newsletter for the Center for Research on Population and Health for the Faculty of Health Sciences.

“Student Activities Guide, 2003-04” booklet for the Office of Student Affairs.

A multitude of publications for the Executive Health and Travel Center, including an advertisement, immunization records cards, letterheads, prescription notepads, folders and other miscellaneous publications.

Numerous projects for Regional External Programs, including a full-page advertisement, a new logo, stationery, and business cards.

A new cardiology brochure for AUBMC.

Scholarship fundraising gala dinner magazine for Development’s successful event in April 2004.

Publications relevant to groundbreaking ceremonies for the Hostler Center and the Basile Cancer Center.

Overall, the Office of University Publications is making steady progress towards standardizing the look and feel of all official university publications, newsletters and advertisements. The volume of publications is steadily increasing, reflecting a sharper focus towards centralizing all publications and communications material for the university.

Omar Odeh
Director of Publications

DIRECTOR OF INFORMATION AND PUBLIC RELATIONS

The redesigned AUB home page and top level pages were launched in early May, enhancing AUB's web presence.

Other noteworthy events during the span of this report were the groundbreaking ceremony for the Charles W. Hostler Student Center on April 5, and the groundbreaking ceremony marking the start of construction of the Pierre Youssef Aboukhater Ambulatory Care Center and the Graham and Meredith Rooke Wound Care Center on January 31. Both were given extensive media coverage.

Extensive coverage was also given to the February visit to AUB by Nobel Prize co-winner Professor Sir James A. Mirrlees, the State of the University address by President Waterbury, and the May visit by Czech President Václav Klaus.

This Office continued to issue its regular and special publications. Periodicals published independently by the Office are *AUB Bulletin Today*, *AUB Calendar*, *Press Summary*, *Press Clippings* and *Press Releases*.

The Office maintained the university's positive relations with the community through goodwill visits and contacts, and through the Visitors' Bureau and Campus Tour Office. The Visitors' Bureau continues to fulfill a very useful role providing guided escorts to visitors of various departments on campus. To this effect, a three-dimensional map of AUB is available.

This Office continued to supply information and material about AUB to requesters. A summary entitled **AUB History** was produced in Arabic and given to journalists.

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

Information

The Office of Information and Public Relations continued to publish the quarterly *MainGate* magazine. The Office has also continued publishing its regular publications—AUB Bulletin Today, Press Summary, Press Clippings, and Press Releases. It also assisted in the publication of other periodicals such as the AUBMC News and Outlook.

MainGate is a quarterly magazine printed in full color on glossy paper and intended for worldwide distribution. It is now in its fourth issue (summer/fall 2003) and receiving very positive feedback. It is accessible via AUB's website at <http://staff.aub.edu.lb/~webmgate/>.

The AUB Bulletin Today is a 16-page monthly newsletter in color, focusing on news and information related to faculties, divisions, schools, and departments. This publication's latest issue is that of April

2004. Print run is 30,000 copies. It is accessible via AUB's website at <http://www.aub.edu.lb/~webbuln/>.

The Press Clippings bulletin, essentially in Arabic, presents the news of AUB as printed in the press. It is generally published depending upon the volume of the news material, and serves as a valuable tool for AUB archivists and senior administrators. It is distributed locally and restricted to concerned offices and administrators.

The Press Summary, in English, is a summary of news items in the Press Clippings bulletin. A monthly publication, the Press Summary has grown in size with the increase of AUB activity and, consequently, its press coverage. The Press Summary is distributed locally and restricted to concerned offices and administrators.

The AUB Calendar of forthcoming activities is continuously in demand. Besides the usual channels of distribution by mail and e-mail, hard copies of the AUB Calendar are circulated at important events on campus such as musical performances at Assembly Hall and activities at Issam Fares Hall, seminars, lectures, sports events, etc. Important coming events are also published in the pop-up bulletin of AUB Homepage.

The Press Releases are a reliable source of information about AUB, and where needed, photos are distributed with the release. Some important events, such as the sexuality conference, necessitated extensive press releases which featured program details and address excerpts. During the student elections, the Office worked non-stop to give the campaign extensive coverage, from start to results announcement, with comprehensive press releases.

Publications where we help:

The *AUBMC News* is a bi-monthly, full color 4 to 8-page newsletter issued by the Medical Center administration and produced by this Office. Print run is 3,000 copies for international distribution. This publication's latest issue is that of December 2003. The *AUBMC News* can be accessed via AUB's website at <http://www.aub.edu.lb/aubmc>.

Outlook, the weekly student publication is produced with the technical assistance of this Office. It recently acquired a new look and a new logo, with affinity to the AUB seal.

Major press releases issued during the span of this report are listed in Appendix A.

Web Activities

The Office continued to assist faculties and departments in building their websites according to guidelines established by the AUB Web Oversight Committee appointed by the President in FY03. Several meetings of the web editorial board were held to discuss ongoing issues, most notably the development of the new home page and top-level pages, and progress on individual web development projects. A meeting was held for the newly appointed web coordinators of all 6 faculties (plus a few departmental webmasters), to discuss ongoing development of AUB's website in accordance with latest guidelines. The outcome was positive. The Office developed, or assisted in the development of, several new sites that were launched during the span of this report with AUB's new look (including Office of the President). The redesigned home page and top-level pages were launched in early May.

Public Relations

Public relations activities of this Office picked up with the groundbreaking ceremony of the Pierre Youssef Aboukhater Ambulatory Care Center and the Graham and Meredith Rooke Wound Care Center, then with the widely-publicized State of the University address by President Waterbury, the visit of the governor of New South Wales in Australia Lady Mary Basheer and her husband, and the groundbreaking ceremony for the Charles W. Hostler Student Center. The 38th MEMA and the 31st Annual Folk Dance Festival will be major and welcome exercises of AUB and its parent community.

As part of our bid to bolster AUB's external relationships, this Office maintained its regular contacts with government officials, university administrators and senior officers of foreign embassies in Beirut. The Office also fulfilled the equally important role of maintaining the University's good relations with the community, through various meetings and goodwill activities.

Major public relations activities are listed in Appendix B at the end of this report.

Visitors' Bureau and Campus Tour Office

Currently manned by 19 students, the Visitors' Bureau and Campus Tour Office received increasing numbers of visitors during the span of this report. During February 2004, the Visitors' Bureau conducted campus tours for 121 people from 13 different nationalities. The figures for February 2003 were 39 people from 8 nationalities. In March the figures were 112 from 13 nationalities, compared to 88 visitors from 9 nationalities during March 2003. The number skyrocketed in April 2004, with 238 visitors representing 19 nationalities, as compared to 112 visitors from 5 nationalities during the April 2003. This trend is expected to continue in May.

Visitors who were given campus tours included 25 students from Val Pèrre Jacques School, Lebanon, 20 students from the London School of Economics, two Iranian TV crew members, 15 volunteers in the Lebanese Red Cross, 32 Iranian University Students visiting via the Iranian Embassy, 35 Swiss tourists, 102 Iranians representing various universities in Iran, 20 students from Evergreen College, one visitor from the Ministry of Information in Kuwait, the Nescafé Brand Manager with 10 employees and 10 Nestlé Contest Winners from the Arab world.

Students from the Visitors' Bureau and volunteer ushers also helped in the Aboukhater/Rooke and the Hostler ceremonies. Their efforts will be called on during MEMA and the Folk dance Festival.

Ibrahim Khoury, Director
Information & Public Relations

DEVELOPMENT OFFICE, NY

Major Gifts

In the major gifts area, the process of identifying and cultivating major donors continues. We have received a number of major gifts to establish financial aid funds, and we are pursuing a junior chair in pediatrics. Other major gifts include the naming of the pathology library at AUBMC. In some

cases, people are making AUB the beneficiary of their wills. We are maintaining existing relationships with major donors that will result in increases in their gifts.

Several prospects have confirmed their commitment to do more after finishing their commitments with other non-profit institutions. Several others will make commitments as their business ventures bear fruit. Work continues with the VPs and Deans on cultivating and soliciting donor prospects.

In the last quarter, visits with major prospects included the states of Florida, Michigan, Connecticut, New York, Kansas, Tennessee and Massachusetts as well as to Washington, D.C. In the process we are reestablishing our relationships with on-going donors, identifying new prospects, and reinvigorating interest in AUB. This will bear fruit in the near future and in the years after the Campaign for Excellence. The best and most encouraging part of the discovery process is that almost everyone we meet is making an effort to support the Campaign by gifts to the annual fund and/or by joining the Daniel Bliss Society.

Annual Fund

At the end of the second quarter of the fiscal year, the Annual Fund is seeing slight gains in unrestricted income compared to last year, but losses in non-leadership participation, restricted scholarships and other restricted Annual Fund gifts. The Daniel Bliss Society membership has grown considerably and is closing in on its record membership level set in 2001-02, while the average gift to the Daniel Bliss Society has decreased significantly, due at least in part to our strict adherence starting this year to the definition of the Society as a recognition society for Annual Fund donors *only*. Gift average results are mixed: the average gift has risen in the unrestricted Annual Fund category, while it has fallen in the restricted scholarship and non-scholarship restricted categories and in the Daniel Bliss Society.

In comparison to March 31, 2003, the Annual Fund ended its second category with the following results:

- Unrestricted revenue is up by 2% to \$367,384.51 while participation is down by 14%;
- Restricted scholarship revenue is down by 36% to \$126,246.71 while participation is down by 5%;
- Other restricted revenue is down by 57% while participation is up by 3%;
- Daniel Bliss Society gifts total \$821,958, a 53% decrease over last year's \$1,765,894, while participants number 167, a 22% increase in participation over last year at the same time. This also reflects a decrease in the average Daniel Bliss Society gift amount, \$4921.90 compared to Q2 2003's \$12,890.
- The Annual Fund overall has suffered a revenue decrease of 40%, down to \$889,756.22 compared to Q2 2003's \$1,481,993. The average overall gift has fallen from \$2,166.66 to \$1,164.60.

The decrease in overall Annual Fund revenue may be partly explained by the fluctuation of large incoming campaign gifts. Though we have yet to significantly increase our unrestricted funds raised, mailings so far in 2003-04 have emphasized unrestricted gifts over temporarily restricted gifts, and the response is measurable: 41% of Annual Fund revenue so far this year is unrestricted, compared to 24% in Quarter 2 of last year. While the Daniel Bliss Society total has decreased as a result of stricter gift category definitions, membership has seen significant gains this year as a result of our naming opportunities (though since most participants pledge \$1,000/year only, the average DBS gift is lower this year). Plans for the remainder of the year include a re-design of the Annual Fund

envelope to further emphasize unrestricted giving, an aggressive special appeal for unrestricted funds, and phonathons to raise unrestricted revenue.

Communications

MainGate. The Winter 2004 issue of *MainGate* was printed in March 2004. The theme of the magazine was AUB and the environment. The cover story was on environmental work being done by AUB alumni and faculty in the region, as well as conservation measures undertaken by the University. Other stories included an introduction to the New York Office's new space, the Faculty of Health Sciences and their projects in the region, and a profile of two alumni who opened an animal preserve/educational facility in Aley, Lebanon.

The Spring 2004 issue will be distributed in June 2004. The theme of the issue is humanitarian outreach and features include a profile of two Afghani-national alumni helping with the reconstruction effort in Afghanistan, an overview of the Lebanese Red Cross Club and their activities, and the Volunteer Outreach Clinic run by AUBMC medical students and faculty, as volunteers.

Editorial and Design guidelines were drafted and presented to the *MainGate* advisory committee on April 13, 2004. With some amendments, the manual was adopted in late April 2004.

Development and Alumni Publications. University publications produced include the advertising campaign for the 2004 Summer Program and an informational packet for the Edward Said Professorship in American Studies, both in coordination with the Office of University Publications. Assistance to North American alumni chapters on events and publications continued with the Montreal Chapter gala on May 7, the March 2004 AANA Board meeting, and the AANA e-newsletter.

Media. Outreach to the media continued throughout the year with announcements being distributed on major gifts and commitments to the Campaign for Excellence.

Director of Information and Public Relations Ibrahim Khoury visited the US in late March, and he and Lynn Mahoney met with media from the Chronicle of Higher Education, Washington Post, and Boston Globe.

Coordination efforts to increase publicity of the Understanding Contemporary Islam program are underway with the Council for International Exchange of Scholars in Washington, DC.

A web-based media directory of faculty experts is being organized.

Alumni Relations

Summer Program

Planning and coordination with REP is on going for the 6th Summer Program to be held on campus July 5-August 6, 2004. A postcard was designed and mailed; an ad in the *MainGate* was featured; in-house mailings and daily phone and e-mail correspondence with all interested parties continues. We have 21 paid applicants and another 9 are waiting to see what happens in the region due to parent' uncertainty of safety in the region.

International Class Reunions 2004 & 2005

Coordinated with Development and Alumni office in Beirut class reunions on campus for summer 2004 (July 16-18) for classes '79, '84, '89, '94 and '99. Postcards were mailed at the end of January. Full program will be mailed mid-May. Mini-phonathons for all classes who reside in North America were conducted; class representatives are chosen; and planning is on going for a very successful event.

Started planning and organizing 2005 class reunions as well as other gathering for 2005.

Alumni Directory (North America)

Work continued with our database officers and Harris Publishing on a new alumni directory for North America. Harris Publishing started their contact with alumni this January and a new directory is anticipated for fall 2004. They report that they have updated information for 1,812 alumni and 855 of those have reserved a copy of the directory. We will have the new directory this fall.

Elections – Chapters, Advisory, National

Coordinated all phases of nominations and new elections for chapters (Michigan, Southern California, Northern California, New York-MET, Toronto, etc.); for the Advisory Board (two members out of all chapters' presidents to the national Board); National elections (three members to the national Board). Results will be announced at the AANA Board meeting this June in New York City.

Chapters

Worked closely with regional and professional chapters. Assisted in reactivating professional chapters as well as combined all news and events plus chapters' calendars for the next issue of the AUB publication *MainGate*.

Alumni (Board) Meetings

Organized and participated in AANA Board meetings in New York City. Worked with alumni Board on different committees.

Canadian Taxes

In coordination with our AUB lawyers, we are trying to reinstate the non-profit status of AUB with the Canadian Tax authorities.

Information Dissemination

On daily basis, information dissemination (MEMA, Presidents' reports, campus announcements, CAMES, etc.) to chapters, alumni and others.

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

The academic program is progressing smoothly and is being monitored by the four class-teaching committees. A number of students had difficulty paying tuition before graduation last year, a problem that had been recurring over a number of years. The outstanding amount in June 2003 was \$150,338. Students signed for automatic deductions from their postgraduate year stipends. One student with a current outstanding balance of \$19,471 has not made any payment arrangement and will not receive any documentation referable to his medical study. This year the problem started to recur, with 5 students in Med. IV and one in Med. III. The outstanding balances ranged from \$19,700 to \$45,865. Three students paid and registered while the remaining students were given a leave until they arrange to pay and register.

