

**THE PRESIDENT'S INTERIM REPORT**  
**TO THE**  
**BOARD OF TRUSTEES**

**March 2005**

**American University of Beirut**  
**Beirut, Lebanon**

**TABLE OF CONTENTS**

<b>President of the University .....</b>	<b>3</b>
<b>Provost .....</b>	<b>4</b>
<b>Vice President for Administration.....</b>	<b>6</b>
<b>Vice President for Finance .....</b>	<b>13</b>
<b>Vice President for Regional External Programs .....</b>	<b>15</b>
<b>Vice President for Development &amp; External Relations .....</b>	<b>18</b>
<b>Vice President of Medical Affairs and Dean, Faculty of Medicine and Medical Center.....</b>	<b>31</b>
<b>Dean, Faculty of Arts and Sciences .....</b>	<b>47</b>
<b>Dean, Faculty of Engineering and Architecture .....</b>	<b>49</b>
<b>Dean, Faculty of Agricultural and Food Sciences.....</b>	<b>52</b>
<b>Dean, Faculty of Health Sciences.....</b>	<b>55</b>
<b>Dean, Olayan School of Business.....</b>	<b>58</b>
<b>Dean of Student Affairs.....</b>	<b>61</b>
<b>Center for Advanced Mathematical Studies .....</b>	<b>64</b>
<b>Office of the Registrar .....</b>	<b>66</b>
<b>Director of Admissions .....</b>	<b>68</b>
<b>Director of Financial Aid.....</b>	<b>69</b>
<b>Director of Academic Computing.....</b>	<b>71</b>
<b>University Libraries.....</b>	<b>74</b>
<b>AUB Museum .....</b>	<b>76</b>
<b>Office of Institutional Research &amp; Assessment .....</b>	<b>78</b>
<b>Office of Grants &amp; Contracts.....</b>	<b>80</b>
<b>Director of Internal Audit.....</b>	<b>82</b>
<b>Institutional Planning &amp; Process Improvement.....</b>	<b>84</b>

## PRESIDENT

Since the academic year got underway, we have encountered and discussed ‘the usual problems’—our student profile, faculty recruiting, cheating and plagiarism, how to reform HIP, devolution at the AUBMC, the strength of the LL (and the weakness of the US\$), receivables, and again receivables. These are the problems that never go away, but this year we had the feeling that we had a modicum of traction on them. And, whatever one’s personal views, the re-election of George Bush at least gave a firm answer to an open question: who will lead the United States?

There was also some unmitigated good news. In December 2004 we symbolically laid the corner stone of the recently-announced Issam Fares Institute for Public Policy and International Affairs that I believe will endow AUB with a policy voice that will one day be heard throughout the region. A few weeks later, with some magnificent help from two of our trustees, we cleared the \$100 million mark in our Campaign for Excellence in gifts and pledges.

Then, literally out of a clear blue sky, came the grisly assassination of Trustee Rafic B. Hariri. In Lebanon this has had the combined effect of September 11 and the southeast Asian tsunami. No one, I suspect, *really* saw it coming, and certainly no one was prepared for it. One day we may look back on this event and attribute to it all sorts of positive results; perhaps a kind of collective focusing of the Lebanese mind. But for now the feeling is one of unacceptable and totally avoidable loss.

As I write (February 25), it is not clear whether or not our friend, colleague, and alumnus, Basil Fuleihan will survive his ordeal. Our prayers are with him.

Last week I received a message from a fairly recent AUB alumnus whom I had taught in a political science class a few years ago. He sent me this message from Paris. I produce it here, unedited.

*“I am sad for my small country, I have lived many beautiful things in it, but always came violence to make it subject to relativity. And thus make the beauty less beautiful.*

*I am afraid of the future, not only because I am living precariously, but because I don’t have a B plan. Where is my B plan?, well its relatively insecure, violent, and occupied.*

*At a certain point of my life, Lebanon was an A plan, the same for many of my generation, a generation that was too young to fight during the war, and too young to take actions directly after the war. But than it became relatively a B plan, a good destination for vacations, family gatherings, and nostalgia.*

*I am sure that the people that killed Hariri must have had a B plan, but they did not use it. They killed my B plan when they chose their A plan.”*

John Waterbury  
President

## PROVOST

The five interdisciplinary committees on strategic planning have been meeting weekly since the end of November. Each of these committees—Enrolment Management, General Education, Graduate Studies and Research, Information Technology, and University Positioning—is composed of faculty, students, and administrators, and is working toward an April deadline. Thereafter seventeen unit-oriented planning groups will begin work. Institutional strategic planning was one of two major recommendations made by the Middle States Association Evaluation team last June to be completed by April 2006.

