



# 2018 RESEARCH JOURNALS



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# MESSAGE FROM THE PRESIDENT



Dear Friends of LAU,

As it has been for so many years now, it is my pleasure to present to you my annual report describing the achievements of the Lebanese American University (LAU). The document you hold in your hands details the myriad accomplishments of our faculty, staff and students over academic year 2017–2018 (AY2017–2018), accomplishments all the more impressive given the challenging internal and regional circumstances in which our university carries out its mission. Over the past year, LAU continued its trajectory of moving boldly forward, layering success upon success with the unflagging support of our extended community.

Steady progress in the face of political and economic adversity would be impossible without careful strategic planning, complemented by a culture of perpetual self-assessment and improvement. We spent 2017 to 2018 rigorously implementing LAU's Third Strategic Plan (SPIII), which is meant to guide our internal and external development through 2022. The plan's pillars center on increasing intellectual capital, fostering pedagogical

innovation, and transforming our beloved institution into a university without borders.

Indeed, this has been a year of major achievements at LAU, as SPIII is already reinforcing the university's position as a local and regional leader in higher education, as well as its well-deserved international reputation. Progress on the first pillar of SPIII is obvious, as the university's research output has increased 60 percent compared to five years ago. Our faculty published hundreds of articles in refereed journals, dozens of peer-reviewed conference papers and numerous books by renowned academic publishers. As you will read in the pages that follow, a significant portion of this research output was supported by unprecedented levels of outside funding, often from prestigious grant-making institutions both in Lebanon and abroad.

On the second pillar – innovation – LAU is embracing artificial intelligence, robotics, machine learning, and all

the new technologies that will guide the world through the Fourth Industrial Revolution. Of course, pedagogical innovation is more than just new equipment, and as such we are vigorously promoting active learning in our classrooms, transforming the teacher-student relationship into a mentoring relationship. The atmosphere of innovation on our campuses will be further bolstered by new hubs for transformative invention and research, including the Fouad Makhzoumi Innovation Center and a new School of Economics and Public Policy, currently in the works.

And in terms of the third pillar, transforming LAU into a university without borders, we continue to enter into mutually beneficial partnerships with other educational institutions, both in Lebanon and abroad. For example, among other outreach initiatives this year we have signed agreements with Notre Dame University and USEK (Lebanon), and the New York Institute of Technology, opening up countless opportunities for research and educational exchange for our faculty and students.

As we move further and further into the new millennium, universities globally have recognized the need to eliminate intellectual silos and reduce the separation of disciplines, instead boosting collaboration and increasing interdisciplinary scholarship. Here too LAU is at the forefront of higher education trends in Lebanon, beginning with the Integrated Strategic Plan between the Gilbert and Rose-Marie Chagoury School of Medicine and the LAU Medical Center-Rizk Hospital, which envisions significant investment in infrastructure,

facilities, clinical practice and more in ways that benefit both institutions simultaneously. Separately, the medical center has begun fruitful collaboration with the School of Engineering, aimed at building solutions to pressing medical problems.

Finally, our success as a university depends in large part on our ability to draw the best and brightest students, an effort that requires offering substantial financial assistance to young people, particularly in these challenging economic times. In AY2017-2018, LAU dedicated over \$35 million in financial aid, reflecting our absolute commitment to providing an LAU education to all eligible students regardless of the ability to pay.

All of these success stories and more are reflected in the pages that follow. I offer them to you for your reading pleasure, and hope that you find them as inspiring as I do. There is, I firmly believe, no limit to LAU's future.

Gratefully Yours,

Joseph G. Jabbara  
President



# EXECUTIVE SUMMARY



From new ideas to new partnerships, and from new equipment to new members of the family, LAU's 2017-2018 academic year was marked by growth, innovation and transformation.

The university's leadership has touched the lives of so many, both on and off campus, and its efforts toward academic excellence, integrity, transparency and civic duty have paid off in so many ways. A few examples are:

- LAU faculty has increased its research output by more than 60 percent over the past five years. Faculty published around 400 articles in refereed journals over the past two years, 70 peer-reviewed conference papers, and six refereed books.
- Over the past year, LAU has only published research in tier 1 and tier 2 journals and other internationally recognized publications.
- Over 20 applications for research projects were granted to LAU by the National Council for Scientific Research, and one research project was granted by the Partnerships for Enhanced Engagement in Research, a competitive grants program administered by the US National Academies of Sciences, Engineering, and Medicine.
- The university signed nearly 30 memoranda of agreement over the past two years with employers eager to recruit graduates.
- A recent study indicated that 82 percent of our graduates found work within 12 months of commencement, while 37 percent found jobs before graduating.

- The increase in research activity, and the efforts with employers, built the foundations for the significant reputational and ranking status improvements for the university published at the end of the summer 2018.
- An internal study found LAU's contribution to the Lebanese economy exceeds 1.3 trillion Lebanese liras per year, equivalent to \$900 million.
- The Gilbert and Rose-Marie Chagoury School of Medicine and LAU Medical Center-Rizk Hospital launched the region's first Comprehensive Stroke Center.
- The LAU Louis Cardahi Foundation was inaugurated in Byblos.
- Three new graduate degree programs were designed and launched: an MS in Human Resources Management, an MS in Nutrition, and an MS in Pharmaceutical Development and Management.
- The university increased its support of deserving students in need of financial assistance, raising funds and reallocating budgets to assist 45 percent of students with financial support.
- The university is preparing to launch a number of inter-school degrees in line with LAU's emphasis on the importance of interprofessional education. The degrees will cover subjects such as Artificial Intelligence, machine learning, Middle East area studies. They will join the interprofessional degree in actuarial sciences already offered.
- LAU has been a staple in the Lebanese media, appearing on national news multiple times for coverage of events, agreements, innovations and more.



# SPECIAL FEATURE: EMBRACING THE FOURTH INDUSTRIAL REVOLUTION

LAU prioritizes preparing students for the real world they will face upon graduating from the university's hallowed halls. And as this "real world" evolves in ways unimaginable only 20 years ago, so too LAU strives to provide its young graduates with the tools necessary to thrive in this exciting and often challenging environment.

Signs of change are everywhere, whether in the form of climate disruption, political realignments, or the evolution of new economic models, among others. Accompanying all of this is the Fourth Industrial Revolution, a tectonic shift in work and life, consisting of a fusion of technologies that is erasing the boundaries between the physical, digital and biological spheres.

This period is not only about the deep transformations brought on by the emergence of the Internet and social networking. The Fourth Industrial Revolution rests on technological breakthroughs in a number of fields, including robotics, artificial intelligence, quantum computing, nanotechnology, biotechnology, and the Internet of Things. Self-driving vehicles, corporate delivery drones, and 3D printers that create objects as disparate as houses and human organs – all of these things are but a small taste of what is occurring all around us, transforming entire systems of production, management and governance.

Visitors to LAU will be struck by the wide variety of activities dedicated to preparing students for this exciting new reality. The Fourth Industrial Revolution is a silent partner guiding innovative degree programs, interdisciplinary curricula, state-of-the-art classroom and laboratory equipment, and cutting-edge faculty research across LAU's seven schools.

For example, the explosion of available biological information has created the need for researchers who can analyze massive amounts of data that can be usefully applied in the pharmaceutical and medical industries. LAU's competitive BS in Bioinformatics meets this challenge, providing students with a solid foundation in both the biological and computer sciences and preparing them for careers in a field that is already transforming human understanding of diseases and treatments.

For its part, the School of Engineering regularly hosts AI and robotics-related events, bringing the latest developments in these fields to the community. The school also integrates these new technologies in the classroom across its degree programs, as the other schools increasingly do too.

Indeed, the Gilbert and Rose-Marie Chagoury School of Medicine has now taken a strong leading role in bringing the latest technologies to Lebanon's medical scene. For instance, the newly inaugurated Comprehensive Stroke Center, located at LAU Medical Center-Rizk Hospital, is home to a high-tech simulator that trains physicians in the treatment of intracranial aneurysms by using 3D technology – the machine is the first of its kind anywhere in the Middle East, Europe or Africa.

And LAU faculty is at the forefront of producing applied research, using new technologies to come up with answers to a wide variety of questions with applications to daily life, such as cleaning up pollution or understanding the way the body reacts to new medical techniques.

Importantly for students, the Fourth Industrial Revolution does not mean only robotics and advanced computing – human connection is still the cornerstone of work, and that is why LAU integrates soft skills into its curricula. LAU's health sciences schools teach students about ethics, impactful communication and patient care alongside traditional clinical learning. The Fourth Industrial Revolution is also about connections, and the schools of Architecture and Design, Arts and Sciences, and Business regularly host industry experts in their fields, giving students a chance to learn from trend-setters and those searching for bright young minds to build up their workforce.

For all the concerns that the Fourth Industrial Revolution brings with it unprecedented challenges and dangers to human security and liberty, the potential and already-existing benefits to society drive LAU's vigorous efforts to ensure that students are able to meet this Brave New World head on.



# THE SEVEN SCHOOLS

## A Adnan Kassar School of Business

One of the oldest autonomous American business schools in the Middle East, LAU's Adnan Kassar School of Business (AKSOB) offers graduate and undergraduate Business and Economics programs, bolstered by its faculty's outstanding teaching, scholarly activities and professional service. Graduates from this student-centered environment enter the workforce thoroughly prepared for their futures, with a commitment toward civic engagement and the economic development of both Lebanon and the region.

### 1 ACADEMICS

AKSOB prepared to launch its new Master of Science in Human Resources Management in the fall of 2018, and early enrollment exceeded expectations. Future graduate degrees are in the works, as are interdisciplinary master's programs in collaboration with the School of Engineering

and the Gilbert and Rose-Marie Chagoury School of Medicine.

In AY2017-2018, AKSOB retained its accreditation following a review by the Association to Advance Collegiate Schools of Business (AACSB).

In line with LAU's commitment to continual self-assessment and improvement, the BS in Hospitality and Tourism Management was externally reviewed this past year and was recommended for accreditation by the Accreditation Commission for Programs in Hospitality Administration.

Through partnerships with internationally renowned business schools, AKSOB provides its students with the opportunity to engage in study abroad at the highest possible level. Partner institutions include IESEG School of Management, NEOMA Business School, Rennes Institute and SKEMA in France, and the University of Dayton Law School in the US. AKSOB students may also attend any of ESSCA's global campuses in Angers, Paris, Budapest or Shanghai. Currently, AKSOB is formalizing a partnership with the American University of Paris, and

pursuing relationships with several business schools in Latin America.

Recognizing that non-academic staff play an essential role in furthering LAU's educational mission, AKSOB provided its support team with opportunities to professionally develop their skills abroad through Erasmus Exchange and the Accounting Standards Board, as well as sending staff to participate as speakers at international conferences.



*Through an arrangement with Harvard Business School, AKSOB became one of the first in Lebanon and the region to introduce the graduate course Microeconomics of Competitiveness: Firms, Clusters, and Economic Development (MOC). Taught at the EMBA level in April 2018, MOC launched in September as a one-semester MBA course.*



In July 2018, LAU and Notre Dame University (NDU) signed a Memorandum of Understanding to pave the way for joint academic, training and research endeavors between AKSOB and NDU's Faculty of Business Administration and Economics.

## 2 TRANSFORMATIVE RESEARCH

Over the past academic year, AKSOB faculty produced world-class research, bolstered by both internal and external funding (including funding from the National Council for Scientific Research, or CNRS) and publishing

the results of their work in top-tiered journals. Cutting-edge faculty research at AKSOB ranges over a wide variety of topics, from brand addiction to China's new social-credit system, among others.

*In recognition of AKSOB's position as a regional leader in innovative research, UK Lebanon Tech Hub – a joint initiative between Lebanon's Central Bank and the British government – commissioned the school to research and produce this year's edition of the Global Entrepreneurship Monitor national report for Lebanon.*



The Emerald Group, a global leader in academic publishing, presented two AKSOB faculty members with its Emerald Literati Award for outstanding contributions to scholarly research, in the summer of 2018.

The business school continued its tradition of serving as a public forum for intellectual debate and knowledge exchange on the latest research trends in the field, both within the MENA region and beyond. Over the past academic year, AKSOB hosted a number of high-profile

events, inviting top industry executives to impart their expertise to both LAU and the broader community. Among other events, the school sponsored the Leaders in Business Summit lecture series, a panel discussion on Generational Transformational Technology.

In June 2018, AKSOB inaugurated the Nabil Bustros and Family Distinguished Lectureship Series by hosting Stephen Gillett, CEO and co-founder of Alphabet's (Google's Parent Company) Chronicle, at a packed lecture that drew scores of students, faculty, LAU administrators and business leaders.

AKSOB's four institutes – the Institute of Family and Entrepreneurial Business, the Institute of Hospitality and Tourism Management Studies, the Institute for Banking and Finance, and the Institute for Human Resources – continue to engage the business community and academia in applied research and entrepreneurship projects.

Notably, The Institute of Family and Entrepreneurial Business organized the conference From Family Businesses to Politics: An Existential Struggle on March 22 on Byblos campus. Held under the patronage of Minister of Economy and Trade HE Raed Khoury, the conference featured prominent speakers and experts on topics related to family businesses.

### 3 CELEBRATING STUDENTS

At AKSOB, rigorous undergraduate and graduate curricula are aimed, first and foremost, at preparing students to succeed. A number of the school's student-centered activities build on classroom learning to foster professional and other skillsets.

Putting these skills to the test, numerous AKSOB students took part in contests and received prestigious monetary and non-monetary rewards, having participated in the Inter-University Forex Trading Competition, the Blominvest Virtual Stock Exchange Competition, the Capsim Challenge, the KunHadi Competition, the L'Oréal European Competition, and the Nestlé Lion Bar Challenge.

AKSOB student clubs continued to be very active in AY2017-2018. For example, the Economy Club organized a lecture on bitcoins, while the Finance Club hosted Dr. Raed Charafeddine, first vice-governor at Lebanon's Central Bank.

*Hospitality management student Lina Abadi won first prize in an inter-university student competition by L'Académie Libanaise de la Gastronomie, earning an internship at a restaurant owned by Alain Ducasse in France.*



In October 2017, LAU initiated a new chapter of Beta Gamma Sigma (BGS), the premier international honor society recognizing business excellence and the most prestigious such society that an AACSB-accredited school may have. Twenty-eight LAU students and recent graduates were awarded a lifetime membership to BGS, 21 of them women. In July, the BGS chapter qualified for recognition as a Highest Honors Chapter, the top level of recognition a chapter can earn as part of the Chapter Honor Roll Program.

Business undergraduate student Wissam Sinno applied knowledge learned in the classroom to successfully submit a business plan to an international company, which granted him the right to represent Lapa, a brand that allows users to find their keys by linking them to their phones.



*Students in the EMBA Selected Topics in Hospitality and Tourism course were among the first non-MEA affiliates to visit Middle East Airlines' new Aviation Academy in Beirut, in spring 2018.*

## B Health Sciences Schools | Alice Ramez Chagoury School of Nursing

The Alice Ramez Chagoury School of Nursing (ARCSON) is nationally recognized for its dynamic contributions to improving the health of people in Lebanon and the MENA region, which it does through educating highly qualified nursing professionals while contributing to advances in healthcare via innovative research, scholarship and service. The school's curriculum rests on a liberal arts foundation and combines nursing science with knowledge from the biomedical and social sciences, delivered in a state-of-the-art technological environment. ARCSON is committed to evidence-based, interprofessional education and to preparing its graduates to be empathetic, competent and ethical clinicians who will assume leadership roles in their field, both in Lebanon and beyond.