Early Admission to the Medical School

For the first time in the history of the Faculty of Medicine, early admission to the medical program was implemented. Only premedical students who took the MCAT by August 2003 were considered for early admission. 136 applicants were processed; 115 were from the BS/BA AUB pool, 6 were AUB MS graduates and 15 applicants were from outside AUB. There were 42 applicants from the AUB BS/BA pool who had taken the MCAT by August 2003. The Admissions Committee held its final meeting on April 23 and accepted 36 students, 32 from the AUB BS/BA pool (MCAT 10.01, Physical Sciences 10.5, Biology 10.69 and Verbal Reasoning 7.69) and 4 from outside AUB (MCAT 9.22, Physical Sciences 9.00, Biology 8.25 and Verbal Reasoning 7.50). Exceptionally, and only for this year, the rest of the applications will be processed in July, after the MCAT results of April 2004 are published.

Curriculum and Exams

A series of workshops given since 2001 by Dr. Ara Tekian, Professor of Medical Education at the University of Illinois in Chicago, covered topics including Comparative Assessment of AUB FM Curriculum with Curricula in the USA; Curriculum Design, Methods and Tools of Evaluation in both the Basic and Clinical Settings; and Exam Construction and Question Analysis. Dr. Tekian is now a visiting professor at AUB FM for one month (April 20-May 18, 2004). He will critically review exams given by each department and work with faculty members to improve their question and exam construction skills. He will examine the question pools and help departments distinguish between comprehensive and criterion based questions. Dr. Tekian is reviewing our grading system and will advise how to enable all faculty members to 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. In addition, during his visit, Dr Tekian will give the following formal workshops to different groups of faculty:

Interactive Educational Tools in Teaching, and Course Evaluation Forms

Observe two different interactive education tools in teaching.

Review existing course evaluation forms, and compare with other methods (VITALS)

Discuss importance of providing feedback to students

Clinical Assessment (only clinical faculty)

Overview of clinical assessment methods, observe videotapes

Discuss use of checklists and rating scales

Discuss uses of standardized patients, observe videotape

Pros and cons of oral examinations

Standard Setting

Describe four methods: Angoff, Ebel, Direct Borderline, Hofstee

Group work, sample test

Summarize results; compare and contrast

Compare the new results with the traditional passing score

Research

In the area of research, the number of publications increased from 67/year in 1997 (when the core facilities were established) to 162/year in 2002 by the last report and up to 178/year in 2003. The publication per faculty increased from 0.33 to 0.72 respectively, 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. The FM core research facility has been kept well equipped and maintained.

Appointments and Promotions

This year, 16 new faculty members were appointed: 6 instructors, 8 assistant professors, one associate professor, and one professor; 15 in clinical departments and one in the service departments. As to promotions, 13 faculty members applied, 3 withdrew, one did not make it, and 9 were recommended through the BOD to the president. The criteria for promotion were markedly refined this year, particularly for research. The FM Policy for Promotion, approved by the BOT in 1999, was reviewed with the provost and will remain as is, except for replacing the term "Geographic Full Time (GFT)" with "either of the pre-fix or suffix clinical tracks."

Middle East Medical assembly (MEMA)

The MEMA was well attended with 1,739 physicians and scientists registered. 725 registered for the 28 CME credits and 388 claimed the Cleveland Certificate. 90 speakers participated, 74 who came from outside Lebanon (mainly USA and Europe). There were 7 simultaneous sessions, all well attended. The gala dinner resulted in around \$40,000 for scholarships.

John Hopkins University-AUB Relationship

A team of 4 faculty members from the Department of Medicine led by Dr. Kamal Badr attended the annual Medicine Update Conference at Hopkins and met with Dr. Weisfeldt, Chairman of the Department of Medicine. I attended a forum of 78 deans organized by Dean Miller to discuss opportunities for cooperation between the two medical schools. I signed the MOU with Dean Ed Miller, as approved by President Waterbury on May 10, 2004. Dr Weisfeldt (chair) arranged for me

to meet with him and members of the Department of Medicine to discuss possible sources of funding for the joint program, and sending a team to review the AUB department of medicine.

Dubai HealthCare City (DHCC) feasibility study

An FM/SoN field team composed of Huda Abu-Saad Huijer, Ms. Gladys Mouro and Mrs. Luma Kronfol were joined by Mr. Iliya Abi Antoun from REP visited Dubai and Sharja from April 17-21 2004. Their findings included the following:

There is significant evidence of high level of demand for quality nursing and allied health professionals in Dubai. Recruiting nurses and allied health professionals and training them at AUBMC for DHCC is doable. As soon as the operators of each clinical facility at DHCC are identified and approved by DHCC, the AUBMC could propose to these clients a recruitment and training plan based on services to be provided at their facility, number of beds, salary scales, licensing and regulation among other determinants.

Establishing a nursing school at DHCC will greatly depend on the interest and level of involvement of Harvard Medical International (HMI) in such a project as was expressed by DHCC and HMI during the meetings. An invitation was extended to the Medical Director for International Education at Harvard Medical International, Dr. Thom Aretz, and the HMI team to come to AUB during the MEMA activities and discuss collaboration between AUB/FM and HMI in continuing medical education and nursing.

Financial Performance

Before MPP contribution, the deficits for the Faculty of Medicine projected from YTD March \$1,230,629 compared to the 03-04 budget deficit of \$1,533,559. The School of Nursing will have a surplus of \$909,353 compared to 03-04 budget surplus of \$302,295 and AUBMC deficit is projected to be \$6,698,695, compared to the 03-04 budget deficit of \$6,913,787. The overall projected 03-04 budget deficit for Medicine (FM, SON and AUBMC) after MPP contribution is \$5,519,971. Overall actual in 02-03 was \$8,454,275 vs. \$10,952,073 in 01-02 and \$13,370,783 in 00-01. The YTD March deficit is \$3,590,936 for AUBMC, \$458,382 for FM and \$(441,580) for Nursing with a total of March YTD deficit for Medicine of \$3,607,738.

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

AUB MEDICAL CENTER

Workload

First, second and third class admissions for the reporting period exceeded last year's average by 15%, 3.6% and 5.5% respectively.

Private laboratory and radiology procedures for the reporting period increased by 6% and 18%, while ward procedures decreased by 2% and 1% respectively. CT and MRI procedures for all classes increased by 10% and 24% respectively.

ALOS

A multidisciplinary committee was formed to assist in the discharge of patients who have an extended length of stay. 22 patients were initially identified and seven have been discharged to date. A discharge coordinator, hired in the Nursing department to lead the group, will plan for discharges on admission. This effort should have a significant effect on the length of stay for third class patients.

Revenue

Gross revenue for the reporting period exceeded last year's total for the same period by 13%.

Capital Projects

Renovations are on going as follows:

- Offices for OB/GYN in phase 1 on the 8th floor
- Surgery private clinics in phase 1 on the 4th floor
- Medicine private clinics in phase 1 on the 3rd floor
- BMT in phase 2 on the 8th floor
- Intermediate Care Unit in phase 2 on the 4th floor
- Pediatric satellite pharmacy and formula room in phase 2 on the 6th floor
- Specimen collection for the Laboratory in phase 2 on the first floor
- Emergency department in phase 1 on the first floor

John Rhoder
Hospital Director

CHIEF OF STAFF

The Medical Board met 3 times from February 1 – May 15, 2004. A meeting scheduled for April 16 (Medical Board as Disciplinary Committee) was cancelled.

The main issues discussed by the Board were conflict of interest guidelines and gifts from patients. This was first discussed in the meeting of January 27, 2004 at which time a draft of the guidelines was distributed to the members of the Board to be discussed in the next meeting. The next meeting

of April 20, 2004 was dedicated to a discussion of the guidelines, corrections were made and the final form was approved on April 27, 2004.

The Committee of Peers met three times at the request of the Dean (March 31, April 2, and April 8, 2004) to discuss and review the case of one AUB physician. Its final decision and recommendations were sent to Dr. Nadim Cortas, V/P and Dean.

Dr. Ramzi Musharafieh resigned on April 15, 2004.

Mukbil Hourani, M.D.
Chief of Staff

MEDICAL ENGINEERING

New Equipment

NIBP	8 South
NIBP	10 North
Pacemaker	CSU
R-Test Cardiac Event Recorder	ECG Department
RF Generator	ENT
Pacemaker	ICU
Pneumatic Cuff	ICU
Centrifuge x 3	Lab Medicine: Pathology, Chemistry, Molecular Lab.
Incubator	Lab Medicine: Cytogenetics
Centrifuge	O.R.
Stroboscope System	P.C. ENT
Ultrasound	P.C. OBS/GYM
Pacemaker	RCU
Pulse Oximeter x 3	RCU

Major Problems with Relatively Long Downtime

O.R. Three Endoscopic Cameras were sent for repair abroad.

Radio Oncology High energy LINAC down due a high voltage transformer problem. Transformer was repaired locally.

CT Scan Hard disk failure

Cardiac Catheterization Digital System Down for 3 days.

Laboratory Blood centrifuge of Blood Bank, Temperature Control was repaired and calibrated.

ENT Problem with output energy was repaired.

Lithotripter NPB board was replaced.

Ophthalmology Laser control panel was replaced.

EMG Software and hardware problem with Nicolet System

Major Installations

Bone Densitometry Unit was upgraded from QDR4500A to Discovery

Training/Travel

Win Time training at AUB was attended by Ms. Haifa Jarawan Morcos, Mr. Fadi Saikali and Mr. Bassam Tabshouri. Training on Committee Meeting at AUB was attended by Ms. Haifa Jarawan Morcos, Mr. Fadi Saikali, Mr. Samer Zabad and MR. Wilson Hasbani. Training in Beirut on Electrical Safety in Hospitals was attended by Mr. Fadi Saikali.

Other Issues

Work is progressing on possible donations of a PACS system from Stentor (USA), RIS from XIMIS and 3-D from Terarecon. Dr. Bilal Ezzeddine is our liaison with these companies in the USA.

The training for biomedical engineers and technicians at AUBMC (sponsored by EU and the Italian group CISP) was done. Another project is being studied.

Special software to track recalls and alerts was purchased.

Contacted Dr. Joel Nobel of ECRI for possible collaboration with AUBMC. Met with Bruel and Kjaer regarding the establishment an AUB audio calibration center.

A meeting was held at REP to discuss possible medical engineering service to Kuwait. Medical Engineering Department was also approached by an outside company for possible medical engineering service to Dubai.

V/P & Dean Cortas and Mr. Rhoder asked for input from Medical Engineering for upcoming equipment and maintenance budget. Equipment Inventory Project: Training of users and deployment has started at AUBMC.

Work in progress on Multimedia Imaging project: for (Endoscopy, cardiology, patient ID...). Consists of video recording (plus voice) during operations and many multimedia functions (as filters on images and voice files) used to capture video and photos.

Work is in progress on Lab Information System for the Environmental Core Laboratories.

A special software Ophthalmic Management Imaging System was developed and deployed by us.

Bassam Tabshouri,
Director Medical Engineering

SCHOOL OF NURSING

Education

BSN: Program evaluation for the revised BSN curriculum was initiated. New guidelines and procedure for clinical rotations were developed to accommodate an increase in student numbers. In addition to using AUH on day, evening, and weekend shifts, Najjar Hospital is also being used. The possibility of using other hospitals is being investigated as well.

RN-BSN: Program is progressing well and is still individual-driven & student friendly.

MSN: Program is progressing well. All MSN courses were evaluated well by students. Special Topics 1-2 credit courses were developed and will be taught by visiting faculty from USA and Europe. The first will be on 'Evidence-based Nursing Practice' to be taught in May. The MSN program will be submitted for NY registration in May.

Student Enrollment

BSN: spring admission, 80 students applied, 23 accepted, 15 registered.

Research

All currently funded research projects are progressing well. Two seminars, organized by the School of Nursing Research and Continuing Education Committee, were given by Mrs. Mary Arevian and Mrs. Sana Marini. Both seminars were well attended. A number of publications appeared in international refereed journals.

Administration

Task Force on Promotion & Merit: Report was approved by the faculty of the School of Nursing, and submitted to Dean FM February 2004.

Task Force on Faculty Workload: Report completed and is currently under review.

SoN Centennial: Preparations are currently underway to organize major centennial celebrations starting January 2005. The centennial conference will take place June 30-July 2. A SoN fundraising brochure, a centennial logo and slogan are being developed and will be ready in May.

Non-academic staff: Miss Sana Nasrallah appointed executive officer effective March 1, 2004. A messenger/clerk will be appointed early in May.

School of Nursing Building: Discussions on design are currently underway between SoN, FPDU and the architect. School of Nursing space remains in general a major problem for the SoN.

Faculty Issues

Faculty Development

Two faculty members continue to work on their PhDs on-line in USA. Mrs. Sana Marini started PhD work at University of Maastricht, the Netherlands. A number of faculty members attended AUB workshops on PBL, teaching portfolio, WebCt, & Geriatrics; conferences in Lebanon; and many will attend MEMA in May.

Faculty Recruitment/Hiring (In Progress)

Active recruitment for faculty continues. Three interviews with potential candidates took place via videoconferencing in February/March. Two candidates were invited for further interviews in Lebanon in April and May.

Dr. Lina Badr has a visiting professorship at SoN for part of spring & summer 2004.

Due to the increase in BSN student numbers, the School of Nursing has developed a 'preceptor pool' and as such has contracted with a number of preceptors to help teach the clinical component of the BSN courses in spring.

Public & Professional Activities

Dr. Huda Huijer was invited by IWG, International Workgroup on Palliative Care, to participate and address the IWG annual meeting in Tucson, Arizona, March/April 2004.

Mrs. Nuhad Dumit contributed to the CE regional course on medical education offered by the Department of Family Medicine for a delegation from Qatar, April 2004.

Dr. Laila Farhoud gave a lecture on 'promoting mental health & well being of patient & family in palliative care, Balamand University, March 2004.

Mrs. May Khoury gave a lecture on education in palliative care in Lebanon and moderated session on medical futility, Balamand University, March 26, 2004.

Dr. Samar Noureddine gave a lecture on 'Evidence-based Nursing' at LHMA.

Mrs. Sossy Balian gave a lecture at Armenian Evangelical College on Changes in puberty and health care needs and adolescence, February 2004.

Mrs. Mary Arevian and Dr. Laila Farhoud were featured on radio & TV programs.

Two public lectures were organized by the School of Nursing and given by invited speakers from the USA on 'Preparing Nurse Executives' and 'Evidence-based Nursing Practice' in April & May respectively.

A workshop on 'Innovations in Medical, Nursing and Public Health Education; Towards Collaborative Practice' was jointly organized by SoN, FHS, & FM. The workshop will take place in May during the MEMA conference

Regional & other Developments

Dr. Huda Huijer visited Dubai Health Care City (DHCC) April 17-21, together with a delegation from AUBMC & REP. The purpose for the site visit is a feasibility study currently being conducted to establish an AUB School of Nursing at DHCC.

Dr. Huda Huijer was invited to attend the meeting of the Association of Deans of Schools of Nursing of the Scientific Association of Arab Universities, which took place in Al-Zaytounah University, Amman, Jordan in March 2004.

A delegation from Kuwait visited the School of Nursing in April with the purpose of establishing collaboration and possible faculty exchange.

Possibilities for collaboration and student exchange were discussed with the director of the Office of International Programs, Georgetown University, USA.

The project in Al-Khobar SA is still pending final decision.

Huda Huijar, Director
School of Nursing

DEAN OF THE FACULTY OF ARTS AND SCIENCES

Second Semester 2003-2004

The 2003-04 second semester session is running as scheduled from February 12 - June 11, 2004. The teaching program involved 283 faculty members, 173 graduate assistants, and 2,729 students enrolled in 492 different courses (equivalent to 928 courses and sections).