The other recommendation urged the university to develop an institutional plan for creating explicit and measurable learning outcomes for each of its academic programs. Organizing this project has been undertaken by AUB's new Center for Teaching and Learning, whose new interim director is Associate Provost Waddah Nasr. In addition to developing learning outcomes, the Center continues to sponsor faculty training workshops on academic advising, teaching portfolio development, teaching excellence, and the Mellon-funded six-week faculty summer seminar on information services and academic computing. Such professional development support, along with that provided by the Academic Computing Center, has proven vital for creating an environment of constant improvement in teaching. A third important accreditation recommendation, to review the university's mission statement, is also in progress.

Other improvements have also been in the works. This fall witnessed the opening of AUB's new Writing Center, which is overseen by members of the English department. The aim of the Center is to improve student writing by providing support in planning and editing writing assignments. There is a sense that our students currently write too little. The establishment of this new Center, whose scope will grow over the next few years, is crucial to fostering a greater reliance on writing in AUB coursework. As writing assignments increase, so does the temptation to plagiarize. To counter this, faculty members are being offered use of a new computer program to which the university has subscribed, *Turnitin*. This program is an ever expanding database of student papers from participating universities in the US or abroad. When AUB students submit their papers, teachers run them through the database and receive instantaneous reports on any plagiarism that may have occurred. Another academic integrity initiative undertaken this fall is the requirement that all AUB students complete an on-line plagiarism test, so that no student can claim ignorance of the principles involved. In addition, the Board of Deans has produced a set of practical guidelines for faculty and students on exams and assignments that are intended to reduce infractions of academic integrity. This is an on-going struggle, but one in which AUB is now actively engaged.

In another area, during this fall semester AUB has been going wireless, a project that should be complete by summer. Moreover, the university cooperated with a local bank to develop a computer loan program that will enable more students to afford laptops. With the growing reliance on computing in academics, this is a need that will only grow in the future.

Work is also proceeding on developing Ph.D. programs. The Faculty of Engineering and Architecture voted for programs in Mechanical Engineering and in Electrical and Computing Engineering. The New York State Board of Education requires two site visits by small teams of qualified academics from Ph.D. granting universities to review each new Ph.D. program to assure that it is feasible and academically credible. The first of these visits is planned this spring for the Engineering programs. Such external evaluation is always beneficial, but it also means that the process is prolonged. Other Ph.D. program proposals are working their way through the Faculty of Arts and Sciences.

By this time, external evaluation has become a way of life at AUB. Currently, Business, Engineering and Architecture, Public Health, and Nursing are all in varied stages of actively seeking professional school accreditation from the respective US-based associations. A senior team from Johns Hopkins University reviewed the Department of Internal Medicine positively at the end of last summer. And in the English department, the Communication Skills section will submit to a weeklong external review within the next few months. This review is in line with the university's growing commitment to excellence in writing.

This fall also saw significant changes in AUB's Health Insurance Plan (HIP). Work on the initiative to stabilize future health care costs continues this year.

This is the first year that we will implement the new faculty promotion guidelines that were developed over the last few years and finally approved by the University Senate and the Board of Trustees last June. The procedures are now more complex, but the experience should be positive.

Several new faculty committees are now operating. The Unified Admissions Committee admitted its first group of students this fall and is beginning to prepare for next year's students. This committee has so far been a great success. It saves an enormous amount of faculty member time (one committee decides rather than six meeting simultaneously), facilitates the work of the Admissions Office considerably, and enables the university to admit the desired number of students with more precision. A second committee is the Inter-Faculty Lab committee, which is now a standing planning committee consisting of representatives from each Faculty. One task of this committee is to plan the coming year's capital budget for laboratory equipment and renovations. Equally important, it engages in longer term planning so that the university has a better conception of what future needs will be. The committee also serves as a gatekeeper to ensure that AUB does not buy equipment that duplicates that already in place or not truly needed.