### 1 ACADEMICS

ARCSON partners with numerous hospitals and clinics across Lebanon, providing students with maximum opportunities to receive clinical training prior to graduation. Going above and beyond, both LAU Medical

Center-Rizk Hospital and Clemenceau Medical Center offer ARCSON students scholarships permitting them to complete their studies with minimal financial outlay.



*In June 2018, ARCSON graduated its latest cohort of students, all of them ready to enter the workforce as professional nurses, of whom ten received awards, including the President's Circle Award, the Dean's Research Award and the Dean's Inspirational Award for achievements during their studies, excellence in academics, spirit of practice and volunteerism.*

In June 2018, ARCSON's assistant dean, who has dedicated her career to palliative care and cancer research and awareness, was elected to the presidency of the Lebanese Order of Nurses. This illustrious honor comes on the heels of her recent selection as a fellow at the American Academy of Nursing, the only representative of Lebanon among 173 leaders of the nursing profession so honored in 2017.

## 2 RAISING HEALTH AWARENESS

Throughout AY2017-2018, ARCSON faculty and students worked tirelessly to improve the health status of the local, regional and global communities, whether

through groundbreaking research or awareness-raising initiatives on the ground.

This past academic year, ARCSON welcomed, for the second time, an international conference on Interprofessional Education (IPE), in collaboration with the university's other health sciences schools and the Nutrition and Social Work programs. The School of Nursing plays an integral part in LAU's mission to be a regional pioneer in incorporating IPE and collaborative practice in its curriculum.

Faculty at ARCSON often pursue multiple investigative directions in their research. For example, in the fall of 2017, one faculty member received funding from the World Health Organization for a pilot study meant to improve quality of life and promote mental health among Syrian refugees in Lebanon. By the summer of 2018, she had actively participated in another project, this one on the relationship between disordered eating, stress and social media among Lebanon's youth.

Among many other examples, nursing faculty led community events to raise awareness of personal health, blood drives, CPR initiatives, workshops on topics ranging from depression to suicide-risk assessment, and programs meant to create personal empowerment for adolescents. For their part, ARCSON

students organized a health fair in Byblos on topics related to diabetes, hypertension, breast cancer and healthy lifestyles, as well as organizing a Mental Health Fair in Aley. ARCSON also participated in a tobacco cessation program held in April in Bourj Hammoud, hosted by the Armenian Relief Society.



*The Nursing Club, in collaboration with the School of Pharmacy and the Nutrition Program, held DIABESITY Day, which aimed to raise awareness about the disease and factors that contribute to it.*



*ARCSON and the Nutrition Program jointly hosted Love Your Imperfections, an event on Byblos campus highlighting the dangers of eating disorders among young people and emphasizing the benefits of body positivity. The event was held in collaboration with the Nutrition, Nursing, and Psychiatry clubs and the Middle East Eating Disorders Association.*

### 3 STUDENTS IN THE SPOTLIGHT

One hallmark of ARCSON is the high quality of its students, demonstrated in achievements both before and after graduation. Over the course of AY2017-2018, recent graduates could be found working as RNs in the United States after successfully passing the competitive NCLEX examination. Other alumni are pursuing graduate education both in Lebanon and the United States, with two students recently accepted into PhD programs at the University of Massachusetts, Boston, with full scholarships and full assistantships.



*Farah Bou Said received this year's Rhoda Orme award on the Byblos campus, an honor presented to one female student on each campus who shows dedication and service to others.*

ARCSON'S student-run Nursing Club is one of the most active within LAU. This year was no exception: In addition to beating expectations and raising more than 150 kilograms of food for needy families through Bonheur du Ciel, the club was recognized as LAU's Most Awareness-Oriented Club at a recognition ceremony for clubs held on Byblos campus.

## B Health Sciences Schools | Gilbert and Rose-Marie Chagoury School of Medicine

### 1 STRATEGICALLY PLANNED SUCCESS

Founded on the principle of creating a "new physician" who is both a scholar and a healer, the Gilbert and Rose-Marie Chagoury School of Medicine at LAU is committed to providing its students with a high-quality American medical education and a deep sense of social responsibility. Since 2014, the school has occupied the Chagoury Health Sciences Center on LAU's Byblos campus, a visionary and light-filled space that embodies the spirit of dynamic, interdisciplinary, and student-centered education at LAU.

The School of Medicine's is the first program in the country to integrate clinical and basic sciences as early as the Med-I year, the first to successfully introduce

problem-based learning as well as clinical simulation as integral parts of teaching and assessment, and also the first to adopt a robust workplace-based assessment for its staff.

Buoyed by the systematic implementation of the Gilbert and Rose-Marie Chagoury School of Medicine and LAU Medical Center-Rizk Hospital's Integrated Strategic Plan – adopted last year – the school has spent AY2017-2018 making significant progress on all fronts, including teaching and clinical faculty hiring, IT expansion, physical renovation, bed capacity and financial performance.

### 2 EXPANDING HORIZONS

On June 2, the School of Medicine hosted a hooding ceremony for the graduating class of 2018, followed by the graduation of its residents on the Byblos campus. A few weeks later, 53 students transitioned from pre-clinical to clinical learning, marked by a

ceremony during which they donned the white coats traditionally associated with the medical profession. Up to 80 percent of senior medical students and graduates who applied for residency programs in the US were accepted.

*In January 2018, doctors Petur Nielsen and Robert Hasserjian delivered a series of lectures on pathology to SOM students as well as to pathology and orthopedic surgery residents at LAU Medical Center-Rizk Hospital. They brought with them expertise stemming from a combined 40 years of experience at Harvard University and Massachusetts General Hospital in Boston.*



A world-renowned geneticist and SOM faculty member collaborated with an international team of researchers which led to groundbreaking studies revealing that one out of 17 men in the Mediterranean carries Phoenician genes, and that modern Lebanese DNA contains a mixture of lineages from Phoenician settlements across the region. In a paper published in the scientific journal *PLoS ONE*, the faculty member and his coauthor demonstrate that the women who lived in Phoenician settlements along the coast were from diverse ethnic backgrounds, proving that Phoenician society was even more mobile than previously thought.



### 3 ACCREDITATION – A GUARANTEE OF STELLAR QUALITY

The School of Medicine is vigorously pursuing accreditation through the Turkish Medical Education Programs Evaluation and Accreditation Association (TEPDAD). The process is expected to be completed by October 2019. The SOM is also working together with the other six medical schools in Lebanon to create a national Lebanese Accreditation Agency.

In June 2018, LAU Medical Center-RH obtained ISO 9001:2015 Certification, which means it consistently meets requirements for its quality management system and provides products and services that meet a number of regulatory prerequisites. Also this year, the medical center was chosen as one of four hospitals worldwide to test a pilot program by the Joint Commission International, a US-based organization that accredits more than 21,000 American healthcare organizations and programs in America and abroad.

### 4 PROGRAM DEVELOPMENT AND CURRICULAR INNOVATION

In line with international trends in medical education, LAU's SOM strongly emphasizes the role of the humanities in shaping the education of future doctors. Recently, two full-time faculty members earned diplomas in bioethics, which they have integrated into their teaching plans. The school has also been joined by an expert to teach behavioral sciences throughout the four-year curriculum.

The School of Medicine relies on international exams for the assessment of its students, including the National Board of Medical Examinations (NBME) Multiple Choice Questions as well as the International Foundations of Medicine exams

73 percent of Med IV students attended international electives, most of them in the United States.

The SOM believes that high-quality teaching requires an investment in Continuing Medical Education (CME) for faculty members so that they may be kept abreast of all relevant developments in their fields. To that end,

the school has made CME mandatory for the renewal of faculty clinical privileges. SOM provides faculty with numerous CME opportunities, among them workshops and regular lectures by invited speakers.

### 5 PARTNERSHIPS FOR BETTER HEALTH

Through collaboration with similar institutions in Lebanon, the region and beyond, the School of Medicine at LAU is able to provide its students with access to ever-wider learning opportunities, with the goal of ensuring quality on-the-job training prior to graduation. Affiliations include working relationships with Clemenceau Medical Center, Mount Lebanon Hospital, the Rafik Hariri University Hospital and the Military Hospital in Beirut. Meanwhile, at Sacre Coeur Hospital in Hazmieh the pathology service is staffed by LAU physicians and residents, while LAU School of Medicine residents and students rotate in the Ear, Nose and Throat (ENT) Department at Sacre Coeur. LAU's SOM residents started rotations at Notre Dame Maritime Hospital in

June 2018 in the ER and orthopedics services. The plan is to expand this affiliation to include general surgery and internal medicine residents.

LAU SOM participates in the Association of American Medical College's Visiting Student Learning Opportunities program, sending and receiving students for elective rotations, facilitating the interaction among students in an enriching environment, fostering the exchange of ideas and experiences.



*In February 2018, ophthalmologists from the Gilbert and Rose-Marie Chagoury School of Medicine screened residents in rural Lebanese settings, increasing awareness on eye-health in the community.*

## 6 FOCUS ON RESEARCH

In line with LAU's mission to make its mark as one of the best research-oriented universities in the region, the SOM undertook a number of major research initiatives this past year. Among them are some highlights:

- Four post-doctoral research fellows joined LAU Medical Center-Rizk Hospital and are currently working on several multidisciplinary research projects.
- The medical center has allocated space for a Clinical Research Unit, which is expected to become fully functional by the end of 2018.
- LAU Medical Center-Rizk Hospital was chosen as one of six centers in the MENA region to run a phase-III study on the effectiveness of a migraine medication.
- SOM constituted a new school-wide Research Committee, which meets on a monthly basis.
- Four SOM faculty projects were awarded grants this year by LAU and the National Council for Scientific Research (CNRS).

The LAU Clinical Simulation Center received a grant from the CNRS to study anesthesia for women in labor, adding yet another research project to the numerous efforts underway at the center, which have resulted this past year in a book chapter and 13 presentations at national, regional and international simulation conferences.



*Med students practice on a lifelike medical mannequin.*

## 7 INTERNATIONAL KNOWLEDGE SHARING

Throughout AY2017–2018, the SOM continued to solidify its reputation as a hub for high-profile conferences and similar events bringing together internationally renowned experts within the medical

field to share their knowledge and news of groundbreaking discoveries with colleagues and students from across Lebanon.



*In February 2018, SOM hosted the first-of-its-kind Head and Neck Symposium, at the Bristol Hotel in Beirut. The event brought together medical professionals and students in head and neck oncology from both Lebanon and the United States, and focused on the importance of collaboration in treating head and neck cancers.*

This past March, the Clinical Simulation Center hosted a two-day training course on the management of neonatal and pediatric emergencies. The course, the first of its kind in Lebanon, was attended by neonatologists, pediatricians, nurses and medical residents from around the country.

Since the early 2010s, LAU has been a regional pioneer in incorporating interprofessional education (IPE) and collaborative practice into the curriculum of its health sciences schools. This year, for the second year in a row, LAU hosted a conference on interprofessional education, this time on interprofessional collaboration in acute and chronic care. The two-day conference featured plenary sessions led by a group of internationally renowned speakers who have been responsible for advancing IPE globally, followed by a series of interactive simulation workshops at the Clinical Simulation Center, at which participants were able to put into practice what they had learned at the plenary sessions.



*Under the umbrella of the School of Medicine, LAU brought together healthcare professionals to a workshop on Research in Simulation-Based Education, hosted at the CSC on the Byblos Campus. The June workshop formed part of a CSC project to create a "simulation community of practice."*



*In July 2018, the SOM hosted Neurovascular Week coinciding with the launching of the Comprehensive Stroke Center. The program included a course on functional neurovascular anatomy by the World Federation of Interventional and Therapeutic Neuroradiology, and SOM's inaugural International Symposium of Neurovascular Disease.*

## 8 WHERE IT ALL HAPPENS: LAU MEDICAL CENTER-RIZK HOSPITAL

At the university's own Medical Center-Rizk Hospital, SOM students – as well as their peers from the School of Pharmacy and School of Nursing – are able to undergo rigorous training in a clinical environment under the supervision of faculty physicians. Throughout AY2017-2018, ongoing improvements to the hospital across a variety of vital areas have permitted LAU Medical Center-RH to better serve the academic requirements of the university while providing patients with ever higher standards of care.

Delivering world-class medical treatment alongside a stellar health sciences education requires investment in state-of-the-art medical technology and continuously upgrading the overall hospital environment. Over the past year, LAU Medical Center-RH has worked

on the renovation of the Department of Otolaryngology, the acquisition of new equipment for the Cardiology Department, the expansion of bed capacity in the Neuro-Intensive Care and Coronary units, and the introduction of a new IT system across the entire hospital, among other major facilities initiatives.

In addition to physical improvements, LAU Medical Center-RH successfully recruited vital senior staff to ensure the most efficient, safe, and well-run hospital environment. And in line with the university's commitment to go green, the medical center reduced energy consumption and utility bills through solar energy, while also cooperating with an NGO that specializes in recycling to decrease waste.

This past year, LAU Medical Center-RH welcomed the addition of a new Otolaryngology-Head and Neck Surgery Department, developing a head and neck cancer program as well as a new cochlear implant program. The department is enthusiastically pursuing numerous research ventures, including an interdisciplinary project with the departments of Family Medicine and Psychiatry on physician burnout in Lebanon.

In AY2017-2018, the LAU Medical Center-RH Cardiology Department has:

- Acquired new stress echo equipment with the latest GE technology and e-bike equipment
- Acquired a new cardio-pulmonary module with VO2 max calculation for athletes
- Upgraded the GE cath lab, obtaining cutting-edge imaging quality and radiation safety technology, as well as software for advanced cardiac intervention.



A major highlight of the past year for LAU Medical Center-RH was the opening, in March 2018, of the Comprehensive Stroke Center, the first such facility in Lebanon. Staffed by a comprehensive interdisciplinary team of physicians providing unparalleled care 24 hours a day, seven days a week, the center houses the newest stroke treatment technology, unavailable elsewhere in the country. It also leverages the medical center's own helipad, used to transport critically ill patients in record time. Inaugurated under the auspices of the SOM's dean – himself a world-renowned specialist in neurology and cerebrovascular disease – the stroke center is a qualitative leap forward in LAU's ability to positively affect the lives of people of all backgrounds across Lebanon.

The Comprehensive Stroke Center also uses RAPID, a state-of-the-art neuroimaging software that provides efficient viewing, processing, and analysis of brain images acquired with several types of CT scans and MRI to assist neurologists, neurointerventionalists, radiologists, ER physicians and neurosurgeons with clinical decision making. In addition, in August a new high-tech simulator was installed at the Comprehensive Stroke Center, allowing physicians to receive pre-clinical training in a simulated clinical environment. The machine, called a replicator, is the first of its kind to be used anywhere in the Middle East, Europe or Africa.

Following on last year's successful implementation of outpatient services in ophthalmology, this February the Pediatrics Department opened its own outpatient department (OPD). Offering diagnostic services, treatments and a range of small procedures without necessitating an overnight stay at the hospital, the new clinic offers affordable medical care while providing SOM's medical residents with an opportunity to practice their healing skills. A Family Medicine OPD is also being planned.

## 9 CLINICAL SIMULATION CENTER

LAU's Clinical Simulation Center (CSC) is a regional leader in simulation-based education, providing hands-on training for SOM students in a safe environment, as well as Continuing Medical Education programs for community physicians, nurses, paramedics, and the public. The CSC offered several new courses in AY2017–2018, including Anesthesia

Crisis Resource Management, Neonatal Emergencies, and Pediatric Emergencies, among others. The center's work was supported this year by the acquisition of new and innovative equipment, including a neuroradiology replicator, an audiovisual recording system with debriefing capabilities, and a laparoscopic surgery trainer system.