Student Admissions: 2004-05

This year, early admission to the university has resulted in 130 applicants being admitted to the sophomore class and 39 to the freshman class in FAS.

777 applications for admission to the freshman class were received and 492 applicants were issued letters of acceptance to date for the first semester of 2004-05 and 1,295 of 2,058 applicants for admission to the sophomore class were issued letters of admission. It is to be noted that many of these accepted applicants represent students applying to other Faculties at AUB also.

Incomplete applications for admission to the freshman and sophomore classes for the first semester of 2004-05 continue to be processed. These are expected to be minimal as the numbers above essentially represent final admission decisions.

Faculty Recruitment: 2004-05

To date 416 applications have been received to faculty positions that were advertised as available in the Faculty starting September 15, 2004. After consultation with the departments and the Advisory Committee, 30 offers were made so far. To date 19 offers have been accepted and 14 contracts are being processed. Eleven offers have been declined. The national distribution of those who accepted our offer are: 2 French, 3 Lebanese, 8 US citizens, and one each from: Egypt, Holland, India and Turkey.

Current Faculty Number and Composition: 2003-04

There are 219 budgeted full-time lines in the Faculty for 2003-04. All lines have been filled. 206 are currently used for full-time contracts, with the balance used for part-time contracts.

Full-time faculty are distributed as follows: 126 are in the professorial ranks (assistant, associate and full professors), 74 are in the ranks of instructor and lecturer and 6 are assistant instructors.

Professors On Leave

One professor is on leave without pay, three are on paid research leaves, and six are on leave with pay supported through the Hewlett grant. At present the Advisory Committee is considering several requests for leave without pay and paid research leaves for 2004-05.

Applications For Promotion

Thirteen applications for promotion were received by the August 18 deadline. Of these, 9 are for promotion to the rank of associate professor and 4 are for promotion to the rank of full professor. The Advisory Committee has considered these applications and made its recommendations to the academic Board of Deans.

General Remarks

Several departments have been asked to submit updated proposals for the re-establishment of Ph.D. programs. The Faculty Curriculum Committee has approved two proposals, one from the Department of Arabic and the other from the Department of History. The departments of Biology and Physics are also preparing proposals.

The proposal for the establishment of the Department of Fine Arts in the Faculty has been approved by the Faculty and by the Academic Affairs Committee of the Senate and will be presented to the full Senate for its consideration. It is hoped that such a department will be in operation as of October 2004.

To date 19 classrooms have been set up in FAS as 'intelligent class rooms' with computers, internet access and audiovisual aids enhanced with LCD projectors. Nine were completed with funds provided by the President's club. Three more are in the process of being set up again through similar funds. This will make 21 total such rooms available, which is over one third of all classrooms available for teaching in FAS. We have also received a major grant to upgrade all classrooms in FAS and a plan for doing so is being planned in consultation with the FPDU.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences

DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE

Academic Affairs

7 undergraduates were awarded the Bachelor's Degree and 15 graduates were awarded the Master's degree in February 2004.

FEA enrollment for the spring term 2003-04 is 1,267 undergraduates (27 new) and 252 graduate students (34 new). 132 undergraduate and 71 graduate applications were received for spring 2004. Among the 1,222 applications that were received for admissions to first year in October 2004 (excluding AUB applicants), 674 were accepted so far. The list of acceptances for undergraduate admissions for fall 2004-05 was issued on March 17.

Conferences, Seminars and Meetings

Dean Ibrahim Hajj visited the U.S. in March 2004 to attend the American Society for Engineering Education (ASEE) Dean's Institute in New Orleans, Louisiana, and to visit the University of Illinois, Champaign, Illinois, for recruiting purposes.

The following faculty members went on short-term faculty development awarded by the URB to participate in the following conferences: Prof. Bilal Hamad, "American Concrete Institute Convention", Washington, USA, March 13-18; Assistant Prof. Mona Harb, "The Fifth Mediterranean Social and Political Research Meeting", Florence, Italy, March 24-28; Prof. Marwan Darwish, "ICFD Conference on Numerical Methods for Fluid Dynamics", Oxford, UK, March 29-April 1; Associate Prof. Michael Stanton, "International Gazimaguse Symposium", Famagusta, Cyprus, April 12-16; and Associate Prof. Salah Sadek, "Fifth International Conference on Case Histories in Geotechnical Engineering", New York, April 13-17.

The following faculty members were invited to attend/participate in the following: i) Associate Prof. Ahmad Smali, "Train the Trainers Program for Industrial Technology Integration as part of EU Program TEMPUS", Amman, Jordan, Feb. 29-March 4; ii) Associate Prof. Toufic Mezher, "Alliance for Global Sustainability Annual Meeting", Goteborg, Sweden, March 20-25; iii) Prof. Mutasem El-Fadel, "World Bank Workshop on Safeguard Policies", Amman, Jordan, March 29-31; iv) Assistant Prof. Ali Chehab and Associate Prof. Ayman Kayssi, "International Symposium on Physical Design", Phoenix, Arizona, and "Defect-Based Testing Workshop as part of IEEE VLSI Test Symposium", Napa Valley, CA, April 16-28; v) Profs. Karim Kabalan and Ali El-Hajj, "International Conference on Information and Communications Technologies", Damascus, Syria, April 20; vi) Assistant Profs. Mazen Saghir and Hassan Artail, "Microsoft Research Crash Course (MSRCC)", Dubai, UAE, April 23-26; vii) Prof. Asem Abdul-Malak, "International Chamber of Commerce Conference on the Resolution of Disputes under International Construction Contracts", Paris, France, April 28-May 2; viii) Associate Prof. Toufic Mezher and Prof. Asem Abdul-Malak, "Project Management in Design Phase Conference", Ladikia, Syria, May 8-10.

The engineering departments held the following academic perspectives seminars on: i) *The Bam Earthquake*, by Sateh Arnaout (World Bank), Feb. 17; ii) *Reconfigurable Approach to Minimize Cost in Wireless Receivers*, by Aladin Zayegh (Victoria University, Australia), Feb. 18; iii) *Airflow in the Human Lung*, by Abbas Taleb (Medical College of Ohio), March 1; iv)

Sustainability-Physics-Architecture-Approaches-Basics-Examples, by Schuler Matthias Michael (GMBH), Feb. 23; v) *Transportation Simulation: Is it Art or Science*, by Essam Radwan (CATSS), March 4; vi) *Architectures for e-Textiles*, by Zahi Nakad, (Virginia Polytechnic Institute, USA), March 11; vii) *Drugs: No more Riskless*, by Sarah Trad & Nadya Mikdashi (Lebanese Center on Addictions), March 18; viii) *Structural Design of Tall Buildings*, by Ali Sherif (Dar Al-Handasah), March 18; ix) *Environmental Systems Analysis at the Regional/National Level*, by Christos Anastasiou (CEE AUB), April 1; x) *Road Safety*, by Essam Radwan & M. Hadi Baaj (CEE AUB), April 6; xi) *Static, Fatigue & Fracture Mechanics*, by Ahmad Shaaban (SAMREF, Saudi Arabia), April 6; xii) *New Concepts of Modeling & Optimization in Machining Processes*, by Alain Sergent (Savoy University, France), April 7; xiii) *Hazard Management Systems & Inherently Safe Design Principles*, by Fadi Hamdan (Steel Construction Inst., UK), April 15, xiv) *Capacity & Coverage Enhancement for Wireless Cellular Networks*, by Zaher Dawy (TUM, Munich, Germany), April 20; xv) *Industrial Talk*, by Khaled Mahjoub (Peakhouse), April 29; xvi) *Infrastructure Management*, by Dima Jawad (CDR), April 29; xvii) *Financing Sustainable Energy Projects*, by Anna Bjerde (World Bank), April 29; xviii) *Efficient Circuit Simulation Using Model Order Reduction*, by Roni Khazaka (McGill University, Montreal, Canada), May 4; xix) *Supermedia Enhanced Internet Based Telerobotics*, by Imad El-Hajj (Oakland University, Michigan, USA), May 5; xx) *Turning Challenges into Opportunities: How to succeed in Start-Ups*, by George Tannous (Nano Clean Tech, CA), May 5; xxi) *Arc Hydro: The Foundation for a Hydrological Information System*, by Hamed Assaf (CEE AUB), May 13.

The Department of Architecture and Design organized the following public lecture series: i) *A Year of Work*, by Dan Wood and Amale Andraous, March 15; ii) *Compression*, by Steven Holl, March 17; iii) *Machinic Practices*, by Ciro Najle, March 29; iv) *Developing Worlds: The Role of Design in Development*, by Hashim Sarkis, April 2; v) *(Un) Folding Beirut: A New Urban Morphogenesis*, April 14; vi) *Home & Identity, Hosing Narratives in Urban Mexico*, by Ann Varley, April 21; vii) *Abcarius & Burns Architecture Design*, by Jean-Marc Abcarius, April 28; viii) *Language is a Virus*, by Jonathan Barnbrook, May 5, followed by an exhibition opening.

The department held the first two sessions (out of four) of its City Debates Symposium 2004, an interdisciplinary forum of local and international provocateurs on two assigned urban theses; Debate 1: "Vision of Planning & Living the Good City" by Mona Harb, Jad Tabet, Bilal Khbeiz, Maha Yahya, Bashar Haidar, Howayda Al-Harithy, May 4 followed by exhibit by Marwan Rechmaoui; Debate 2: "The City and Its Citizens", by Hassan Krayem, Mona Harb, Joyet Beyene, Nizar Saghieh, Hurriyat Khassa, Ramla Khalidi, Yahya Sadowski, Serge Yazigi on May 11.

The department also hosted architecture students from the Architectural Association, London, to deliver a presentation on their work and discuss architectural education at AA.

Academic Personnel

Prof. Amal Ali (PhD 2002, Florida State University) joined FEA as visiting assistant professor in the Department of Architecture and Design during the spring term 2003-04. Dr. Essam Radwan, Director of the Center of Advanced Transportation Systems from the University of Central Florida, visited FEA as visiting professor of CEE, February 5-June 4. Assistant Prof. Samer Abdallah was granted the Hewlett Foundation research leave for the spring term 2003-04. Prof. Bilal Hamad was awarded the grade of Fellow of the American Concrete Institute (ACI) on March 14, 2004.

Faculty News

FEA held its Award Ceremony-Distribution of the Dean's Honor List certificates for the fall term 2003-04 on April 13. Trustee Dean James Wei visited FEA on May 7 to meet with the dean, chairpersons, faculty members and students. Preparations are on target for the 3rd FEA Student Conference (FEASC 2004) that will be held on May 27-28.

FEA Energy Research Group (ERG) conducted a workshop on "Regional Collaboration on Energy Efficiency and Renewable Energy Technology" at AUB, April 26-30. The workshop included, in addition to closed and public sessions, an opening ceremony on April 28.

Grants, Donations and Awards

A donation of \$300,000 was received from Sheikh Youssef Jameel Youssef (Unisantis, Dubai) to the ME Department for the Mines Detection Project.

A research grant (REP project) totaling \$162,000 was received from the Cooperative Housing Foundation International (CHF), USA, to the Department of Civil and Environmental Engineering.

Ibrahim Hajj, Dean
Faculty of Engineering and
Architecture

DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic and Student Affairs

505 students enrolled for the second semester 2003/04, distributed as follows: 171 in the undergraduate agriculture program; 59 in the Landscape Design and Eco Management program; 137 in the Nutrition and Dietetics program; 69 in the Food Science and Management program and 69 graduate students in 10 different majors. A total of 16 students graduated in February 2004; one with the B.S. degree in Agriculture; 9 with the B.S. degree in Nutrition and Dietetics; one with the B.S. degree in Food Science and Management and 5 graduate students. It is noteworthy that the graduating student in Food Science and Management, Mr. Raymond Kassatly, is the first to graduate from FAFS in this major. His parents own one of the big food industries in Lebanon.

723 new undergraduate student applications were submitted for the academic year 2004/05. Five FAFS Admission Committee meetings were held during which 465 students were accepted, including those approved for early admission, to the four programs

Personnel Affairs

Dr. Zeina Kassaify, new assistant professor in Food Microbiology, joined FAFS in February 2004. Mr. Jason Danziger, assistant professor of design at Technisches Universitaet Berlin, visited the Landscape program in the Department of Plant Sciences during March 2004. Mr. Danziger conducted vertical workshop for years II and III LDEM students on Beirut City monuments. He also gave a public lecture on City Monuments on March 22, 2004. Dr. A. Saad was included in Who's Who in Lebanon and Asia's Who's Who Men and Women of Achievements. Dr. S.K. Yau was nominated as the representative of the Middle East and Africa in the International Crop Science Society. Dr. N. Hwalla was appointed member of the "WHO Expert Advisory Panel on Nutrition" for four years.

Research Grants and Service Contracts

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 is \$99,950.

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

\$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 - 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 agricultural company) to conduct "Vegetable Seeds Trial at AREC" for the period March 1- November 15, 2004 with a total budget of \$4,400.

Faculty Professional Activities

Dr. R. Baalbaki attended a coordination and planning meeting at Earth University in Cost Rica to evaluate the joint internship program between Earth University and AUB, April 12-17, 2004. Dr. N. Farajalla gave a presentation at a workshop on training trainers in Integrated Watershed Management at the Arabian Gulf University, Bahrain, February 9-13, 2004. Dr. Farajallah presented a day long seminar on water resources as part of an IFAD funded project "Provision of Technology Transfer and Extension for Major Irrigation Schemes" aimed at extension workers of the Ministry of Agriculture of Lebanon, March 22, 2004. Dr. S. Hamadeh attended NEMTA workshop as a National Training Unit Coordinator in Aqaba, Jordan, April 2004. Drs. Z. Kassaify and R. Tannous organized and attended an IFT approved training course "Thermal Process Control School" at FAFS sponsored by FAFS, SRI and Syndicate of Lebanese Food Industries. The course was offered by three professors from USA and was attended by food industry people and NFSC graduate students, March 23-26, 2004. Dr. O. Obeid was invited by Cyprus Dietetic Association and the American Overseas Dietetic Association to give a lecture entitled "Metabolic regulation of Food Intake" at their conference "Promoting Excellence in Nutrition Practice" in a joint educational event in Lefkosia, Cyprus – March 26-28, 2004; Dr. O. Obeid also consulted on "Measurements of Iron Status at Population Level" in Geneva, WHO headquarters, April 5-7, 2004. Dr. A. Saad lectured on "Fungal, Bacterial and Non-Parasitic Diseases of Stone and Pome Fruits" as part of a graduate program entitled "Integrated Pest Management of Mediterranean Fruit Crops" at the International Center for Advanced Mediterranean Agronomic Studies (ICAMAS) in Italy, April 26-29, 2004. Dr. S.K. Yau, as curator of the gene bank at AREC, attended a training course on Gene Bank Management at ICARDA to learn details of running a gene bank, April 15-17, 2004.

Workshops

Dr. M. Batal organized a one day 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" Feb 26, 2004, and the second workshop on "Introduction of the Cartagena Protocol on Biosafety Development of the National Biosafety Framework for Lebanon Project", April 23, 2004.

