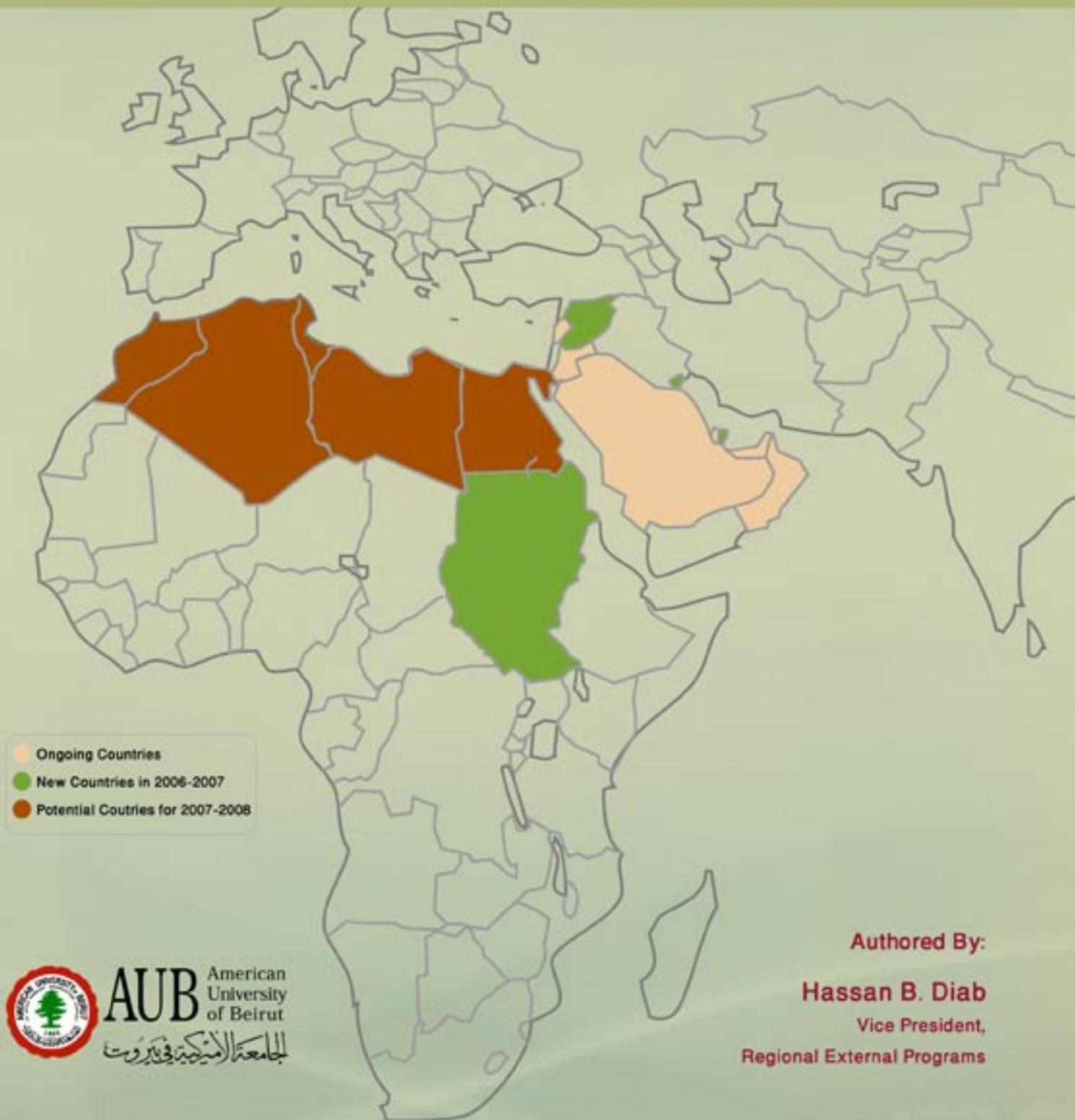


Regional External Programs

2006-2007 Annual Activity Report

"Aiming Higher, Reaching Further"



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“Aiming Higher, Reaching Further”

Authored by

Hassan B. Diab
Vice President,
Regional External Programs

Acknowledgement

The year 2006-2007 has been a year of great significance for the Office of Regional External Programs (REP) at the American University of Beirut (AUB). REP consulting and technical assistance projects now span a wider geographic spread than ever before and draw on the entire array of AUB's areas of specialization. The success that REP has reaped over the past year is due to the dedication and efforts of all those involved in identifying, planning, executing and supporting REP projects. Accordingly, I wish to acknowledge and wholeheartedly thank these individuals.

- I would like to express my profound appreciation to President John Waterbury for his support from the first day I assumed the Office of Vice President for REP. His leadership, guidance and encouragement have been a great source of motivation to excel in the REP operations carried out over the past year.
- My sincere thanks go to Trustee Dr. Kamal A. Shair, Chairperson of the REP Committee of the Board of Trustees, for his keen support to REP and his efforts to help REP penetrate the North African market. I also extend my appreciation to the members of the Committee including Trustees: Myrna Bustani, Lincoln Chafee, Nabil Chartouni, William Ronnie Coffman, Ibrahim S. Dabdoub, Ali Ghandour, Rima Khalaf, Philip Khoury, Munib Masri, Marwan Muasher and Leila A. Sharaf.
- Dr. Abdul Hamid Hallab, Special Advisor to the President, has been a friend, a mentor, and a source of great comfort. I deeply thank Dr. Hallab for his continuous and unwavering encouragement.
- I would like to thank the members of the REP Interfaculty Advisory Committee (RIAC) for their support and for acting as REP's think-tank, generating new ideas and providing guidance for REP activities. RIAC is chaired by the President and includes Provost Peter Heath, Dr. Hallab and Deans: Khalil Bitar, Nadim Cortas, Ibrahim Hajj, Nahla Hwalla, George Najjar, and Huda Zurayk.
- My thanks also go to all the 103 REP consultants that performed marvelously on 40 projects during 2006-07.
- Finally, I would like to express my sincere gratitude to all the REP staff, my extended family, for their dedication and excellent team work during 2006-07, which led to the many successes outlined in this report.

Hassan B. Diab, PhD
Vice President
Regional External Programs

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I. Executive Summary

I.1 Introduction

The 2006-2007 fiscal year has been a year of great significance and meaning for the Office of Regional External Programs (REP) and the Continuing Education Center (CEC), a division of REP, at the American University of Beirut (AUB). This 2006-2007 Annual Activity Report provides a detailed picture of the strategic planning, accomplishments, and challenges that REP has experienced over the year. It also touches on the aspirations and directions for the coming fiscal year.

As evident from what follows in this report pertaining to the activities carried out, REP has been an incubator for entrepreneurial ideas and initiatives during 2006 – 2007. During this fiscal year, the REP family grew to 14 employees, an increase of 25% over the previous year including four new employees and three new positions. A new organizational chart was developed that draws on the strengths of each employee while ensuring the highest quality standards for REP consulting and technical assistance projects as well as CEC programs and workshops.

REP's project portfolio has provided AUB with an extremely high level of visibility both locally and regionally; a cornerstone of REP work. This visibility is essential for several reasons including attracting more students from the region to fuel the diversity of AUB's student body. This is evident when examining key performance indicators (KPIs) such as geographic spread and market segment. REP projects now enjoy the greatest geographic spread and draw on many areas of expertise available at AUB. In 2006-2007 REP projects spanned 11 countries and 15 locations throughout the Arabian Gulf and Levant regions. REP intricately combined both up-market (68%) and mid-market (32%) clients to create a diverse client portfolio that exposes AUB to various markets. All the aforementioned results pertaining to the 2006-2007 KPIs reinforce the primary mission of REP which is to raise the profile of AUB broadly throughout the region.

The REP five-year strategic plan was put into effect starting 2006-2007. The strategic plan maximizes REP's human and material resources and builds REP as a premier brand in training, consulting, and management services. Each initiative and activity pursued during this fiscal year contributed to one or more of REP's strategic initiatives and key performance indicators (KPIs).

The 2006-2007 fiscal year was also a benchmark financial year for REP. Gross earnings and net earnings were the highest over the past decade. This includes the income earned from CEC, which enjoyed its largest student enrollment year in the past decade. Since AUB is a not-for-profit organization, the income generated from REP work is re-infused to the AUB general budget and used towards student scholarships, improving campus facilities, research, etc.

REP has also made strides in its marketing campaign. This year the REP and CEC websites were revamped to reflect the broader scope of work and honor the rich history of REP activity in the region. In addition, new REP and CEC brochures were developed to capture the diversity of work.

The success of the 2006-2007 fiscal year inspires the entire REP team to continue aiming higher and reaching further in 2007-2008. In the coming fiscal year, REP looks forward to strengthening its key performance indicators, addressing its long term space requirements, and assessing its impact on all those involved in REP projects including clients, consultants, and regional players.

I.2 REP Milestones in 2006-2007

- The REP Interfaculty Advisory Committee (RIAC) was formed for the first time. Drawing on AUB leadership, RIAC serves as the REP think-tank to propose new ideas, champion new product development, and serve as a guide for REP activities.
- REP endeavored into journalism as a new area of specialization. It established the Journalism Training Program (JTP) to provide journalists from the Gulf to North Africa with year-round training in various topics including basic news reporting and writing, editing, war/safety coverage, online journalism, and media ethics delivered in Arabic, English and French. JTP also offers workshops in media literacy and corporate communications/media crisis management.
- In an effort to penetrate the North African market for the first time, the Vice President for REP made exploratory visits to Egypt, Tunisia, Algeria, and Morocco which resulted in several potential projects that may culminate in feasibility studies for new private universities as well as training for various ministries during the 2007-2008 year.
- This year REP has projects in Sudan and the West Bank for the first time in its history. REP secured a project in Sudan's Ahfad University for Women and is providing an assessment for the West Bank's Medical Welfare Trust Fund.
- REP is involved in library consulting with Qatar University. This marks the first time that REP is providing consulting expertise in library services.
- This is the first year for REP to implement the Balance Score Card as a performance evaluation tool for REP operations and a method to activate its five-year strategic plan.
- The first Business Development Officer (BDO) at AUB was appointed at REP.

I.3 Significant REP Developments in 2006-2007

- In 2006-2007 REP established 23 new projects including seven new projects in five additional countries compared to last year. The five additional countries are Kuwait, Qatar, Sudan, Syria, and the West Bank.
- During the fiscal year, REP managed 40 projects, representing diversity in sectors, specializations, and contributions to the host country:
 - Dhofar University is the first liberal arts, American-style institution of higher education in Southern Oman.
 - The Mohammed Al Mana' College is the first private college of health sciences in Saudi Arabia.
 - The Al Hikma Pharmaceuticals project is an example of REP's corporate alliance program.
 - The agreement with the Forte Business Consult is the beginning of REP's new triangulation initiative.
 - The Fahd Bin Sultan University is the first private, English-speaking university in northern Saudi Arabia.
 - The Journalism Training Program is the first regional journalism professional training program at AUB.

These are only some of the contributions the diverse REP projects have made.

- This year REP re-established AUB as a leading consultant in higher education with the largest number of projects in higher education in over a decade. REP is currently working with seven institutions of higher education throughout the region including Qatar University, Fahd Bin Sultan University, Ahfad University for Women, University College of Bahrain, University of Sharjah, Dhofar University, and University City in Damascus.
- This year marks a benchmark in the number of projects with international organizations and embassies. Some of these clients include: UNICEF, the United Nations Population Fund, UNESCO, and the Dutch Embassy in Lebanon.
- This year the following individuals were newly appointed:
 - Dr. Hassan B. Diab, Vice President, Regional External Programs
 - Dr. George Farag, Assistant Vice President, Regional External Programs
 - Ms. Magda Abu-Fadil, Director, Journalism Training Program
 - Ms. Sophie Hallal, Business Development Officer

I.4 Continuing Education Center Advancements in 2006-2007

- In April 2007, CEC adopted a "CEC 10-Year Business Plan" to focus the work of CEC. The business plan was presented to the RIAC in May 2007. The business plan will guide all program development, facility expansion, marketing initiatives, and personnel recruitment. It also sets financial goals based on student registration and workshop consumption. Also stressed is the need for enhanced quality assurance measures for CEC programs. As illustrated in the REP Organizational Chart (Section III.2), Program Coordinators (selected from AUB's full-time faculty) have been included into the CEC structure. These coordinators will be responsible for quality assurance of CEC certificates and non-certificate programs, local workshops, and regional workshops.
- The syllabi and requirements for all certificate and non-certificate courses have been updated this year. This exercise contributed to adding CEC to the AUB Banner registration program for the first time. While in the past registration for CEC took place manually at the CEC office, the fall 2008 semester will mark the first time that CEC students will be registered on the Banner system. Being integrated into the Banner system will ensure accuracy in all CEC registration procedures and data. It will also facilitate future reporting and the generation of statistical charts.
- Demand for CEC courses has increased over the past four years while this fiscal year has seen the largest enrollment figures at CEC for the past decade with 601 students. This year, there was more than a 26% increase in student enrollment as compared to the previous academic year.
- CEC in cooperation with the Suliman S. Olayan School of Business (OSB), created the curriculum and program design for the first CEC Human Resource Management (HRM) Diploma program. The new diploma program builds on the already established CEC Certificate in Human Resource Management and was launched in the fall 2007 semester.
- For the first time a detailed listing of CEC's programs with certificate requisites, admission requirements, and course descriptions was created and included in the 2007-2008 AUB Catalogue. This 25 page document replaced the one-page description of CEC traditionally included in the AUB Catalogue.

I.5 Summary of Key Performance Indicators (KPIs)

Throughout the report comparisons will be made between REP's performance in 2006-2007, REP performance during previous years, and future targets for REP's KPIs. This methodology is used to provide a meaningful analysis of current performance in light of past activity and future expectations.