This past October, the CSC earned accreditation from the prestigious Royal College of Physicians and Surgeons of Canada, in recognition of the center's role as a pioneer of simulation-based health sciences learning in Lebanon.

For the third consecutive year, the CSC offered the Clinical Simulation Diploma, the first degree of its kind in the region, in a multidisciplinary collaborative effort with Australia's Monash University and the Foundation for Advancement of International Medical Education and Research.

## B Health Sciences Schools | School of Pharmacy

The LAU School of Pharmacy (SOP) is recognized as a national and regional trailblazer in first-rate pharmacy education, as well as a pioneer in innovative practice and research. In line with its commitment to outstanding patient care, improving human health, serving the community and advancing scientific knowledge, the SOP launched its 2018–2023 strategic plan, called Leading the Way. It outlines how the school prepares its students to become leaders in the pharmacy profession, instilling in them the highest possible academic, professional and ethical standards via its three pillars of education, research and practice.

### 1 EXPANDING CURRICULA

SOP provides its students with a broad variety of opportunities to expand their professional skills and prepare themselves for the job market. Students are able to gain both academic and practical experiences across numerous paths, including clinical, industrial, hospital, community, academic, and regulatory pharmacy. This year, the school finalized an MS in

Pharmaceutical Development and Management, which successfully launched in September 2018. As well, SOP has continued the tradition of collaborating with the Outreach and Civic Engagement Unit in training its students as part of its co-curriculum that is aimed at advancing their leadership, communication, soft skills and community service.



SOP's collaboration with the Outreach and Civic Engagement Unit (OCE) includes holding joint workshops for faculty, with the intent of providing training on state-of-the-art pedagogical techniques in line with the university's current Strategic Plan. In May 2018, for instance, the SOP and OCE teamed up to deliver a faculty workshop titled *The Power of Innovation*, inspiring faculty to think outside the box. There will be other courses offered in communications, community engagement, leadership, self-awareness, and problem solving, to name a few.

## 2 NEW PARTNERSHIPS

In AY2017-2018, the SOP entered into a partnership with Wayne State University in Michigan, adding to the already impressive roster of collaborative relationships with institutions both abroad and locally. These partnerships provide SOP and exchange

students with unparalleled opportunities to practice their craft prior to graduation, in state-of-the-art environments as well as faculty exchange for research, teaching and practice collaborations between the two institutions.



*On July 19, 2018, SOP held the hooding ceremony for its Doctor of Pharmacy (PharmD) graduating class of 2018, in the Selina Korban Auditorium on Byblos campus. LAU's PharmD program holds itself to the highest quality of pharmacy education and is the only one outside the United States to be accredited by the Accreditation Council for Pharmacy Education (ACPE).*

### 3 FOCUS ON RESEARCH

This year SOP faculty conducted rigorous laboratory and clinical research, frequently stepping outside of disciplinary bounds to meaningfully advance scientific knowledge. This output, as usual, covered a wide range

of topics, including but by no means limited to the dangers of antibiotics misuse, cost-effective ways to fight Hepatitis C, and exploring ways to help pharmacy students optimally process information taught in class.

SOP's faculty were able to secure around \$120,000 of extramural grants for the conduct of various types of research.

In late May 2018, LAU announced plans to establish the Medicinal Cannabis Research Center once it receives governmental clearance. It aims to generate evidence-based knowledge on the potential medical value of cannabis grown in Lebanon.

### 4 TAKING IT TO THE COMMUNITY

Outreach is an important part of the SOP's work, as it introduces potential students to the field of pharmacy and allows young learners the chance to get to know the

types of careers available to graduates with pharmacy degrees. There is also a mentorship element that is a valuable addition to pharmacy students' education.



*In March, Pharmacy Day, held in collaboration with Student Development and Enrollment Management, attracted high school seniors from all over Lebanon, introducing them to the pharmacy major as they make decisions about what college path to follow. In addition to informational booths, the event included guided tours of the Clinical Simulation Center and the SOP laboratories, followed by a networking reception in the school courtyard.*





*The SOP played a major role in the convening of LAU's second interprofessional education (IPE) conference, which highlighted collaboration between health professionals as a vital component in improving patient outcomes.*

## 5 STUDENTS ON THE ROAD TO SUCCESS

In AY2017-2018, SOP students shone academically, all while engaging with the community throughout the year through various pharmacy outreach activities and

the school's associated clubs. And as always, the SOP's graduates entered the job market with high expectations of finding good employment.



SOP student Rasha Abou Ali was chosen for a prestigious internship with the US Food and Drug Administration's (FDA) Office of Clinical Pharmacology in Washington, DC. She is the first pharmacy student at LAU to be matched with the FDA.

## C School of Architecture & Design

The School of Architecture and Design (SArD) has emerged as a national and regional role model thanks to its high educational standards and tireless efforts at promoting a creative, open, multi-disciplinary and proactive design culture. In addition to drawing on a large pool of local talent to serve as faculty for its various programs, SArD regularly welcomes visiting professors from abroad and actively promotes international exchange opportunities for its students and faculty. The result is a school simultaneously deeply rooted in its local context and culture, while internationally oriented, and committed to bringing about a better world through transformative design.

*In October 2017, SArD hosted its first alumni reunion. Alumni shared their professional experiences and successes, and paid tribute to the school that supported them through their years of study.*



### 1 ACADEMICS

In line with LAU's driving ethos of constant self-improvement and self-assessment, SArD spent AY2017-2018 moving toward accreditation of all of its programs by internationally-renowned accreditation bodies. The bachelor's degrees in Fine Arts, Interior Design, Graphic Design and Fashion Design are in the process of seeking accreditation by the National Association of Schools of Art and Design. And recently, the National Architectural Accrediting Board (NAAB), which accredits all architecture programs in the United States, has agreed to consider the candidacy of the Bachelor of Architecture.

As part of its commitment to strengthening the international exposure of its students, the School of Architecture and Design provides them with opportunities to participate in international architecture studios, uniquely designed around special topics throughout the year and taught by LAU faculty together with prominent international experts in the field. In July and August, studios were held in Spain, the Netherlands, Norway, Portugal, Japan, France and Mexico.



*Students participating in the international studio in Spain visited Barcelona, Seville, Cordoba and Granada, where they learned about Islamic art and architecture as well as contemporary Spanish architecture.*

Design students visited Porto and Lisbon in Portugal, during a studio focusing on the work of Alvaro Siza, new urban planning strategies and sustainable construction. Another group of students, meanwhile, traveled to Oslo, Norway, for an immersion in the city's social and built fabric. Other architecture students spent time in France, traveling along the Mediterranean seashore to explore architectural milestones such as work by Le Corbusier, Zaha Haddid and Rudy Ricciotti, among other masters.



*In Tokyo, SArD students visited and studied 16 key buildings that have shaped the Japanese capital since World War II.*



*An architectural studio held in Mexico City focused on the metropolis' architectural development, and included lectures by renowned Mexican architects and urban planners.*

This past year, SArD added to its wide array of international partnerships the following:

- An agreement of cooperation between SArD and Cracow University of Technology (2015 – 2020).
- A memorandum of understanding between SArD, the University of Portsmouth Higher Education Corporation, and Al Wataniya Private University in Syria (2018-2020) to conduct archaeological surveys.
- An agreement of cultural and scientific cooperation between SArD and the University of Florence (2017 – 2024).
- A memorandum of agreement between SArD and Kent State University (2017 – 2022) geared toward developing student exchange and common workshops.
- A memorandum of agreement between SArD and Jefferson University to initiate common workshops and studios in Philadelphia and New York.

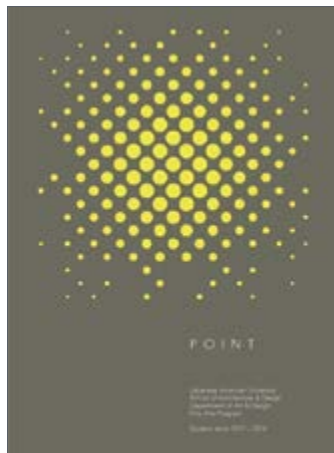
## 2 TRANSFORMATIVE ARCHITECTURE AND DESIGN

SArD faculty are all experienced and highly regarded practitioners of design and architecture in their own right. As such, they continually produce new work, often complemented by in-depth research studies, thereby providing students with stellar examples of combined theory and practice. This year, faculty research projects included highlighting cultural issues

in the Mediterranean through the study of regional cities' public spaces; exploring the history of affordable housing in Lebanon and the social and architectural consequences of its provision by religious communities; examining the meaning of album cover designs linked to Lebanon; and the dominance of the sense of vision over contemporary sensory reality, among others.

Arwa Jadeloun and Karim Shehimi were selected for the Adopt a Creative Program wherein students are chosen to shadow creative professionals at advertising powerhouse Leo Burnett. They are also responsible for completing and presenting projects as part of their internships.

In an article published in the *International Journal of Design Education*, a SArD assistant professor established the importance of both proprioceptive and haptic performative abilities for the design process. The paper looks to Augmented Reality as a medium that re-establishes these abilities within contemporary digital design methods.



**POINT:**  
Student Work  
2017 - 2018



**FOUNDATION  
WORKS:**  
Project Review  
2015 - 2016



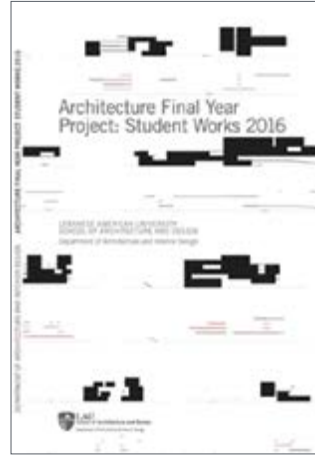
**OPUS:** Annual  
Events Newsletter  
(Department of  
Art and Design)  
2016 - 2017



**DESIGN THE FUTURE:**  
SArD Brochure 2017



**THE PLACE THAT REMAINS:**  
Conference Proceedings 2018



**ARCHITECTURE FINAL YEAR PROJECT:**  
Students' Work 2016



**JOURNEYS:** Annual Graphic Design Catalogue 2017



**NEW WAVE:** Graduating Fashion Designers Catalogue 2018

SArD takes great pride in staging high-quality curated exhibitions, sharing with the local and international community the talents of its faculty and students, as well as bringing to LAU's campuses the work of internationally renowned practitioners of architecture and design. This past year was no exception. Exhibitions included:

- ARCH-STOCK 15-17 – Selected projects from the Architecture Program, Byblos, October 24, 2017
- Annual Photo Exhibition – Selected projects by students in Digital Photography, Byblos, November 15, 2017
- Collection from the Legado Andalusi Cultural Foundation – Photo exhibition, Beirut, April 17, 2018
- Journeys – Annual Graphic Design Exhibition, Beirut, April 25, 2018
- Foundation Program One-Day Student Show, Beirut, May 15, 2018
- Final-Year Student Exhibition, Byblos, May 29, 2018
- Interior Architecture – Final Student Projects, Beirut, June 7, 2018



On March 8, 2018, SArD hosted a photo exhibition dedicated to the city of Kolkata on Byblos campus.



In May 2018, a SArD assistant professor curated Lebanon's first-ever exhibit in the world-renowned international architecture show, the Venice Biennale. The show took place with the support of the Lebanese Ministry of Culture and the Order of Engineers and Architects in Beirut, and brought together faculty and researchers from LAU and other Lebanese universities who created a pavilion exhibition titled *The Place that Remains*, dedicated to territorial challenges in Lebanese society.



In June 2018, LAU's second cohort of graduates from the BA in Fashion Design staged a fashion show at La Magnanerie, an 18th-century silk factory. The event was titled *New Wave*, and featured the designs of 14 graduating students, who put together 10 runway looks each, double the global standard for designers at this stage in their careers.

Throughout the 2017-2018 academic year, SArD continued its tradition of bringing national and international experts to LAU to share their knowledge with students, faculty and the broader community

through lectures, workshops, conferences and symposia, contributing to the university's ever-expanding reputation as a leading venue for intellectual debate and exchange of ideas.

### Lectures:

- Gregory Buchakjian of Académie Libanaise des Beaux-Arts (ALBA): Capturing Beirut's Nightlife, Byblos, October 2, 2017
- Yasser Tabbaa of New York University Abu Dhabi: Endless Conflict, Difference and Disjunction in Islamic Art, Beirut, October 10, 2017
- Ammar Khammash of Khammash Architects: Nature as an Architect, Beirut, October 12, 2017
- Philip Beesley of Philip Beesley Architect Inc.: New Living Architecture, Beirut, October 20, 2017
- David Fixler of David Fixler Architecture Planning Preservation and Harvard University: Modern Transformations Case Studies in Renewing Iconic Modern Buildings, Byblos, November 15, 2017 and Beirut, November 16, 2017
- Alison Welsh of Manchester Metropolitan University: Originality in Design, Defining Your Own Territory, Beirut, November 24, 2017
- Branko Kolarevic of the Association of Collegiate Schools of Architecture: Building Dynamics, Exploring Architecture of Change, Byblos, February 16, 2018
- Sarah Thelwall of Sarah Thelwall Arts Strategy: The Global Contemporary Art Market, How Does it Work?, Beirut, March 7, 2018
- Manda Remmen of Emory and Henry College: Dirt – A Substance, Such as Mud or Dust, That Soils Someone or Something, Beirut, March 14, 2018
- Maurizio Scalzi of StudioScalzi and Nuova Accademia Belle Arti: Where is Italian Design Going?, Beirut, March 19, 2018
- Ramzi Chouiri of Ream Trading: Paper and Papermaking, Byblos, March 22, 2018
- Dr. Antoine Khoury of Fondation du Patrimoine Libanais: Mount Hermon /Jabal Al Shaykh Present History, A Dialogue for the Sustainable Rural Development of Rashaya, Byblos, April 19, 2018

### Workshops:

- Photographer Tanya Traboulsi: Storytelling Through Photographs, Byblos, October 27, 2018
- User Experience Designer Carine Teyrouz: Web Design, Byblos, November 24, 2017
- Pixel for Thought: Drawings in Motion by Pixel For Thought, Byblos, February 16, 2018
- Animator Stephanie Maalouf: Principles of Animation, Byblos, February 23, 2018

### Exhibitions:

- ARCH-STOCK 15-17 – Selected Projects from the Architecture Program, Byblos, October 24, 2017
- Annual Photo Exhibition – Selection of Projects by Students in Digital Photography, Byblos, November 15, 2017
- Kolkata – City of Color, Byblos, March 8, 2018
- Collection of the Legado Andalusi Cultural Foundation, Photo Exhibition, Beirut, April 17, 2018
- Journeys – Annual Graphic Design Exhibition, Beirut, April 25, 2018
- Foundation Program One-Day Student Show, Beirut, May 15, 2018
- Fine Arts Exhibition – Students' Work, Beirut, May 28, 2018
- Final-Year Student Exhibition, Byblos, May 29, 2018
- Interior Architecture – Final Projects, Beirut, June 7, 2018

### Symposia:

- Inprint Symposium, Byblos, February 26, 2018

### Conferences:



*Professor of Contemporary Crafts at Manchester School of Art Stephen Dixon delivers a lecture on ceramics and narrative at a workshop in Beirut on November 23, 2017.*



*Architecture and the Digital. A Question of Materiality was a lecture delivered by Antoine Picon, the G. Ware Travelstead Professor of the History of Architecture and Director of Research at the Graduate School of Design at Harvard University, in Beirut on March 16, 2018.*

In March 2018, SArd hosted a conference titled *Modern Bodies: Dress, Nation, Empire, Sexuality and Gender in the Modern Middle East*, an event jointly organized by SArd faculty and Professor Reina Lewis of London College of Fashion, in collaboration with LAU's Institute for Women's Studies in the Arab World (IWSAW). The conference was part of a two-day event dedicated to International Women's Day, and was preceded by a lecture by Frances Corner, head of London College of Fashion, on the impact of the fashion industry on individuals and societies.