Visiting URB Scholar

Dr. Stephen DeGloria, Professor and Chair, Department of Crop and Soil Sciences, Cornell University, was invited by the Land and Water Resource Dept. to present two lectures in May 2004. The topics are: "Faculty Governance and Evaluation" and "Agronomic and Environmental Resources Inventory". He also lectured to students in two courses being offered this semester.

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 Dagher 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.

Several projects were completed at AREC: computer network project; face lifting of the kitchen, cafeteria and library area; cafeteria renovation and new equipment; installation of seed bank laboratory and equipment and aluminum installation of windows and doors of AWD, clinic and police station.

On April 16, 2004, certificates were distributed to 150 Lebanese farmers who attended the Forage Production workshops in the presence of US Ambassador Vincent Battle, Provost Peter Health, Director of Mercy Corps Miss Catherine Rosenburger, and Dean Dagher.

The Personnel Department conducted training courses for AREC employees on fire protection and safety, and electrical safety on April 29-30, 2004.

Nuhad J. Dagher, Dean
Faculty of Agricultural and Food Sciences

DEAN OF THE FACULTY OF HEALTH SCIENCES

Academic Programs

Registered Students. Three hundred and thirty six students registered in FHS during the Spring Semester of AY 2003-04. One hundred and six students registered in the graduate programs (75 in MPH and 31 in MS) and two hundred and thirty in the undergraduate Environmental Health and Medical Laboratory Technology programs.

Graduates from Degree Programs. 27 students graduated from FHS in February 2004. Six students graduated with the BS degree in Health Sciences, twenty students completed the MPH degree and one student graduated with the MS degree in Population Studies.

New Faculty

Dr. Mirou Jaana, Ph.D. from the University of Iowa (2003) was appointed as assistant professor in the Department of Health Management and Policy effective January 1, 2004 for three years.

Visiting Researchers

1. *Dr. Brendan Mullan*, Ph.D. from the University of Pennsylvania (1986) visited FHS March 2-6, 2004 as a prospective faculty member in the Department of Epidemiology and Population Health.
2. *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. Dr. Talaat gave two seminars and held discussions with MLT faculty and with faculty in the Infection Control Unit at AUBMC.
3. *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 and discussed opportunities for research collaboration. She also presented a faculty seminar.

Sponsored Research & Service Activities

New Grant. The Safadi Foundation awarded Dr. Rima Habib a grant of \$11,830 to support her research on the survey of outdoor levels of radon in Lebanon effective May 1, 2004 for two years.

Proposal Submitted for Funding. FHS submitted a proposal to the Wellcome Trust (March 18, 2004) for a research and capacity building program entitled "Health Status, Well-being and Population Change in the Middle East: A Research Network Approach". The program (\$3,120,000) is proposed for a period of five years, starting October 1, 2004. A site visit by The Wellcome Trust team is organized for June 9-10.

Research Workshops. The Preconceptional Care project, a joint collaboration between researchers at UCLA School of Public Health, FHS/AUB and the Alexandria University High Institute of Public Health, organized a meeting at FHS on February 23 and 24, 2004. The group presented current research and looked to expand future collaborations in the area of preconceptional care.

The Faculties of Health Sciences and Medicine jointly held the 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.

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, funded by a grant from Harvard University to FHS, was attended by 8 regional and international participants and 11 participants from Lebanon.

Training Program. The Flagship program on Health Sector Reform held three workshops in Iran on three different modules during this period: February 21-25, March 6-10 and May 1-5, 2004. The courses, part of the project funded by the Ministry of Health and Medical Education in Iran, were attended by mid and high level managers from the Ministry of Health and Ministries of Planning and Finance in Iran.

50th Anniversary Events

FHS will be celebrating its 50th anniversary this year (1954-2004), as the first independent school of public health in the region. FHS faculty, alumni and students are organizing many exciting events within this anniversary year. A series of public lectures by noted international speakers began in February. Two fun student activities -- a poster competition and a health treasure hunt -- will be held in May. The first summer training program of short courses in collaboration with Birzeit University and other public health organizations will be held in July. Finally, the anniversary year will culminate with the commemoration events on December 9, 10 and 11 in Beirut, including an international scientific conference and gala dinner.

FHS held a lunch on February 6 to officially inaugurate the beginning of the 50th anniversary of the school. In addition to faculty and staff, it was attended by Professor Aftim Acra (Professor Emeritus) and his wife, and Provost Peter Heath. A meeting of the Honorary Council comprised of FHS ex-Deans, former faculty, and friends who made a significant contribution to the Faculty was held on April 8.

Two sessions were organized by FHS at the 38th Middle East Medical Assembly (MEMA) as part of the 50th anniversary of FHS: a workshop jointly organized with the School of Nursing and the Faculty of Medicine on "Innovations in Medical, Nursing, and Public Health Education: Towards Collaborative Practice" on May 14 and 15, 2004; and a scientific session on "Experiences in Changing Childbirth" held on May 16, 2004.

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 will be visiting FHS on June 16 and 17 for an initial consultation.

Renovation of Van Dyck

The renovation of the annex is scheduled to be completed in early June. Requests for furniture and equipment are being processed with the concerned units at AUB.

The redesign works of the Van Dyck courtyard were done during April 2004. The new space will accommodate faculty and student activities.

Huda Zurayk, Dean
Faculty of Health Sciences

DEAN OF THE OLAYAN SCHOOL OF BUSINESS

Introduction

The period of this report witnessed two major developments in the life of the Olayan School of Business: launching the EMBA degree and completing significant curricular improvements on the BBA and MBA programs in keeping with our commitment to subject curricula to radical reexamination every four years. Work also continued in earnest during the same period on preparing grounds for launching our AACSB accreditation campaign.

Applications and Admission

A total of 1,353 undergraduate applications were received for fall 2004-05 of which 539 listed business as the first choice, 242 applicants listed it as their second choice and 200 as their third. The average composite score of the 681 students who were admitted was 553.53 and the average SAT was 1114. Minimum composite score was 497. In the spring semester 2003-04, 201 undergraduate applications were received, and 50 were accepted.

At the graduate level, 80 MBA applications were received for fall 2004-05, 12 were admitted so far. As for spring 2003-04, out of the 117 applications that were received, 24 were accepted and 20 joined.

165 transfer applications from other Faculties were received for spring 2003-04, and 63 were accepted.

Student Profile

Graduate & Undergraduate

Enrollment

	<u>Spring 03-04</u>	<u>Spring 2002-03</u>
Undergraduate	1085	1004
Graduate	134	142
EMBA	<u>22</u>	<u>-----</u>
	1241	1146

Courses/Section

	<u>Spring 03-04</u>	<u>Spring 02-03</u>
Undergraduate	138	121
Graduate	<u>34</u>	<u>31</u>
	172	152

EMBA

The program was launched in late February with 22 candidates selected from a very large pool of candidates. Twelve candidates commute from the region as per detailed information provided below:

Number of Participants: 22
 Average Age: 38
 Average Yrs. of Experience: 15
 Nationality: 16 Lebanese, 3 Jordanians, 1 Saudi, 1 Syrian and 1 Egyptian
 Residing/ Working in the following Countries: Lebanon (10), UAE (4),
 Kuwait (3), Saudi Arabia (3), Qatar (1), Oman (1)

Faculty Profile

Faculty Distribution

	<u>Spring 03-04</u>	<u>Spring 02-03</u>
Professorial Ranks	24*	12
Non-Professorial Rank	10	13
Part-time faculty		
Ph.D. holders	12	10
Non-Ph.D.'s	27	33

*Including senior lecturers

The following four new faculty members joined the School effective spring 2003-04:

Name	Degree	Rank
Mehmet H. Koksall	Ph.D., University of Exeter	Visiting Asst. Prof. (2 yrs.)
Nikos Tzokas	Ph.D., University of Bath	Visiting Prof. (one semester)
Bijan Azad	Ph.D., MIT	Asst. Prof. (3 yrs.)
Michael Kfoury MBA,	Colombia University	Instructor (1 yr.)

The newly appointed faculty (1 Greek, 1 Turkish, and 1 Iranian) added diversity to our faculty profile.

Faculty on Paid Research Leave

Second Semester 2003-04: Ahmad Ismail (Hewlett Grant) and Florence Eid (Buy Out Grant from the Kuwait Fund). The following faculty members were granted a Hewlett research leave grant for fall 2004-05: Karim Rebeiz, Yusuf Sidani, and Philip Zgheib

Recruitment

Out of the 61 applications that were received, 7 offers were made. The following have been finalized:

Mehdi Mattar	Assistant Professor – Finance (3yrs), Lebanese Ph.D., MIT, USA
Armon Manassian	Assistant Professor – Accounting (3yrs), Canadian Ph.D., University of Calgary, Canada
Charalambos Pattichis	Assistant Professor – Managerial Econ. (3yrs), Cypriot Ph.D., University of Cambridge,
Salim Chahine	Assistant Professor – Finance (3yrs), Lebanese Ph.D., Aix-Marseille III University, France
Fida Afiouni	Lecturer – Management (1yr), Lebanese Ph.D., Sorbonne, Paris

Visiting Faculty

Elias Awad	Professor, University of Virginia
Arthur Grandy	Former Citibank Executive
Sarkis Khoury	Professor, University of California, Riverside

Guest Speakers & Visitors

Dr. Gus Geursen	Professor of Marketing, University of South Australia
Mr. David Darst	Managing Director, Morgan Stanley
Mr. Erik Hoffmeyer	IBO member/National Bank of Denmark
Mr. Fady Abboud	President, Association of Lebanese Industries
Dr. Dale Funderburk	Professor of Economics, Texas A&M University
Mrs. Noura Jumblat	President, Beiteddine International Festivals
Dr. David Miller	CED Program, School of Business, Southern New Hampshire University
Dr. Akram Chowdry	Managing General Partner, High Tec Venture Capital, California
Mr. Badr Al-Humaidhi	MEAB member/Director General, Kuwait Fund for Arab Economic Development
Dr. James Wei	Trustee
Dr. Nicola Khoury	Trustee
Dr. Philip Khoury	Trustee

Other Events

The launching of the EMBA program was held in Issam Fares Hall on February 25, 2004. Dr. Sarkis Khoury, University of California Riverside was the guest speaker. The first theme commenced on February 26 with a total enrollment of 22 executives from Lebanon and the region.

Advisory Boards: IBO meeting is scheduled for June 14 in New York Office. MEAB is scheduled for June 25 in the Olayan school of Business

OSB will be the focus of the yearbook to be issued by the Abu Alumni chapter, in conjunction with their annual gala dinner.

Otis Baskin, special advisor to AACSB President, visited the School from May 10-15, and gave a workshop for the OSB faculty on Business Accreditation. Our pre-accreditation application is in the process and should be out by September 2004.

Meetings were held with the design team, Machado & Silvetti, on March 30 and May 3 for finalizing the plan of the new building design. Satisfactory progress is being made.

Research

Published Articles (2)

Abstracts & Conference Proceedings (3)

Research projects submitted to refereed journals for review (5)

George Najjar, Dean
Olayan School of Business

DEAN OF STUDENT AFFAIRS

General Office

Student life and activities continue to flourish and expand at AUB. Despite regional instability, there has been a marked sense of order among the student body, which is largely indicative of the level of students at AUB. Nonetheless, there was one notable incident requiring severe disciplinary action. It involved a number of students who had resorted to violence in settling a political conflict. Four students were identified as aggressors, and the four were suspended by the University Disciplinary Committee for periods ranging from one semester and a summer session to one full year. The incident has raised important questions about procedural and appeals issues for the future.

Student housing has been undergoing a process of change in the last few years and during this period the office of student affairs has been coordinating with the director of physical plant to oversee the complete transfer of all janitorial services to his department. This means that the remaining staff would focus on the needs and security of the students while the physical management of the building will be primarily the responsibility of physical plant.

Residence Halls

There has been intense focus on improving facilities in the residence halls and all are now equipped with microwaves on all the floors, DVD players, washing machines, stoves, and furniture. The President's Club donated \$2,500 for furniture and other equipment in what will be a refurbished basement in Penrose; so far \$1,400 has been used and the remaining amount will be used to equip the room with games and other items that enhance the intellectual capabilities of our residents. Given the high demand for Internet use, a study to estimate the cost of setting up wireless Internet sockets in public areas to decrease the load on the computers available for public use is under way. Development in this area would greatly ease the pressure for student use of computers and Internet.

Student Activities

In the process to improve the running of student organizations, perhaps the most significant achievement has been the change in the way the Campus Yearbook has been handled. In previous years, certain quarters of the AUB community have been reluctant to introduce any change, despite a clear failure to publish the Yearbook on time for several consecutive years. However, new bylaws were introduced and February elections were held for a new committee. It is hoped that the fruits of these changes will be evident this summer with the first Yearbook being published on time for many years. Among the changes introduced was the separation of the Yearbook and Outdoors committees. This has also found success among students. Annual events such as the Folkdance festival were held without a hitch and during April and May Club elections went smoothly.

Athletics

In early February an AUB delegation traveled to Dubai to participate in an annual International Sports Tournament. On February 10 a large AUB delegation traveled to Egypt for the 1st Annual Friendship Tournament. The tournament included the American University in Cairo and the Marine Academy in Alexandria. Although Egyptian sports are renowned for a high level in the region, AUB beat AUC in both men's and women's basketball and table tennis. The women were particularly successful, also winning the soccer and volleyball tournaments. The last couple of years have seen a

trend in which the women athletes at AUB are proving strongest nationally and regionally in a variety of sports. In late March a Spring Open Tournament was organized for AUB students and faculty in which 62 soccer teams and 6 basketball teams played 70 matches.

Career and Placement Services

The AUB Annual Job Fair was held on Campus on May 4 and 5. Following problems last year, the event was organized this year by the office of student affairs separately from the engineering chapter. The purpose of the Job Fair-Exhibition is to provide potential graduating students the opportunity to meet employer representatives on campus and acquaint students with the world of work. 58 stands, representing participating regional and international firms, were set up based on strategic zone locations. Representatives met with the students and AUB graduates to accept resumes, and arrange interviews when possible. At a Gala Dinner on May 5 appreciation awards were distributed to honor Job Fair participants and the firms that recruited AUB graduates during the Academic Year 2003-04. \$77,427 was collected from the Job Fair, of which \$25,000 will be donated to support the Financial Aid Program.

International Student Services

An orientation booklet was created especially for newly accepted international students to facilitate their registration, enrolment and orientation to AUB. In February the Spring Orientation for new international students was organized and it has become a permanent feature. Among the activities organized for international students during the spring semester was a cultural trip to the Bekaa vineyards. In additions, meetings were organized and coordinated visiting international student groups from the UK, USA, Germany and France.

Counseling Center

The number of students accessing the Counseling Center has been steadily growing and the level of retention, students choosing to go through the process of counseling, is equally high. On average, 60 students are seen each week. The prospect of the part-time position becoming full-time will help the C.C. maintain the present quality of psychological services and participate more actively in outreach activities. The C.C. is contributing to a Student Health initiative presently being elaborated and coordinated by Mrs. Waterbury.

Community Service Program

A website has been established, where students can apply online to their areas of interest. In addition, as part of the information resource of the program, an NGO database has been completed. The matching of students with the appropriate NGO has begun.

Work Study

There are 400 working student out of 1,300 applications. While the ratio of one in three is not wholly negative, there are still concerns that this is not sufficient. The problem remains that the vast majority of employed students are 'pre-selected' by departments, leaving some students on a waiting list for up to two years without getting the chance to work.