- **Geographic Spread:**The geographic spread of REP projects has increased to a record 11 countries during 2006-2007, an increase of over 37% from 2005-2006. Furthermore, the number of locations (cities/regions) hosting REP projects reached 15 in 2006-2007 an increase of 25% from 2005-2006.
- **Mandays Delivered:** During fiscal year 2006-2007, a total of 1,610 mandays were delivered by REP consultants. This is 95 (or 6%) more mandays delivered than a year ago. Additionally, this year represents 363 more mandays than the average since 2001-2002, an increase of 27% over the average. The target set for this KPI was also surpassed by 60 mandays.
- **Faculty Involvement:**The percentage of faculty members involved in REP projects from all AUB has remained close to the average for the past six years.
- **Multi-Faculty Projects:**The percentage of multi-faculty REP projects (34%) is higher than that of the past five years.
- **Repeat Clients:**This year REP was able to break the decrease in repeat clients that began in 2003-2004. The 16 repeat clients in the 2006-2007 fiscal year are four times more than those of the previous year and the highest over the past six years.
- **Client Profile:** REP has maintained a diverse client profile with projects distributed among public, private and mixed (international organizations & NGOs) clients for the first time since 2001-2002.
- **Market Segment:** As part of the February 2006 Strategic Planning Document, REP's strategic theme of providing up-market professional services was a main focus this year. There was a concentration on targeting up-market clients such as international organizations, private companies, and universities. Thus, the percentage of up market clients this fiscal year has risen 32% as compared to the previous year.
- **CEC Enrollment:** CEC enjoyed its largest student enrollment year in the past decade with 601 students.
- **Triangulation:** During the 2006-2007 fiscal year the number of triangulation relationships doubled compared to that since 2002-2003. The new triangulation efforts included a partnership with the Forte Business Consult to deliver CEC workshops to corporate organizations in Kuwait. The next venture was with the Embassy of the Netherlands in Lebanon to deliver journalism training workshops to professional journalists from various countries in the MENA region.

I.6 Looking Ahead to 2007-2008

The following are some of the goals planned for the coming fiscal year.

- **Impact assessment:** Strengthen and implement a complete impact assessment system that measures the contribution that REP projects are having on all individuals and institutions involved.
- **Lebanese Executive Forum (LEF):** REP will re-establish the LEF after around a two-decade cessation to forge a closer relationship between REP/CEC and the Lebanese business community.
- **REP policies and procedures:** Finalize clear and holistic parameters for REP work in the form of policies and procedures that are linked to broader AUB policies.
- **Geographic spread:** Expand on the current geographic spread achieved with respect to the number of countries and locations by penetrating North Africa as well as other regions for the first time.
- **Triangulation:** Initiate additional triangulation agreements with leading institutions such as the American University in Cairo.
- **Space requirements:** Address the long-term space requirements for REP and CEC in line with the needed space for current operations as well as that resulting from expansion pertaining to new programs and initiatives.
- **Journalism Training Program:** Create an infrastructure at AUB that is exclusive to JTP and at a standard befitting professional journalists.
- **Continuing Education Center:** Develop additional certificate and diploma programs and implement a full quality assurance methodology for all CEC programs and workshops.

II REP's Five-Year (2006-2011) Strategic Plan

The goal at the Office of Regional External Programs (REP) is to utilize the entire scope of expertise available at the American University of Beirut to provide the highest level of consulting and technical services in the Middle East and North Africa (MENA). To continuously strive towards this goal, a strategic plan was developed in February 2006 that sought to maximize REP's human and material resources and build REP as a premier brand in training, consulting, and management services. The strategic plan was based on a REP SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. A synopsis of the strategic plan and its implementation is presented here. The 2006-2007 fiscal year is the first year of implementation for the five-year strategic plan.

II.1 Strategic Initiatives

Relying on the vision, mission, and values presented in REP's five-year strategic plan, four strategic initiatives were developed. The following strategic initiatives are interlinked and dependent on one another for their accomplishment. They were recommended by REP and approved by AUB's University Strategic Planning Committee during 2005/2006.

Faculty Inclusion Initiative

- Objective: Double the volume of REP business, faculty projects and number of faculty members involved over the five-year period (2006-2011).
- Implementation: Set up a REP Executive Advisory Committee made up of four to five senior AUB administrators (preferably deans).
- Accomplishments in 06/07: The REP Interfaculty Advisory Committee (RIAC) was formed. RIAC is chaired by the President and composed of the Provost, Deans, Special Advisor to the President and Vice President of REP. Five meetings took place during 2006-2007

Market Intelligence Initiative

- Objective: To significantly upgrade REP's ability to foresee major market developments bearing on project development, particularly in the GCC area. This is now our key strategic requirement given the level of escalating competition in the GCC region.
- Implementation: Appoint a business development officer (full-time) to do market research, and country/sector studies, build and manage a major data base, and produce a monthly report on key market developments that should be on the REP radar screen.
- Accomplishments in 06/07: The first Business Development Officer (BDO) at AUB was appointed at REP. Furthermore, a series of reports will be generated including country trend & analysis, country cluster intelligence, and market intelligence databases.

Branding Initiative

- Objective: To build REP as one of the premium brands in training, consulting and management services in the broader Middle East region.
- Recommendation: Effective branding requires a visibility campaign, more up-market clients, high-powered co-branding and greater freedom of movement for REP.
- Accomplishments in 06/07: New websites and brochures for REP and CEC were created. In addition, the Vice President for REP made an exploratory visit to North Africa for the first time to discuss REP services. Some of these potential initiatives may come to fruition during 2007-2008.

The Leveraging Initiative

- Objective: To stretch and multiply REP resources beyond what is possible, strictly on the basis of our campus home base, through co-branding initiatives with major international providers of similar services particularly in Europe and the U.S. Another dimension of the same initiative is to “partner” with credible local partners in different countries where we operate with a view to increasing our market share and enjoy the benefits of permanent local presence without paying a premium cost for it.
- Accomplishments in 06/07: REP began triangulation efforts with the Forte Business Consult in Kuwait and the Dutch Embassy in Lebanon.

II.2 Balance Scorecard

In an effort to maximize efficiency and measure performance towards the strategic plan, REP implemented the Balanced Scorecard (BSC). BSC serves as a conceptual framework that enables REP to actively pursue its vision and strategy, and effectively translate them into action. BSC helps REP capitalize on capabilities and assets that already exist such as safeguarding our competitive edge, maintaining excellence in continuing education, integrating multifaceted know how, carefully tracking and monitoring our projects, and ultimately maximizing tangible and non-tangible returns to the University.

This performance management tool provides feedback using internal processes and external outcomes. It focuses on four indicators: Customer Perspective, Internal-Business Processes, Learning and Growth and Financials. The following (Figure 1) is the REP Balance Scorecard strategy map.

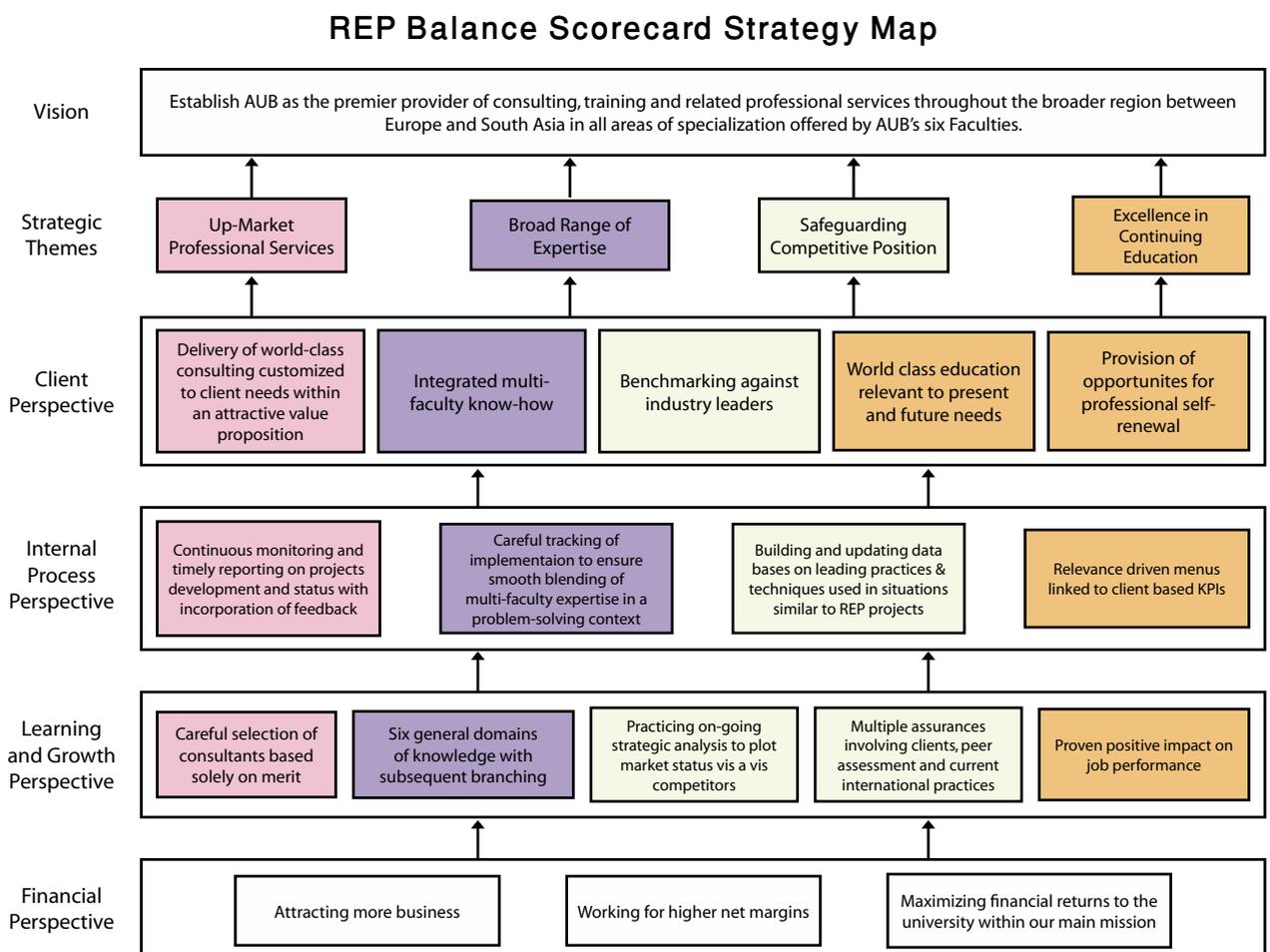


Figure 1

II.3 REP Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) were carefully selected to serve as quantifiable measurements that reflect the critical success factors of REP and act as a measure of progress towards the organization's goals.

REP is determined to take full advantage of the BSC and respective KPIs to streamline operations. REP uses two sets of KPIs. The first set is institutionally mandated by the President of the American University of Beirut in collaboration with the Vice President for Regional External Programs and the REP Interfaculty Advisory Committee as well as approved by the President's Cabinet. The second set was established by the Vice President for Regional External Programs. This set serves as internal measures beyond those required by the AUB leadership in order to create a more complete and critical picture of REP operations. REP was also among the first units within AUB to implement a semi-annual BSC reporting structure to keep ahead of changing internal and external trends. These KPIs serve as a measuring tool for REP's performance in the 2006-2007 fiscal year. The following are REP KPIs:

Institutionally Mandated

1. Face value of new business acquired during fiscal year (REP excluding CEC tuition)
2. Gross Earnings (including CEC tuition revenue)
3. Net Earnings (including CEC tuition revenue)
4. Percentage Margin (including CEC tuition revenue)
5. Geographic Spread (by country and location)
6. Consultation man-days delivered and billed (excluding CEC tuition revenue)
7. Percentage of faculty members participating in REP activities (excluding CEC)

Additional Internal Measures

1. Repeat Clients
2. Client Profile by Sector
3. Market Segment
4. Proposal Successes Out of Total
5. Triangulation
6. Multi-Faculty Projects
7. Projects per Faculty
8. Number of Faculty members participating in REP activities (excluding CEC)
9. Number of CEC students
10. CEC Net Earnings
11. Overall REP operations face value (including CEC tuition revenue)
12. Overall REP operations face value (excluding CEC tuition revenue)

The following pages elaborate on the progress of REP regarding the above-mentioned KPIs for the 2006-2007 fiscal year. REP's full KPI report card will be presented to the President and his Cabinet in March 2008.

III REP Performance During the 2006–07 Fiscal Year

III.1 Introduction

Since 1976, REP has delivered practical, measurable results to both private and public sector organizations throughout the Middle East. Drawing on the resources of the American University of Beirut allows REP to offer the highest concentration of technical expertise and professional resources in the region. AUB employees include national and international experts who are recognized for their knowledge, innovative research techniques, and insightful analyses.

REP applies scientific research, consulting and technical assistance to a wide range of issues in agriculture/foodsciences, arts/sciences, business, education, engineering/architecture, journalism, management consulting, and medical/health sciences. It conducts business across the region with over 15 current project sites which makes it an unbeatable resource for understanding and meeting difficult challenges in the Middle East and North Africa (MENA) region.

Mission

To provide the Middle East and North Africa with world class professional services covering the entire scope of expertise available at the American University of Beirut in a manner reflecting AUB core values and its commitment to service excellence.

Vision

To establish AUB as the premier provider of consulting, training and related professional services in all areas of specialization offered by our six faculties, in the broader region between Europe and South Asia.

III.2 Organizational Structure Alterations

During the November 2006 Board of Trustees (BOT) meeting, an expansion of REP personnel was proposed to the REP BOT Committee. This proposal was in line with the faculty inclusion initiative and the market intelligence initiative of REP's strategic plan. The proposal included:

- Advertising for the new position of Business Development Officer, to do market research and country/sector studies, build and manage a major database, and produce a monthly report on key market developments that should be on the REP radar screen.
- Conversion of the 50% Assistant VP (AVP) position in 2006 to full-time status and adding to the AVP's tasks the business of overseeing the Continuing Education Center (CEC) programs.
- Initiating the REP Inter-faculty Advisory Committee (RIAC)

In the 2006-2007 fiscal year, REP executed this proposal and welcomed the following new personnel in key positions in an effort to actively pursue REP's strategic plan and strengthen REP's organizational structure as illustrated in the REP Organizational Structure Chart (Figure 2).