This past spring, SArd welcomed Ibrahim Nehme and Jade George, founders of *The Outpost* and *The Carton* print magazines for the InPrint Symposium on Byblos campus. In their panel presentation to the community, the independent editors made the strong case that print design, if done right, is still a viable career option for graduating design students.



## D School of Arts and Sciences

Firmly rooted in LAU's historical origins as a liberal arts college, the School of Arts and Sciences (SAS) provides its students with world-class education in the liberal arts and sciences, prioritizing critical inquiry, creativity and research. SAS is committed to student centeredness, academic excellence and the dissemination of knowledge with the purpose of positively impacting the world.

The quality of LAU's graduating students is reflected in the growing number of acceptances to internationally renowned graduate programs, both master's and doctoral. This year's alumni went on to doctoral programs at Harvard, the University of Pennsylvania, McGill University, the University of Ottawa, Bowling Green State University, Rice University and SUNY Syracuse, among others, most of them with full funding. Other students accepted positions at prestigious master's programs in the United States, the UK, France and Australia, including Harvard University, Columbia, the University of Edinburgh, the University of Surrey, Sciences Po in Paris and Melbourne University.

### 1 SAS AND THE THIRD STRATEGIC PLAN: ON THE WAY TO FULFILLMENT

Over the course of AY2017–2018, the School of Arts and Sciences made significant contributions to the

achievement of the university's current Strategic Plan (SPIII). A few highlights may be mentioned here:

#### SPIII Pillar 1: Intellectual Capital and Knowledge Management

Under the umbrella of the Strategic Plan's first pillar, the school has launched new degree programs; ensured that most faculty are engaged in research

and have graduate students as research assistants; and granted a course release to eight faculty members in support of their research agendas.

Collaboration between faculty members and graduate students led to a number of publications, particularly in the departments of Natural Sciences, Computer Science and Mathematics, and Education. Seven SAS students are currently engaged in collaborative PhD work with institutions abroad.

#### SPIII Pillar 2: Pedagogical Innovation and Integrated Delivery

SAS takes the improvement of pedagogy as both a challenge and a leadership duty. Highlights of these efforts include ongoing faculty-development workshops, the implementation of active learning techniques across the curriculum, an assessment

of experiential learning venues with the intent of enhancing learning through hands-on experience, expanding student tutoring services, and inviting high-profile outside faculty to deliver classes both in person and via video-conference.

**Active Learning (AL)** is based on the premise that students learn better and retain information longer when they are participants in the learning process. This past year, 95 faculty members implemented AL across 127 course sections, and all course syllabi were expected to include AL techniques that the faculty practiced in their classes.

**SPIII Pillar 3: LAU Without Borders**

In line with LAU's drive toward cooperating closely with actors at all levels of society, SAS has reached out to the university alumni community to strengthen alliances with local businesses, while lab facilities in the Department of Natural Sciences have been made available for company use.

*The Writing Center offered free training in writing CVs and personal statements to participants in the Teach for Lebanon program.*



**2 BACK TO BASICS: ACADEMICS**

In AY2017-2018, the School of Arts and Sciences introduced new programs both on the graduate and undergraduate levels. These included an MS in Applied and Computational Mathematics and a BA in Communication, as well as new minors in Journalism,

Creative Writing and Audiovisual Production. An MS in Nutrition, with an emphasis on Interprofessional Education, was launched in the fall of 2018, the first of its kind in Lebanon. A BS in Applied Physics, which will count as pre-med, debuted in the fall.

The Department of Natural Sciences inaugurated a new Nutrition Food Processing Lab on Byblos campus, while upgrading existing research labs on both campuses. The Department of Communication Arts upgraded its Studio Lab in the Safadi Fine Arts building in Beirut.

As of this year, LAU nutrition students will be expected to pass a six-module course at the LAU Clinical Simulation Center, training them to conduct physical examinations on patients also known as the Nutrition-Focused Physical Exams (NFPE). The course provides students with the skills to identify if patients are suffering from malnutrition, vitamin deficiencies, or loss of muscle and fat mass.

The Nutrition and Dietetics Coordinated Program progressed this year toward receiving accreditation from the Accreditation Council for Education in Nutrition and Dietetics (ACEND).

The Department of Computer Science and Mathematics signed an agreement with the New Jersey Institute of Technology, facilitating collaborative faculty research

and supervision of PhD students in Computer Science; the Department of Social Sciences enjoys similar arrangements with the University of Denmark and Ruhr University in Germany. There is also an exchange program with Freie University of Berlin (FUB), and over the summer, six international affairs graduate students traveled there to acquire insights into the politics of refugee governance in host countries.

The Department of Social Sciences continued to solidify its working relationship with the Adyan Foundation, which envisions joint conferences and workshops. Meanwhile, the Department of Education collaborated with the British Council and the Ministry of Education and Higher Education in training school principals across the country.

The Department of Natural Sciences provides students in the Nutrition Program with a variety of internship opportunities at numerous diet centers, catering agencies, and nutrition-oriented NGOs.

### 3 GENERATING AND SHARING KNOWLEDGE

SAS faculty and students spent AY2017-2018 engaging in scientific discovery and intellectual creativity, never forgetting the university's broader aim of serving the community.

This past year, SAS faculty generated 80 journal papers, 41 published conference proceedings, three books, and eight book chapters, in addition to eight creative works involving research. The school's students engaged in groundbreaking scholarship as well, resulting in three published research papers co-authored by undergraduate students and professors in psychology and mathematics.

In AY2017-2018, an associate professor of biology won the Shuman Award for Best Arab Researcher in Biomedical Sciences, an assistant professor of film was nominated for the second time for the Robert Bosch Film Prize for her feature documentary, *A Jar of Lies*, and an associate professor in political science was nominated for a research fellowship at the Käte Hamburger Kolleg /Centre for Global Cooperation Research, University of Duisburg-Essen. Meanwhile, an assistant professor of music won the prestigious Knight Foundation Grant Award, allowing his ensemble Common Sounds to travel on tour to perform at festivals worldwide.

SAS encourages its faculty to apply for external funding, both for research and other projects. AY2017-2018 highlights include, but are not limited to:

Departments of Communication Arts, Natural Sciences, Humanities, Computer Science and Mathematics	A total of eight new NCSR grants (in addition to numerous ongoing NCSR grants across SAS)
Department of Communication Arts	30,000 euros from the Bosch Foundation for the project Countering Violent Extremism with Media Literacy; \$15,000 from Georgetown University for the project Media Literacy at the Margins
Department of Communication Arts and Department of Education	Monthly payments from generous donors for the BA in Performing Arts and the Inclusion Project at the Early Childhood Center
Department of Humanities	An endowment from the Librarie du Liban in support of the Translation Program

The Institute for Social Justice and Conflict Resolution (ISJCR) received a grant for \$600,000 from the Carnegie Corporation of New York for conducting research into transnational social movements, jointly with the Institute for Women's Studies in the Arab World.

An assistant professor of film kicked off 2018 with a grant award from the Doha Film Institute for her feature documentary *Underdown*, which follows the journey of three unrelated characters struggling to live below the poverty line in Beirut.



The Communication Arts Department's senior television and film instructor created the first historical music set in Lebanon, for his film *Morine*, featuring LAU alumna Carmen Bsaibes (BA, '11) in the lead role.

SAS students and faculty took dozens of opportunities to disseminate research results, stir up creative discussions, and exchange views on a variety of issues with leading local and international thinkers and artistic personalities.



In April 2018, an assistant professor of music and LAU alumnus directed LAU's major spring musical theater production, *Casino el-Ons*, held at the Gulbenkian Theater on Beirut campus.



LAU's spring 2018 theater production, *The Hen Who Dreamed She Could Fly*, tackled liberation and longing for a new life. The play premiered on March 20 at the Gulbenkian Theater on Beirut campus.



Festival Next 2018, held in May, included workshops and lectures on community building in social media, production design and reporting conflict, as well as a speech competition, media and cinema exhibitions, a band performance, and a play reading.



In April 2018, LAU biology students participated in the annual two-day Young Biologists Symposium. This year's topic, *Computational Biology: the Genomic and Computational Revolution*, brought the students together with faculty and experts from AUB, Carnegie Mellon University in Qatar, and the University of Antwerp.



This past winter, the Department of English hosted the English-Speaking Union's National Public Speaking Competition, on the Beirut campus, for the 13th year in a row.



In April 2018, the Nutrition Program held its third annual Nutrition and Food Science Research Conference on Beirut campus. The event brought together 500 participants, including professional dietitians, food scientists, community nutritionists, UN agency and Lebanese government representatives, and graduate students from 20 universities.



The third residency of the IMAGINE Workshop and Concert Series *Salaam*, was dedicated to peace, and featured Syrian clarinet player and composer Kinan Azmeh's quintet in a performance and exhibit of letters exchanged between children living in New York and in refugee camps in Lebanon, in February 2018 at the Gulbenkian Theater in Beirut.

This spring, the Department of English held a month-long series of Brownbag Lectures open to both the university and the wider community, tackling various topics in literature, linguistics and related areas by faculty, alumni and guests.

#### 4 SAS INSTITUTES — INSPIRING CONVERSATIONS

The Institute for Migration Studies organized a three-day international conference on Conflict and Migration in the Middle East. The event was held on the Beirut campus in collaboration with L'Institut Français du Proche-Orient, and was part of the French National Research Agency-funded Lajeh Project, which focuses on migration and refugee movement patterns in Jordan, Lebanon, Europe and Turkey.

#### 5 SHOWCASING OUR STUDENTS

SAS students this year demonstrated extraordinary accomplishments, both in and outside of the classroom. Below are a few highlights:

*From April 13 to 21, 2018, LAU celebrated its 8th Annual International Dance Day Festival in Lebanon (IDDFL). The festival supported human rights through pop-up and gala performances by LAU students, mostly from the Performing Arts Program, and middle- and high-school students from across Lebanon.*



In late spring, the School of Arts and Sciences hosted LAU's Sixth Annual Creative Writing Competition, rewarding student authors for innovative essays and stories on the topic of Your Contribution to Your Country as a Global Citizen Once You Graduate.

**The Department of Communication Arts has scored a victory with one of its very own alumnae, Line Itani, winning the prize for best short film at the 24th European Film Festival, for her film *Brine*.**



*SAS honored its top students this past May at the 2018 Annual Awards Ceremony on Byblos campus. The ceremony involved awards in nine categories, across all SAS departments.*

## 6 COMMUNITY TIES

In AY2017–2018, SAS hosted or sponsored myriad activities aimed at informing, involving and serving the community. Here are a few highlights:

*In July, SAS held a series of five-day free summer camps on both campuses, open to high-school students from across Lebanon. Subjects covered included chemistry, computer science, Arabic creative writing, philosophy, English speech writing, English creative writing, and for the first time this year, physics.*



*In May 2018, 13 teams of students from universities across Lebanon competed at the 2<sup>nd</sup> Mathematics Tournament, organized by SAS's Department of Computer Science and Mathematics.*

*The Communication Arts Department kicked off the annual Festival Next in May with a ceremony honoring Lebanese dance icon and Prima Ballerina Georgette Gebara, whose career has spanned decades and who influenced countless dancers in Lebanon and abroad. In attendance were members of the LAU community, a number of major figures in arts and culture, as well as some of Gebara's former students.*



On February 17, 2018, the Department of Communication Arts held a classical music concert geared toward children with autism, the first of its kind in Lebanon. The concert was held at the Gulbenkian Theater, as part of the IMAGINE Workshop and Concert Series, and included performances by the Apple Hill String Quartet, LAU faculty and students, and musicians from the Lebanese National Conservatory.

## E School of Engineering

Since its founding days, the LAU School of Engineering (SOE) has provided students with the skills necessary to succeed both as engineers and as citizens. The school's small class sizes, innovative curricula, and cutting-edge computer facilities and laboratories nurture intellectual excitement and curiosity, inspiring future engineering leaders who will be equipped to take on both local and global challenges.

### 1 ACADEMICS

This past academic year, the SOE introduced a new signature introductory course, Sustainable Engineering, in which students learn to incorporate the concept of sustainability within all engineering disciplines. Another new course, Engineering Entrepreneurship, deals with the effect of the entrepreneurial process on the discipline.

In AY2017–2018, the SOE added five faculty members to its rosters in Mechanical and Petroleum Engineering in order to keep pace with the school's growing enrollment and to achieve a lower student-to-faculty ratio.

Several SOE students in the Pro-Green Online Joint Professional Diploma enjoyed a five-day technical training trip to renewable and sustainable projects in Abu Dhabi and Dubai, where they were able to examine sustainable development efforts under the supervision of three faculty members.

The Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET) reaccredited all five of the SOE's engineering degrees until September 2023. The same five programs also received accreditation from the Federation of Arab Engineering, allowing graduates to legally hold jobs in the field in the Gulf region following new government regulations there.

Through a constantly enlarging list of collaborative agreements with Lebanese and international partners, both in academia and in business, the SOE is able to provide its students with internships and other career-enhancing opportunities.

SOE students benefitted this past academic year from a formal partnership between the school and the Switzerland-based European Organization for Nuclear Research (CERN). Faculty members and five students took part in a research team designing and building a magnetic-field-resistant robot that will be able to autonomously monitor a highly complex experiment at CERN's labs in Geneva. Another student worked with faculty to develop tools to monitor particle accelerator pedestals. Yet another student spent a yearlong internship at CERN.



*In April, LAU signed a Memorandum of Understanding (MOU) with BMW Group. The five-year agreement includes six-to-12-month internships for SOE students at the company's seat in Munich, Germany, across all branches of engineering.*



## 2 COLLABORATIVE RESEARCH

The School of Engineering puts a high premium on encouraging its faculty and students to engage in research, with the goal of finding solutions to local,

regional and global challenges. Together, they produced some truly transformative work this past year.

In AY2017–2018, SOE faculty procured \$115,500 in research funds from LAU, CNRS and other funding agencies, a 90 percent increase from last year. The funding supported graduate students, the purchase of equipment, research, and an increase in collaboration with researchers from other schools at LAU, in Lebanon and abroad.

Faculty and students from the SOE and the Gilbert and Rose-Marie Chagoury School of Medicine worked closely together on a number of projects this past year, including efforts related to electronic health records digitization, knowledge-based medical education evaluation, the creation of the pilot interdisciplinary course Computational Health Informatics, and the use of image processing to obtain better information from ultrasound images.

An assistant professor in the Department of Electrical and Computer Engineering has put together a team composed of students and colleagues to devise a way for machines to automatically analyze data on the Internet and provide users with more intelligent services, answering data requests more accurately.

## 3 CELEBRATING STUDENTS

SOE students continue to garner local and international recognition for their ideas and designs before they graduate. Throughout 2017 to 2018, they competed in numerous prestigious engineering competitions, bringing back prizes and other honors.

Engineering students Charbel Abi Nahed, Jean Dargham and Elie al Chaer won first, second and third place respectively in the Hasan Abdallah Yabroudi CIE Design Competition.