Finally, this fall saw the culmination of the 50<sup>th</sup> anniversary celebrations for the Faculty of Health Sciences. The Faculty organized an outstanding international conference and hosted a spirited gala dinner celebration. In like manner, the School of Nursing has just initiated its own 100<sup>th</sup> anniversary celebration with an ambitious program of academic and professional activities.

Peter Heath  
Provost

## VICE PRESIDENT FOR ADMINISTRATION

### HR/ Personnel Matters

Mr. Jim Radulski, new Deputy Vice President for Human Resources, has initiated a plan to integrate the operations of HR units at both the hospital and campus. The long-term goal is to evolve human resources from a purely administrator role to that of a business partner. This adds value to the university's strategic and operational goals by developing and delivering excellence in modern HR policies, programs, practices and resource allocations aligned to the HR mission.

A new joint training and certification program will include 23 employees involved with HR administration, including academic units of the university. This program will be delivered over one year and the successful employee will earn certification as a Certified Professional in Human Resources and Compensation (CPHRC). This process will enhance HR devolution and place it on a more coherent and solid platform.

An equal attempt is being conducted to plan the financial devolution of the hospital and identify the strategic steps to achieve this goal. All those involved in the financial administration on campus and at the Medical Center have agreed on this process.

During this period, 18 non-academic employees were hired on campus, 12 above grade 12. 63 full time faculty members were recruited and 216 part-timers.

The Health Insurance Plan (HIP), restructured as of October 1, 2004, significantly improved its financial outcome during the first 4 months of the fiscal year. A surplus of \$75,600 was recorded, not including an administrative cost of \$253,200 to cover the expenses of the University Health Service and the Benefits Office. Simultaneously, AUB initiated an RFP to outsource the HIP administration. From 7 companies invited, four bids were received and two were short-listed. The HIP Committee is reviewing these two offers and will submit a recommendation to the president in the near future. Advantages of outsourcing include better controls on patient referrals, dealing with the National Social Security Fund (NSSF), connecting to the network of the third party provider in as far as pharmacies are concerned, collecting and funding of NSSF receivables. Outsourcing will also protect AUB against a bulge in the number of retirees over the next five years; another projected 88 retirees (176 total including spouses) are scheduled for retirement. NSSF obligations for outpatient medications and services alone have reached an alarming level of \$5.8 million year to date. NSSF payments are slow despite the many promises by its officials including the Director General.

During this period, \$3,386,697 in educational benefits was paid to 1,726 eligible children of faculty and staff for school tuition fees. \$1,273,703 in scholarships was offered to the eligible children in the categories mentioned above who applied for educational support at the university level. Educational benefits paid so far have reached nearly \$4.6 million.

KPMG conducted a comprehensive audit of Pension Plan B invested with Merrill Lynch as the employees' contribution to the Plan. Corrections on the order of \$12,000 were made as

adjustments had to be implemented on a total portfolio of \$7.2 million. These corrections were implemented with other administrative recommendations to enhance the controls and process. Monthly electronic statements to all members are being distributed by e-mail.

### **Computing and Networking Services (CNS)**

Implementation of the Oracle Financial System remains a major concern of CNS. The Grants module, implemented a year ago before the Accounts Payable interface and workflow were tested and approved, has been a major factor in implementation delay of the Oracle Financial System. AUB is seeking the help of Oracle and other specialists who have successfully implemented such systems. No alternative solution can be recommended at this stage. Many administrative processes are delayed because of this technical difficulty, including purchasing and inventory in the area of administration. During this period, CNS has provided the needed database administration support, and upgraded, patched and fine-tuned the Oracle Financial 11i instances. Their role was restricted to purely technical issues, problem tracing and solving, end user training and support and interface development works. 96 bugs and errors were solved during this period and 62 Technical Assistance Requests (TARS) were filed with Oracle Support. Seven of these TARS remain open and a number of system errors are unresolved.

Regarding the Student Information System (SIS), in November 2004 CNS successfully upgraded the database and the system to version 6. The SIS primary application specialist was hired in the Admissions Office. She will transfer to her new job in mid February and a replacement with SCT should be trained as soon as possible. This move raises the need to revisit the university policy on lateral transfer of employees as well as on the policy of centralized IT services vs. proliferation of this service to the major units in the university and its Medical Center.