Vice President for Regional External Programs

Professor Hassan B. Diab was appointed Vice President for Regional External Programs effective October 1, 2006. Prior to his appointment Dr. Diab was seconded by AUB to serve as Acting Dean of the College of Engineering and President of Dhofar University (DU) in the Sultanate of Oman (2004 - 2006). DU included approximately 1,800 students and over 200 faculty and staff. Professor Diab also served as the chairperson of the Department of Electrical and Computer Engineering (over 600 students as well as 40 faculty and staff) at AUB during 1998-2001.

Professor Diab received his B.Sc. (with Honors) in communications engineering in 1981, his MSc (with Distinction) in systems engineering in 1982, and his PhD in computer engineering from the University of Bath, U.K. in 1985. Dr. Diab has 117 publications in internationally refereed journals and conferences. He received 13 international and regional awards including the Fulbright Research Award, and the Young Arab Scientists Shuman Prize in Engineering. He is a founding member of the first Arab Computer Society established in 2001. During his 22 years of service at AUB, Dr. Diab has been extensively involved in academically-related consulting projects in the Middle East.

Assistant Vice President for Regional External Programs

Dr. George Farag assumed the post of Assistant Vice President for Regional External Programs at the American University of Beirut in March 2007. Dr. Farag comes to AUB with extensive experience in the Middle East and North Africa region, primarily in the areas of education and media. He served as the Director of External Operations at the American University in Cairo (AUC). There he expanded AUC's relations with Egyptian national and local government institutions and collaborated on the development of all admission-related media and recruiting strategies.

Dr. Farag completed his PhD in anthropology at the Maxwell School for Citizenship at Syracuse University in 2007. He has an MA in public administration and international relations from the Maxwell School for Citizenship and a BS in international business administration from the College of New Jersey.

Director, Journalism Training Program

Mrs. Magda Abu-Fadil, the Journalism Training Program's founding director, brings years of experience as a foreign correspondent and editor with international news agencies such as "Agence France-Presse" and "United Press International"; at newspapers such as "Asharq Al-Awsat," "Al Riyadh" and "Defense News"; and, magazines such as "The Middle East" and "Events"; and, as an academic and a media trainer. Until February 2007, Abu-Fadil was Director of the Institute for Professional Journalists at the Lebanese American University and was coordinator of the journalism program there for six years. She taught journalism at the American University in Washington, D.C. where she graduated (with undergraduate and graduate degrees).

Ms. Abu-Fadil has conducted seminars and workshops for professional journalists at the Washington-based International Center for Journalists and across the Arab world. She has collaborated with the International Press Institute, United Nations Educational, Scientific and Cultural Organization, United Nations Development Program, Open Society Institute, United States Agency for International Development, America-Mideast Educational and Training Services, Heinrich Foundation, International Media Support, Olof Palme Center and Swedish Institute. She is a speaker at international events and meets regularly with noted international figures in the media and academia as well as with members of NGOs specializing in journalism and media affairs and is a consultant to various international organizations.

Business Development Officer

Ms. Sophie Hallal joined AUB as REP's Business Development Officer at the American University of Beirut in April 2007. Before joining AUB, she worked at Procter and Gamble and at the United Nations in the field of Project Management and Finance. Ms. Hallal has an MBA from the American University of Beirut and a BS in Computer Science from the same University.

REP Inter-faculty Advisory Committee (RIAC)

The RIAC was formed for the first time during the 2006-2007 fiscal year. RIAC is chaired by the President and composed of the Provost, Deans, Special Advisor to the President and Vice President of REP. RIAC serves as the REP think-tank to propose new ideas, champion new product development, and serve as a guide for REP activities. Five RIAC meetings took place during the year. These meetings allowed VP REP to work closely with the Deans in prospecting projects and doing market intelligence, raising the REP profile vis-à-vis faculties and the university at large, and coordinating inter-faculty projects.

Regional External Programs (REP) Organizational Structure

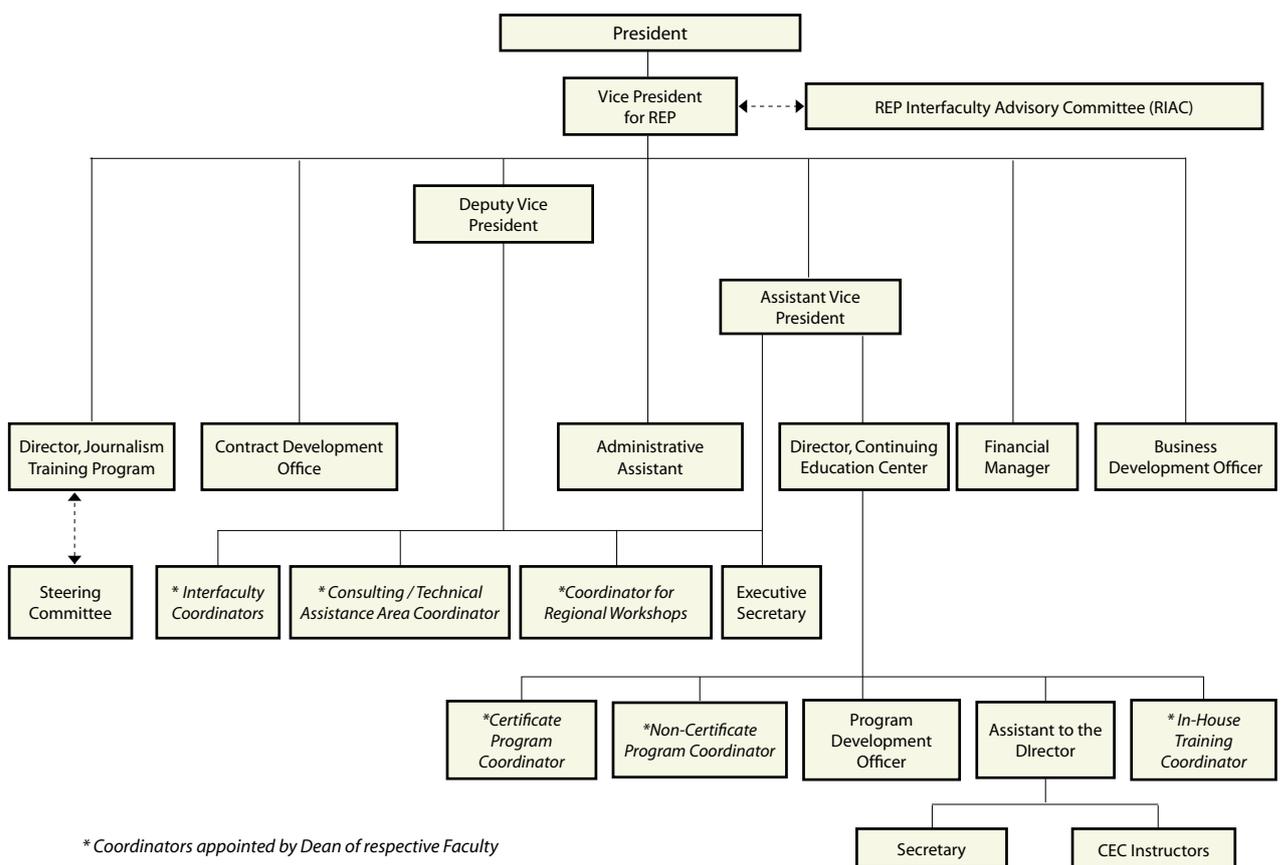


Figure 2

III.3 New Projects Acquired (REP excluding CEC)

During the 2006-2007 fiscal year, REP secured 23 new projects in various areas of specialization including medical & health sciences, higher education, business management, and journalism. The following table (Figure 3) lists all new REP projects with contracts signed between October 1, 2006 and September 30, 2007:

2006-2007 Ongoing Regional External Programs Projects

No.	Project Name	Client	Location	Start Date	Termination Date
1	Environment/Health Journalism	Netherlands Embassy in Beirut	Lebanon	1-Sep-07	31-Dec-07
2	Health Care Assistance	Medical Welfare Trust Fund	West Bank	1-Sep-07	29-Jun-11
3	Provision of Executive Education & Training Services	Arab Supply & Trading Corporation	Saudi Arabia	8-Aug-07	31-Oct-08
4	Design & Implementation of Training And Provision of Consulting Services	Forte Business Consult	Kuwait	7-Aug-07	6-Aug-08
5	Feasibility Study	University City in Damascus	Syria	1-Aug-07	30-Nov-07
6	Technical Assistance	Al Manaa General Hospitals	Saudi Arabia	1-Aug-07	30-Jun-08
7	Academic Consulting Services	Gulf Capital	Saudi Arabia	22-Jul-07	19-Oct-07
8	Differentiated Instruction Workshop	Amman Baccalaureate School	Jordan	19-Jul-07	28-Oct-07
9	Hope for Lebanon projects	Trustee Ray Irani	Lebanon	13-Jul-07	31-Oct-07
10	Training of NGOs on Health Education Techniques during Emergency Situations	Welfare Association	Lebanon	12-Jul-07	31-Aug-07
11	Journalism Training Workshops	Netherlands Embassy in Beirut	Lebanon	1-Jul-07	31-Dec-07
12	Assessment of Kuwait Oil Company's Diagnostic Services	Golden Triangle Company	Kuwait	31-May-07	30-Aug-07
13	Academic Consulting -- Phase II	Qatar University	Qatar	1-May-07	31-Dec-08
14	Public Health in Complex Emergencies Training Program	UNICEF	Lebanon	17-Apr-07	expiry of funds
15	Professional Journalists Training Program	Sarah Al Fadl	Lebanon	1-Mar-07	1-Mar-12
16	Fahd Bin Sultan University Technical Support & Assistance	Fahd Bin Sultan University	Saudi Arabia	1-Mar-07	30-Sep-14
17	Qatar University Consulting	Qatar University	Qatar	2-Jan-07	31-Mar-07
18	Technical Assistance	Ahfad University for Women	Sudan	1-Jan-07	30-Jun-07
19	Academic Consulting	Arab Supply & Trading Corporation (ASTRA)	Saudi Arabia	1-Jan-07	31-Mar-07
20	Project and Cost Management	UNRWA	Lebanon	18-Dec-06	22-Dec-06
21	Empowerment & Development of the Lebanese Family	United Nations Population Fund (UNFPA)	Lebanon	14-Dec-06	30-Nov-07
22	Executive Education Workshops	Forte Business Consult	Kuwait	12-Oct-06	31-Jul-07
23	Technical Assistance to Al Nibras International School	Al Nibras Management Consultancy	UAE	1-Oct-06	30-Sep-09

Figure 3

III.3.a Securing New Projects

New projects generally go through three phases before implementation, namely:

- Phase I: Initial probing (exploratory) by the client during which enquiries and discussions take place.
- Phase II: Submission of a proposal by REP after initial negotiations on scope of project.
- Phase III: Signing of a contract by both REP and the client.
- Phase IV: Implementation phase (Projects that do not filter through to this phase from phase III are generally due to client-related delays in the implementation of the project).

Historically, 45% of potential projects in phase I continue to phase II and less than 30% of the latter culminate with the signing of a contract. Furthermore, 80% of contracts signed proceed to the implementation phase. REP expects these percentages to improve which is evident from the results attained during the current (2006-07) year. Contracts signed directly as a result of meetings as discussions without submission of a formal proposal are considered as successful and added to the number of proposals in Phases I & II.

During fiscal year 2006-2007 pending/prospective proposals were distributed as follows:

- Phase I: 72 projects including 23 in higher education; 25 with institutions for delivering workshops/training; two with Ministries/USAID/NGOs; seven to be implemented by the CEC and 15 for consulting & feasibility studies.
- Phase II: 40 projects including 10 in higher education; 15 for delivering workshops/training; 5 to be implemented by the CEC and 10 for consulting and feasibility studies.
- Phase III: 23 projects signed, and
- Phase IV: 21 projects in phase III went on to the implementation stage during 2006-2007.

Therefore, the following percentages apply for 2006-2007: 56% of projects in phase I made it to phase II, 58% of projects in phase II resulted in the signature of a contract, and 91% of contracts signed went on the implementation phase. The table below shows a comparative picture of these results pertaining to success rates from one stage to the other.

Transition of Phases	I -> II	II -> III	III -> IV
Results from previous years	45%	30%	80%
2006-07 results	56%	58%	91%

According to Figure 4 the proposal successes out of total (Phase II -> III) was 58%. This is the largest percentage in the past five years and above the target set for this KPI by 8%.