*Mechanical engineering student Jad Abou Ghanem (right) took home the third place in the URB-HACKATHON national event, held at Beirut Digital District.*



*A team of SOE students won the first prize of \$3,000 in the Renewable Energy Track of the Innovate for Lebanon Competition, beating 15 teams from various Lebanese universities. Meanwhile, mechatronics engineering student Tony al Najjar won first place in the CERN Webfest competition held during the Studentship in Summer program at CERN.*

*SOE alumnus Nicholas Zaatar (BS, '15), co-founder and Chief Technology Officer of NAR, was listed on Forbes Middle East's Arab 30 Under 30.*



*In February 2018, international financial software company Murex held a recruiting event on Byblos campus for SOE students, giving the latter insights into what the firm is looking for in new hires. The company already employs 39 LAU graduates.*

## 4 OUTREACH ACTIVITIES

In 2017-2018, the School of Engineering continued its tradition of having a positive effect on society outside the university's gates through a variety of activities aimed at engaging the community, whether by inviting

outside experts to give presentations or using the intellectual resources of the school itself to bring about debate and discussion. Here are some highlights:



*"Engineering Week" spotlights the achievements of the SOE on Byblos campus, in April 2018.*

*Over 80 high-school students participated in the Engineering Scholarship Award competition in March 2018.*



The SOE participated in the LAU Byblos Science Fair this year, with faculty and students from SOE clubs organizing and judging several competitions, as well as offering two workshops led by students from the LAU Robotics Club.



In an effort to revive Lebanon's heritage through saving its environment, a team of SOE students partnered with the Lebanese environmental NGO Chreek to build a replica of a Phoenician trireme. The replica trade ship was constructed out of 100,000 up-cycled water bottles and successfully sailed down the coastline from Byblos to Beirut's Zaitounay Bay.



The SOE and the Artificial Intelligence Club staged an event titled AI Rivals Human Music Composers in April 2018, pitting live composers against an AI computer development team in a demonstration of the latest achievements in the AI field relating to music.



As part of the Mounir Khatib Endowed Engineering Lecture Series, the Department of Civil Engineering hosted a seminar in July 2018 titled Superpave for Asphalt Binders and Mixtures, co-sponsored by the Pavement Engineering and Science Program at the University of Nevada-Reno. The seminar focused on issues central to Lebanon's aging infrastructure, including how asphalt materials are produced and perform under traffic and environmental stress.

## 5 FACILITIES UPGRADES

To ensure the continued provision of students and faculty with a top-notch research and learning environment, the School of Engineering implemented a number of upgrades to its facilities, including the purchase of new equipment for the recently inaugurated Engineering Laboratories and Research Center. With the support of the American School Hospitals Abroad (ASHA) FY2016 grant, the SOE purchased a core flooding system and drilling simulator

to be used mainly by the Petroleum Engineering Program. Several degree programs will also benefit from the purchase of a new water channel, bought using university funds.

# LAU NEW YORK HEADQUARTERS AND ACADEMIC CENTER

LAU New York Headquarters and Academic Center (LAU NY) is the seat of the university in the heart of Manhattan. The center frequently hosts public events, inviting distinguished professionals and artists to share their insights. This past year, LAU NY's events included film screenings, book talks, panel discussions on issues in the Middle East and the diaspora, and poetry and musical performances. Furthermore, LAU NY hosted international forums such as the annual Global Outreach and Leadership Development (GOLD) conference and the GCI Model United Nations simulation programs, which benefit thousands of students globally by teaching them crucial leadership skills such as the art of public speaking and tactful negotiation and provides them with hands-on training in diplomacy, diversity and democracy.

*LAU NY plays a major role in promoting and raising awareness of LAU in North America, an integral part of LAU's Beyond Borders pillar, while streamlining the mission and vision of the university.*



In addition to continuing the cultivation of various donors and establishing several new scholarship endowments, in October 2017, LAU NY conducted its first major crowdfunding effort in conjunction with the Courage To Fight Breast Cancer program, created by LAU alumna Hiba Yazbeck Wehbe and administered by LAU's Alice Ramez Chagoury School of Nursing to raise awareness of the importance of early detection and reducing the stigma that surrounds breast cancer in Lebanon. The program successfully reached, and surpassed, its fundraising goal for the year.

In the Spring of 2018, more than 150 benefactors attended the LAU NY 6th annual Gala dinner to support LAU's Institute for Women's Studies in the Arab World (IWSAW). LAU President Joseph G. Jabbra presented the prestigious Sarah Huntington Smith Awards to Aida Sharabati Shawwaf, a humanitarian focusing

on women's education in the Middle East and Syrian refugees in Lebanon, and to Majdi Ramadan, consul general for Lebanon in New York. A silent auction was held for the first time, with a number of luxury items on bid. The event raised several thousand in funds for the institute.

Almost all of North America's 15 LAU alumni chapters held events or gatherings during the 2017-2018 academic year. Of special significance was the "on the road" alumni chapter tour, wherein the assistant VP for alumni relations and director of alumni and special projects visited seven chapters to discuss future plans and strategy.



*Author Imad Salamey joined Dean of International Studies at Bard College, James Ketterer, for a conversation on Salamey's most recent book, *The Decline of Nation-State After the Arab Spring: The Rise of Communitocracy*, at LAU NY.*



*LAU NY and Consul General of Lebanon in New York Majdi Ramadan hosted a first-of-its-kind evening dedicated to celebrating Lebanese olive oil. Guests learned about and tasted different olive oils.*

# LEARNING BEYOND THE CLASSROOM

## A Athletics

This year more than ever, LAU's outstanding student athletes reaped an embarrassment of riches when it came to first-place trophies across a wide range of sporting competitions, both locally and internationally. Victories included numerous gold medals for the swim team, an impressive third-place finish in the 21.1km Beirut Marathon race by the track and field team, followed by first place in the World Half Marathon Championships category in Valencia, Spain, as well as first-place victories in women's table tennis and kick-boxing.

In AY2017-2018, the LAU Athletics programs served 530 athletes in 12 different sports and 17 varsity teams across both campuses. The number of students participating in athletics is growing steadily, inspiring the ongoing expansion of the Byblos fitness center. When completed, the project will add 270 square meters to accommodate demand.



*The very first LAU Alumni Athletics Day drew 150 alumni athletes for a grueling day of competition in basketball, mini-football, volleyball, handball, tennis and table tennis.*



*In January, LAU hosted the university's 19th High Schools Invitational Sports Tournament, with the participation of 52 high schools from across Lebanon.*

The Varsity Track and Field Team came in second in the Dead to Red Road Race in Jordan, one of the toughest desert races in the world.





The Dean of Students' Office and the Athletics Department hosted the LAU Fit Fair, during which health clubs, and sports nutrition suppliers were present to promote the importance of physical activity for a healthy lifestyle.



The LAU-Byblos Women's Futsal Team won the American College of Greece International Tournament in Athens, while the women's Beirut team took 2nd place at the International Tournament EUROESADE in Barcelona, Spain.



The 2018 Athletic Awards Dinner took place at the Crowne Plaza in Beirut and at the Frem Civic Center on Byblos campus over two evenings in May.

The Athletics Department established a new women's handball team, which promptly went on to win first place at the University Sports Conference Handball League. They were joined by the Byblos Men's Football team, which also won first place in their category. Outside the campus gates, two players from the LAU Men's Basketball team played for the Lebanese National team for the World Championship qualifier games in late February.



## B Student Development and Enrollment Management

### 1 OUTREACH AND CIVIC ENGAGEMENT

The Outreach and Civic Engagement (OCE) unit embodies a central element of LAU's mission, namely socially visionary engagement with the community within which the university operates. It does so through operating several leadership-training programs for young people, as well as collaborating with the LAU schools to train their students and staff in soft skills, such as emotional intelligence, leadership, the art of negotiation and more. Similar training is provided to non-governmental and international organizations as well as to governments.

Meaningful engagement requires leadership skills, and OCE spent AY2017-2018 training thousands of young people with activities focused on peace and diplomacy. Hundreds of LAU students learned how to run simulation models, such as the Model UN, Model European Union and Model Arab League, themselves engaging with young middle and high schoolers from both Lebanon and around the globe.



Since 2015, LAU has overseen the United Nations Global Classroom International Model UN middle- and high-school conferences in New York, which are run by teams of LAU student trainers under the supervision of the OCE.



In March 2018, the Middle School Conference involved the participation of 1,600 middle-school students from 85 schools from around the world. The youngsters learned about international diplomacy, public speaking and debate skills on their way to global citizenship. For three days in May, the high-school program brought together 1,550 students from 87 schools, led by 200 LAU-trained advisors. Participants came from around the globe, including China, Germany, Japan, Lebanon, Mexico, Qatar, South Korea, Turkey, the United Kingdom and the United States. Also in New York, the OCE once more managed the International Global Outreach and Leadership Development (GOLD) conference for future diplomats.



*In April 2018, top Model United Nations students from LAU and high schools across Lebanon gathered on Byblos campus for the Model United Nations Champions' League (MUN-CL). While the OCE has managed MUN simulations in Lebanon for the past 13 years, this was the first Champions' League-level event led by the office.*

For the third consecutive year, LAU's delegation to the Model Arab League won the Outstanding Delegation Award at the National High School Conference organized by the National Council on US-Arab Relations at Georgetown University in Washington, DC. In addition, each of the six students in the delegation won the Outstanding Delegate Award.



## 2 ENROLLMENT AND FINANCIAL AID

Despite the challenges in the region over the past year, enrollment to LAU rose by 0.5 percent in fall 2017, with an increase in undergraduate applications to both campuses. This achievement was possible due to the efforts of the Student Development and Enrollment Management (SDEM) unit's recruiting team, which visited 255 Lebanese and 190 international high-schools, as well as participating in scores of events and fairs and establishing a strong relationship with high school principals throughout the country. The SDEM team's outreach work led to an increase in applications from rural areas in northern and southern Lebanon.

As of fall 2017, LAU enrolled 8,528 students. The student gender ratio stood at 51 percent in favor of female students. Ninety-four percent of undergraduates were enrolled full time and six percent part time, while 28 percent of graduate students were enrolled full time, and 72 percent were part time. Whereas 12 percent of undergraduate applications came from outside Lebanon, 18 percent of enrollees were non-Lebanese.

Reflecting LAU's student-centered educational mission, the university is committed to ensuring that all accepted applicants can afford an education within its walls, and that their years of study at LAU do not result in significant debt. As of spring 2017, 45 percent of undergraduate students benefitted from financial aid.

Indeed, LAU boasts the most diversified package of financial aid in Lebanon. There is a large number of scholarships based on merit, need and athletic performance, meaning students from a variety of backgrounds and with diverse talents can receive aid to study at LAU.

This year, the university received the largest ever tranche of financial aid funding from the USAID University Scholarship Program (USP), allowing Lebanese students from under-resourced public schools to attend LAU at no cost. The \$24 million grant also includes a component directed specifically toward students who are refugees. The USP program requires recipients to engage in volunteer work, undertake internships, attend workshops, and give back to their communities.



67 USP students graduated this May from LAU.

For the tenth year, LAU obtained funding from the US Department of State for the MEPI-Tomorrow's Leaders (MEPI TL) program, which offers a full scholarship covering accommodation as well as living expenses to eligible students from the MENA region to attend LAU. Some of the MEPI funds are now allocated toward graduate studies.



In April, 24 senior LAU-MEPI TL students presented capstone projects addressing pressing social, economic and cultural issues in their countries of origin.



*Seniors celebrate at the graduation of the 2018 cohort of MEPI TL students, representing 10 different Arab countries.*

### 3 MENTORSHIP

LAU's student-centered educational mission means a special emphasis on mentoring students from the day they arrive on campus, seeing them through graduation with as much personalized advice and care for their wellbeing as possible. As always, student services – run by both Dean of Students offices – were robust

and varied this year, including advising, counseling, health services and tutoring. Among many other examples, LAU's Academic Success Centers provided free tutoring by top students to around 650 of their peers in over 100 weekly and walk-in sessions in the spring alone.

Providing students with optimal mentorship means keeping open the channels of communication with student representatives, via the Student Council. This year, the council's members were very active on issues related to financial aid, parking and facilities. Additionally, online elections to the Student Council this year drew the highest-ever participation on both campuses.

In AY2017-2018, special emphasis was placed on an awareness campaign to make sure that all students are familiar with the contents of the LAU Student Code of Conduct, reflecting the university's commitment to high standards of integrity, honesty and transparency.



*Mentoring begins even before students enroll at LAU: Career Exploration Day, held in April 2018, brought 1,300 high school students from 54 schools to both campuses for career orientation.*

## 4 STUDENTS MEET THE WORLD

SDEM's Office of International Services (OIS) promotes student exchange programs between LAU and more than 50 partner institutions worldwide, working in concert with the exchange programs through LAU's seven schools. This year more than ever, dozens of LAU students traveled abroad to spend a semester or more in dynamic international cities, where they took in the best that some of the world's outstanding universities have to offer. To further boost student opportunities in this regard, LAU established a new financial aid fund specifically for students studying abroad, as well as a volunteer buddy program for international students coming to LAU.

In spring 2018, LAU welcomed graduate students from the Freie University of Berlin, as part of an exchange program in which LAU graduate students and students from FUB work on common projects relating to refugee representation in the media, political parties' stances toward asylum seekers and grassroots integration initiatives. In June, a number of LAU students traveled to Berlin.



*In April 2018, Global Day brought 24 embassies, consulates and international institutions to both campuses, offering information sessions to faculty, students and staff on exchange and study abroad programs.*

## 5 SEEING THEM ON THEIR WAY

Throughout their studies at LAU, students have access to a broad variety of career services, provided by the university's Career and Job Placement offices. This past year, these services were revamped to ensure better coordination with the career offices within the university's constituent schools, prioritize internships, establish relationships with key employers and raise student awareness of the opportunities available to them on campus.

According to a SDEM survey of graduating seniors, 61 percent had held internships during their time as undergraduates – with 130 internships undertaken outside of Lebanon – and 37 percent had found employment *before* graduating. A full 82 percent of graduates found a job within 12 months of graduation.

This year like never before, numerous workshops and other career-enhancing events were held on both campuses, preparing students for job interviews and refining skills relevant to the contemporary job market, for example CV writing and job search strategies. A steady stream of employers, from local and multinational companies to NGOs, visited both campuses, holding on-site interviews and recruitment presentations, drawn by the high reputation of LAU's graduating students.



In April 2018, 41 teams from universities across Lebanon participated in the LAU Case Competition, a student-led initiative in which students met, networked and collaborated with professionals from different industries, all while competing to solve real-life business cases. The event was held with the participation of Ernst and Young (EY), Cisco, Leo Burnett and Careem. The winning teams were offered internships and other opportunities at these companies.

More and more LAU students are being accepted to top graduate programs in the US and Europe. According to a SDEM survey of graduating seniors, 32 percent of graduating students applied to graduate programs in Lebanon and abroad. Of those, 89 percent were accepted, many of them to top international universities such as Oxford, Brown, Cornell, Georgetown, the University of Chicago, and many more.



*An honor student takes the stage at the commencement ceremony in Byblos, June 2018.*

*Proud families watch their graduates at the commencement ceremony in Beirut, June 2018.*



## 6 EXTRACURRICULARS

Recognizing that intellectual and personal growth are not limited to the work students do in the confines of the classroom, LAU encourages them to take part in extracurricular activities throughout the year, all with the goal of educating the "whole person." In AY2017-2018, the university's many clubs collaborated with the Dean of Students' offices to engage in a host of fundraising and community service activities, as well as sponsoring events meant to liven the cultural and intellectual landscape of both campuses, including lectures, concerts, dance competitions and debates.