On the Development/Alumni System, CNS and the Development Office finalized the Alumni web interface and authenticated the design. The launching of this web page will be delayed due to the transfer of the above-mentioned specialist and a replacement should be identified and trained at SCT as soon as possible.

Backbone services delivered a stable operation within the reported period except for one incident in the Medical Center caused by a failure on the MC core backbone switch. A case was opened with Avaya, our current backbone switches provider, but no final diagnosis has been reached. Avaya dropped its production line in December 2004 but will support the current products for another two years. CNS will prepare a risk assessment and mitigation plan within the next 6 months.

A new traffic shaping and re-direction scheme to improve the quality of service and control abuse was introduced by CNS. The new scheme permitted better academic use of the bandwidth between 5 p.m. and 11 p.m. during normal school days. CNS has successfully initiated in January 2005 the all users' network storage space for student profiles and others. The basement of Van Dyck was renovated to house the Help Desk and the support office space that will open on March 1, 2005.

During this period, 54 service calls per day were received which represent a 41% increase over the same period last year. The contractor successfully completed around 34 work orders during the same working day. The addition of the wireless support, students' portables and the continuing surge in security breaks on Microsoft OS were behind the increase in service calls. Furthermore, during this period, 290 PCs, 23 printers and 11 servers were purchased.

### **AUBMC Information Office**

Mr. Sami Cortas, Assistant Vice President, was assigned as Chief Information Officer of the AUB Medical Center. Two new lines for analyst programmers were activated and advertised. Mr. Cortas will lead the IT team to develop the AUBMC information system.

The Master Patient Index has been expanded to hold additional bio-data and pictures. The aim is to register and assign a unique patient number to all new outpatients. This is a major step towards consolidating and streamlining medical records and improving patient identification, and is a requirement for accreditation.

The medical records dictation system was upgraded by installing an interactive voice-recording unit (IVR) to allow doctors to pause and rewind while dictating their reports. The medical reports can now be dictated over the telephone or via a personal computer. The plan is to complete the cycle by making the typed reports available to doctors over the Internet for review.

A half-terabyte raid disk storage system was ordered, in addition to two servers. The plan is to consolidate medical data on SQL servers. This storage will be used partially to store video recording for cardiology. A first edition of a centralized security model was deployed (an accreditation requirement), for assigning rights and logging access to medical applications. Similarly, a replication between the IBM A/S 400 based MPI and the MS SQL server was deployed which will serve as a backup and will be used for applications being developed.

Concerted effort is being applied to providing web-based applications to the medical community. Web based applications in the medical environment can be very effective due to their simplicity of use, their ability to render multimedia, and their accessibility from within and from outside the hospital. Web applications can consolidate disparate data from distributed databases. It is envisaged that the potential is there for web based reporting, order entry, data collection, patient self-service, etc. especially if AUBMC ultimately offers services to the country or region at large. Web applications require no new hardware and are easier to maintain. The IBM AS/400 was successfully deployed as a web server to make the patient registration available on the web.

We are in the process of upgrading the Laboratory Information System (LIS) system. We have ported the data to a SQL web server and improved and enhanced the web result reporting to allow faster search of our current results data of 1.7 million patients and over 17 million test spanning some 9 years.

The bid for a CR system for diagnostic radiology has been opened. This will help reduce the use of films, and allow the digitization of images in preparation for the future PACS. The CR system includes digitizers, printers and computer storage for images and will interface to all modalities

The endoscopy department received the long awaited computers and video grabbers, and should deploy their reporting system in February. Plans are also underway with Nursing to improve the operation of the OR store and private clinics. Work is being coordinated with the hospital admissions office to implement an automated operating room schedule. Network switches are on order to expand the network access points. Wireless hubs are also on order for experimental deployment on the floors. We continue to look for ready-made systems for clinical departments when such systems can be of value and present a good return on investment. We have also introduced many minor enhancements and added required features to the current systems.

As part of the routine support of Mr. Sami Cortas to the campus IT operation, the main activity conducted on campus this month was the creation of a web-based application for tracking requisitions and purchase orders on the Oracle system. The application has been released for a select test group, and he is working on finalizing it before deployment. This is a further step in providing additional information over the web, thus reducing the use of paper, and making up-to-date information available to all users around the clock.

### **Business Services**

Business Services launched the food-outsourcing project to USM Compass, with an official opening ceremony held on December 10, 2004 at the Ada Dodge Hall Cafeteria. The USM Compass team, which made major renovations to the cafeteria, is running an efficient operation without a deficit, offering quality food that is appreciated by all.