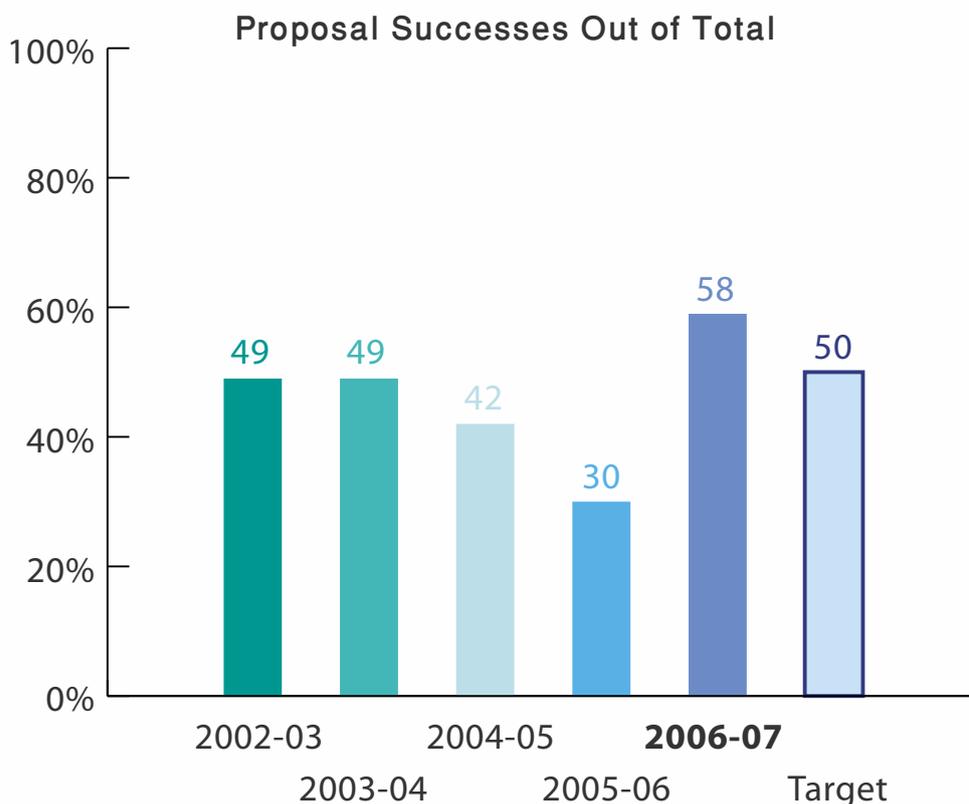


Figure 4

III.3.b Journalism Training Program

In the 2006-2007 fiscal year REP endeavored into journalism as a new area of specialization. In December 2006, Ms. Sarah S. Alfadl, a Saudi-American lawyer/activist approached the American University of Beirut's Regional External Programs Office to launch an ambitious training project in the Middle East and North Africa catering to Arab print, broadcast and online journalists. The five-year agreement, resulting in the Journalism Training Program (JTP), aims to provide journalists from the Gulf to North Africa with year-round training in various topics including basic news reporting and writing, editing, war/safety coverage, online journalism, investigative journalism, media ethics and other topics delivered in Arabic, English and French. JTP also offers workshops in media literacy and corporate communications/media crisis management.

JTP, which was officially launched in May 2007, plugs the gaps in existing efforts and meets new needs of the media. While the Arab world has seen a proliferation of media in recent years, not all have been adequately serviced by sustainable training to meet their needs and to cope with technological advances. Media organizations, academic institutions and NGOs have undertaken the training of journalists by establishing centers, institutes and occasional programs. Few have succeeded in creating a balanced mix of solid training, state-of-the-art facilities, administrative infrastructure, and adequate funding.

III.3.b.i Journalism Workshops

JTP conducts workshops both at AUB and in-house, and is destined to become a regional hub for Arab journalism training. JTP kicked-off its mini courses on July 23, 2007 with an investigative journalism workshop aimed at promoting a culture of accountability and discussing media's watchdog role. The workshop grouped young reporters from Lebanon, Saudi Arabia, Iraq

and Jordan. It introduced junior reporters to definitions of the duties and responsibilities of investigative journalists, obstacles and legal limits to this type of reporting, ethics, ideas for reports and the process of digging for information. The reporters worked at Lebanese dailies "Assafir" and "Al Balad," pan-Arab dailies "Asharq Al-Awsat" and "Al Hayat," the UAE's "Al Imarat al Youm," Lebanese "Al Shiraa" weekly, Lebanese monthly "Le Commerce du Levant," "Laha" magazine, Lebanon's "LBCI TV," Iraq's "Al-Soumariya TV" and "Elaph" website and came from Lebanon, Saudi Arabia, Jordan and Iraq.

The second workshop (August 27-30, 2007) focused on "elections coverage," grouping reporters from Saudi Arabia, Yemen, Oman, Lebanon and Iraq representing Lebanon's "LBCI TV," Iraq's "Al Soumariya TV," Bahrain's "Al Waqt" newspaper, Lebanon's "Assafir" daily, Iraq's "Al Taakhi" daily, Iraq's "Al Iraqiya TV," Lebanon's "National News Agency," and Saudi Arabia's "Al Madina" daily.

The third workshop (September 18-20, 2007) was aimed at "war coverage/safety for journalists" and featured former CNN chief news executive and president of newsgathering Mr. Eason Jordan. This workshop, the first of its kind, in Lebanon grouped reporters from Lebanon, Iraq, and Saudi Arabia representing "Al Jazeera.net," of Qatar, Lebanon's "National News Agency," Lebanese dailies "An-Nahar," "Assafir," "Al Balad," and "L'Orient-Le Jour," pan-Arab dailies "Asharq Al-Awsat," and "Al Hayat," "Al Arabiya.net," Iraq's "Al Soumariya TV," Iraqi daily "Al Taakhi," and U.S. Government-funded "Al Hurra TV" and "Radio Sawa."

The fourth workshop (September 24-26, 2007) on "Newsroom Management" targeted mid-to-upper-level decision makers in print, broadcast and online media with participants from Lebanon, Morocco, Sudan, Iraq and Saudi Arabia representing Lebanon's "LBCI TV," "Future TV" and "Tele Liban," U.S.-funded "Al Hurra TV," "Dubai TV," Lebanese website "Now Lebanon," Iraq's "Al Soumariya TV," as well as "Assafir," "Al Taakhi," "Asharq Al-Awsat," "Middle East Reporter," "IREX," Sudan's "Al Ahdath daily," "Greenpeace" and AUB's Information and Public Relations Office.

JTP will also conduct workshops on "Citizen Journalism," and "Environment/Science Journalism" under the sponsorship of the Royal Embassy of the Netherlands in Lebanon and will seek financing from other sources to sustain and expand the program.

III.3.b.ii Beyond Workshops

In addition to workshops, the JTP is in discussions with various media, international NGOs, government agencies and academic institutions to pursue consultancy projects in media analysis, journalism education and curricula, and media literacy.

Funding for different potential projects is being (or to be) provided by the U.S. Department of State, the European Commission, the Royal Embassy of the Netherlands in Lebanon and NGOs.

Exploratory talks have been ongoing with various organizations and institutions including:

1. The Qatar Foundation
2. The Iraq Institute for Strategic Studies
3. Human Dynamics in Vienna
4. Al Balad daily newspaper in Lebanon
5. Georgia State University

6. The Washington-based International Center for Journalists
7. The Reuters Foundation
8. The Washington-based International Research & Exchange Board and its Iraqi subsidiary.
9. The Washington-based Creative Associates International organization.
10. Tele-Liban
11. The United Nations Development Program
12. The United Nations Educational Scientific and Cultural Organization
13. The government of Tunisia

III.3.b.iii Plans

A JTP Steering Committee was established by the VP for REP to help guide the initiative and decide on issues. The Committee includes Professor Nabil Dajani (chairperson); Assistant VP for REP, Dr. George Farag; Mr. Rami Khouri, director of the Issam Fares Institute for Public Policy and International Affairs; and JTP director Magda Abu-Fadil.

The Committee has reviewed partnerships and business proposals to determine which best fit the JTP and add value to AUB's Regional External Programs. The JTP is building a solid core of trainers from the region and beyond. The JTP is also seeking to establish a multi-media converged newsroom to train journalists in real time, according to the highest professional standards.

While journalism labs are often equipped with computers, Internet connections, certain types of software, overhead projectors, monitors, screens, scanners and printers, few have audio-visual equipment, news editing software and networking, or setups to support integrated, converged news operations. Until a fully converged newsroom is ready, the JTP will avail itself of REP's conference room and the Reuters newsroom in the Olayan School of Business.

III.3.b.iv Publications

The JTP will produce guidebooks and manuals to be used by journalists. The topics will depend on the needs. The publications can be made available online, as tip sheets and other useful information. The JTP has already produced a generic brochure and JTP-specific folder. More materials are underway.

III.3.b.v JTP Prize

The JTP will launch an annual journalism prize. Its modalities and value will be determined by the Steering Committee.

III.3.b.vi Outreach

The JTP director meets with members of the diplomatic corps, NGOs, foundations, media and journalism organizations and UN-related organizations. She travels to speak at conferences, conduct workshops, provide consultancy work and develop business opportunities.

III.4 Geographic Spread

In addition to entering new areas of specialization, REP has also expanded its geographic presence in the 2006-2007 fiscal year. During the November 2006 Board of Trustees meeting, it was recommended that REP tap into additional countries within the MENA region to help diversify REP projects with respect to their geographic spread and add to REP's mission to further enhance AUB's presence and visibility in the region. This recommendation was made in light of the branding initiative of the strategic plan which seeks to build REP as one of the premier brands in training, consulting and management services in the broader MENA region. To this end, in 2006-2007 the VP for REP made an exploratory visit to North Africa which resulted in several potential projects, established projects in new countries, and reached more locations in countries already hosting REP projects.

During the fiscal year, REP had active projects in 11 countries. As illustrated in Figure 5, this is the largest number of countries in the past five years. It surpassed the target set for this KPI. In 2010-2011 it is estimated that geographic spread will reach 12 countries with an expansion of one country every two years.

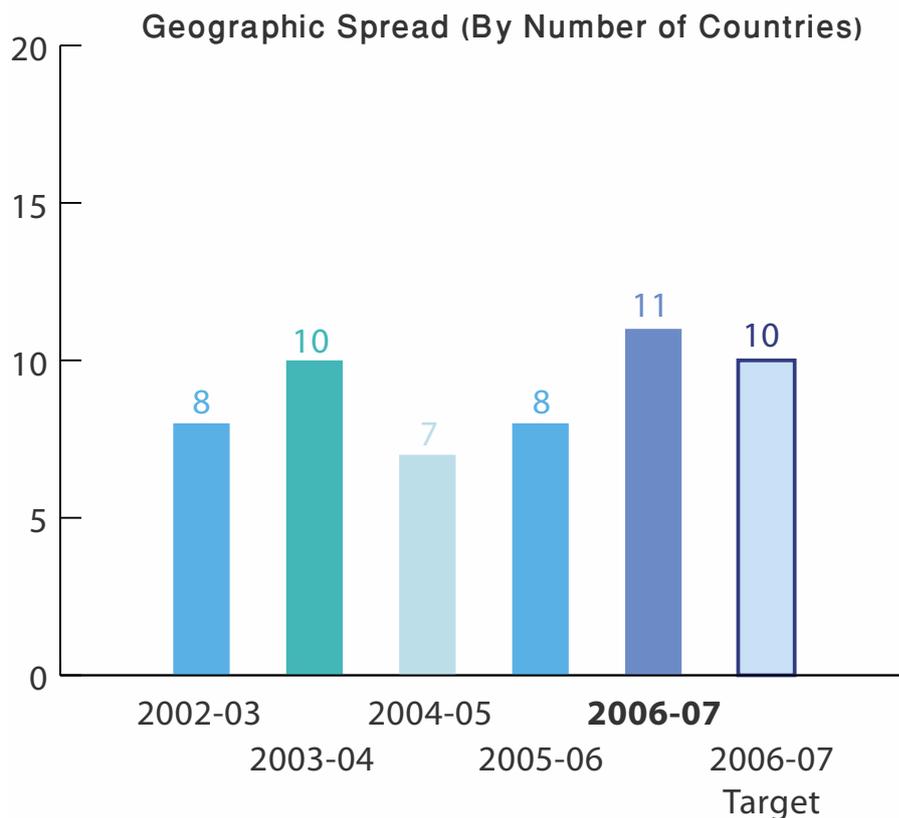


Figure 5

Additionally, the number of locations (cities/regions) in which REP has a presence has subsequently grown. This year REP penetrated the largest number of locations in the past five years (Figure 6).

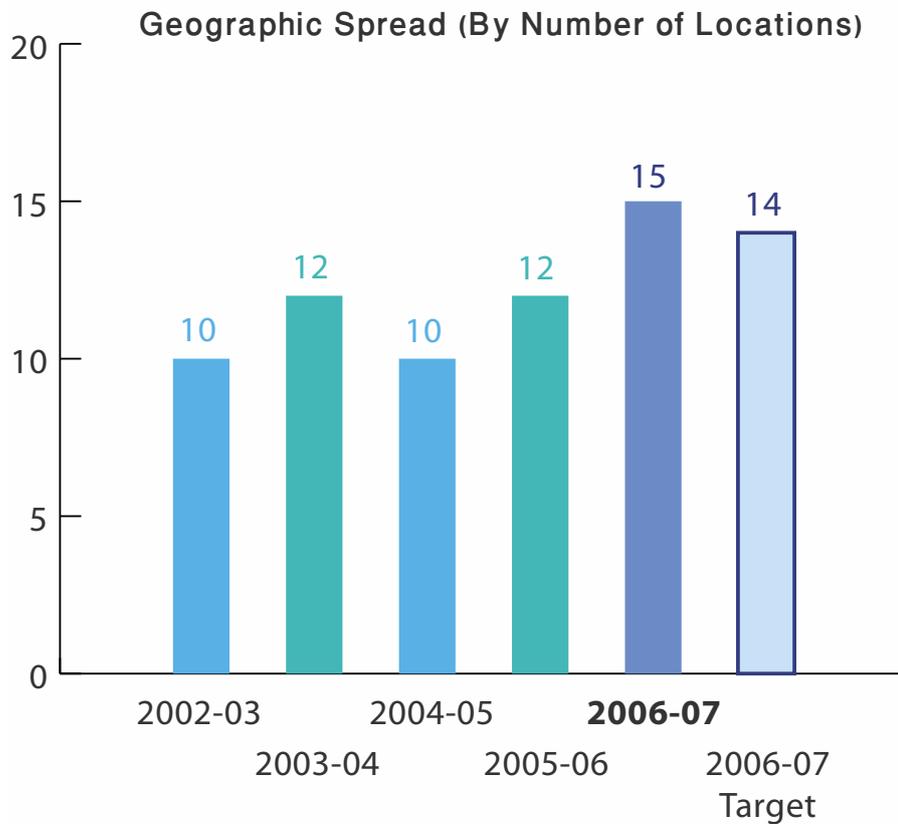


Figure 6

REP has made great strides in entering new markets during the 2006-2007 fiscal year. This year REP had projects in Sudan and the West Bank for the first time in its history. REP secured a project in Sudan’s Ahfad University for Women and is providing an assessment for the West Bank’s Medical Welfare Trust Fund.