*On February 24, 2018, 128 LAU students played the role of deputies in an extraordinary special session of Parliament, chaired by the speaker of parliament.*



*In April 2018, International Heritage Day drew LAU students, faculty, staff and foreign dignitaries to Beirut campus for an event that featured traditional costumes, music, dance and cultural activities. The day was sponsored by student clubs and highlighted the diversity of LAU's student body.*

*This year, LAU hosted the first Lebanese University Debate Championship, in cooperation with QatarDebate and facilitated by the Office of International Services. LAU's team took home the top prize.*



In the runup to the holiday season, LAU students, faculty and staff donated time, energy and money to serving the less fortunate in the community. Efforts included special charity events, food and clothing drives, participation in the annual Orphan Fair on Byblos campus, a visit to an elderly home in Beirut, and a trip to distribute food, clothing and other necessities to an orphanage in Tripoli, among other initiatives.



*On June 30, 2018, LAU hosted its annual TEDx event (TEDxLAU), titled Winds of Change. The event, sponsored by a student club of the same name, featured 13 speakers, four screened TED talks, and a performance dedicated to a variety of subjects, ranging from the environment, philosophy, art and mental health, among others.*



*In June 2018, the Palestinian Cultural Club at LAU sponsored a talk by Benjamin Ladraa, a Swedish-Algerian activist on the subject of his ongoing trip from Sweden to Palestine on foot to raise awareness of the plight of Palestinians in the Occupied Territories.*



# EDUCATION OUTSIDE LAU'S GATES

## A SINARC

In its 19th year, LAU's Arabic language and culture program for foreigners continued on the path of steady growth. Under new leadership, SINARC focused on promoting the intensive residential summer program in Beirut. Offering an outstanding Arabic language curriculum together with a deep immersion in regional society and culture, SINARC in Beirut and at LAU NY enrolled approximately 150 students in the summer and fall 2017, and the spring 2018 semesters. As always, the program continued to serve the diplomatic community in Lebanon via private tutoring for embassy staff.

*SINARC students enjoy a tour of Byblos campus in July 2018.*



## B Continuing Education Program

The Continuing Education Program (CEP) at the Lebanese American University commits to serving the community by providing a wide variety of professional workshops, certifications and diplomas, tailored corporate training, and other programming in close collaboration with LAU's seven schools. The programs target adult learners who seek to enhance their career opportunities by attending professional development workshops and corporate trainings, and by attaining certifications and diplomas.

In addition to the public courses held on the LAU campuses, this academic year CEP has offered certifications in the following industries:

- Finance for those from a non-financial background and professionals in the insurance field
- Negotiation skills for bankers
- Coaching and mentoring skills for school supervisors
- Business communication skills to increase youth employment, carried out in collaboration with Lebanese NGOs
- Gender in Development and Humanitarian Assistance (GDHA) in collaboration with the Institute for Women's Studies in the Arab World

*In July 2018, the CEP granted Municipal Administration and Finance Diplomas to 50 public municipal employees in collaboration with the Muhanna Foundation. The diploma program is in its fifth year running.*



*During the months of July and August, CEP organized its annual summer camp on LAU's Beirut campus for children ages 5 to 12. Campers spent their days attending interactive classes including astronomy, self-defense, cooking, swimming, basketball, crafts, and many more. The camp is popular among LAU families and among members of the larger community.*





*Also in July 2018, the CEP provided training for instructors with the organization Teach for Lebanon. The future teachers learned about educational methodology, enabling them to be placed in different schools across the country.*

### C Outreach and Leadership Academy

LAU's partnership with the Hariri Foundation for Sustainable Human Development (HFSHD) entered its seventh year in AY2017-2018. Relying on facilities at the Sidon-based Outreach and Leadership Academy (OLA) and (since 2016) a downtown Beirut base in the

form of OLA-Solidere, LAU and HFSHD train middle- and high-school students through several joint initiatives, including the Leadership and Constitutional Education Academy, the Moderation and Justice Academy for Leaders, and the LAU Model Arab League.



*Graduates of the Outreach and Leadership Academy celebrate receiving their ACCOMPLISHED Leadership Certificates in February 2018.*

### D Executive Center@Solidere

Through the LAU Executive Center@Solidere, LAU continued this past year to solidify its presence in downtown Beirut, fostering a culture of civic engagement and removing the walls between education and entrepreneurship. In addition to serving as the site of workshops on an ever-expanding range of professional and academic topics, the center hosted hundreds of students enrolled in LAU's MBA and EMBA programs. LAU-Solidere's high-tech classrooms and attractive learning environment welcomed

Continuing Education Program certificate programs, as well as courses run by individual schools, departments, institutes and centers. For example, this academic year, the center hosted courses in actuarial science and in architecture and design, as well as lectures organized by the Institute of Family and Entrepreneurial Business, and sessions of the Institute for Women's Studies in the Arab World/CEP diploma in Gender in Development and Humanitarian Assistance.

# INSTITUTES AND CENTERS

## A Institute for Women's Studies in the Arab World

The Institute for Women's Studies in the Arab World (IWSAW) has for 45 years acted as a pioneering hub focused on gender issues and women's rights in the Arab region, working at the intersection of academia and activism. Founded with the intent of honoring LAU's history as a school for young women, the institute seeks to empower women and achieve gender equality through research, education, development programs, and local and international outreach.

Throughout the year, IWSAW maintained its tradition of hosting learning events related to the topic of gender in the region, including workshops, public lectures and book launches, among other activities. It continued its regular publication of *Al-Raida*, a bi-annual interdisciplinary and peer-reviewed academic journal. The institute also worked with various stakeholders in the community to enhance gender equality in Lebanon and the region.

In AY2017-2018, IWSAW's groundbreaking work was supported by a number of significant outside grants, reflecting the donor community's confidence in the institute's ability to carry out its mission. For example,

the US Department of State Middle East Partnership Initiative (MEPI) awarded IWSAW the largest grant the institute has ever received, for a two-year project titled Equality for Everyone: Gender Reform from Grassroots to Government. Meanwhile, the Carnegie Endowment for International Peace granted a large sum of money, which IWSAW split with LAU's Institute for Social Justice and Conflict Resolution. IWSAW will use the grant for a multi-country study focused on transnational social movements seeking to achieve family law revisions within an Islamic framework. Additionally, the institute garnered funding from the United Nations Population Fund-Lebanon for leading the project Enhancing National Capacity to Prevent and Respond to Gender-Based Violence in Lebanon.

IWSAW received further funding for its project with BALADI CAP, a program funded by USAID through Management Systems International for the purpose of building a full-fledged Human Rights Network (HRN). The HRN includes several civil society organizations working with vulnerable groups and communities, and its main objective is to advocate for their rights through targeted activities and support.

IWSAW's director was named one of the world's 100 Most Influential People in Gender Policy. The honor was conferred in May 2018 by Apolitical, an international platform that gathers and produces research on topics relevant to civil servants.



IWSAW commemorated International Women's Day with a series of events throughout the entire month of March 2018, including panel discussions and a conference on fashion and gender held jointly with the School of Architecture and Design.

For 33 years, IWSAW has run Qudwa: The Basic Living Skills Program, providing life skills to vulnerable women in communities. This year's session of Qudwa was conducted in partnership with the NGO SOS Children's Villages.



*In February 2018, IWSAW worked together with the Alumni Relations Office to organize the screening of Nour, a film directed by Khalil Dreyfus Zaarour on the issue of child marriage. IWSAW also supported a screening of the film at the LAU NY Headquarters and Academic Center in May, which was followed by a discussion with the film's director.*

*In January 2018, IWSAW honored the memory of the institute's former Director Mona Chemali Khalaf, who passed away this year. The event was attended by Khalaf's friends, family and many members of the LAU community.*



## **B** Fouad Makhzoumi Innovation Center

In response to changes brought by the Fourth Industrial Revolution, LAU has begun work on the Fouad Makhzoumi Innovation Center, which will be the hub for entrepreneurial innovations. Housed on the Beirut campus, the Center was made possible through a generous donation from the center's benefactor.

The center is located on the top floor of Irwin Hall on the Beirut campus. Meanwhile, LAU leaders are working out partnerships with local and international agencies to bolster the center's reach.

The goal of the center, which will also serve as an accelerator, is to leverage the creative

and entrepreneurial talents and ambitions of students by seeding ideas, incubating them and accelerating their passage to market. With the support of the Central Bank, the center will encourage technology-driven entrepreneurship, reduce the brain drain, and create an ecosystem of creativity and growth.

The two pillars of the Fouad Makhzoumi Innovation Center, innovation and growth, are also part and parcel of LAU's mission to lead its community, the country and region in technological and social advancement.

## C Center for Lebanese Heritage

The Center for Lebanese Heritage (CLH) is a unique unit within LAU and the country, charged with the collection and documentation of tangible and intangible materials related to the country's heritage. This year, CLH published *A 10-Day Photograph Journey Across Lebanon in 1965*, a compilation of pictures by Charles Cushman, the Arabic version

of *The Fossils of Lebanon – Time's Memory*, a collection of documents and photographs about Lebanon's fossils, and its flagship journal, *Mirrors of Heritage*. The center also raised its profile through a number of high-visibility events aimed at bringing its work to the notice of the broader community.



In early January 2018, CLH partnered with the Gibran Chair for Values and Peace at the University of Maryland to organize a conference dedicated to the legacy of Kahlil Gibran, the internationally renowned author, artist and poet. The event, called Gibran in the 21st Century: A Message to the World, drew participants from Lebanon, the United States, Egypt, Australia, India, Tunisia, and the United Kingdom.



This spring, CLH combined the celebration of the International Day of the Arabic Language and International Mother Language Day by dedicating a month to celebrating Arabic. From February 21 to March 21, the center held six interactive Arabic Language Discussions, bringing prominent speakers in the areas of media, education, advertising, literature, business and the arts to Beirut campus to discuss ways to encourage the proper usage of Arabic.



In May, CLH co-hosted, with the Lebanese Consulate General in New York, a panel discussion on Kahlil Gibran. Held at the LAU NY Headquarters and Academic Center in Manhattan, the event celebrated the centennial of Gibran's first English-language book, *The Madman*, and was attended by the Consul General of Lebanon in New York, researchers, academics and members of the local Lebanese community.

## D Centre for Lebanese Studies

Founded in 1984 and housed at LAU since 2017, the Centre for Lebanese Studies (CLS) aims to promote better understanding of the national and international issues relevant to Lebanon, to produce policy-relevant research on these topics, and to provide support and information for governments and international institutions in formulating policies toward Lebanon and the Middle East.

Among major topics the CLS addressed this year is accessibility. The center kicked off its Inclusive Design campaign in November 2017 with humorous videos to highlight the lack of inclusion and respect for a large section of the population, and to galvanize the public into action.

Teaching was another major theme in the CLS's work. In early September 2018, in partnership with the Lebanese Association for History (LAH), CLS celebrated the closing of a capacity-building project, *How Do We Make Our Students Young Historians*. The two-year program trained history teachers from across the country to advance a shift in history education, from memorizing a single narrative to learning history as a discipline. It also produced a teacher education curriculum to be presented to the Ministry of Education and Higher Education as a comprehensive professional development program.

In May 2018, CLS and its partner institution the Institute for International and Comparative Education (IICE) at the University of Massachusetts, Boston were awarded a \$461,981 grant from the Dubai Cares Evidence for Education in Emergencies Research Envelope. Together, CLS and IICE will use the funding to conduct an in-depth research project aiming to understand the roles played by private actors in Syrian refugee education. The center also received a \$951,519 grant from the Spencer Foundation, with which CLS is conducting a comparative longitudinal study of policies, programs and practices related to refugee education in four countries: Lebanon, Germany, Australia and Turkey.



*This past June, CLS hosted A Day in My Life, an event that brought more than 60 Syrian refugee children to campus, where they took part in an interactive puppet show and puppet-making workshop together with LAU faculty and staff and their children. The occasion aimed at highlighting challenges faced by Syrian refugee children studying in Lebanese public schools.*

*In December, CLS held a two-day conference about teacher professional development. The conference was organized by the United Nations Educational, Scientific and Cultural Organization (UNESCO) – as part of the education portion of the UN's Sustainable Development Goals – in collaboration with the Lebanese Ministry of Education and the Teacher Education Research Group (TERG), of which CLS and LAU are members.*



# UNIVERSITY SUPPORT

## A Library

The university's library resources continued to vibrantly grow over the past academic year. A network of four facilities cater to the research needs of LAU's faculty, students and staff, namely, the Riyadh Nassar Library in Beirut, the Byblos Campus Library, the Health Sciences Library in Byblos, and the library at the New York Headquarters and Academic Center. Construction of a new, state-of-the-art building is nearing completion in Byblos. When finished, the library will meet the rising demands of the LAU community in Byblos.

Together, the libraries are home to a continually expanding print collection of more than half a million volumes and over 500 print periodicals. More than 300,000 e-books are also available, as well as a widening pool of online databases and interlibrary loan services, giving library users access to millions of records at a moment's notice.

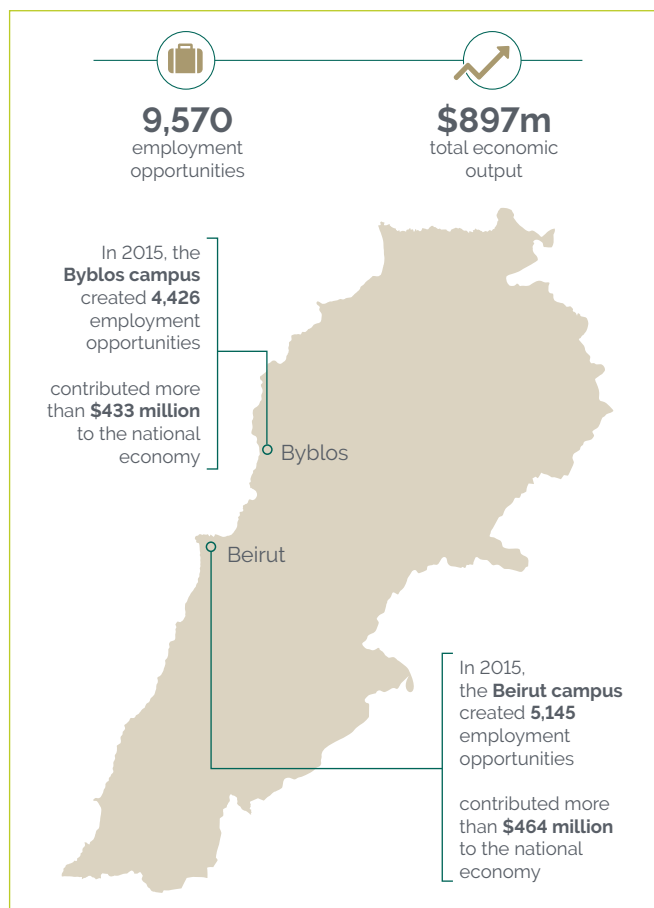
## B Department of Institutional Research and Assessment

The Department of Institutional Research and Assessment (DIRA) continued its work this year collecting, analyzing, warehousing and disseminating data on the functions – educational, administrative and support-related – of LAU. Its work is essential to the integrity and consistency of information coming out of the university, as well as to the institution's decision-makers in planning, policy formulation, assessment, and institutional-effectiveness initiatives.

DIRA published a groundbreaking report in the fall of 2017 on LAU's contribution to the Lebanese economy. It found that LAU adds more than 1.3 trillion Lebanese liras per year – equivalent to almost \$900,000,000 – to the economy of Lebanon, and creates 9,570 jobs for members of the community. The report is the first of its kind in the region.