Housing Services are running smoothly under the new director. A Housing Residents' Committee was formed with members from current campus residents and Housing Department staff. The Committee oversees all on-campus housing issues and tries to resolve them in the best interest of the tenants. The Department provided housing for 52 faculty members, 19 on-campus and 33 off-campus.

An AUB Bookstore Adhoc Committee was formed to review the workflow and recommend a better textbook ordering process. A bookstore coordinator and faculty/ schools coordinators were appointed and trained on the new process. The efficiency of the system is being evaluated and continuous feedback from faculty coordinators is relayed to Business Services for consideration. The bookstore operation is another example of a successful outsourcing process in spite of the many intricacies of the operation.

The Motor Pool is another area where outsourcing was partially implemented, on transportation to the airport through a local taxi agency. The feasibility of outsourcing the transportation of nurses is being considered next and if implemented, the Motor Pool will be left with a core fleet of cars and personnel to handle essential administrative transportation at a more cost effective operation. Central Duplicating is another area that is being considered for outsourcing.

New parking facilities, to substitute for the sea parking that was lost to the new Hostler Center, were provided at the Salient areas and the former alumni tennis courts. There were no significant complaints about the new arrangement.

A customer survey indicated a level of 87% satisfaction with travel office service. Airline tickets purchased totaled \$200,501, with a saving as a result of the bidding procedure of \$25,690.

On January 3, 2005, Purchasing began applying i-procurement of Oracle. This process advocates a paperless operation, but unfortunately technical problems caused delays in the workflow approvals and in processing the purchase requisitions. Attempts are being made to find a solution to all problems relating to the implementation process of the Oracle Financial System. Other means are used to keep the purchasing process going and to handle the large volume of operations that, during this period alone, reached 3,946 orders with a total value of \$ 14,740,509.

AUB approached Adams Consulting Group to conduct an operational audit of Business Services similar to their Physical Plant Review that was conducted a few years back. The official offer of Adams was not submitted yet.

### **Environmental Health Safety & Risk Management (EHS&RM)**

During the first quarter of this fiscal year, the following activities were conducted by EHS&RM:

Renewed university insurance policies, achieving savings of about \$200,000 by assuming self insurance for certain risks and retaining a higher deductible on property insurance.

Completed and submitted policies on incident reporting and work related accidents to the PPRC. Also reviewed the Public Functions policy with the Office of Information and Public Relations and university counsel to assure life safety and safeguard the university from liabilities.

Reached an agreement, based on advice from university counsel, with the Dean of Student Affairs, to assure limited liability to the university arising from student food sales.

Reviewed, discussed and commented on 16 FPDU and Physical Plant projects for compliance with Life Safety Code requirements.

Reported and worked on the recall and replacement of about 440 fire extinguishers at the university. The extinguisher supplier will start replacing these extinguishers soon. The Emergency Response Team (ERT) responded to 5 fires, 15 alarms and attended to 3 fire drills.

Worked during several public events in Assembly and Issam Fares Hall during and off normal working hours to assure life safety and reduce university liability.

Initiated the University Bio-safety Program in accordance with NIH/CDC guidelines. This program provides for safety from use of biological agents in teaching, research and medical treatments. NIH and US federal research grants are conditional on the university's compliance with the above-mentioned US Guidelines. Prepared all forms and documents needed and started licensing users of sealed radioactive sources including training of physicians and users.

Prepared a draft proposal for the establishment of an Asbestos Control Program and a university Asbestos Team to save tens of thousand dollars in yearly expenses. Collected about 50 liters of waste from AUBMC and about 70 cubic meters of asbestos from construction and renovation sites. Developed an innovative, safe and inexpensive method of encapsulating asbestos waste so that it can be buried. This method involves total encapsulation of asbestos waste inside small reinforced concrete blocks that are marked to indicate the presence of asbestos. EHS&RM arranged with the Ministry of Environment for these blocks to be placed in a government approved landfill, a process that was implemented in February, 2005. There is no longer a need to bury asbestos on AUB land.

Provided fire safety training, mercury spill cleanup, medical waste management, and incident report training to more than 300 physicians, 40 nurses and 47 operating room and anesthesia staff.