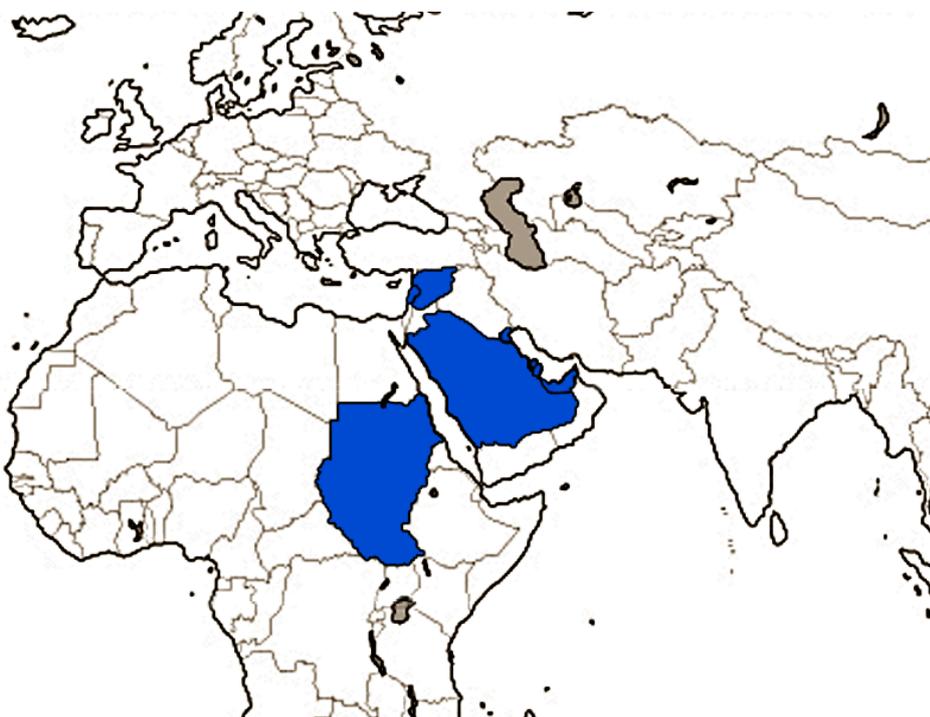
In addition, REP re-established ties with Qatar and Syria with which there had been no projects over the past several years. In Syria REP is providing technical assistance to the Syrian Cancer Society while in Qatar REP is involved in academic consulting with Qatar University. It is significant to note that the project with Qatar University marks the first time that REP is providing consulting expertise and secondment of staff for library services.

Most significantly in 2006-2007 REP signed seven new contracts in five additional countries compared to last year. The five additional countries are Kuwait, Qatar, Sudan, Syria, and the West Bank. This is illustrated in the following graphics:

New Projects 2005-2006



New Projects 2006-2007



III.5 Ongoing REP Projects in 2006-2007

In addition to geographic diversity, REP seeks to maintain a diverse project portfolio that reflects a highly assorted client profile and draws on all of AUB's faculties. Figure 7 illustrates REP's project portfolio during the 2006-2007 fiscal year. Some of these projects (17) were signed prior to October 1, 2006, but were engaged in by REP experts throughout the 2006-2007 fiscal year:

2006-2007 Ongoing Regional External Programs Projects

No.	Project Name	Client	Location	Start Date	Termination Date
1	Environment/Health Journalism	Netherlands Embassy in Beirut	Lebanon	1-Sep-07	31-Dec-07
2	Health Care Assistance	Medical Welfare Trust Fund	West Bank	1-Sep-07	29-Jun-11
3	Provision of Executive Education & Training Services	Arab Supply & Trading Corporation	Saudi Arabia	8-Aug-07	31-Oct-08
4	Design & Implementation of Training And Provision of Consulting Services	Forte Business Consult	Kuwait	7-Aug-07	6-Aug-08
5	Feasibility Study	University City in Damascus	Syria	1-Aug-07	30-Nov-07
6	Technical Assistance	Al Manaa General Hospitals	Saudi Arabia	1-Aug-07	30-Jun-08
7	Academic Consulting Services	Gulf Capital	Saudi Arabia	22-Jul-07	19-Oct-07
8	Differentiated Instruction Workshop	Amman Baccalaureate School	Jordan	19-Jul-07	28-Oct-07
9	Hope for Lebanon projects	Trustee Ray Irani	Lebanon	13-Jul-07	31-Oct-07
10	Training of NGOs on Health Education Techniques during Emergency Situations	Welfare Association	Lebanon	12-Jul-07	31-Aug-07
11	Journalism Training Workshops	Netherlands Embassy in Beirut	Lebanon	1-Jul-07	31-Dec-07
12	Assessment of Kuwait Oil Company's Diagnostic Services	Golden Triangle Company	Kuwait	31-May-07	30-Aug-07
13	Academic Consulting -- Phase II	Qatar University	Qatar	1-May-07	31-Dec-08
14	Public Health in Complex Emergencies Training Program	UNICEF	Lebanon	17-Apr-07	expiry of funds
15	Professional Journalists Training Program	Sarah Al Fadl	Lebanon	1-Mar-07	1-Mar-12
16	Fahd Bin Sultan University Technical Support & Assistance	Fahd Bin Sultan University	Saudi Arabia	1-Mar-07	30-Sep-14
17	Qatar University Consulting	Qatar University	Qatar	2-Jan-07	31-Mar-07
18	Technical Assistance	Ahfad University for Women	Sudan	1-Jan-07	30-Jun-07
19	Academic Consulting	Arab Supply & Trading Corporation (ASTRA)	Saudi Arabia	1-Jan-07	31-Mar-07
20	Project and Cost Management	UNRWA	Lebanon	18-Dec-06	22-Dec-06
21	Empowerment & Development of the Lebanese Family	United Nations Population Fund (UNFPA)	Lebanon	14-Dec-06	30-Nov-07
22	Executive Education Workshops	Forte Business Consult	Kuwait	12-Oct-06	31-Jul-07
23	Technical Assistance to Al Nibras International School	Al Nibras Management Consultancy	UAE	1-Oct-06	30-Sep-09
24	Secondment of EMBA Program Director	University of Sharjah	UAE	1-Sep-06	31-Aug-07
25	Programs and Activities Design	Children Interactive Community	Lebanon	1-Jul-06	30-Sep-07
26	Technical Assistance - Phase 3	University College of Bahrain	Bahrain	10-Jun-06	30-Sep-08
27	Firing Range Safety	U.S. Embassy	Lebanon	1-Apr-06	30-Sep-07
28	Bridging Media & Public Health	Italian Embassy	Lebanon	13-Mar-06	30-Jun-07
29	Executive Education Workshops for Gulf Medical Co.	Dar Jana Group	Saudi Arabia	12-Feb-06	11-Feb-08
30	Technical Assistance	Syrian Cancer Society	Syria	23-Dec-05	14-May-07
31	Effective School Health - FRESH II	UNESCO	Lebanon	1-Dec-05	28-Feb-07
32	Mapping Survey of Creative Industries in Lebanon	Lebanese Association for Private Funding for Culture	Lebanon	9-Aug-05	31-Dec-06
33	Understanding Contemporary Islam	Riad Sadek	Lebanon	1-Jul-05	expiry of funds
34	Pilot Cadet Recruitment Project	MEA	Lebanon	8-Apr-05	exam completion
35	Development of a Directory of Health Promotion Materials	Healthlink Worldwide	Lebanon	13-Mar-05	expiry of funds
36	CEC Programs & Account Management	Technology Services & Training Co.	Kuwait	14-Mar-04	expiry of funds
37	Dhofar University Management	Dhofar University	Oman	7-Sep-03	6-Sep-10
38	Environmentally Appropriate Rural Technologies Initiative	CHF International	Lebanon	15-Jul-03	30-Apr-07
39	Academic Consultancy	Al Nibras Management Consultancy	UAE	1-Jul-03	31-Dec-06
40	Management Seminars & Development Program	Hikma Pharmaceuticals	Jordan	4-Mar-03	31-Dec-07

Figure 7

During the fiscal year, REP managed 40 projects, representing diversity in sectors, specializations, and contributions to the host country. Dhofar University is the first liberal arts, American-style institution of higher education in Southern Oman. The Mohammed Al Mana' College is the first private college of health sciences in Saudi Arabia. The Al Hikma Pharmaceuticals project is an example of REP's corporate alliance program. The agreement with the Forte Business Consult is the beginning of REP's new triangulation initiative, which will be discussed further in the coming pages. The Fahd Bin Sultan University is the first private, English-speaking University in northern Saudi Arabia. The Journalism Training Program is the first regional journalism professional training program at AUB. These are only some of the contributions the diverse REP projects have made.

Figure 8 is the distribution of active REP projects per country. The country is followed by the number of projects in that country and the percentage of total projects (i.e. Bahrain; 1; 3%).

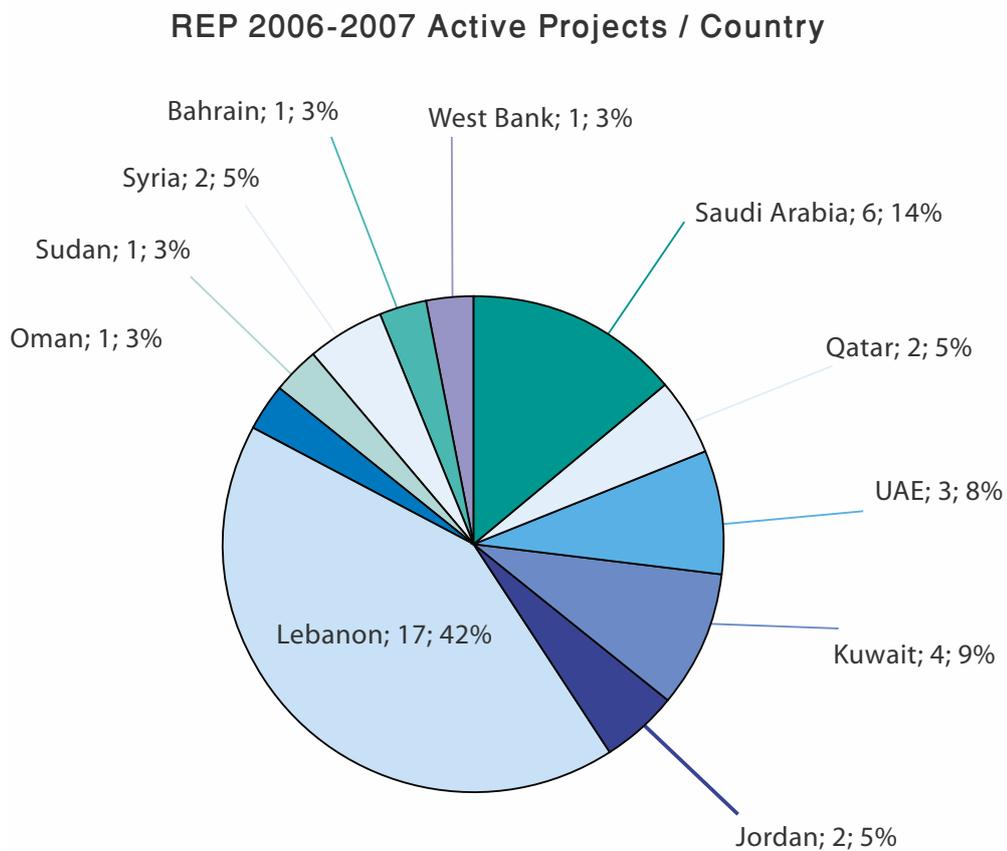


Figure 8

III.6 Faculty Involvement in REP Projects

Among the main objectives of REP work is to maximize the engagement of AUB faculty in REP consulting opportunities. This is part of the faculty inclusion initiative in REP’s strategic plan. In addition, these opportunities hone faculty’s practical skills outside the classroom and expose government and business leaders to the expertise of AUB faculty and staff. WIn 2006-2007 the number of AUB faculty members has risen since the past year, the percentage of faculty members involved in REP projects from all AUB has also increased by 4% (Figure 9).

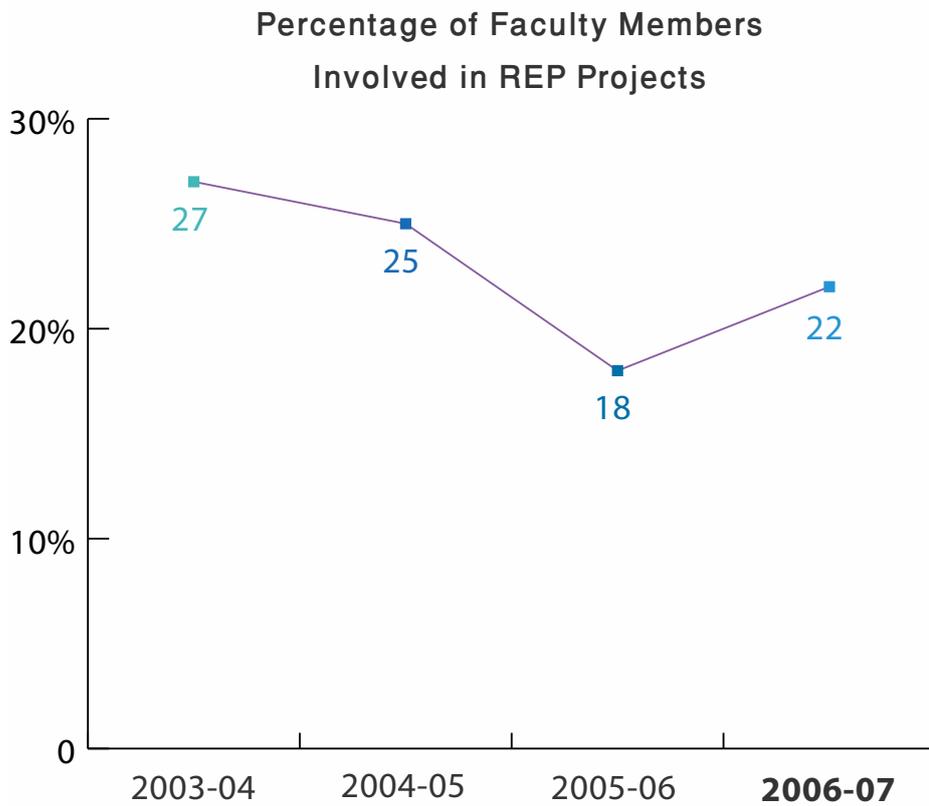


Figure 9

REP leadership is keen on involving a large percentage of AUB’s faculty in REP projects. Furthermore, cooperation between faculties is extremely important to provide clients with the most comprehensive services possible. As Figure 10 indicates, this fiscal year the percentage of multi-faculty REP projects is slightly more than that of the past five years and exceeded the set target for this KPI. In addition, the number and percentage of projects per Faculty is presented in Figure 11.