DIRA has also assisted in collecting data for the Human Resource Department's ongoing benchmark study, which involves gathering information from peer institutions – such as other local universities – including job titles and descriptions and salary ranges. This data helps the university make informed decisions to support its workforce.

In addition, this past year, DIRA took over LAU's testing services. Students from high schools across Lebanon sign up and sit for entrance exams at LAU, including the SAT, English Entrance Exam (EEE) and the Subject Entrance Exam (SEE).



## C Information Technology

LAU's IT Department spent AY2017-2018 fully engaged in maintaining the university's existing IT infrastructure and implementing updates to ensure a technologically top-notch learning and work environment. Among other tasks, IT maintained 220 smart classrooms and

29 videoconferencing stations across the Beirut and Byblos campuses and the New York Headquarters and Academic Center. An upgrade of the faculty and student email system was completed in January 2018, while the Healthcare Simulation Management System

was enhanced with cutting-edge learning tools and simulation solutions.

IT security was increased through the implementation of next-generation of firewalls to prevent cyber-attacks. Additionally, IT security regulations were approved and will serve to increase user awareness on IT security matters. Finally, the fiberoptic backbone system on both campuses was upgraded, in conjunction with a doubling of internet bandwidth capacity, among other initiatives.

Demand is on the increase for the Electronic Document Management System. After implementing it in the Registrar, Legal and Facilities Management offices, as well as the two online museums, new implementation started at the Advancement Office, the Gilbert and Rose-Marie Chagoury School of Medicine, and the School of Architecture and Design. A Study Abroad and International Exchange Portal was implemented to allow administrators to perform timely follow-up on all aspects of the exchange process.



## D Human Resources

The HR Department's approach to its mission this year rested on four pillars: ensuring staff wellbeing through such means as awareness campaigns about healthy eating habits in the workplace, formalizing a comprehensive onboarding experience for new staff, engaging staff with community-building activities such as Bring Your Own Lunch gatherings, and enforcing LAU policies and procedures.

In the process, HR teamed up with the Continuing Education Program (CEP) to provide free seats in a vast array of training workshops including leadership, emotional intelligence and social media, to a total of 152 staff members. Moreover, the English Language Development Program was successfully delivered in collaboration with the CEP. In all, 87 members of LAU's service staff enrolled.

As for the Master-Level Education Subsidy Program, which supports staff members whose aim is to pursue their higher education by covering 75 percent of their tuition fees, 30 individuals benefitted.





HR continues to engage staff from different departments in learning and development activities, based on the results of the Performance Management System and other HR analysis.

On a different note, and in collaboration with the International Services Office, HR successfully arranged to send around 16 LAU staff members from various areas to different universities across Europe under the Erasmus Mundus Staff Mobility Program. HR also received, for one week, an exchange staff member from the University of Porto in Portugal.

HR strives to provide the best services in all its different areas. The Benefits-Insurance function was highly rated by the LAU community for its confidential and swift services.

## E Facilities

LAU firmly believes that the quality of the university's built environment is crucial to an optimal learning process, as well as being indispensable to the ability of the faculty to conduct their teaching and research activities. As such, the Facilities Management team is on the job around the clock, implementing new capital projects and providing maintenance to existing building stock. Some highlights:

- The Byblos campus benefitted this year with the completion of infrastructure that brings the campus hot water, air conditioning, power and wastewater disposal through clean, reliable and sustainable means.
- Also, on Byblos campus, work on the Engineering Laboratories and Research Center was completed, and the long-awaited Byblos library and central administration buildings neared completion.
- In Beirut, renovation on the Gezairi Building continued apace. The building is slated to be ready for occupancy in 2019 and will accommodate most of the administrative and academic programs and functions related to the School of Architecture and Design.
- Facilities Management spent AY2017-2018 designing and executing numerous renovation, remodeling and landscaping projects on both campuses, as well as focusing on numerous safety, real estate, energy management, recycling and other environment-related tasks and projects.
- Selected members of the Facilities Management team are involved in the ongoing master planning, renovation and capital projects that fall under the umbrella of the Gilbert and Rose-Marie Chagoury School of Medicine and LAU Medical Center-Rizk Hospital's Integrated Strategic Plan.



On the night of March 24, LAU's Beirut and Byblos campuses turned off their lights and closed down non-essential equipment for 60 minutes to mark Earth Hour, when people across the globe shut down all electric devices for one hour to mark their commitment to protecting the environment.

# UNIVERSITY PARTNERSHIPS

The concept of entrepreneurial universities is integral to LAU's Third Strategic Plan. It implies a commitment to collaborate and exchange knowledge with industry, society and the public sector through partnerships and other forms of alliances, strengthening links between teaching, research and industry activities in ways that lead to greater knowledge capital, and improve the world around us.

## **A** University Enterprise Office

As LAU's strategic consultancy, entrepreneurial development and programs management arm, the University Enterprise Office (UEO) (of which LAU Consult is a crucial component) spent AY2017–2018 exploring entrepreneurial venues in which to expand LAU's educational mission, both in Lebanon and the MENA region. This included focusing on academic partnerships, consultancies and other relationships.

To date, UEO has launched a holistic program-engagement approach, combining graduate education, training seminars and workshops, and targeted consulting services. In this regard, LAU has signed such

engagements with the Lebanese Armed Services, and soon will sign similar holistic engagements with several leading Lebanese banks.

Based on its positive experience of providing continuing academic coverage and consulting services to the Scientific College of Design (SCD) in the Sultanate of Oman, LAU Consult is set to launch three graduate programs in the Sultanate, with degrees granted by LAU. Also, LAU Consult signed an agreement with NASEEJ, the leading knowledge-solutions provider in the Arab world, to develop consulting services in eight MENA countries.



Over the past year, UEO oversaw both structuring and implementation of the LAU Armed Services Program, whereby LAU provides armed services personnel and their families access to key graduate programs at a discounted price. The program relies on agreements that UEO structured with the Lebanese Army and Internal Security Forces, General Security, and State Security directorates.

## B Other Partnerships



In May 2018, LAU proudly inaugurated the LAU Louis Cardahi Foundation in Byblos. LAU carries out its stewardship of the foundation in collaboration with the Municipality of Byblos, the Safadi Foundation, the Lebanese Syndicate of Tourism and the Lebanese Ministry of Culture, as well as a number of international partners.

The Cardahi Museum – housed in a historic, Ottoman-style house right on the bay – has been renovated and is now open to the public. The museum is stocked with historical artifacts, iPads showing documentary films and pictures, a library with over 1,500 works charting the evolution of Byblos, the Umayyad Exhibit, and a multi-function room with a painting collection by famed Byblos native Joseph Matar.

The foundation's director, who is also the interim chair of LAU's Department of Architecture and Interior Design, said that "The role of the foundation is to carry on the vision of the founders and treasure this beautiful stone house and its grounds overlooking Byblos, the long-lived city, whose historic evolution is the foundation's focus."



LAU signed an MOU with the Ministry of Finance, according to which the university is committed to drawing on its expertise and talent for innovation to boost the ministry's digital operations.

# UNIVERSITY ADVANCEMENT

## A Advancement Division and Development Office

The continued success of LAU as a hub of intellectual, entrepreneurial and social activity depends on significant financial investment. The contribution of the university's extended and loyal donor family is indispensable in this regard. In AY2017-2018, the generous support of LAU's benefactors ensured the institution's ability to carry on its mission, through an unprecedented flow of monetary and in-kind contributions.

Nearly \$16.5 million was raised from more than 1,200 donations in the 2017 fiscal year, allowing LAU to achieve a 14 percent increase in funds allocated to financial support for students, totaling \$35 million this year. The latter is not including the nearly \$24 million grant from USAID received this year for the Higher Education Scholarships Program (HES).



*The Development Office's Vote for LAU Spring Appeal campaign relied for the first time on social media to highlight inspirational videos and attracted new donors to the university's scholarship program.*

The Development team, along with LAU leaders and other stakeholders, also made final preparations for the university's third comprehensive campaign this year. They put together a detailed fundraising and communications plan in order to ensure a successful silent phase that will set the direction for the official public launch anticipated for fall 2019.

In an effort to streamline processes and maintain quality among all its efforts, the department renewed and upgraded its ISO certification to 9001:2015.



*In June, Chairman and CEO of Midis Group Nabil Bustros endowed a permanent lecture series on breakthrough business topics and innovation. The lecture series, hosted by the Adnan Kassas School of Business, brings two workshops each academic year and features international and regional guest speakers, such as Stephen Gillett, CEO and co-founder of Alphabet's Chronicle, Google's sister company focused on cybersecurity, who was the inaugural speaker of the initiative.*



*In July, the children of LAU alumna Lamia Sabbah Ali-Ahmed ('59) honored their mother by establishing a full scholarship in her memory.*



*Friends and members of the LAU community gathered for the Sixth Annual Gala Dinner, which was held in December 2017 to raise endowment funds for scholarships. Nearly \$500,000 was raised for the university's scholarship program, and during the evening there was a surprise announcement regarding a \$1.5 million gift from Chairman and CEO of engineering consultancy Dar Al-Handasah, Talal Shair.*



*The New York Sixth Annual Gala on April 26, 2018 saw similar success, with more than 150 benefactors attending the dinner to celebrate and support the university's Institute for Women's Studies in the Arab World (IWSAW).*

*In April, LAU's third Contributors Report went out to the university's community, donors and friends. The annual publication offers a comprehensive look at the support the institution receives and serves as an important platform to recognize every donor and show the impact of their generosity.*



## B Marketing and Communications Department

As part of its planning strategy, the department conducted extensive consultations with stakeholders, and developed and put in motion a strategic communications plan aimed at aligning all internal resources on key strategic initiatives and a core brand vision.

This academic year, the department put more emphasis on external communications, namely digital. Its designers and developers built a new university website that was designed to be "mobile-first" and audience-driven, prioritizing the information needs of target audiences, namely prospective students, parents, faculty and the LAU community. The site will be launched in early 2019.

*This year the department also helped with the launch of the President's Dispatch, a twice-monthly e-newsletter dedicated to members of the community.*



In addition, the department increased its capabilities in direct marketing campaigns and executed several for schools and divisions within LAU.



*The Marketing and Communications Department increased the reach of the LAU Magazine and Alumni Bulletin by revamping its editorial approach, launching an online version, and expanding its distribution on campus and off through a network of bookstores across Lebanon.*

It also continued to develop engaging content, including the production of special videos for the launch of the conference LAU's Economic Impact on Lebanon, and for the American Task Force for Lebanon Award presented to LAU's president.

## C Alumni Relations Office

More than 44,000 LAU alumni worldwide serve as living testimony of the university's impact on those studying within its gates. Alumni's pride in their alma mater inspires them to promote LAU in their professional and social circles, and to contribute to the university's continued thriving, both financially and through personal involvement in the institution's intellectual

and entrepreneurial life. More than 40 alumni chapters globally, with constantly growing memberships, conduct regular networking activities and raise funds in support of financial aid and scholarships through successful gala dinners and other activities, buoyed by regular interaction with the Alumni Relations Office.



The Keep Learning Alumni Lecture Series brings graduates back to campus to share their knowledge with the LAU community. This year's iteration of the series featured speakers on topics such as leadership, continuing education, making it in the modern business world, and preventing bullying, among others.



The annual Alumni Business Networking event is the only one of its kind in Lebanon. Held for the 12th year in a row and organized by the Alumni Relations Office in collaboration with the Dean of Students, the gathering permits alumni to explore career paths, and employers and potential hires to network, as well as allowing the university's leadership to learn directly from business leaders about how to prepare graduates for the 21st century job market.



*LAU established its first alumni chapter in Australia in March.*

In keeping with long-established tradition, AY2017-2018 saw both campuses abuzz with numerous alumni reunions, whether at educational lectures and workshops or at business networking events, among many other opportunities for reconnection.

*In spring 2018, dozens of Nutrition Program alumni came together at LAU to reconnect and network with their fellow graduates.*

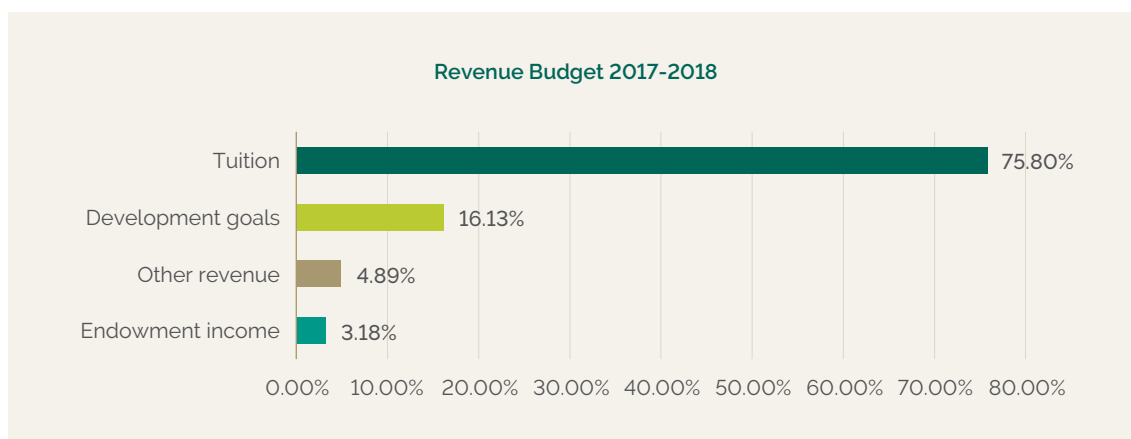




# FINANCIAL REPORT

LAU's operating budget for academic year 2017-2018 was around \$188 million, 4.8 percent over the previous year. This growth represents a landmark given the restrictive economic conditions prevailing in Lebanon.

LAU's commitment to excellence and, with it, its students and community, stands unrivaled. Around half the university's student population benefits from financial aid. In addition, the university has made a substantial investment in academics manifested by an increase in the number of full-time faculty.



Revenue Budget for 2017-2018	US Dollars
Tuition	142,922,506
Endowment Income	6,000,000
Other Revenue	9,228,333
Development Goals	30,405,825
<b>Total</b>	<b>188,556,664</b>

## A Reinforcing the Future, Today

The political and economic conditions in Lebanon and the MENA region continue to show more adverse trends. Still, monetary conditions nationwide are holding due to healthy reserves held by the Central Bank and more aggressive regulatory measures aimed at limiting the flight of foreign capital and upholding the national currency at steady levels, while awaiting positive changes via the anticipated flow of funds from the 2018 Cedar Conference.

Meanwhile, the university's leadership is fully aware of the challenges it is facing, and LAU has planned ahead in anticipation of "bad times." From the strategic directives set by the Board of Trustees during its January 2018 meeting in London, to action plans to control the operating budget through optimization and mindful savings, to boosting and diversifying revenues in order to reduce overdependence on tuition, LAU has been working through the challenges.

During its retreat, the Board of Trustees produced a vision to set the strategic direction of the university for the future:

**Strategic Area 1:** Mission, academic quality and reputation

**Strategic Area 2:** Innovation, technical and data analytics, and establishing a culture of innovation

**Strategic Area 3:** LAU without borders

**Strategic Area 4:** LAU schools – collaboration, differentiation (including research) and inter-professional development

**Strategic Area 5:** Financial sustainability

On another front, the US higher education system is currently undergoing major reforms calling for more focus on the future rather than on the legacies of the past. New models are needed to overcome the changes to the higher education system that

are occurring at breakneck speed. But why adopt new models or undergo transformations?