Maroun Kisirwani,
Dean of Student Affairs

CENTER FOR ADVANCED MATHEMATICAL SCIENCE

Activities held at CAMS during this period are summarized as follows:

Seminars

“Ghost-Matter Mixing and Superstringy Hydrodynamics”, Dimitri Polyakov, Physics Department, AUB, 15 October 2003.

“Mathematical Construction of Klauder's States”, Yassine Hassouni, Laboratoire de Physique Theorique Universite, Mohamed V-Agdal, 17 October 2003.

“When Will HPC Become a Mature Tool to Think With?” Rajan Gupta, Los Alamos National Laboratory, 21 October 2003.

“Discovering Elementary Particles and Estimating Their Masses”, Rajan Gupta, Los Alamos National Laboratory, 22 October 2003.

“Encoding Complexity Versus Minimum Distance with Applications to Turbo-Like Codes”, Louay Bazzi, Faculty of Engineering and Architecture, AUB, 05 November 2003.

“Applications of Algebraic Topology to the Spectral Geometry of the Riemann Curvature Tensor”, Iva Stavrov, Department of Mathematics, AUB, 11 November 2003

“Super Yang-Mills Theories from Matrix Models”, Shahrokh Parvizi, School of Physics, Institute for Studies in Theoretical Physics and Mathematics”, 03 December 2003.

“Optimizing public policy under imperfect rationality”, Sir James A. Mirrlees, 1996 Nobel Laureate in Economics, University of Cambridge, 16 February 2004.

“Optimal taxation and subsidization of low incomes”, Sir James A. Mirrlees, University of Cambridge, 18 February 2004.

“Why Some Economies Grow”, Sir James A. Mirrlees, University of Cambridge, 19 February 2004.

“Developments of Harmonic Analysis during the 20th century”, Jean-Paul Pier, Luxembourg University, 25 February 2004.

“Graph-theoretical Methods in the General Function Theory”, Amine El Sahili, Lebanese University, 17 March 2004.

“Quantization on Compact Lie Groups”, Omar Hijab, Department of Mathematics, Temple University, 24 March 2004.

“Astronomy in the Infrared”, George Helou, Director, Infrared Processing and Analysis Center, California Institute of Technology, 06 April 2004.

“Materials Science of Nanoscale Structures”, M. J. Aziz, Division of Engineering and Applied Sciences, Harvard University, 07 April 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 Tours, Paris.

Boyan Sirakov, Paris 10.
Michael Balabane, Paris 13
Bassam Fayad, Paris 13.

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.

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.

Fund Raising

CAMS is in the process of 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).

Wafic Sabra, Director
Center for Advanced Mathematical Science

OFFICE OF THE REGISTRAR

Medical School Grades

Conversion of previous records of Medical Students into Banner has been 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.

Web CAPP

The WebCAPP project is well underway. The initial step of installing a test Banner system that supports the new version of WebCAPP is taking place right now and testing is scheduled to begin by second week of May. By end of June 2004, preliminary testing of WebCAPP and the new version of Banner would have been completed. WebCAPP should be rolled out to the AUB community by end of August, once the production Banner system is upgraded to the new version.

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

The early registration project is going according to schedule. Phase I will start on May 20, 2004. A workshop for Faculty Dean's Office's executive officers was held in March to prepare them to handle the creation and usage of virtual sections for early registration.

Update of the on-line clearance procedure

The online clearance form 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.

New on-line Transfer form

A new on-line inter-faculty/intra-faculty transfer form will be available shortly 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.

Conference Presentations

Ramzi Labban, Associate Registrar, recently 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, recently 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, recently presented "Electronic Archive of the Transcripts of Records" at the Arab ACRAO 25th Annual Meeting held in Bahrain, April 26 -29, 2004.

Degrees and Diplomas Awarded in February 2004

	Male	Female	Total	Nationality	Count
Faculty of Arts & Sciences				Lebanon	230
Bachelor of Arts	16	35	51	United States of America	15
Bachelor of Science	43	16	59	Jordan	7
Master of Money and Banking	1	1	2	Palestine	7
Master of Arts	3	8	11	Syria	6
Master of Arts in Financial Economics		1	1	United Kingdom	5
Master of Science	1	2	3	Canada	3
Teaching diploma		4	4	Saudi Arabia	3
Total	64	67	131	Venezuela	3
School of Business				Australia	1
Bachelor of Business Administration	49	32	81	Columbia	1
Master of Business Administration	4	5	9	Egypt	1
Total	53	37	90	Greece	1
Faculty of Agricultural and Food Sciences				Libya	1
Bachelor of Science in Agriculture		1	1	Nigeria	1
Diplome of Ingenieur Agricole		1	1		
Bachelor of Science (Nutrition and Dietetics)		9	9		
Bachelor of Science (Food Science and Management)	1		1		
Master of Science	1	3	4		
MSES: Ecosystem Mang.		1	1		
Total	2	15	17		
Faculty of Engineering and Architecture					
Bachelor of Architecture	1		1		
Bachelor of Engineering	6		6		
Master of Engineering	5	3	8		
Master of Engineering Management	4	3	7		
Total	16	6	22		
Faculty of Health Sciences					
Bachelor of Science	2	4	6		
Master of Public Health	5	15	20		
Master of Science (Population Studies)		1	1		
Total	7	20	27		
Faculty of Medicine					
Master of Science		3	3		
Total	0	3	3		
Grand Total	142	148	290		

Moueen Salameh, Registrar

DIRECTOR OF ADMISSIONS

The Director of Admissions presented a proposal to the Board of Deans on undergraduate application deadlines and a timetable for processing undergraduate applications for the fall semester 2004-05. Following Board of Deans approval, the Office of Admissions stopped accepting regular undergraduate applications beyond February 20, 2004.

3,312 applications were received for undergraduate study by February, an increase of 206 (6.6%) applications compared to last year. Freshman applicants increased by 6.3% as compared to last year. The Office processed all applications within the schedule of the proposal. Applicant bio-data, school grades and SAT I scores were entered into Banner 2000 from January until end of February.

The first list of admitted undergraduate students was issued on March 4, 2004. Students were able to access the admission decisions from the admissions web. Most admissions packets for freshman and sophomore students were mailed via rapid courier by March 20, 2003. The admission packets enclosed a folder, a letter of admission, an enrollment card, an identification card, a return envelope, a statement about the costs at AUB and its financial aid system and an AUB poster.

The Office of Admissions has received to date 726 graduate applications as compared to 671 by May 2003 (9% increase). 138 students applied to the Medical School (an increase of 3%), of which 16 were non-AUB students. Tables showing figures on applications and admissions for fall 2004-05 can be found in Appendix C.

Efforts to improve the visibility of AUB, communications with the schools, universities and alumni made by the various AUB academic and administrative units, and the recruitment plan of the Office of Admissions within Lebanon and the Arab countries have been fruitful. The criteria for admissions are better understood, and the application deadlines are better respected as shown by the figures mentioned above. In addition, the number of applicants is increasing at all levels. The Office of Admissions has declined a number of applications for undergraduate studies due to the strict enforcement of the application deadlines.

As part of the marketing plan to recruit graduate students, and helped by the Dubai and Abu Dhabi alumni chapters, the director participated in the Dubai Educational Exhibition Fair (April 18-24, 2003) which was attended by over 150 institutions of higher education, including 5 Lebanese universities. The director participated in the Damascus Educational Fair (April 25-April 30), attended by 8 universities in Lebanon along with 80 other regional institutions of higher learning. The AUB booth was visited by a large number of students.

The Office of Admissions, as part of the student recruitment plan in Lebanon, visited schools and school fairs. The AUB School Fair, an event coordinated by the Associate Director, took place between March 3 and 12, 2003, and included slide presentations and a visit to the various Faculty booths. Some 5,200 junior students and their school counselors or directors, representing 96 schools in Lebanon, attended. The only disappointment was the lack of a guided campus tour (this was canceled due to the directive preventing buses on campus to shuttle students).

The Associate Director attended the Arab AACRAO meeting in Bahrain (April 24-27). The Office of Admissions is currently preparing the brochures, applications and CD's for Academic Year 2005/6.

Salim Kanaan, Director of
Admissions

DIRECTOR OF FINANCIAL AID

The financial aid process is in its final phase for the academic year 2003-04. To this date compared to last year there has been an increase of 12% in the number of applicants, 2,596 (compared to 2,326 last year) and around 6% increase in the number of awardees, 2,135 (compared to 2,022 last year), 82% awarded out of all applicants. These were distributed as follows: 1,819 financial aid applications for continuing students, of which 1,593 (88%) were granted financial aid; and 744 new first-time applicants, of which 509 (68%) received financial assistance. The percentage coverage of the tuition fees ranged from 15% to 65%. At this time, the total amount spent is \$6,580,272 excluding summer.

The financial aid office also received 137 petitions for reconsideration (52 new, 79 continuing and 6 Medicine). Only the petitions of graduating students were considered due to a shortage in budget.

The loan program for medical students was completed for this year. Among the 200 medical students who were approved for the loan, 154 signed for the loan, while 28 refused to sign it (mostly Med IV), 4 were not eligible, and 14 did not show up. The total financial aid allocation for medical students was \$1,181,438 including interest of \$33,654 paid by AUB to HSBC. The total amount of loan received by the medical students from HSBC was \$657,250. The combination of grant and loan allowed medical students to cover from 30-80% of tuition.

The deadline for submitting financial aid applications for the new students for the academic year 2004-05 was February 2, 2004. The deadline for continuing students was March 30, 2004. The Financial Aid Office received 622 applications submitted by new students as compared to 568 new applications received last year (an increase of 9.5%). In addition 138 applications for continuing students applying for the first time were received.

Data entry is completed by this time while the financial aid staff conducted interviews for all new applicants along with their parents. The length of the interview ranged from 30 to 45 min. A few applicants were referred to the Associate Director for a second interview/house visit. To-date, the Associate Director has conducted house visits to 61 new applicants who need further assessment, and the process is still ongoing.

The Director of Financial Aid called for the first meeting with the Interfaculty Financial Aid Committee members on May 7, 2004, to discuss and review financial aid policies and procedures to be implemented during the academic year 2004-05. The Committee will be meeting starting mid-May to evaluate new applications.

The financial aid results for the academic year 2004-05 can now be retrieved on the web through a special screen that the applicant can access using the AUB ID number and a password. It is the same screen where the applicant is able to view his/her admissions results.

The financial aid office along with the VP of Finance is currently in the process of establishing another student loan program for students enrolled in the Faculty of Engineering and Architecture in their second to fifth year. Bank offers were solicited from Bank Audi, Byblos Bank, HSBC, and SGBL. The offers are still under review and discussion.

The process of matching students to the various restricted scholarships is being done through the new Oracle-based financial aid system. Difficulties with this system sometimes delay the process. Restricted scholarships that require prior approval by the donor were sent to the Development Office as of November 2003. The office has received some of the donors' approvals and still awaiting the remaining ones.

An IT position will be advertised for next year. It would be 50% Admissions and 50% Financial Aid . This should solve the problems related to the Oracle-based system.

Mr. Nabil Chartouni, member of the Board of Trustees, visited the Office of Financial Aid on February 11, and May 10, 2004 and met with the nine AUB students who benefit from the Emile and Helene Chartouni Scholarship fund.

On March 23, 2004, the Director and Associate Director of Financial Aid, along with the Director and Associate Director of Office of Grants and Contracts, visited Mercy Corps officials and discussed future relationships with them.

A summary table showing the financial aid distribution by Faculty to date can be found in Appendix D.

Salim Kanaan,
Director of Financial Aid

ACADEMIC COMPUTING CENTER

This report summarizes the major activities performed by the Academic Computing Center (ACC) during the period of February 1, 2004, to May 15th, 2004.

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

ACC offered 47 workshop sessions on various computer applications to 210 participants (52% faculty members and 48% staff and RAs). As always, these workshops were highly rated by the participants. During the period of this report two new workshops (FrontPage III and Photoshop II) were created, offered, and incorporated into the list of workshops regularly offered by ACC. Details about ACC workshops can be found on the ACC website (<http://staff.aub.edu.lb/~acc/Workshops/workshops.htm>).

In addition to the above workshops, ACC offered 28 custom workshop sessions on a variety of topics. These sessions were mainly offered to individual faculty members. Faculty members requested several sessions to be presented to graduate students or staff members working for them on special projects. Others were requested for students registered in WebCT courses.

During the 2004 spring semester, 131 AUB courses used WebCT as a supplemental tool. This represented an increase of 84.5% over the number of courses that used WebCT during the 2003 spring semester and an increase of 11% over the number of WebCT courses offered last fall semester. 59 of these courses were from the Faculty of Engineering and Architecture and 48 from the Faculty of Arts and Sciences. More than 2,500 individual AUB students took one or more WebCT courses this fall semester. The list of WebCT courses offered at AUB (current and previous semesters) is available at http://webct.aub.edu.lb:8900/webct/public/show_courses.pl.

An analysis of the WebCT server logs indicated that during the period of this report 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 the case of professors who used to provide information for students to copy in their notebooks during the class time.

Ms. Diana Khabbaz was appointed as E-learning Project Manager in the Academic Computing Center, starting April 22, 2004. Ms. Khabbaz will design and help in implementing a long-term strategic plan for AUB's e-learning activities. She will also be in charge of pedagogical issues related to e-learning and online education, course criteria and quality, best teaching and learning practices, as well as copyright of course material. In May, Ms. Khabbaz participated in the Grant Writing Workshop conducted by visiting experts from UC Berkeley. This workshop will provide the ACC Project Manager the basis for a thorough e-learning project for AUB, initially focusing on our regular students and then reaching Middle Eastern and international markets.

Other Activities

ACC organized, facilitated and supported the participation of AUB in the Solis Program. The Solis Connect Program is a pilot study program that allows students from several universities around the globe to communicate and exchange viewpoints on the US government policies in the Middle East.

From beginning of April until mid May of 2004, Solis conducted facilitation training sessions for some of the students who participated in the pilot program in November and December of 2003. Three students from AUB interacted through audio and video conferencing with three students from the US (Harvard and Clark Universities) with an expert in conflict resolution from Solis as mediator and trainer. The objective of the spring program was to prepare the participating students to serve as facilitators for the fall 2004 Connect Program which will be part of a new AUB accredited course to be offered by the department of political sciences next fall semester

Rosângela Souto Silva, Director
Academic Computing Center

UNIVERSITY LIBRARY

Customers' Perspective

Ongoing liaison work with departments involves enriching and maintaining the collection. In that respect, the Arabic Department has intensified its efforts this quarter, showing considerable dynamism in placing series on standing order, selecting new items and advising on gifts and exchange items.

The Information Services Department continues to expand and enhance its program of marketing, outreach, public relations and information literacy. Among its major achievements for this quarter is the organization, preparation, and completion of a "User Satisfaction Survey". 1,537 questionnaires were filled (1,442 students and 95 faculty) and the results revealed the following: Undergraduate students are the best library customers, using it primarily to study. Research use has risen significantly. The libraries' homepage, well rated by all, particularly as being user friendly, is the main information source, especially for faculty. Opening hours are satisfactory. The quality of library services had relatively better ratings than other categories. It was followed by availability of material and physical environment, and the last was functionality of equipment. Overall ratings are good and are all 70 or above, except for functionality of equipment (58).