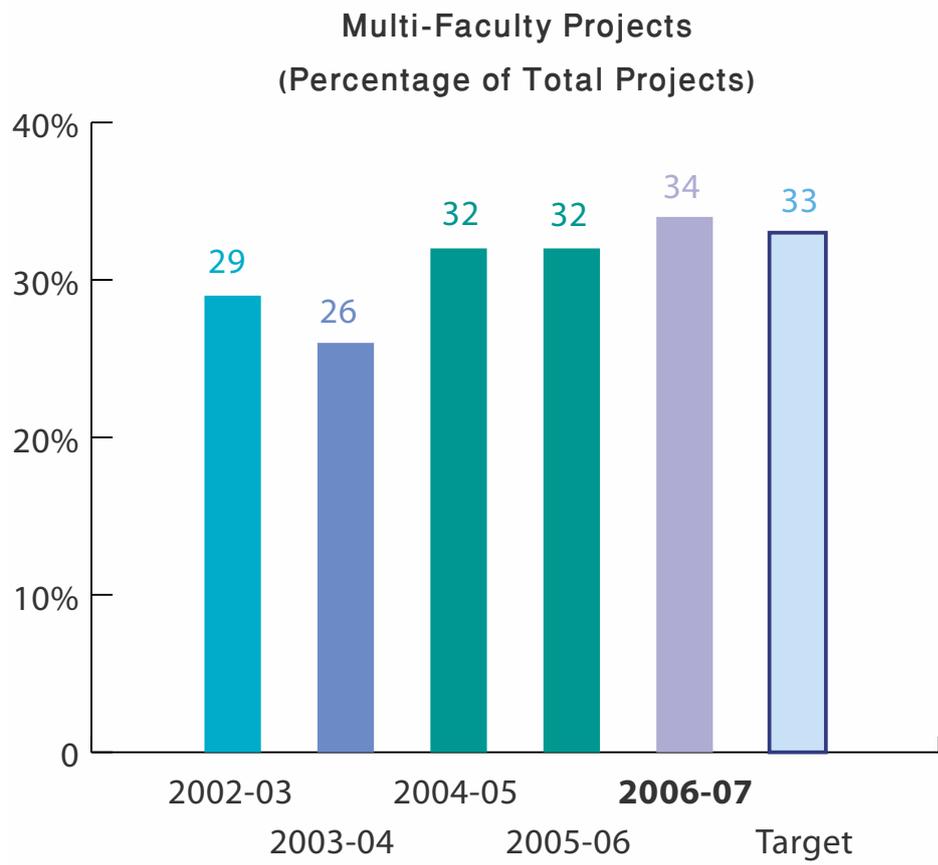


Figure 10

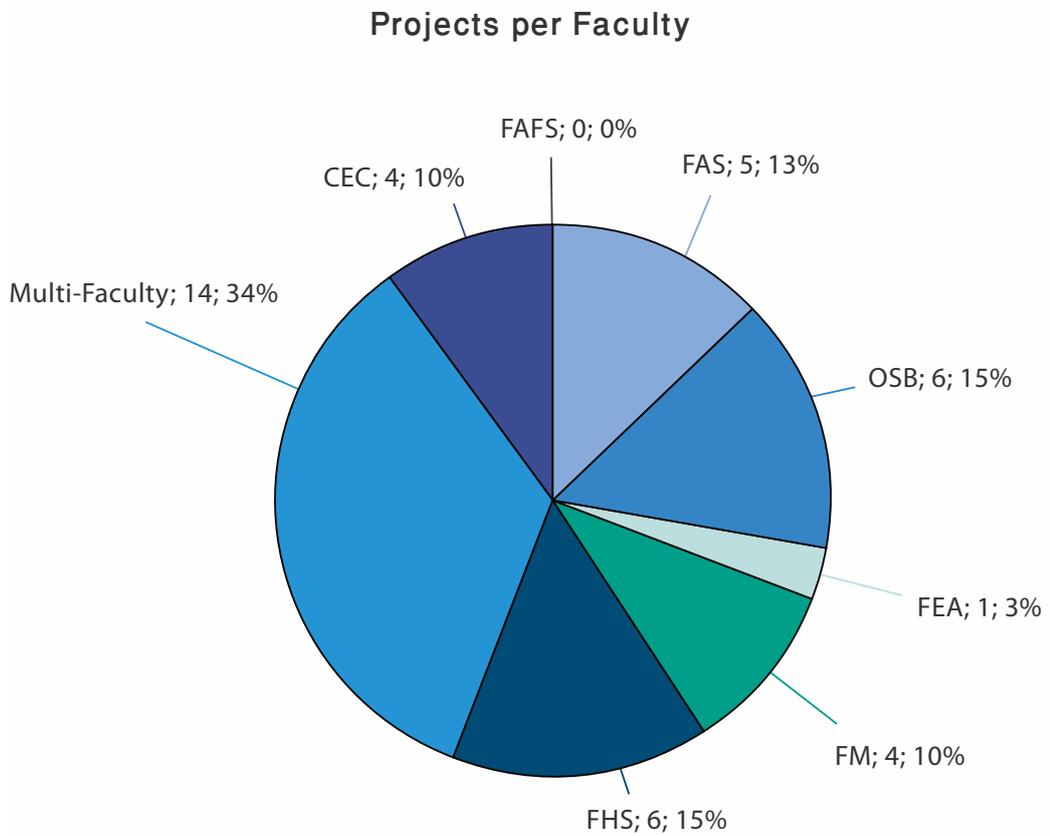


Figure 11

In the coming fiscal year, REP will embark on an aggressive marketing campaign within the AUB community to reacquaint seasoned AUB faculty and staff with REP work and introduce new faculty and staff to the opportunities of REP related consulting. In addition, this fiscal year REP implemented a new remuneration scheme that makes REP work more financially attractive to AUB faculty and staff. A detailed payment scale was created that rewards consultants based on their academic seniority at AUB. For the first time associate professors, senior lecturers, and lecturers were allocated separate categories according to their work.

III.7 Man-days Delivered and Billed

Mandays are the number of days that REP consultants work on the various REP projects during the year. During 2006-2007 fiscal year a total of 1,610 mandays were delivered by REP consultants as illustrated in Figure 12. This is 95 more (or 6% additional) mandays were delivered than a year ago. Additionally, this year represents 363 more mandays than the average since 2001-2002, an increase of 27% on average. The target set for this KPI was also surpassed by 10 mandays.

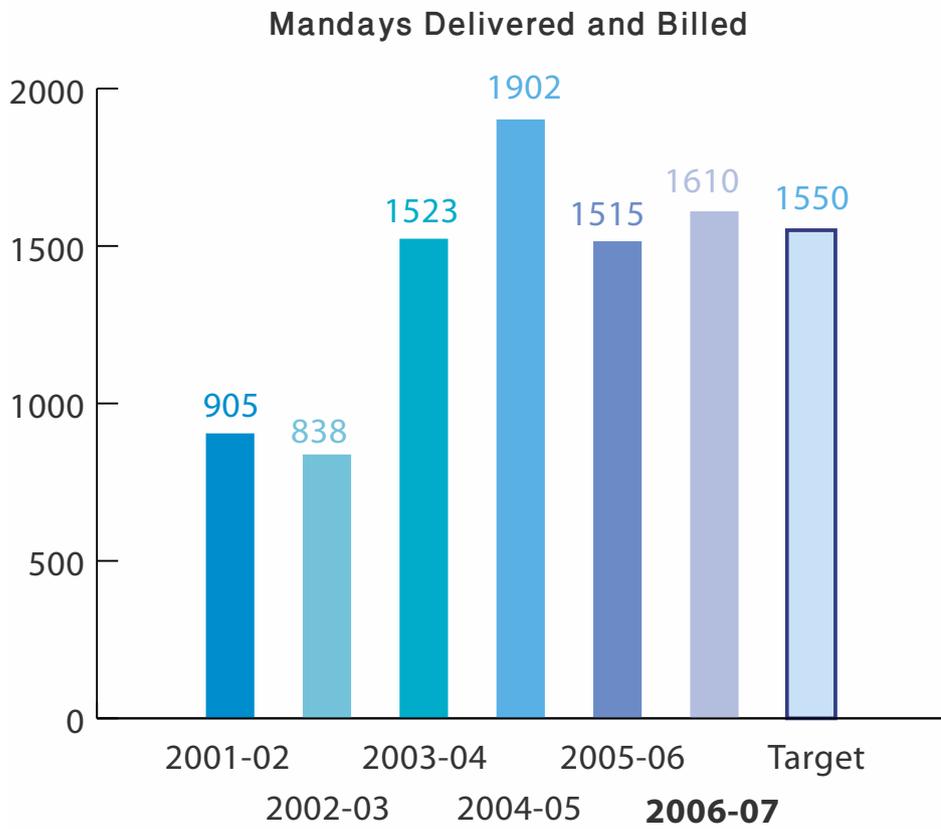


Figure 12

III.8 REP Client Profiles

As illustrated in Figure 13, REP has maintained a diverse client profile with projects distributed among public, private and mix (international organizations & NGOs). This year REP re-established AUB as a leading consultant in higher education with the largest number of projects in higher education in over a decade. REP is currently working with seven institutions of higher education throughout the region including Qatar University, Fahd Bin Sultan University, Ahfad University for Women, University College of Bahrain, University of Sharjah, Dhofar University and University City in Damascus.

In addition, this year marks a benchmark in the number of projects with international organizations and embassies. Some of these clients include: UNICEF, the United Nations Population Fund, UNESCO, and the Netherlands Embassy.

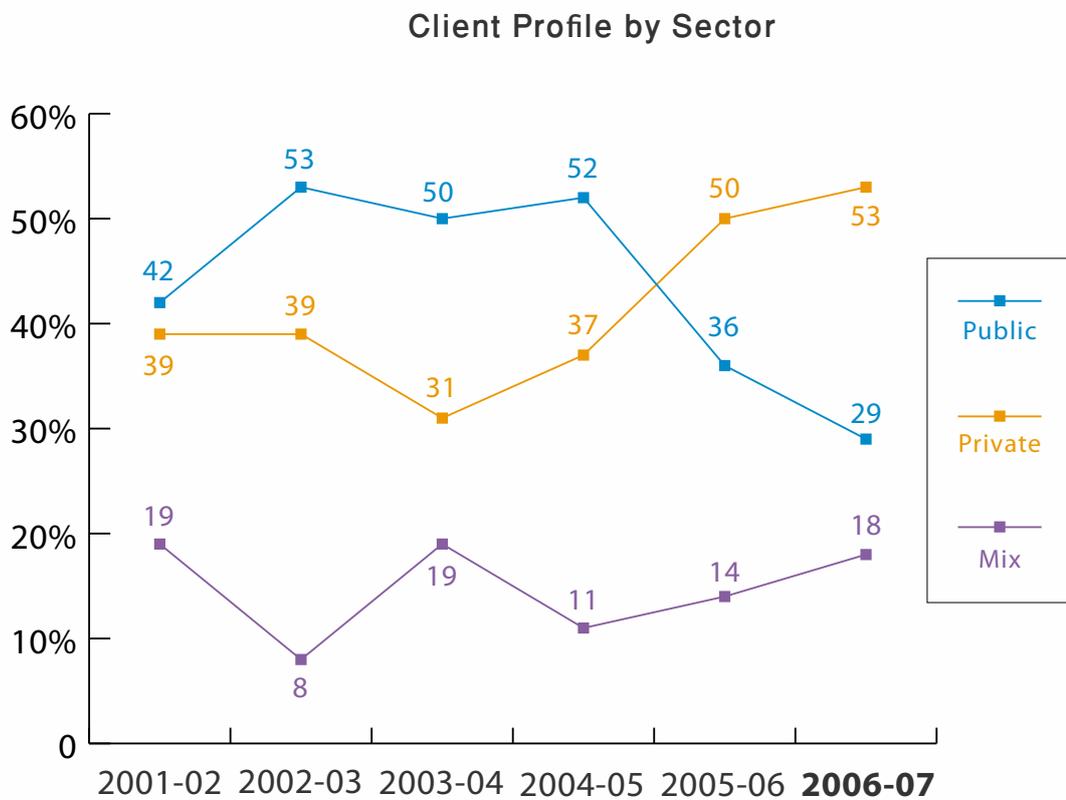


Figure 13

As part of the February 2006 Strategic Planning Document, REP’s strategic theme of providing up-market professional services was a main focus this year. There was a concentration on targeting up-market clients such as international organizations, private companies, and universities. Thus, the percentage of up market clients this fiscal year has risen 28% from the previous year as illustrated in Figure 14. The current up-market level of 68% is very healthy as it leaves room to diversify the client base with mid-market clients such as non-governmental organizations. While REP is proud to have increased the up-market client percentage in response to the Strategic Planning Document, it is envisioned that the focus now will be to maintain this current client mix as the target goal is within 70%.