Started trials with the contractor for treatment and disposal of medical waste at AUBMC. Issued a notice letter with assistance from university counsel to contractor for failure of the trials, and delay in obtaining proper licensure. The university may terminate agreement with contractor if contractor does not improve performance and comply with the contract in question. Investigated and offered contingency alternatives to treat and dispose of medical wastes in case the contract is terminated with present contractor.

Checked on Legionella in chiller and shower water at AUBMC. Conducted an in depth inspection of the Central Sterile Supply Department at the request of the Director of AUBMC. This inspection resulted in a confidential report to help improve processes, correct deficiencies to meet accepted US standards provide quality assurance and help reduce infections.

### **Physical Plant & Facilities Management**

During this period water supply from the city was adequate. Water composition had 416 ppm of chlorides with total dissolved solids of 492 ppm. Passive infra red controls were installed in bathrooms to ensure that only the water necessary to flush is used, a contribution to water conservation with better hygiene.

Preparations are underway to receive additional power from Electricite du Liban (EDL) and the substation is under construction with two new transformers and switchgears. We expect to invite EDL to connect power by mid March 2005; however, we are unsure of the reliability of this new source of power. AUB should install uninterrupted power supplies to critical areas on lower campus, such as computer and core laboratories.

To cope with the anticipated 2005 summer load, the capacity of some main distribution panels was increased. The Bechtel Engineering Building board was retrofitted to accommodate the load of a new 130-ton chiller. The Power Plant has reached maximum capacity and it will not be able to deliver the required power without the new EDL connection. The filters installed at the Power Plant are still in good shape after three years of operation, as recently tested by an external certified consultant.

During this period, AUB purchased 3,000 mega watt-hours from EDL and generated 8.6 by its Power Plant. The gas oil consumed in this process was close to 2,468,000 liters. In October, AUB encountered a shortage in the gas oil supply. The cost of gas oil rose to 45 cents to the liter in October of 2004 and it went down to 42 cents in January 2005. It is available now in the market but at 45% increase in price compared to January of 2004. To avoid a power shutoff in October of 2004, all central cooling plants on campus were shut off, keeping the AUBMC central plant operational. This rationing policy continued until we brought the gas oil reserves to an acceptable level. Rationing resulted in complaints from students and faculty who could not attend to their teaching and research in this hot environment. During this period AUB generated 22,000 tons of steam and consumed 1.5 million liters of gas oil.

In the communication world, Ogero replaced our pay telephones with their own units. We shifted to the new cellular phone companies that replaced Cellis and Libancell. We are considering options to replace our two telephone exchanges with IP telephony if a permit can be secured and if funds are available in the future capital projects.

Regarding environmental issues, Physical Plant replaced the insulation on some steam pipes with high-density rock wool material. In addition to enclosing asbestos in concrete blocks and transporting it to municipality landfills, it treated 3,250 fluorescent tubes in a special disposal machine before discarding them in regular waste.

The Grounds and Transfer Services section of Physical Plant was very active in the beginning implementation of the Maunder report that addressed plants on campus, its upkeep, pruning, and choice of species to keep or discard. They also transplanted trees on campus to clear the site for the new Hostler Center and the Olayan School of Business. This unit was also involved in moving the Supply/ Receiving prefabricated houses to the Duraffourd and Hijazi area.

The custodial services of all women's dormitories were added to the responsibilities of Physical Plant. Other duties involve routine cleaning works, pest control, fire extinguishers inspection and support of events/ activities on campus. The Campus Plant undertook many projects in addition to their routine maintenance works. These jobs are listed in Appendix A

Physical Plant has contracted the services of Adams Consulting Group to develop its operation manual that will identify the responsibilities, workflow and relationship with the Facilities Planning and Design Unit.

Appendix B highlights all the major construction and rehabilitation projects on campus, the Medical Center and AREC.

George Tomey  
Vice President for Administration

## **VICE PRESIDENT FOR FINANCE**

### **People**

We have selected a new Deputy Director of Financial Planning to succeed Drew Wickens, who has moved up to the Director's job. The new Deputy Director is Walid Uthman (BA AUB, MBA Loyola University Chicago) who worked for five years in the head office financial planning group of Navistar. Walid is expected to start work in mid March.