- Questions of accessibility and affordability
- Declining public support/philanthropy
- Changing expectations for outcomes
- Changing delivery modalities
- Increasing and changing costs
- Globalization
- Disappearing institutions and new competition
- Losing the debate on strategic conversation

In light of the above, US institutions of higher education in association with related American agencies, such as the National Association of College and University

Business Officers, have joined forces and initiated an economic-model project with the goal of ensuring that academic institutions can fulfill their missions of instruction, research and service. The project also aims at providing these institutions with a tool that allows them to start a conversation about higher-education economic models that are financially sustainable, efficient and effective.

Facing these challenges is not an easy task. Nevertheless, the dynamic and creative strategic approach adopted by the LAU administration, coupled with an engaged leadership and the perseverance to forge ahead, places the university in a strong position to overcome the many challenges of the future.



## B The Overall Picture

The university still demonstrates healthy operational growth. As of the close of fiscal year 2017-2018, LAU's total assets were \$1.13 billion. Net assets closed at \$1.01 billion, an increase of \$66.2 million, or 7.0 percent, compared to the close of fiscal year 2016-2017.

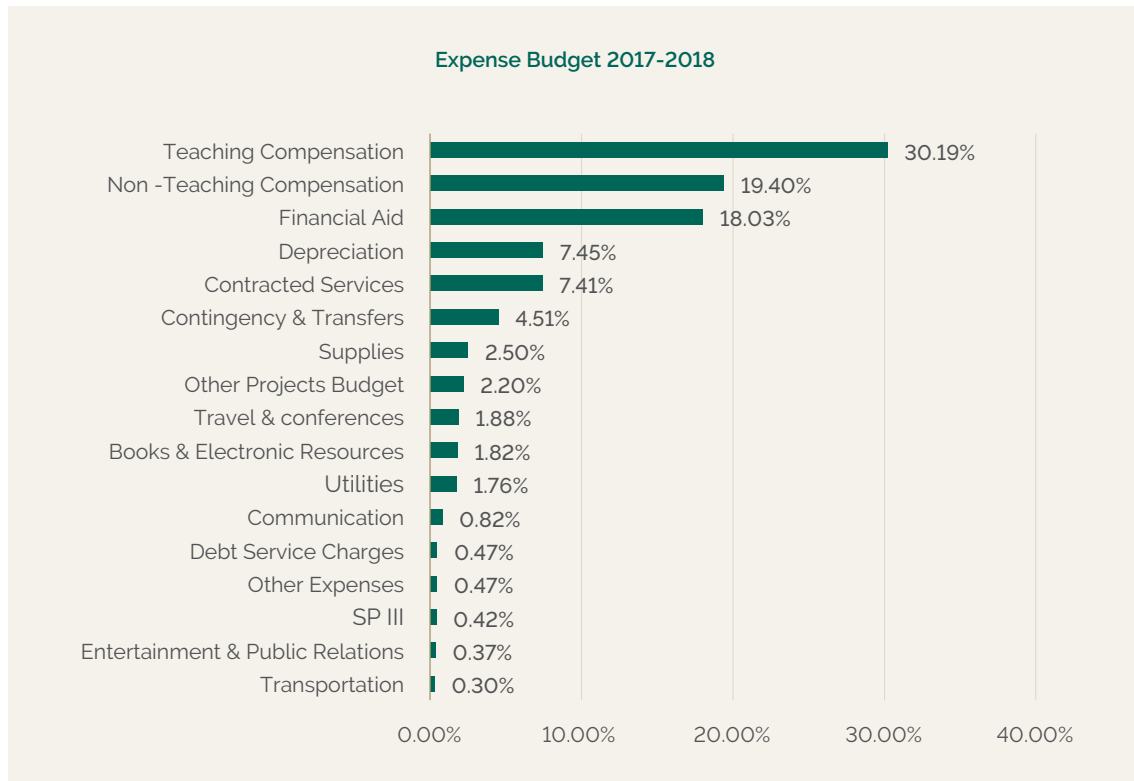
Pressure on enrollment is increasing in light of economic conditions and competition.

Nonetheless, LAU is managing to keep enrollment at healthy levels. This is costing the university more investment in aid given the prevailing circumstances. However, remarkable efforts are being exerted by all constituents to help sustain a healthy operation.

LAU's investments, mainly made up of endowments, continued an upward trend and closed at \$536.1 million as of August 31, 2018. Looking forward, some risks will

be rewarded, and well-structured portfolios can achieve realistic investment goals. LAU's Investment Committee, Investment Office and consultants continue to focus on winning strategies while monitoring the Endowment Portfolio, assessing market conditions, and building a strategic asset allocation mix and robust manager-selection processes.

As part of its oversight of LAU's resources, the Board of Trustees approved in March 2018 a revised five-year financial plan aimed at maintaining efficiency and positive cash flows in the annual operating budget, boosting the endowment at an acceptable pace and securing the resources necessary for the execution of the university's and LAU Medical Center-Rizk Hospital's capital plans.



Expense Budget for 2017-2018	US Dollars
Teaching Compensation	56,929,117
Non-Teaching Compensation	36,588,360
Financial Aid	33,988,065
Supplies	4,704,595
Books & Electronic Resources	3,435,783
Transportation	564,630
Communication	1,547,358
Travel & Conferences	3,543,300
Utilities	3,311,785
Contracted Services	13,969,830
Entertainment & Public Relations	700,000
Other Expenses	878,625
Depreciation	14,050,475
Contingency & Transfers	8,500,000
Other Projects Budget	4,154,740
Debt Service Charges	895,000
SP III	795,000
<b>Total</b>	<b>188,556,663</b>

# OUR GENEROUS DONORS

## **A** President's Fund 2017–2018

The following grants were established to support the Financial Aid program to needy and deserving students under the President's Fund:

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- Ramzi Kteily President's Fund
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## B Contributors 2017–2018

The Lebanese American University acknowledges with gratitude the following contributors who made generous financial, matching and in-kind gifts to the University between September 1, 2017 and August 31, 2018:

\* Alumni, Spouse Alumna and Alumni Chapters      + Gift in-kind      † Graduates who contributed toward the Senior Class Gift

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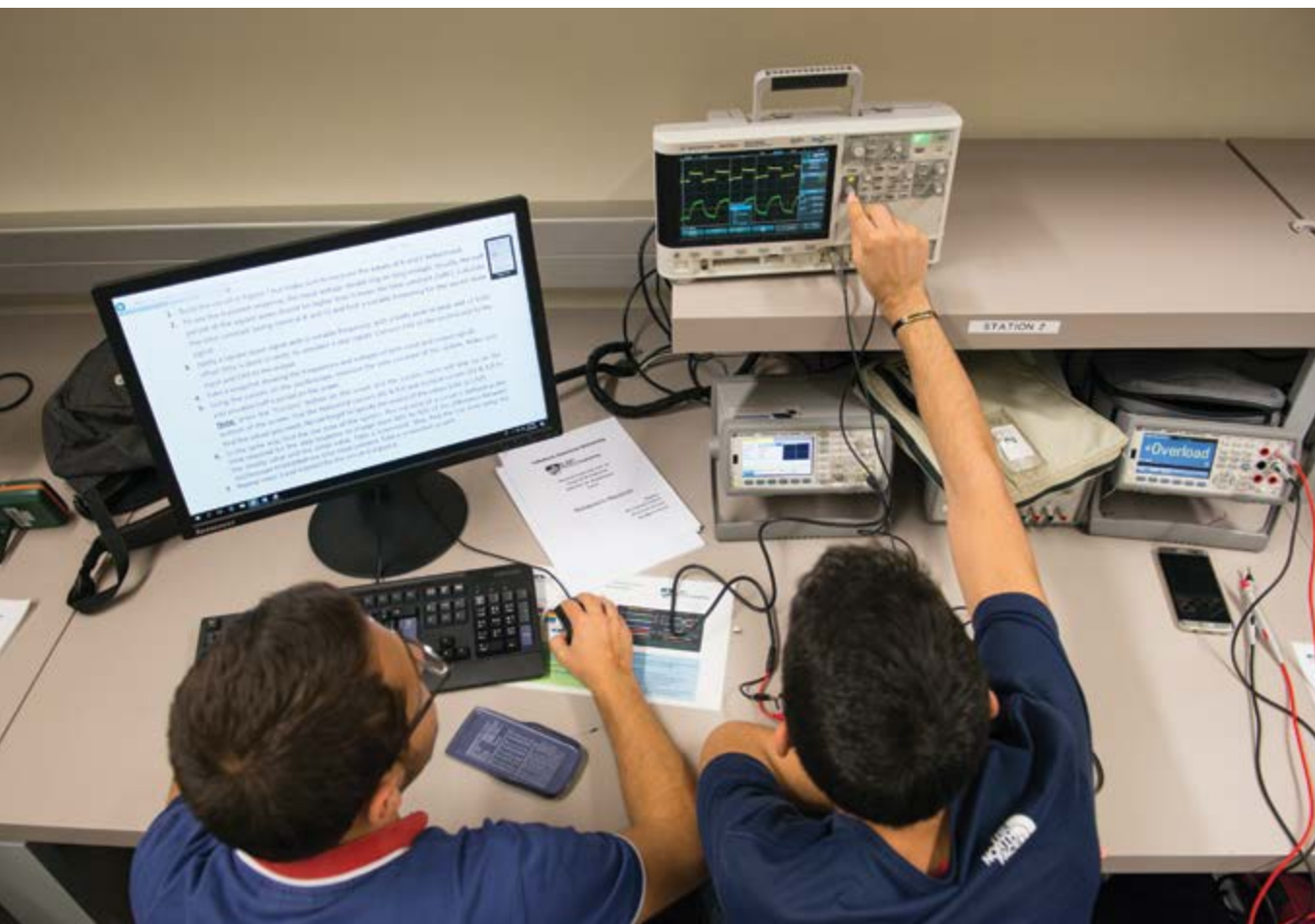
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Abdallah Yabroudi Designated Scholarship Grant

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Ahmad Abou Ghazaleh Memorial Scholarship Grant

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Association for Specialization and Scientific Guidance Designated Scholarship Grant

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Association Philippe Jabre Designated Scholarship Grant

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Azeez Shaheen Annual Scholarship Grant

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Badre Shaheen Award for Nursing Students

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Balsam Al Khalil Designated Scholarship Grant

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BLOM Bank Annual Scholarship Grant

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C.A.T. International Annual Scholarship Grant
Chady Wehbe & Hiba Yazbeck Wehbe Annual Award in Nursing
CMC Scholarship Grant Program
Dima Healthcare Nursing Annual Scholarship Grant
Elie Kai Annual Scholarship Grant
Engineering Students' Emergency Relief Fund
Fouad and Mouhab Jawhari Designated Scholarship Grant
Ghada Qaddumi Annual Scholarship Grant
Ghaidaa Rifai Nursing Annual Scholarship Grant
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Inas Abou Ayyash Foundation Award
Joe Abi Ghosn Designated Scholarship Grant
Kamil Sarieddine Designated Scholarship Grant
Kheireddine El Jisr Annual Scholarship Grant
LAU Alice Ramez Chagoury School of Nursing Annual Scholarship Grant
LAU – Toronto Alumni Chapter Annual Scholarship Grant
LAU Athletic Annual Scholarship Grant - Beirut Campus
Librairie du Liban - Publishers Annual Scholarship Grant
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### **NAMING A SEAT AT IRWIN HALL AUDITORIUM**

Amal E. Daouk

### **NAMING A BENCH AT LAU BEIRUT**

Wassim M. Aldayah  
Hayat Mousfi



# HISTORICAL TIMELINE

American Presbyterian missionary Sara L. Smith establishes the first school for girls in the Ottoman Empire.



1835

1904

Sarah L. Smith's pioneering efforts pave the way toward instituting the American School for Girls.



The American Junior College for Women (AJCW) is founded with a class of eight students.

1924

1933

The cornerstone of LAU's oldest building, Sage Hall, is laid.





The name of the college is changed to Beirut College for Women (BCW).



BCW is granted an absolute charter.

1948 – 1949

1950

1955

1965

New buildings are completed and named in honor of early leaders: Frances Irwin, Winifred Shannon and James Nicol.



The dormitory building is named in honor of BCW presidents Rhoda Orme and Frances Gray.

The Board of Regents of the University of the State of New York grants BCW a provisional charter.



The Lebanese government recognizes BCW's bachelor's degrees as equivalent to the French bachelor's, or *license*.



The board of Regents in New York amends the charter to transform the college into a multi-campus institution.

1970

1973

1985

1991

The college becomes co-educational and changes its name to Beirut University College (BUC).

Classes begin at the Byblos campus.







The Board of Regents approves the new name of Lebanese American University, and the charter is amended to include master's degrees. LAU has four schools: Arts and Sciences, Business, Engineering and Architecture, and the School of Pharmacy, inaugurated this year.



The PharmD program becomes the only one outside the United States to earn accreditation by the Accreditation Council for Pharmacy Education (ACPE).

1994

1999

2002

2004

The Lebanese government grants LAU a license to operate a medical school and a nursing school.



After extensive renovations funded by the Safadi Foundation, the Safadi Fine Arts Building in Beirut campus is rededicated.



The Gilbert and Rose-Marie Chagoury School of Medicine welcomes its first class of students.



LAU is granted full accreditation by the New England Commission of Higher Education (NECHE).

LAU acquires majority holdings of Hôpital Rizk, and begins developing the Lebanese American University Medical Center-Rizk Hospital.

LAU acquires Gezairi Transport's former headquarters to host the School of Architecture and Design.



LAU embarks on Strategic Plan 2011-2016, focused on taking the university to the next level of academic excellence.



The Frem Civic Center is inaugurated on the Byblos campus.

2009

2010

2011 - 2012



The School of Engineering's undergraduate programs and the School of Arts and Sciences' BS in Computer Science receive accreditation by the Engineering Accreditation Commission (ABET).



The Alice Ramez Chagoury School of Nursing welcomes its first class.



2013

LAU's New York HQ and Academic Center is inaugurated in midtown Manhattan.

The BS in Nursing is accredited by the Collegiate Commission on Nursing Education (CCNE).



The LAU Executive Center@Solidere opens in downtown Beirut.



2014

The Gilbert and Rose-Marie Chagoury Health Sciences Center is inaugurated to host the schools of Medicine, Pharmacy and Nursing.



2016

The newly named Adnan Kassar School of Business receives accreditation from the Association to Advance Collegiate Schools of Business (AACSB).



2017

LAU embarks on its Third Strategic Plan (SPIII) to foster intellectual capital and pedagogical innovation, and to position LAU as a university without borders.



The BA in Fashion Design in collaboration with ELIE SAAB celebrates its first graduating class with a highly anticipated fashion show.

A groundbreaking ceremony kicks off the construction of the Antoun Nabil Sehnaoui – SGBL Athletics Center.



2018

The LAU Louis Cardahi Foundation is inaugurated next to St. Jean-Marc Church in historic Byblos.



The Fouad Makhzoumi Innovation Center was established as a hub for the incubation and acceleration of bold new ideas.





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**BEIRUT CAMPUS**

P.O. Box: 13-5053 Chouran  
Beirut 1102 2801, Lebanon  
Tel: +961 1 786456  
Fax: +961 1 867098

**BYBLOS CAMPUS**

P.O. Box: 36  
Byblos, Lebanon  
Tel: +961 9 547254/262  
Fax: +961 9 944851

**NEW YORK HEADQUARTERS  
AND ACADEMIC CENTER**

211 East 46th Street  
New York, NY 10017-2935, USA  
Tel: +1 212 203 4333  
Fax: +1 212 784 6597

[info@lau.edu.lb](mailto:info@lau.edu.lb)  
[www.lau.edu.lb](http://www.lau.edu.lb)