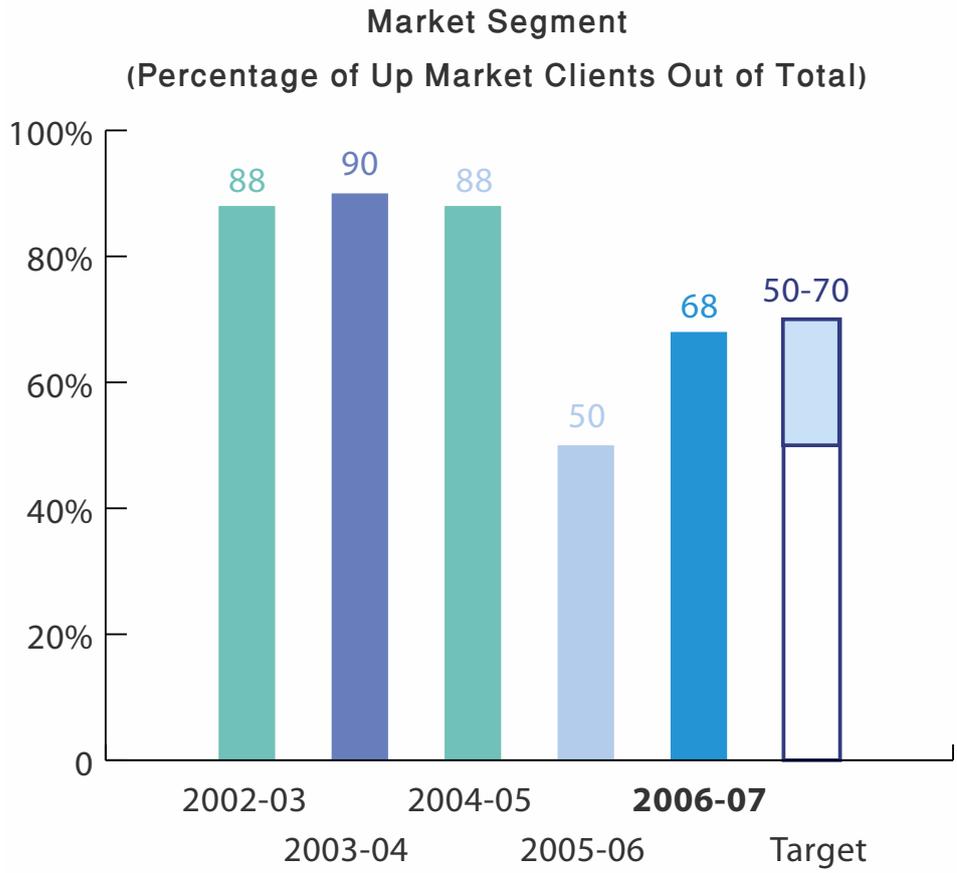


Figure 14

While taking pride in a diverse client profile, REP is also keen on maintaining long term relationships with clients through renewed contracts and agreements. As clients re-sign contracts with REP for continued service, or a new set of services, they demonstrate confidence in REP's ability to deliver high-quality consulting and technical assistance. This year REP was able to break the decrease in repeat clients that began in 2003-2004. As illustrated in Figure 15 the 16 repeat clients during the 2006-2007 fiscal year was four times that of the previous year and the largest in the past six years. It also surpassed the target of 14 set for this KPI.

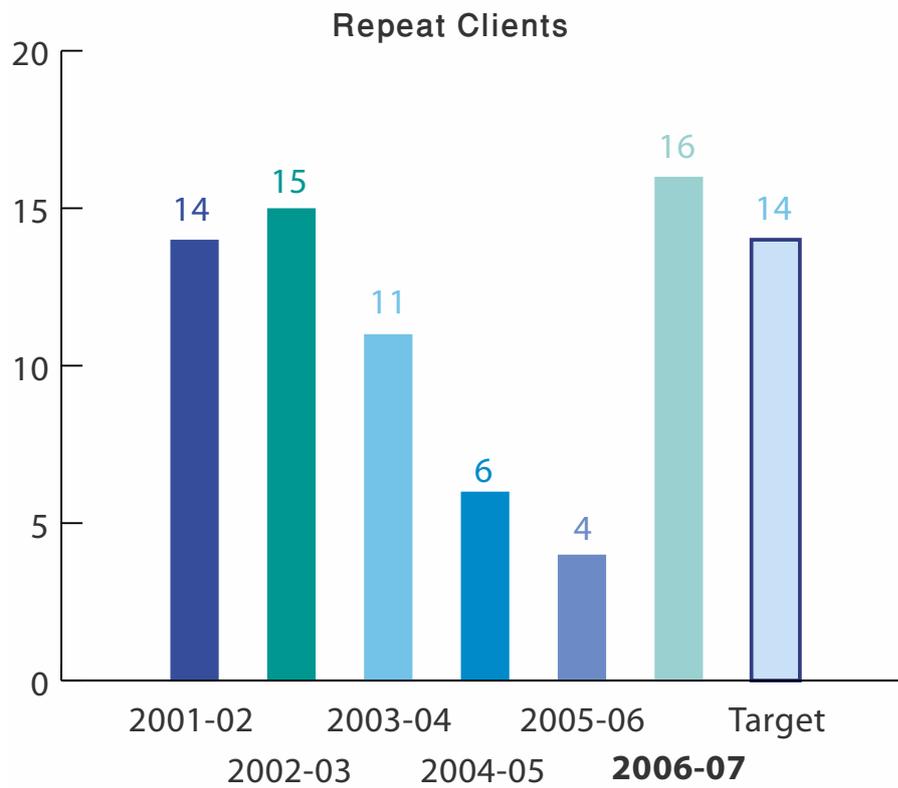


Figure 15

IV CEC Performance During the 2006-2007 Fiscal Year

IV.1 Introduction

The Continuing Education Center (CEC) at the American University of Beirut is a division of the Office of the Vice President for Regional External Programs. CEC extends the resources of the university into the community by providing high quality educational opportunities for people of all educational and professional levels. Inter-faculty and multidisciplinary in nature, CEC programs are designed to cater to the personal and professional growth needs of practitioners in a wide variety of areas including business, information technology, education, and languages. Harnessing the expertise of AUB's six Faculties, CEC offers professional certificates in business, information technology, education, as well as food technology & nutrition. CEC clients may also enroll in individual courses to continue their professional development without earning a certificate.

In addition to courses offered at AUB, CEC also provides tailored in-house workshops to corporate institutions in Lebanon and the region. These customized three to five day workshops cover the topics identified as critical by the clients's leadership. CEC workshops are based on the twin principles of delivering world-class expertise in a locally relevant context.

Mission

The mission of the Continuing Education Center (CEC) is to meet the lifelong learning and training needs of all learners in the local community and the region. Harnessing AUB resources in various fields of knowledge, CEC offers a variety of standard and customized certificate programs, non-credit courses, and workshops in Lebanon and the region. CEC aims to enhance professional and technical skills while addressing the needs for personal development and cultural enrichment.

Vision

The Continuing Education Center (CEC) aspires to become a center of excellence providing quality education and training in a variety of fields to a diverse population of learners in Lebanon and the Middle East and North Africa (MENA).

IV.2 2006-2007 Program Offerings

CEC programs include individual courses, primarily in business, information technology, and languages (Figure 20). Courses may be taken in a concentration area leading to a certificate (Figure 21). Currently certificates are offered in human resource management, accounting, marketing, information technology, and office management. Workshops can henceforth also be offered in corporate communications/public relations/media crisis management, as separate mini courses or as a component of ongoing marketing offerings.

Programs are constantly adjusted to meet the academic/professional needs and schedule limitations of the diverse client pool. To meet the needs of clients, CEC instruction is offered through regular, customized, tutorial, off-campus programs and e-learning environments. Delivery formats range in their duration, level of in-depth study and breadth of areas.

CEC Courses Offered for the Past 10 Years

Year	Business	Info.Technology	English	Languages	Others	Total
1996/97	19	7	14	3	2	45
1997/98	18	5	14	2	3	42
1998/99	15	5	15	6	1	42
1999/00	14	7	14	4	6	45
2000/01	15	6	14	6	5	46
2001/02	16	9	17	2	4	48
2002/03	20	6	17	4	3	50
2003/04	16	3	13	2	1	35
2004/05	18	1	15	3	0	37
2005/06	20	2	16	4	1	43
<i>Average</i>	<i>17</i>	<i>5</i>	<i>15</i>	<i>4</i>	<i>3</i>	<i>43</i>
2006/07	23	0	11	3	4	41

Figure 16

CEC Certificates

Year	Accounting	Marketing	Business	HR	IT	Office Management	Total
1996/97	x		x		x	x	4
1997/98	x		x		x	x	4
1998/99	x	x	x		x	x	5
1999/00	x	x	x		x	x	5
2000/01	x	x	x		x	x	5
2001/02	x	x	x		x	x	5
2002/03	x	x	x	x	x	x	6
2003/04	x	x	x	x	x	x	6
2004/05	x	x	x	x	x	x	6
2005/06	x	x	x	x	x	x	6
2006/07	x	x	x	x		x	5

Figure 17

IV.3 Student Enrollment

Demand for CEC courses has increased over the past four years while this fiscal year has seen the largest enrollment figures at CEC for the past decade with 601 students. This year there was more than a 20% increase in student enrollment from the previous academic year (Figure 18).

Student Enrollment in CEC

Year	Student Count	Instructor Count	Course Count
1987 - 1988	5250	194	83
1988 - 1989	4315	133	51
1989 - 1990	2926	153	108
1990 - 1991	2255	117	84
1991 - 1992	1926	101	73
1992 - 1993	1525	92	72
1993 - 1994	1146	76	59
1994 - 1995	521	40	34
1995 - 1996	639	60	45
1996 - 1997	529	48	43
1997 - 1998	472	48	42
1998 - 1999	510	43	41
1999 - 2000	517	48	45
2000 - 2001	490	50	47
2001 - 2002	529	50	46
2002 - 2003	567	47	48
2003 - 2004	404	33	35
2004 - 2005	453	41	40
2005 - 2006	476	40	41
2006 - 2007	601	40	41

Figure 18

IV.4 CEC Advances in 2006-2007

During the 2006–2007 RIAC meetings, there were several recommendations made to strengthen CEC operations. These recommendations include:

- Initially appoint a new Acting Director for CEC and at a later stage a Director.
- Launch a campaign for CEC programs initially within Lebanon.
- Improve course offerings.
- Extend services by exporting programs to the GCC region.

All these recommendations were pursued and/or implemented during the 2006-2007 fiscal year. Dr. George Farag, Assistant Vice President for REP, was designated as Acting Director of CEC in April 2007. His mandate was to dedicate the needed time and effort to revamp the CEC program. In the coming pages the initiatives that were taken this fiscal year to meet this objective and heed the recommendations of the Board of Trustees will be examined.

IV.4.a Quality Assurance Measures

In April 2007 CEC adopted a "CEC 10-Year Business Plan" to focus the work of CEC. The business plan was presented to the RIAC in May 2007. The business plan will guide all program development, facility expansion, marketing initiatives, and personnel recruitment. It also sets financial goals based on student registration and workshop consumption. Also stressed is the need for quality assurance measures for CEC programs. As illustrated in the REP Organizational Chart program coordinators (selected from AUB's full time faculty) have been included into the CEC structure. These coordinators will be responsible for quality assurance for CEC certificate and non-certificate programs, local workshops, and regional workshops.

The syllabi and requirements for all certificate and non-certificate courses were updated this year. This exercise contributed to adding CEC to the AUB Banner registration program. While in the past registration for CEC took place at the CEC office, the fall 2007 semester will mark the first time that CEC students will be registered on the Banner system. Being integrated into the Banner system will ensure accuracy in all CEC registration procedures and future data collection.

IV.4.b Broader Academic Scope

In 2006-2007 CEC established the foundation for new academic programs at the AUB campus and other satellite campuses in Lebanon designed to build CEC/REP as one of the premier brands in training within Lebanon and the region. Commencing in the 2007-2008 academic year, these programs will increase the volume of CEC/REP business with larger student enrollment and greater AUB faculty involvement in the future.

Human Resource Management Diploma

CEC, in cooperation with the Suliman S. Olayan School of Business (OSB), created the curriculum and program design for the first CEC diploma program in Human Resource Management (HRM). The new diploma program builds on the already established CEC certificate in HRM and was launched in the fall 2007 semester. Recently, the human resources field has increasingly gained much attention by corporate management as it is continually impacting organizational strategic goals. Ultimately, people are responsible for creating and sharing the knowledge that adds value to their organization's capabilities and are the human resources that influence companies' growth and profitability.

This diploma program provides a comprehensive overview of HRM roles and responsibilities in the workplace from a strategic perspective. It is targeted for people working in the human resources field to foster and develop their professional expertise and varied competencies. This diploma program involves an intensive education program using traditional classroom instruction, hands on case studies, and executive presentations.

AREC Satellite Center

To reach a broader constituency and diversify offerings, CEC worked to establish a satellite center at AUB's Agricultural Research Education Center (AREC), in the Beka' region. During the early stages, the satellite center will offer certificates and courses in English and information technology. This will allow CEC to reach a new target audience outside the greater Beirut area and to create greater visibility for AREC among the local population. This will also offer AUB agriculture students, who are completing their studies in AREC, greater access to farmers.

Agriculture Certificate

CEC in collaboration with the Faculty of Agriculture and Food Sciences, explored institutionalizing new workshops and a certificate program in agriculture. Courses/workshops will be given in Organic Agriculture, Urban Agriculture, Agro-tourism, and Management of Rural Development Projects. These courses/workshops would take place at AREC, the AUB campus, and/or organized abroad.

IV.4.c Expand Marketing Strategy

This year CEC/REP embarked on an expanded marketing strategy to pursue the branding initiative of building REP as one of the premier brands in training, consulting, and management services in the MENA region using a greater visibility campaign. The activities described in the following sections supported this strategic initiative.