Information literacy teaching sessions (communication skills, reworks, theses clinics...) recorded a significant increase (16%) in the number of attendees compared to last period (171 sessions/1,120 attendees vs. 100 sessions/965 attendees last quarter). In addition, further library outreach and exposure were accomplished through the organization of two exhibits - *Graphic Design Exhibit* in March 2004 and *Sculpture Studio Exhibit* in April/May 2004 - and through the libraries Webpage enhancements proposed and carried out by the Library Webpage Committee.

Finally, the forthcoming launching of the *Andrew W. Mellon Foundation Grant* and opening of the Electronic Classroom will further assist in the implementation of the program of this department.

Concerning the studying environment, progress in the civil works of the electronic classroom is noted. Simultaneously, furniture and equipment (computers...) were requested and the E-Classroom is expected to be fully operational by mid June 2004.

On another front in the Engineering and Architecture library, storage pressure was partially/temporarily relieved by the relocation of some bound journals to an additional storeroom provided for by the dean of E&A.

Internal Business Processes' Perspective

E-Resources Committee is in the last stages of the Reference Periodicals Collection Review. The results indicate so far that 32% of the collection is recommended for cancellation, projecting a saving of \$23,133. 28 titles were recommended for discarding and 9 titles to be shifted to online format. According to preliminary assessment, the price of the electronic equivalent is three times higher than print format (\$3,587 vs. \$14,970 for electronic format).

The University Libraries have entered into agreement with Yale University to participate in the *Online Access to Consolidated Information on Serials (OACIS)* for the Middle East project.

OACIS is a project that will create a publicly and freely accessible updated listing of Middle East journals and serials, including those available in print, microform and online. The listing identifies libraries that own the materials as well as the exact holdings for a broad range of Middle Eastern titles. At this time, the ground technical work required to ensure full participation is underway.

At the Archives and Special Collections level, digitization of the second batch of manuscripts was initiated on February 2004 and is ongoing. The “Electronic Theses and Dissertations” (ETD) Project was launched. Graduate Students have started submitting CD-ROM copies in addition to two printed copies of their projects or theses.

Learning and Growth Perspective

The *Andrew W. Mellon Foundation* sponsored the American International Consortium of Academic Libraries meeting (AMICAL, Paris, May 7-9, 2004) in which 15 American-style universities delivering liberal arts education abroad met to assess their needs and design a resource-sharing plan. H. Bikhazi and S. Meghdessian participated and presented suggested points for collaboration (see Appendix).

All librarians attended the “Leadership and Team Building in Management” and “Performance Management” workshops organized by the Personnel Department. Front line employees attended the workshop on “Etiquette” which drew their attention to important points.

Following the results of the placement test of the English Language Program for University Personnel (ELPUP), library clerks have been assigned English levels and are attending courses to continuously improve on their performance.

Financial Perspective

Through the generosity of the Andrew W. Mellon Foundation, AUB has received \$100,000. This award will be used over a period of three years as summer faculty grants (\$30,000 annually), for course preparation in a program that will combine the library’s Information Literacy Program and Academic Computing.

The libraries spent a \$309,194 as opposed to \$305,846 for the same period last year, ordering and receiving 2,274 titles.

Appendix

Points for collaboration presented to AMICAL by AUB in response to the questions posed:

1. What are the primary benefits that you would want to see from the AMICAL initiative:
 - Local and joint purchasing agreements of databases to be expanded regionally.
 - Regional sharing for the purchase and use of Arabic language periodicals.
 - Joint efforts to avoid duplication in collection development for the new Center for American Studies and Research (AUB and AUC are beneficiaries of this project).
 - Regional efforts to compile a database of e-texts of Middle Eastern titles held by the libraries.

2. What process would you need to put in place at your home institution?

For AUB this is not applicable since the process already exists between the Director of Libraries and the Provost.

3. What assistance would you need from other institutions (political, legal, financial, technical...)?
 - Financial assistance to digitize and create a local Theses Database (basic collection of 6000 titles exists at AUB going back to 1907). This can include the purchase of equipment, outsourcing and/or the hiring of staff.
 -
4. What other resources and additional help could you use from experts in the field?
 - Information about the intersection of Information Literacy and Course Management Software (WebCt or Blackboard).
 - Expertise in collection development in American Studies

Helen Bikhazi, University Librarian

AUB MUSEUM

Lectures at the AUB Museum

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*”.

Conferences and Exhibitions

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

April 17th – 18th, 2004 Dr. L. Badre organized four showcases at Tartous Museum displaying the items found by the AUB Museum team at Tell Kazel Excavations – Syria.

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 2006.

May 15th, 2004, on the occasion of the International Day of the Museums with "Museums and Intangible Heritage" as the theme for this year, a celebration was organized by the Friends of the AUB Museum in the Museum Garden.

Publications

Articles:

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

L. Badre, “Un brasero du Temple de Tell Kazel” in *Mélanges à Pierre Bordreuil*, Paris.

Research Projects

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

Museum Renovation Project

March 2004, the FPDU made the building assessment of Post Hall.

Donations

Mr. Naji Asfar donated a Phoenician pilgrim flask with cup-mouth in clay.

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

Children's Program

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

Trips

Organized by the Society of the Friends of the AUB museum

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

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

Leila Badre,
Museum Curator

OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

Test Administration

EN testing sessions were conducted in March 2004, in preparation for spring term admission. The following tests were administered:

<u>Name of Test</u>	<u>No. of Candidates</u>
<i>AUB EN</i>	253
IET	131
EET	210
Total	594

In collaboration with AMIDEAST, administered the SAT I to 138 candidates in May 2004.

The English Placement Test (EPT) was administered to admitted students.

The MCAT was given to 100 candidates in April.

The Wonderlic Personnel Test was given to 10 job applicants to AUB with a writing sample test, on a trial basis.

Other Activities

As part of the teaching effectiveness initiative, the Instructor Course Evaluation (ICE) form was administered at end of the fall and spring terms to all AUB students, with the exception of the Faculty of Medicine. It was administered in paper form, as computer-based version has been temporarily discontinued. In addition to its being centrally administered, scored, and reported, the ICE provided normative information on items common to all course types and enabled each instructor 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.

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 will be reported and compared to North American norms of four-year colleges of similar background as AUB.

The 2003-4 Common Data Set was finalized and reported on OIRA website. Similarly, College Board 2003-4 data and Middle States Institutional Profile (IP) were completed and sent.

Reports summarizing results of the Entering Students' Survey, and CAAP 2003 administration were prepared and posted on OIRA website.

Report of the Employee Satisfaction Survey conducted fall 2003 was finalized and posted on OIRA website. Comparative reports by large departments/units were prepared and shared. Meetings with senior staff were held to ensure better use of the results.

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. The finalized report was submitted to the Task Team.

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.

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

In collaboration with Registrar's Office, OIRA prepared the exit survey to be filled out by all graduating students.

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.

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

Karma El-Hassan,
Director

OFFICE OF GRANTS & CONTRACTS

In our continued effort to better service the AUB community, our outreach activities this quarter included a presentation to the Department of Internal Medicine at the AUBMC focusing on clinical trials. This was arranged in conjunction with the Assistant Chairman for Research and the Director of the newly established Clinical Research Unit in the Department. The presentation also included description of the services of the Office and access to funding opportunities as well as description of what charges constitute indirect costs (overhead charges) and the importance of including such charges in the budget.

Outreach activities also included a presentation to new faculty members during the orientation period which included information about the functions and services offered by the Office, as well as on the ways to search for funding sources.

In addition, a reminder announcement was sent to full time faculty members informing them about OGC's subscription to an international database (InfoED Europe) for funding opportunities, and providing them with registration instructions. As a result, many faculty members are now subscribed to this database through the Office and receive daily program announcements.

The Office is currently assisting in organizing the "Grant Writing Workshop" scheduled for the period between May 14 and May 16, 2004. Already 73 faculty members have registered for the workshop and about more than half of those have been scheduled to meet individually or in groups with one of the Workshop team members to discuss specific grant proposals.

A Procedures Manual on how to administer research grants was prepared by a task team, including OGC, from different administrative departments that regularly deal with research project budgetary issues. OGC is in the process of publishing the manual, which is scheduled to be available on the web early summer.

Officials from Mercy Corps were invited in early February 2004 to meet with the students that receive financial aid from them. MC staff members gave a brief presentation describing their mission and their role in rural development. They had the chance to meet with students later and with Dr. Kanaan and his staff members.

Members of the OGC staff and the Director have attended two workshops on the implementation of the Oracle Grant Module, which is expected to be fully operational before the beginning of the new academic year.

Grants

A total of 16 grants were funded during this quarter, amounting to a total of \$703,812 in new grants. It is important to note that during this quarter no submission for URB or LNCSR funding has taken place since the deadline for both is the end of May 2004. Table showing grants awarded can be found in Appendix E.

During this quarter, a total of 21 proposals were submitted to various types of agencies. We hope to continue increasing this average. The total funds requested amounted to \$6,681,554. Table 2, showing proposals submitted can be found in Appendix E.

All current supported projects including proposed overhead charges can be found in table 3, Appendix E. Of the fourteen US government grants, three are active grants from ASHA with a total funding of \$5.4 million dollars. Another grant from ASHA is still active but has only been extended to satisfy ASHA's cost share requirement from AUB. Since all the funds had been expended it was not included in table 3.

Meetings with Funding Agencies

The Director of OGC and Dr. Rami Zurayk met with a delegate from the French National Council for Scientific Research (CNRS). Dr. Homaidan escorted them to visit the MCB Core laboratories in the Faculty of Medicine and arranged for them to meet with faculty members who currently have collaborations with French laboratories. After the meeting two faculty members' research activities received support for funding from the CNRS through the Lebanese National council for Scientific Research.

The Director, Associate Director and Grants Officer of OGC together with Dr. Kanaan from the Office of Financial Aid met with the Country Director and financial officers of Mercy Corps and talked about current project implementation and potential funding opportunities.

The Director and Associate Director attended a general meeting of the TEMPUS program funded by the European Union. The meeting held for university representatives featured a presentation on the various types of grants under the Tempus program and those included: The Joint European Project, The Structural Complimentary Measure, and the Mobility Grants. The meeting also featured information about application procedures and encouraged attendants to apply.

OGC Website

Internally, progress on the development of the Office Website is underway and is almost finished. During this quarter, work on the following sections was completed: *Procedures for Applying to External Funding*, *Frequently Asked Questions*, *Internal Funding*, *Funding Information and Resources*, *About OGC*, and *Forms*. OGC Plans to launch the website this summer.

New Personnel and Office Move

Ms. Sawaya started working in the OGC as a grants officer on March 3, 2004. Her responsibilities include the post-award functions of the Office, as well as help in the ASHA application and management. Due to the expansion in number of staff, and due to the need for a larger space, our office relocated to College Hall on February 19, 2004.

The Office has hired two work students whose responsibilities include preparing an interactive funding opportunity database organized by deadline and by Faculty. It is hoped that this database will be part of the OGC webpage in early summer.

Fadia Homaidan,
Director

DIRECTOR OF INTERNAL AUDIT

Issues

The recovery of VAT continues to be concern. The Lebanese Ministry of Finance has completed the review of refund claims up to June 2002 and is currently auditing the return for the third quarter to September 2002. As of April 30 2004, the balance due to AUB amounted to approximately \$2.5 million. An apparent loophole in the VAT legislation allows the government to delay repayments indefinitely without incurring any liability to pay interest to the university.

In collaboration with AUBMC administration and the purchasing department, tenders have been issued for medical supplies in the cardiac catheterization laboratory and the department of orthopedic surgery that were previously purchased on consignment. Analysis of the offers received indicates savings in medical supply costs estimated to amount to \$400,000 per year, which should be passed on to patients by way of reduced bills unless the Hospital's formula for pricing supplies is amended.

No fraudulent activity involving loss to the university was investigated during the period.

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

Audit Reports Issued

Internal audit reports issued during the period included a review of computer security and disaster recovery procedures. The principal weaknesses noted related to the lack of documented procedures and lack of testing to ensure that backup procedures permitted the restoration or reconstruction of data stored on departmental servers. Two critical systems, payroll and the human resources database, are not adequately documented and rely upon the user departments for support and backup. All other critical systems (e.g. finance, student records, hospital billing) are maintained centrally and appear to have adequate security and back up procedures. However, it is recommended that such critical systems should maintain backup data at a secondary location and that disaster recovery tests be held periodically.

Process Improvement

Approximately 40 staff have been trained to use the university committees database that was developed by internal audit in conjunction with computer and networking services. The database provides access to information concerning all university committees including membership, meeting dates, agendas and minutes of meetings, all of which can be circulated electronically among the committee members.

Maurice B. Carlier
Director of Internal Audit

SERVICE QUALITY & ORGANIZATIONAL IMPROVEMENT

Service Quality

Provided three introductory sessions on Service Excellence during the orientation programs of newly hired employees. Short-listed the recipients of the 2004 “President’s Service Excellence Awards”, and currently in the final stages of selecting the awardees. Started the work with the Service Quality Task Team members on the following initiatives:

- Identifying new service quality projects
- Recognizing and publicizing service quality projects that have been completed
- Planning training programs for management level employees, on ways to promote service excellence in their departments

Organizational Improvement

Completed the formal implementation of the Institution-wide Balanced Scorecard (BSC for President and VPs). Prepared plans with the provost and the VP for Administration to form an advisory committee for academic support and another committee for administrative support, similar to the “Financial Services Advisory Committee”. Followed up with the BSC coaches on the progress made in developing and implementing the BSC throughout the institution.

Conducted two sessions of the BSC training program specific to the “Healthy Basket” project. Conducted a training program in Lebanon on BSC for ALHIKMA, a Jordan-based REP customer. Developed a training program on BSC for REP customers in Syria. Participated in the development of plans for a BSC focused REP project in Kuwait (KPC).

Committee Membership

Human Resources Committee member: Participated in the development of the “Involuntary Termination Plan”. Policies & Procedures Review Committee Chair: Reviewed 10 policies, of which 6 were finalized and published. Campus Bookstore Committee Chair: Reviewed the performance of the bookstore operator, investigated complaints relating to poor availability and high textbook prices. Currently finalizing a consensus on a revised mode of operation.