### **Office of the Comptroller**

The main strategic initiative of the Comptroller's Office continues to be the implementation of the Oracle Financial Management system. We went live on October 1 with the Oracle Grants Module. This migration exacerbated pre-existing interface problems between the Oracle and external systems. This, together with unstable performance caused by system modifications introduced by our consultants Bearing Point and KPMG, has put us in a fire fighting mode ever since.

Closing the university accounts for fiscal 2004 was delayed due to inability to correct purchase orders related to foreign purchases that required inclusion of freight, handling and custom charges. Due to the necessity of obtaining accurate balances of grants and contracts to carry forward to the newly implemented grants accounting module, excessive time was required to manually adjust the grant balances. We have called for help from Bearing Point and Oracle.

With the assistance of Sami Cortas, the Comptroller's Office introduced on-line access to individual payroll accounts for all employees. In addition, we provided on-line access to pay slips of employees and have ceased to routinely print in excess of 1,200 monthly pay slips. We have also increased the number of electronic vendor payments to approximately 80% of all payments. Checks are still required in a fairly large volume for payments to employees, although we have seen a decrease in this area with a number of employees opting to receive electronic transfers or have reimbursements included in their monthly payroll amounts.

Late in the month of January 2005, the web site in the Office of the Comptroller was launched, providing a number of useful links in addition to general information about the various sections of the Office. The site includes, amongst other things, the procedures manual, access to personal account and pay slip, travel expense daily allowances, and information on how to contact us.

### **Office of Financial Planning and Budget (FPB)**

In consultation with the Financial Services Advisory Committee and the Board of Trustees, we have launched a number of changes to the operational budget process. Following last year's launch of target based capital budgets, we are introducing the concept into the 2005-06 operating plan. We are also introducing, on an experimental basis, a carry forward budget scheme, related to selected discretionary expenditures, which is intended to encourage better cost controls. These measures are being introduced this year, and we intend to watch carefully the results.

In addition to its normal duties, the Office of Financial Planning and Budget is also assisting task forces and work groups seeking to extend and improve our long-term planning and decision support systems. In particular, the office has worked on a number of long term financial studies associated with our strategic planning initiative. Also the office is assisting Deloitte, Touche, Ross in its current costing project at AUBMC. The goal is a functioning activity based costing system at AUBMC. This long-term goal is a critical ingredient in the improvement of financial management at the Hospital.

### **AUBMC Receivables**

During the period under review, Hospital share of AUB's in-patient receivables have been roughly flat, and the government related portion has declined by 1% to \$25mm. Following is a detailed breakdown:

<b>AUBMC In-patient Receivable in 000\$</b>		
	<b>Balance 30/09/04</b>	<b>Balance 31/1/05</b>
Ministry of Health	3,584	2,905
National Social Security Fund	19,055	19,400
Other Government	2,718	2,726
<b>GOVERNMENT</b>	<b>25,357</b>	<b>25,031</b>
Private Insurers	10,050	9,850
HIP/Self Payers	4,897	5,267
<b>TOTAL</b>	<b>40,304</b>	<b>40,148</b>

In addition NSSF owes AUB approximately \$6.4mm by way of outpatient and pharmaceutical services/supplies for our employees, and the Ministry of Finance owes AUB approximately \$4.5mm relating to VAT refunds. Both these receivables are growing.

We have been making active efforts at all levels of the Lebanese Government to expedite government payments. These efforts have born modest fruit this fall, resulting in an acceleration of NSSF inpatient reimbursements. However other government related receivables continue to grow. Our efforts to contain and reduce these receivables will continue.

John Bernson  
Vice President for Finance

## **VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS**

### **Introduction**

This report covers one of REP's busiest periods in recent history. The booming economies of GCC countries stimulated demand for projects in several areas, particularly K-12 and higher education. Of the several ongoing projects during the same period, Al-Mana' in Khobar, Dhofar University in Oman, the IBS project in Kuwait and the new University Project in Abu Dhabi were the focal point of our effort. All AUB Faculties were involved in REP work.

### **Contracts** (signed or finally concluded)

Signed with the Dhofar University Corporation the agreement for the Feasibility Study of a Public School in Salalah for four months starting November 3, 2004 (OSB/FAS).

Signed an agreement with UNESCO for designing and administering a workshop on 'Recent Innovations in the Teaching of University Sciences' at Sanaa University from January 16-18, 2005 (FAS).