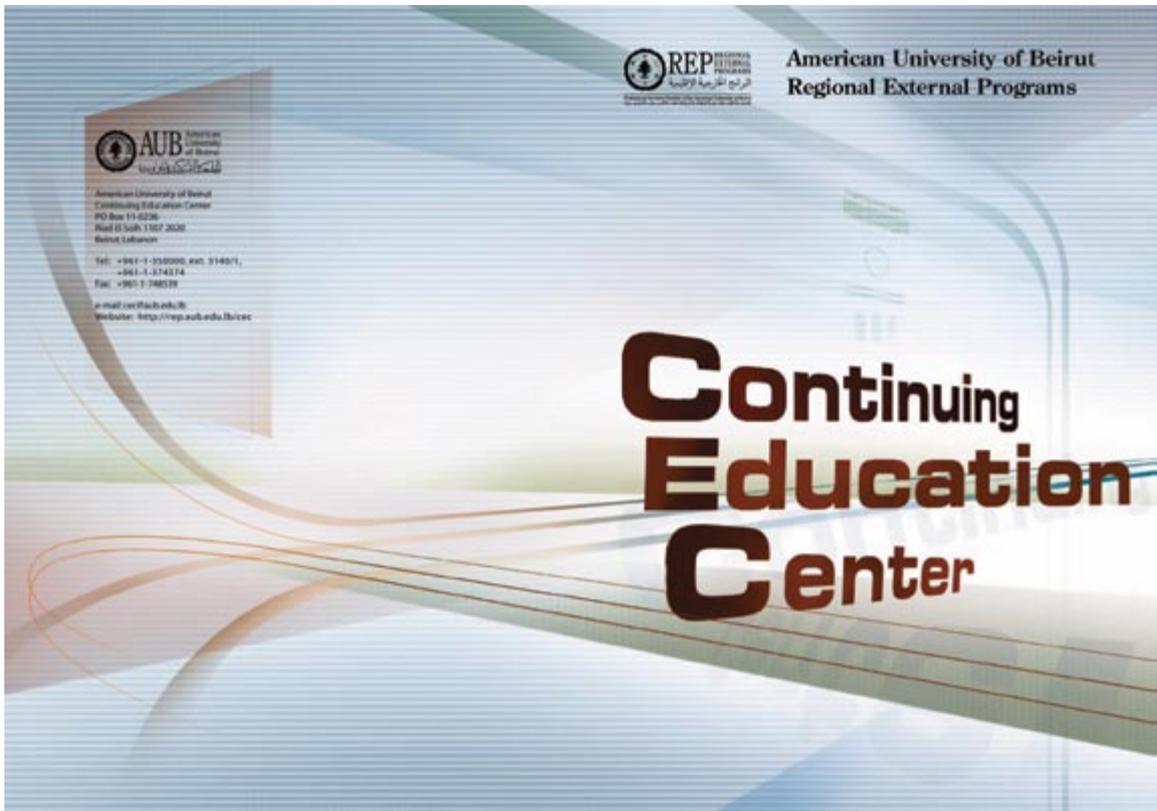
IV.4.c.1 CEC Website

A new, user-friendly CEC website was developed and launched with updated course and registration materials. This is the first time CEC has its own website. In the past CEC was afforded a page on the REP website.



IV.4.c.2 CEC Brochure

A brand new professional CEC brochure was developed that highlights CEC's academic programs, community involvement, and professional workshops. The new 40-page document portrays the latest CEC information with attractive photographs of AUB and CEC activities/students.



IV.4.c.3 AUB Catalogue

For the first time, a detailed listing of CEC's programs with certificate requisites, admission requirements, and course descriptions was created and submitted for inclusion in the 2007-2008 AUB Catalogue. This 25-page document will replace the one-page description of CEC traditionally included in the AUB Catalogue.

IV.4.d Target Corporate Clients

CEC is targeting corporate clients to meet a whole spectrum of needs for organizations within Lebanon. Ongoing market research by Drs. Hallab and Diab regarding potential clients that began in March 2007 identified the following organizations and institutions that expressed strong interest in CEC services:

- Bank Audi, Beirut, Lebanon
- Sukoni & Sukleen, Beirut, Lebanon
- First National Bank, Beirut, Lebanon
- Societe Generale de Banques au Liban, Beirut, Lebanon
- Banque du Liban et d'Outre Mer (BLOM), Beirut, Lebanon
- United Nations Agencies
- Industries in the Bekaa Region

CEC already has concrete requests for training. Societe Generale requested workshops in “Corporate Communications in Human Resources” and “Corporate Communications in Marketing.” These workshops would combine English language teaching with technical business terminology and practical application. The bank stressed that follow-up sessions are needed in order for participants to remain updated. Initially, eight workshops were requested. Bank Audi is interested in a “Creative Writing” workshop which may be given on a semi annual basis. Blom Bank also requested a “Creative Writing” workshop and a “Report Writing” workshop focusing on more efficient report writing. Both workshops would also be given semi annually.

IV.5 Triangulation Initiatives

This year REP has explored joint collaborative initiatives between AUB and other organizations to deliver CEC programs such as workshops and training to third parties. These “triangulation” efforts contribute to the leveraging initiative to multiply REP resources through co-branding initiatives. Such ventures will result in designing products that draw on areas of strength of both institutions and creating a joint brand name that is expected to provide stronger marketability for continuing education products in many areas within the Middle East and North Africa region. During the 2006-2007 fiscal year, the number of triangulation relationships doubled compared to the number since 2002-2003 (Figure 19). Additionally, REP was able to surpass the target set for this KPI. The new triangulation efforts included a partnership with the Forte Business Consult to deliver CEC workshops to corporate organizations in Kuwait. The next venture was with the Embassy of the Netherlands to deliver journalism training workshops to professional journalists from various countries in the Arab world. Looking ahead, more such partnerships will be forged with academic and business organizations such as the American University in Cairo and Professional Management Consultants in the United Arab Emirates.

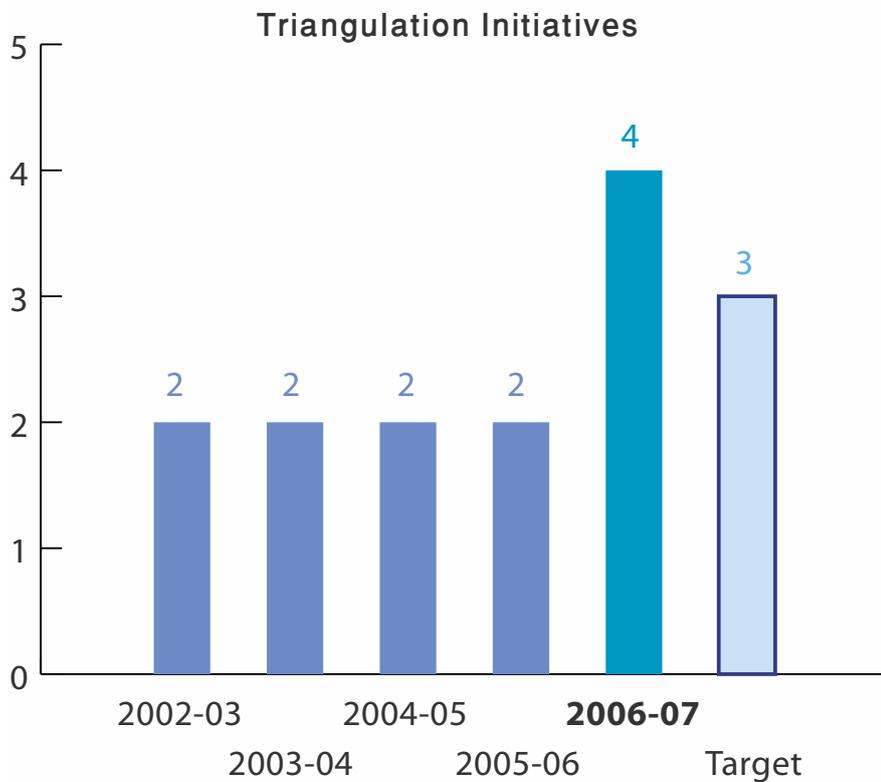


Figure 19

V Overall REP Performance

Based on the established KPIs, the overall performance of REP operations during the 2006/2007 fiscal year can be assimilated from the following kiviati chart comparing performance for the 2005-2006 fiscal year, established targets, and the 2006-2007 fiscal year:

REP Internal KPIs Kiviati Chart

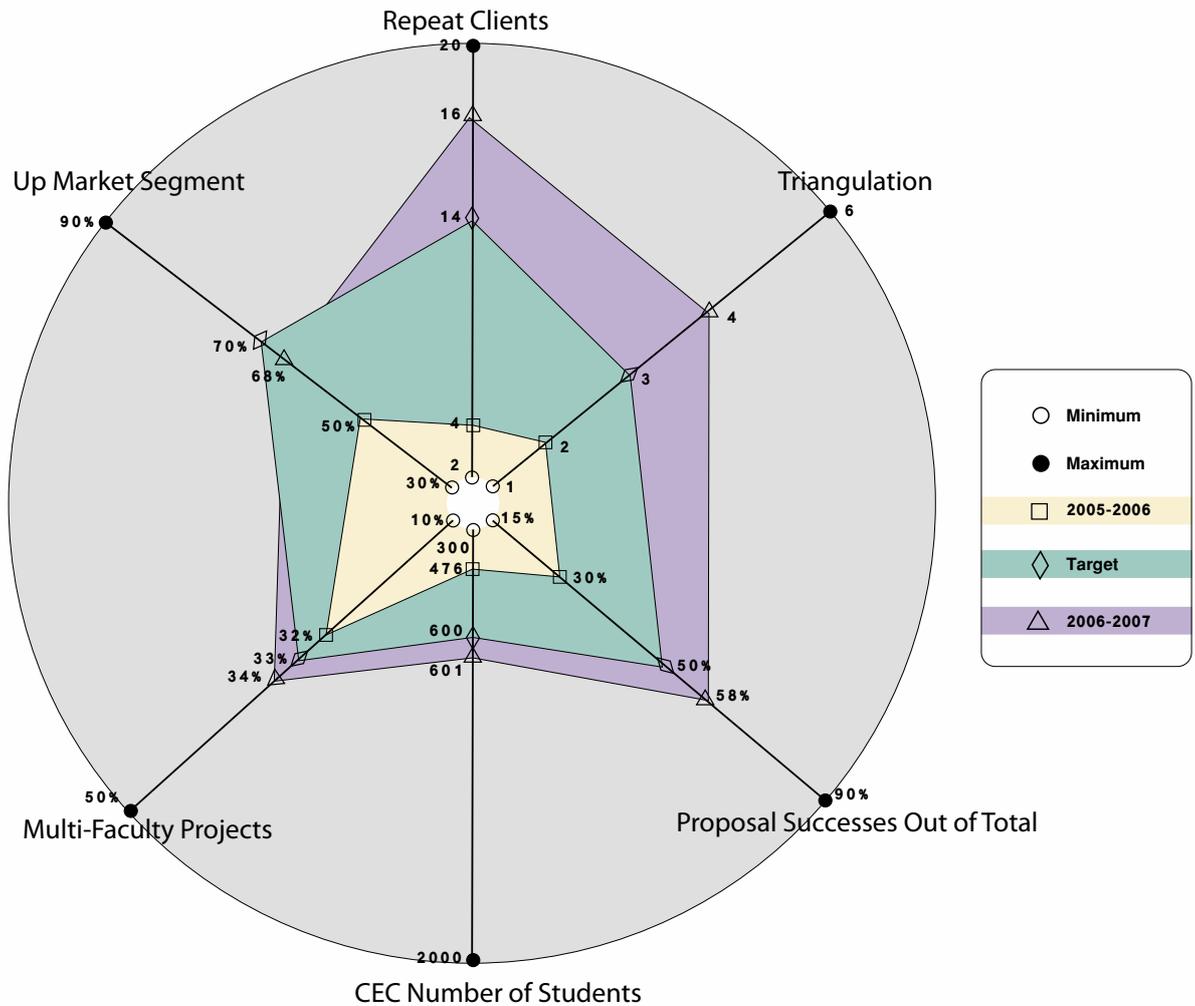


Figure 20

As can be seen from the kiviati chart above, the performance reflected by the area pertaining to the 2006-2007 results of the five internal KPIs shown indicate:

1. An improved overall 2006-2007 performance as a factor of these internal REP KPIs when compared with that of 2005-2006 (inner most areafill).
2. Exceeding the set target for the majority of these KPIs, while reaching the upper limit of Up Market Segment; the range is 50-70 percent (middle areafill).

VI Looking Ahead to 2007-2008

The success of the 2006-2007 fiscal year inspires the entire REP team to continue aiming higher and reaching further in 2007-2008. The following are only some of the goals planned for the coming fiscal year.

- Impact assessment: Strengthen and implement a complete impact assessment system that measures the contribution that REP projects have on all individuals and institutions involved. Impact assessment surveys will focus on the following:
 - Client satisfaction
 - Consultant's academic and professional growth as a result of participating in various projects
 - Local and regional impact of REP projects
- Lebanese Executive Forum: After a seven-year hiatus, REP will re-establish the Lebanese Executive Forum (LEF). LEF's objective is to forge a closer relationship between REP/CEC and the Lebanese business community. To do so, LEF will satisfy the needs of local businesses in various managerial skills through training and consultancy. In addition, LEF board members will serve as "Ambassadors" for REP and CEC in the community by providing added visibility for CEC programs, REP, and in turn AUB.
- REP policies and procedures: Developing clear and holistic parameters for REP work in the form of policies and procedures that are linked to the broader AUB policies is essential for the long-term success of REP. While REP policies and procedures were initiated some years ago and reviewed in 2006-2007 they should be finalized and implemented in 2007-2008.
- Geographic spread: Expand on the current geographic spread achieved with respect to number of countries and locations by penetrating North Africa for the first time.
- Triangulation: Initiate additional triangulation agreements with leading institutions such as the American University in Cairo.
- Space requirements: Address the long-term space requirements for REP and CEC in line with the needed space for current operations as well as those resulting from expansion pertaining to new programs and initiatives.
- Journalism Training Program: Create an infrastructure at AUB that is exclusive to JTP and at a standard befitting professional journalists
- Continuing Education Center: Develop additional certificate and diploma programs, re-activate Information Technology courses/certificates, and implement a quality assurance methodology to all CEC programs and workshops.

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