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

Andre Nahas,
Director

APPENDIX A

Major Press Releases

February 2004

- 4 Groundbreaking ceremony for the Pierre Youssef Aboukhater Ambulatory Care Center and the Graham and Meredith Rooke Wound Care Center
- 6 Lecture by Professor Andrey K. Soubbotin: "Globalization and the role of companies in the super power nation in controlling the world"
- 6 Lecture by Dr. Abdel Latif Hamdan at the Women's Auxiliary: "Voice Lifting"
- 10 Lecture by Dr. Aida Seif El-Dawla at FHS
- 12, 17 and 20 - Nobel Prize co-winner Sir James A. Mirrlees, lectures at AUB
- 16, 18, 20 – Perinatal, Neonatal and maternal health workshop
- 17 Dr. Mustapha Bargouthi lectures at AUB
- 24 and 26 - EMBA program at Olayan School of Business
- 25 Latino evening at AUB
- 27 Dubai police delegation visits AUBMC

March 2004

- 3 Dr. Fayssal Kak lectures about behavior and safety at Abu Dhabi
- 3 Edward Said Chair in American studies established
- 8 State of the University address by President John Waterbury
- 11 Piano recital by Alexandre Pirojenko at Assembly Hall
- 15 Richard Bulliet lectures at AUB
- 19 Graphic design seminar at FEA, organized by the British Council
- 24 Governor of New South Wales visits AUB

April 2004

- 2 Lecture by Minister Fouad Siniora
- 2 and 6 - Illustrated lecture by artist Nabil Nahas
- 2 and 5 - Groundbreaking ceremony for Hostler Center. Speech translations included in the latter release
- 8 Lecture by Professor Richard Rorty
- 15 Lecture by Professor Ross Brownson
- 15 Drama club presents Gilgamesh
- 16 Readings for Nadia Tueni
- 19 Allen Hibbard lectures about Edward Said and Paul Bowles
- 21 Alumni Associations honors graduates of 1954 and 1979
- 23 Sickle cell disease conference honors Dr. Salim Firzli
- 26 Death of Professor Emeritus Abdulmunim Talhouk
- 27 and 28 - Sustainable energy workshop

APPENDIX B

Major Public Relations Activities

(All activities in Assembly Hall except where otherwise indicated)

February 2004

- 6 Piano recital by Albert Sassman, from Austria
- 13 Piano recital by Claudio Carló Montaner
- 26 Concert by Zad Moultaqa

3 concerts in February

March 2004

- 4 Music and poetry concert by Joelle Khoury
- 7 "Petite Messe Solennelle Rossini" concert by Hungarian Radio Choir
- 12 Piano recital by Alexandre Pirojenko
- 19 Concert by Joaquín Chacón
- 20 Choral Classic Concert
- 27 "Musique Solennelle pour Pâques" concert

6 concerts in March

April 2004

- 3 Byzantine concert
- 20 Concert by Tübingen Chamber Orchestra (Germany)
- 22 Piano recital by Waleed Howrani
- 30 Chamber music concert by AUB students and Alumni

4 concerts in April

May 2004

- 4 Piano recital by Tatiana Primak Khoury
- 8 Choir concert "Gargatch"
- 12 Violin and Piano recital
- 13 38th MEMA opening ceremony
- 14 Concert: "Nota Bene" by Alexandre Vavlar
- 15 Violin recital
- 16 Piano recital by Marie Sultan's students

6 concerts due in May

APPENDIX C

Data on Admissions

Statistics

Tuesday, May 15, 2004

APPLICATIONS

Agricultural & Food Sciences

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
	FALL 03	FALL 04	FALL 03	FALL 04
Graduate				
<i>Prospective Graduate</i>	9	7	2	7
<i>Standard - Graduate</i>	61	51	19	27
Total for GR - Level	<u>70</u>	<u>58</u>	<u>21</u>	<u>34</u>
	APPLIED	APPLIED	ACCEPTED	ACCEPTED
	FALL 03	FALL 04	FALL 03	FALL 04
Undergraduate				
<i>Early Admission - Undg.</i>	17	13	17	12
<i>Sp. Not Working for a Degree</i>	1	3	0	3
<i>Standard - Undergraduate</i>	711	738	419	451
<i>Transfer from Outside AUB</i>	14	11	0	2
Total for UG - Level	<u>743</u>	<u>774</u>	<u>436</u>	<u>477</u>
Total for Agricultural & Food	<u>813</u>	<u>825</u>	<u>457</u>	<u>504</u>

Arts & Sciences

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
	FALL 03	FALL 04	FALL 03	FALL 04
Graduate				
<i>Prospective Graduate</i>	23		2	
<i>Sp. Not Working for a Degree</i>		2		2
<i>Standard - Graduate</i>	300	346	9	0
Total for GR - Level	<u>323</u>	<u>348</u>	<u>11</u>	<u>2</u>
	APPLIED	APPLIED	ACCEPTED	ACCEPTED
	FALL 03	FALL 04	FALL 03	FALL 04
Undergraduate				
<i>Early Admission - Freshman</i>	36	39	36	38
<i>Early Admission - Undg.</i>	120	116	119	115
<i>Freshman</i>	697	741	402	452
<i>Sp. Not Working for a Degree</i>	27	26	18	20
<i>Standard - Undergraduate</i>	1823	1910	1044	1165
<i>Teaching Diploma</i>	20	27	2	1
<i>Transfer from Outside AUB</i>	63	56	10	16
<i>University Preparatory Program</i>	15	14	6	10
<i>Working for a Second Degree</i>	3	5	2	2
Total for UG - Level	<u>2804</u>	<u>2934</u>	<u>1639</u>	<u>1819</u>
Total for Arts & Sciences	<u>3127</u>	<u>3282</u>	<u>1650</u>	<u>1821</u>

Engineering & Architecture

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
	FALL 03	FALL 04	FALL 03	FALL 04
Graduate				
<i>Standard - Graduate</i>	165	196	96	98
Total for GR - Level	<u>165</u>	<u>196</u>	<u>96</u>	<u>98</u>
	APPLIED	APPLIED	ACCEPTED	ACCEPTED

Undergraduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Early Admission - Undg.</i>	52	81	52	81
<i>Sp. Not Working for a Degree</i>		1		0

Engineering & Architecture

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Undergraduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Standard - Undergraduate</i>	1121	1219	650	668
<i>Transfer from Outside AUB</i>	42	46	1	5
<i>Working for a Second Degree</i>	4	1	1	0
Total for UG - Level	<u>1218</u>	<u>1349</u>	<u>704</u>	<u>755</u>
Total for Engineering &	<u>1383</u>	<u>1545</u>	<u>800</u>	<u>853</u>

Health Sciences

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Graduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Standard - Graduate</i>	101	121	13	74
Total for GR - Level	<u>101</u>	<u>121</u>	<u>13</u>	<u>74</u>
	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Undergraduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Early Admission - Undg.</i>	18	20	18	20
<i>Standard - Undergraduate</i>	464	455	325	318
<i>Transfer from Outside AUB</i>	9	10	0	1
<i>Working for a Second Degree</i>		1		0
Total for UG - Level	<u>491</u>	<u>486</u>	<u>343</u>	<u>339</u>
Total for Health Sciences	<u>592</u>	<u>607</u>	<u>356</u>	<u>413</u>

Medicine

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Graduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Standard - Graduate</i>	89	83	0	0
Total for GR - Level	<u>89</u>	<u>83</u>	<u>0</u>	<u>0</u>
Total for Medicine	<u>89</u>	<u>83</u>	<u>0</u>	<u>0</u>

School of Business

	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Graduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Standard - Graduate</i>	78	98	15	12
Total for GR - Level	<u>78</u>	<u>98</u>	<u>15</u>	<u>12</u>
	APPLIED	APPLIED	ACCEPTED	ACCEPTED
Undergraduate	FALL 03	FALL 04	FALL 03	FALL 04
<i>Early Admission - Undg.</i>	41	55	41	55
<i>Sp. Not Working for a Degree</i>	4	4	2	1
<i>Standard - Undergraduate</i>	1194	1249	578	622
<i>Transfer from Outside AUB</i>	42	45	9	5
<i>Visiting Student</i>	2	1	0	1
<i>Working for a Second Degree</i>	1	7	0	0
Total for UG - Level	<u>1284</u>	<u>1361</u>	<u>630</u>	<u>684</u>
Total for School of Business	<u>1362</u>	<u>1459</u>	<u>645</u>	<u>696</u>

School of Nursing

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
Graduate				
<i>Standard - Graduate</i>		18		0
Total for GR - Level		<u>18</u>		<u>0</u>
Undergraduate				
<i>Early Admission - Undg.</i>	5	8	5	8
<i>Sp. Not Working for a Degree</i>		1		0
<i>Standard - Undergraduate</i>	169	152	95	93
<i>Transfer from Outside AUB</i>	4	1	0	0
Total for UG - Level	<u>178</u>	<u>162</u>	<u>100</u>	<u>101</u>
Total for School of Nursing	<u>178</u>	<u>180</u>	<u>100</u>	<u>101</u>

Application Count by First Choice in Faculty

Graduate Admissions: Prospective Graduate

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Agricultural & Food Sciences</i>				
<i>Animal Science</i>		1		1
<i>Food Technology</i>	1	2	0	2
<i>Nutrition</i>	9	3	2	3
<i>Plant Science</i>		1		1
<i>Arts & Sciences</i>				
<i>Computer Science</i>	3		0	
<i>Economics</i>	2		1	
<i>Education</i>	8		1	
<i>English Language</i>	1		0	
<i>Financial Economics</i>	9		0	
<i>Geology</i>	1		0	
<i>Middle Eastern Studies</i>	1		0	
<i>Philosophy</i>	1		0	
<i>Physics</i>	1		0	
<i>Political Studies</i>	1		0	
<i>Psychology</i>	2		0	
<i>Public Administration</i>	4		0	
<i>Engineering & Architecture</i>				
<i>Computer & Communications Eng.</i>		1		1
Prospective Graduate total	44	8	4	8

Graduate Admissions: Sp. Not Working for a Degree

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Not working for a Degree-A&S</i>		2		2
Sp. Not Working for a Degree total		2		2

Graduate Admissions: Standard - Graduate

<i>Agricultural & Food Sciences</i>				
<i>Agricultural Economics</i>	4	1	2	1
<i>Animal Science</i>		4		0
<i>Ecosystems Management</i>	13	11	9	5
<i>Food Technology</i>	9	5	1	2
<i>Mechanization</i>	1		1	
<i>Nutrition</i>	28	21	1	16
<i>Plant Protection</i>	2	5	0	2
<i>Plant Science</i>		4		0

	Poultry Science	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
	Soil Science	<u>2</u>	<u>1</u>	<u>2</u>	<u>0</u>
Arts & Sciences					
	Anthropology		<u>2</u>		<u>0</u>
	Arabic Language & Literature	<u>3</u>	<u>6</u>	<u>0</u>	<u>0</u>
	Archaeology	<u>1</u>	<u>2</u>	<u>0</u>	<u>0</u>
	Biology	<u>61</u>	<u>54</u>	<u>1</u>	<u>0</u>
	Chemistry	<u>15</u>	<u>22</u>	<u>3</u>	<u>0</u>
	Computer Science	<u>47</u>	<u>49</u>	<u>0</u>	<u>0</u>
	Economics	<u>7</u>	<u>13</u>	<u>0</u>	<u>0</u>
	Education	<u>21</u>	<u>45</u>	<u>0</u>	<u>0</u>
	Elementary Education	<u>10</u>		<u>0</u>	
	English Language	<u>11</u>	<u>7</u>	<u>1</u>	<u>0</u>
	English Literature	<u>15</u>	<u>14</u>	<u>0</u>	<u>0</u>
	Environmental Policy Planning		<u>10</u>		<u>0</u>

Graduate Admissions: Standard - Graduate

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04	
Arts & Sciences					
	Financial Economics	<u>32</u>	<u>34</u>	<u>2</u>	<u>0</u>
	Geology	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>
	History		<u>2</u>		<u>0</u>
	Mathematics	<u>12</u>	<u>16</u>	<u>1</u>	<u>0</u>
	Middle Eastern Studies	<u>26</u>	<u>35</u>	<u>0</u>	<u>0</u>
	Philosophy		<u>4</u>		<u>0</u>
	Physics	<u>14</u>	<u>9</u>	<u>0</u>	<u>0</u>
	Political Studies	<u>7</u>	<u>12</u>	<u>1</u>	<u>0</u>
	Psychology	<u>12</u>	<u>9</u>	<u>0</u>	<u>0</u>
	Public Administration	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>
	Sociology	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>
	Statistics		<u>1</u>		<u>0</u>
Engineering & Architecture					
	Civil Engineering	<u>15</u>	<u>8</u>	<u>7</u>	<u>4</u>
	Computer & Communications Eng.	<u>51</u>	<u>78</u>	<u>37</u>	<u>18</u>
	Electrical Engineering	<u>9</u>	<u>9</u>	<u>5</u>	<u>1</u>
	Electronics, Devices & Systems	<u>1</u>		<u>0</u>	
	Engineering Management	<u>47</u>	<u>51</u>	<u>12</u>	<u>26</u>
	Env. & Water Resources Eng'g.	<u>6</u>	<u>7</u>	<u>1</u>	<u>7</u>
	Environmental Technology	<u>14</u>	<u>8</u>	<u>1</u>	<u>0</u>
	Mechanical Engineering	<u>17</u>	<u>28</u>	<u>12</u>	<u>17</u>
	Urban Design	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Urban Planning	<u>4</u>	<u>6</u>	<u>2</u>	<u>3</u>
Health Sciences					
	Environmental Health	<u>15</u>	<u>15</u>	<u>0</u>	<u>10</u>
	Epidemiology	<u>3</u>	<u>3</u>	<u>2</u>	<u>3</u>
	Master of Public Health	<u>80</u>	<u>99</u>	<u>8</u>	<u>52</u>
	Population Health	<u>3</u>	<u>4</u>	<u>2</u>	<u>1</u>
Medicine					
	Basic Medical Sciences	<u>1</u>		<u>0</u>	
	Biochemistry	<u>27</u>	<u>20</u>	<u>0</u>	<u>0</u>
	Human Morphology	<u>3</u>	<u>5</u>	<u>0</u>	<u>0</u>
	Microbiology & Immunology	<u>26</u>	<u>24</u>	<u>0</u>	<u>0</u>
	Neuroscience	<u>5</u>	<u>4</u>	<u>0</u>	<u>0</u>
	Pharmacology & Therapeutics	<u>15</u>	<u>23</u>	<u>0</u>	<u>0</u>
	Physiology	<u>13</u>	<u>7</u>	<u>0</u>	<u>0</u>
School of Business					
	Business Administration	<u>80</u>	<u>98</u>	<u>15</u>	<u>12</u>
School of Nursing					
	Nursing		<u>18</u>		<u>0</u>

<u>Standard - Graduate total</u>	801	924	130	181
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Undergraduate Admissions: Early

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Agricultural & Food Sciences</i>				
<i>Agriculture</i>	<u>6</u>		<u>0</u>	
<i>Food Science & Management</i>	<u>12</u>	<u>3</u>	<u>3</u>	<u>2</u>
<i>Landscape Des & Eco-Mangt</i>	<u>10</u>	<u>4</u>	<u>1</u>	<u>4</u>
<i>Nutrition & Dietetics</i>	<u>36</u>	<u>6</u>	<u>13</u>	<u>6</u>
<i>Arts & Sciences</i>				
<i>Freshman</i>	99	40	36	39
<i>Archaeology</i>	<u>1</u>		<u>1</u>	
<i>Biology</i>	<u>95</u>	<u>46</u>	<u>48</u>	<u>46</u>
<i>Chemistry</i>	<u>14</u>	<u>9</u>	<u>6</u>	<u>9</u>
<i>Computer Science</i>	<u>74</u>	<u>19</u>	<u>20</u>	<u>19</u>
<i>Economics</i>	<u>46</u>	<u>21</u>	<u>27</u>	<u>21</u>
<i>English Literature</i>	<u>2</u>	<u>3</u>	<u>0</u>	<u>3</u>
<i>Geology</i>	<u>1</u>		<u>1</u>	
<i>Mathematics</i>	<u>9</u>	<u>8</u>	<u>3</u>	<u>7</u>
<i>Petroleum Studies</i>	<u>3</u>	<u>1</u>	<u>2</u>	<u>1</u>
<i>Physics</i>	<u>11</u>	<u>5</u>	<u>5</u>	<u>5</u>
<i>Political Studies</i>	<u>14</u>	<u>5</u>	<u>5</u>	<u>5</u>
<i>Psychology</i>	<u>7</u>	<u>1</u>	<u>2</u>	<u>1</u>
<i>Public Administration</i>	<u>3</u>		<u>0</u>	
<i>Engineering & Architecture</i>				
<i>Architecture</i>	<u>11</u>	<u>2</u>	<u>3</u>	<u>2</u>
<i>Civil Engineering</i>	<u>8</u>	<u>4</u>	<u>4</u>	<u>4</u>
<i>Computer & Communications Eng.</i>	<u>130</u>	<u>53</u>	<u>28</u>	<u>53</u>
<i>Electrical Engineering</i>	<u>9</u>	<u>6</u>	<u>3</u>	<u>6</u>
<i>Graphic Design</i>	<u>26</u>	<u>10</u>	<u>8</u>	<u>10</u>
<i>Mechanical Engineering</i>	<u>29</u>	<u>11</u>	<u>8</u>	<u>11</u>
<i>Health Sciences</i>				
<i>Environmental Health</i>	<u>16</u>	<u>2</u>	<u>6</u>	<u>2</u>
<i>Medical Laboratory Technology</i>	<u>30</u>	<u>18</u>	<u>12</u>	<u>18</u>
<i>School of Business</i>				
<i>Business Administration</i>	<u>152</u>	<u>55</u>	<u>41</u>	<u>55</u>
<i>School of Nursing</i>				
<i>Nursing</i>	<u>9</u>	<u>8</u>	<u>5</u>	<u>8</u>
<u>Early Admission - Undg. total</u>	764	300	255	298

Undergraduate Admissions: Freshman

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Majorless</i>	<u>639</u>	<u>742</u>	<u>355</u>	<u>452</u>
<u>Freshman total</u>	639	742	355	452

Undergraduate Admissions: Sp. Not Working For a Degree

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Agricultural & Food Sciences</i>				
<i>Not Working for a degree Agric</i>	<u>1</u>	<u>3</u>	<u>0</u>	<u>3</u>
<i>Arts & Sciences</i>				
<i>Not Working for a Degree Arts</i>	<u>22</u>	<u>20</u>	<u>15</u>	<u>18</u>
<i>Not Working for a Degree Fresh</i>		<u>3</u>		<u>1</u>
<i>Not Working for a Degree Sci.</i>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>
<i>Engineering & Architecture</i>				
<i>Not Working for a Degree Eng'g</i>		<u>1</u>		<u>0</u>
<i>School of Business</i>				
<i>Not Working for a Degree-B.Adm</i>	<u>4</u>	<u>4</u>	<u>2</u>	<u>1</u>

School of Nursing

<i>Not Working for a Degree-Nurs.</i>		<u>1</u>		<u>0</u>
<u>Sp. Not Working for a Degree total</u>	32	36	20	25

Undergraduate Admissions: Standard

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Education</i>	<u>1</u>		<u>0</u>	
<u>Standard - Graduate total</u>	1		0	

Undergraduate Admissions: Standard

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Agricultural & Food Sciences</i>				
<i>Agriculture</i>	<u>237</u>	<u>233</u>	<u>120</u>	<u>154</u>
<i>Food Science & Management</i>	<u>77</u>	<u>79</u>	<u>64</u>	<u>52</u>
<i>Landscape Des & Eco-Mangt</i>	<u>87</u>	<u>91</u>	<u>59</u>	<u>72</u>
<i>Nutrition & Dietetics</i>	<u>264</u>	<u>335</u>	<u>62</u>	<u>93</u>
<i>Arts & Sciences</i>				
<i>Arabic Language & Literature</i>	2	5	0	1
<i>Archaeology</i>	9	2	1	0
<i>Biology</i>	385	493	236	291
<i>Chemistry</i>	46	61	29	42
<i>Computer Science</i>	<u>482</u>	<u>428</u>	<u>204</u>	<u>228</u>
<i>Economics</i>	<u>322</u>	<u>404</u>	<u>145</u>	<u>189</u>
<i>Education/Elementary</i>	45	42	10	16
	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>English Language</i>	6	12	2	4
<i>English Literature</i>	10	10	6	6
<i>Geology</i>	7	8	1	3
<i>History</i>	8	4	1	2
<i>Majorless</i>	2		0	
<i>Mathematics</i>	<u>52</u>	<u>68</u>	<u>33</u>	<u>51</u>
<i>Petroleum Studies</i>	<u>23</u>	<u>26</u>	<u>15</u>	<u>13</u>
<i>Philosophy</i>	3	4	2	1
<i>Physics</i>	41	82	33	64
<i>Political Studies</i>	49	64	21	37
<i>Psychology</i>	52	59	25	29
<i>Public Administration</i>	<u>106</u>	<u>120</u>	<u>37</u>	<u>42</u>
<i>Sociology & Anthropology</i>	6	8	1	3
<i>Statistics</i>	6	7	1	3
<i>Engineering & Architecture</i>				
<i>Architecture</i>	77	119	47	64
<i>Civil Engineering</i>	51	101	21	68
<i>Computer & Communications Eng.</i>	<u>401</u>	<u>418</u>	<u>41</u>	<u>77</u>
<i>Electrical Engineering</i>	<u>77</u>	<u>95</u>	<u>18</u>	<u>43</u>
<i>Graphic Design</i>	<u>209</u>	<u>257</u>	<u>41</u>	<u>74</u>
<i>Mechanical Engineering</i>	<u>145</u>	<u>224</u>	<u>42</u>	<u>74</u>
<i>Health Sciences</i>				
<i>Environmental Health</i>	<u>207</u>	<u>166</u>	<u>111</u>	<u>101</u>
<i>Medical Laboratory Technology</i>	<u>233</u>	<u>289</u>	<u>186</u>	<u>216</u>
<i>School of Business</i>				
<i>Business Administration</i>	<u>1083</u>	<u>1249</u>	<u>490</u>	<u>622</u>

<i>School of Nursing</i>				
	<i>Nursing</i>	<u>165</u>	<u>152</u>	<u>91</u>
				<u>93</u>
<u>Standard - Undergraduate total</u>		4975	5715	2196
				2828

Undergraduate Admissions: Teaching Diploma

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Educ Management & Leadership</i>		<u>4</u>		<u>0</u>
<i>Education</i>	<u>9</u>	<u>12</u>	<u>2</u>	<u>0</u>
<i>Education/Elementary</i>	<u>2</u>		<u>0</u>	
<i>Special Education</i>	<u>1</u>	<u>2</u>	<u>0</u>	<u>0</u>
<u>Teaching Diploma total</u>	12	18	2	0

Undergraduate Admissions: Transfer from Outside AUB

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Agricultural & Food Sciences</i>				
<i>Agriculture</i>	<u>4</u>	<u>4</u>	<u>0</u>	<u>1</u>
<i>Food Science & Management</i>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
<i>Landscape Des & Eco-Mangt</i>	<u>1</u>		<u>0</u>	
<i>Nutrition & Dietetics</i>	<u>8</u>	<u>6</u>	<u>0</u>	<u>1</u>
<i>Arts & Sciences</i>				
<i>Archaeology</i>		<u>1</u>		<u>0</u>
<i>Biology</i>	<u>11</u>	<u>8</u>	<u>1</u>	<u>4</u>
<i>Chemistry</i>	<u>2</u>		<u>0</u>	
<i>Computer Science</i>	<u>14</u>	<u>11</u>	<u>2</u>	<u>3</u>
<i>Economics</i>	<u>10</u>	<u>11</u>	<u>0</u>	<u>1</u>
<i>Education/Elementary</i>	<u>5</u>		<u>1</u>	
<i>English Language</i>	<u>1</u>		<u>0</u>	
<i>English Literature</i>	<u>1</u>	<u>3</u>	<u>1</u>	<u>2</u>
<i>Geology</i>	<u>1</u>		<u>0</u>	
<i>History</i>		<u>1</u>		<u>0</u>
<i>Majorless</i>		<u>1</u>		<u>0</u>
<i>Mathematics</i>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>
<i>Philosophy</i>	<u>1</u>		<u>0</u>	
<i>Physics</i>	<u>2</u>	<u>3</u>	<u>0</u>	<u>1</u>
<i>Political Studies</i>	<u>6</u>	<u>8</u>	<u>1</u>	<u>2</u>
<i>Psychology</i>	<u>3</u>	<u>1</u>	<u>0</u>	<u>0</u>
<i>Public Administration</i>	<u>3</u>	<u>4</u>	<u>0</u>	<u>0</u>
<i>Sociology & Anthropology</i>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
<i>Engineering & Architecture</i>				
<i>Architecture</i>	<u>2</u>	<u>6</u>	<u>0</u>	<u>0</u>
<i>Civil Engineering</i>	<u>7</u>	<u>5</u>	<u>0</u>	<u>0</u>
<i>Computer & Communications Eng.</i>	<u>12</u>	<u>21</u>	<u>0</u>	<u>4</u>
<i>Electrical Engineering</i>	<u>6</u>	<u>2</u>	<u>1</u>	<u>0</u>
<i>Graphic Design</i>	<u>7</u>	<u>3</u>	<u>0</u>	<u>0</u>
<i>Mechanical Engineering</i>	<u>8</u>	<u>9</u>	<u>0</u>	<u>1</u>
<i>Health Sciences</i>				
<i>Environmental Health</i>	<u>4</u>	<u>8</u>	<u>0</u>	<u>1</u>
<i>Medical Laboratory Technology</i>	<u>5</u>	<u>2</u>	<u>0</u>	<u>0</u>
<i>School of Business</i>				
<i>Business Administration</i>	<u>42</u>	<u>45</u>	<u>9</u>	<u>5</u>
<i>School of Nursing</i>				
<i>Nursing</i>	<u>5</u>	<u>1</u>	<u>0</u>	<u>0</u>
<u>Transfer from Outside AUB total</u>	176	169	18	29

Undergraduate Admissions: University Preparatory Program

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Univ. Preparation Program</i>	11	13	5	9
<u>University Preparatory Program total</u>	11	13	5	9

Undergraduate Admissions: Visiting Student

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>School of Business</i>				
<i>Visiting Business</i>	2	1	0	1
<u>Visiting Student total</u>	2	1	0	1

Undergraduate Admissions: Working for a Second Degree

	APPLIED FALL 03	APPLIED FALL 04	ACCEPTED FALL 03	ACCEPTED FALL 04
<i>Arts & Sciences</i>				
<i>Computer Science</i>	2		1	
<i>Economics</i>	1	1	1	0
<i>English Literature</i>		1		1
<i>Psychology</i>		1		0
<i>Public Administration</i>		1		0
<i>Engineering & Architecture</i>				
<i>Civil Engineering</i>	1		0	
<i>Computer & Communications Eng.</i>	3	1	1	0
<i>Electrical Engineering</i>	1		0	
<i>Health Sciences</i>				
<i>Environmental Health</i>		1		0
<i>School of Business</i>				
<i>Business Administration</i>	1	7	0	0
<u>Working for a Second Degree total</u>	9	13	3	1

SAT I PROFILE OF APPLICANTS ACCEPTED TO 1ST CHOICE**FALL 2004-05**

MAX	COUNT	SAT I VERBAL			SAT I MATH			SAT I TOTAL			
		AVG	MIN	MAX	AVG	MIN	MAX	AVG	MIN	MAX	
<i>Early Admission - Freshman</i>											
	AS	38	519	390	660	662	530	800	1182	1050	1440
<i>Early Admission - Undg.</i>											
	AG	1	530	530	530	680	680	680	1210	1210	1210
	AS	63	566	400	710	684	570	800	1250	1120	1450
	EA	66	579	460	710	745	630	800	1325	1200	1500
	HS	3	600	550	640	673	620	720	1273	1230	1330
	NU	4	510	450	560	665	640	710	1175	1100	1270
	SB	13	570	490	730	684	620	760	1254	1130	1490
<i>Freshman</i>											
	AS	443	476	300	780	571	360	790	1047	800	1530
<i>Standard - Undergraduate</i>											
	AG	43	457	310	620	589	480	740	1046	810	1250
	AS	411	487	230	730	628	410	800	1115	800	1450
	EA	261	497	330	710	669	500	800	1166	910	1510
	HS	25	461	340	600	582	480	660	1043	820	1190
	NU	39	401	250	550	582	430	700	984	800	1210
	SB	184	478	330	660	609	480	800	1087	880	1380
<i>OVERALL AUB</i>											
	AUB	1664	488	230	780	623	360	800	1111	800	1530

NB1: For comparison purposes, both sets of numbers represent data available as of 15 May of each year.

NB2: Admissions still in progress. Some categories of applications are still being accepted.

APPENDIX D

Financial Aid Distribution by Faculty for Academic Year 2002-03:

Faculty	Applied		Received		Amount Spent \$	Average/ Student \$
	Cont.	New	Cont.	New		
Faculty of Agriculture and Food Sciences *	125	74	107	53	335,892.34	2,099.33
Faculty of Arts and Sciences	597	305	523	197	1,562,151.40	2,169.65
Faculty of Engineering and Architecture *	450	178	406	127	1,730,059.64	3,245.89
Faculty of Health Sciences *	76	61	63	44	226,003.91	2,112.19
Faculty of Medicine	224		200		1,147,783.97	5,738.92
School of Business	285	99	248	69	825,512.98	2,604.14
School of Nursing *	62	27	46	19	223,568.82	3,439.52
Total	1819	744	1593	509	6,050,973.06	
	2563		2102			
Merit	33		33		319,645.82	
Work			87		94,500.00	
Grand Total	2596				6,465,118.88	

Interest of HSBC = \$33,654, Over and above = \$71,907

* Projected Summer tuition if fees for 420 students is \$ 559,028.30

APPENDIX E
Grants & Contracts

TABLE 1. Grants Awarded between February 1st, 2004 – April 30th, 2004

Sponsor Category	Current Funding	Number of Grants
US government	\$0	0
Lebanese Government	\$12,666	2
Other Governments	\$0	0
Foundations	\$363,923	5
NGOs	\$112,450	3
URB Funding	\$0	0
Private	\$214,773	6
Institutions	\$0	0
Total	\$ 703,812	16

TABLE 2. Proposals Submitted February 1st, 2004 and April 30th, 2004

Sponsor Category	Amount Requested (US Dollars)	Number of Proposals
US government	\$1,482,490	4
Foundations	\$3,334,107	4
NGOs	\$ 110,508	4
Lebanese Government	\$ 38,966	3
Other Government	\$ 339,250	1
Private	\$1,271,559	3
Institutions	\$ 104,674	2
Total	\$ 6,681,554	21

TABLE 3. All Current Supported Projects including proposed overhead charges

Sponsor Category	Current Funding	Overhead	Number of Grants
US government	\$7,575,116.00	\$42,606	14
Lebanese Government	\$870,204.00	\$0.00	52
Other Governments	\$210,000.00	\$42,000	1
Foundations	\$5,003,443.00	\$129,663	27
NGOs	\$4,269,614.00	\$36,731	28
URB Funding	\$734,080.00	\$0.00	115
Private	\$1,346,180.00	\$118,619	52
Institutions	\$546,348.00	\$35,855	6
Total	\$20,554,985.00	\$405,474	295