Signed with the University College of Bahrain the agreement for Phase II of the Technical Assistance for a three-year period starting December 2, 2004 (OSB, FEA & FAS).

Signed with the Ministry of Presidential Affairs in Abu Dhabi the Phase I of the Technical Assistance Agreement for eight months starting January 12, 2005 and ending August 31, 2005 (OSB/FAS).

Increased the budget for the agreement with Consumers Lebanon (FEA).

Received a request from Envirotech for testing of samples at the Engineering Labs in favour of the Ministry of Environment. (FEA)

### **Workshops**

Kuwait Operation: (OSB)

Balanced Scorecard – Consulting: November 27-30, 2004

Dealing with Change: November 28-December 1, 2004

Time Management (Arabic): December 26-29, 2004; January 16-19, 2005

Supervision Skills – Basic (Arabic): January 2 -5, 2005

Dealing Effectively with Grievances and Complaints: January 16-19, 2005

Conducted the workshop 'Finance for Non-Financial Managers' for Hikma Pharmaceuticals in Amman – Jordan: December 11-12, 2004. (OSB)

Conducted the workshop 'Middle Management' in collaboration with the Yemen Computer Company in Sanaa, Yemen: October 2-4, 2004 (OSB)

**Continuing Education Center** (Beirut operation only, not including Kuwait program)

A total of 148 students were enrolled in the various courses and certificate programs during the fall semester 2004-2005.

Below is a comparison of the same time period over three consecutive years for the consultations on REP-administered projects:

*	Faculty Members	Consulting Man-days
Oct 02-Jan 03	32	224.75
Oct 03-Jan 04	51	422.45
Oct 04-Jan 05	45	503.5

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\* Based on actual payment vouchers issued in the period above

George K. Najjar, Vice President  
Regional External Programs

## VICE PRESIDENT FOR DEVELOPMENT AND EXTERNAL RELATIONS

Under the heading of Development and External Relations are reports from the New York and Beirut Offices. These provide more specific details on activities - Development, Communications, Publications, Marketing, Alumni Relations - of these two offices.

### **Fiscal Year 2004-05**

Gifts from all sources continue to grow in the first four months of this fiscal year and we have increased the number of gifts by over 540. We should be particularly encouraged by the growth in contributions from our alumni constituency. This year in North America we asked our donors for a 10% increase in contributions to the annual fund and the response form listed a specific amount for the contribution. While final results are not yet available, we feel that our donors have been responsive to this request and we have seen a significant number of increased gifts. Also noteworthy is the increase in the number of gifts from individuals in this four-month timeframe. Our schedule of mailings is aggressive for the remainder of the fiscal year, and we are optimistic that we can sustain this growth in contributions and donors.

SOURCE OF GIFTS	OCT.02-JAN.03		OCT.03-JAN.04		OCT.04-JAN.05	
	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT
FACULTY AND STAFF	35	\$25,364.51	87	\$176,026.82	90	\$ 141,187.54
ALUMNI	331	\$1,046,462.21	381	\$1,394,182.74	561	\$961,345.07
BEQUESTS	1	\$10,000.00	3	\$540,000.00	3	\$399,703.96
BUSINESS	37	\$5,236,366.31	41	\$303,230.09	45	\$ 397,351.20
FOUNDATIONS	21	\$386,671.89	21	\$591,015.64	26	\$1,796,605.64
INDIVIDUALS	405	\$303,206.10	349	\$331,003.77	698	\$994,274.39
PRIVATE GROUPS	11	\$214,313.08	16	\$70,344.61	12	\$62,751.7
ACTIVE TRUSTEES	17	\$90,902.74	22	\$219,974.05	28	\$346,019.85
TOTALS	858	\$7,313,286.84	920	\$3,625,777.72	1,463	\$5,099,239.43

I have indicated before that the kind of spikes in giving reflected in such charts are not uncommon in philanthropy and especially during major fundraising periods. While giving was uncertain during the past year – the U.S. economy, the war in Iraq, the U.S. presidential elections and other seemingly disruptive external factors in Lebanon and elsewhere – the difficulties in Beirut mid-February will cause similar disruption and uncertainty, but we hope that we can minimize the impact on our Campaign and our fundraising abilities as we move forward. It goes without saying that giving to any not-for-profit is strongest when there is stability within the institution and within the environs.

MAJOR FUND ACCOUNTS	OCT.02-JAN.03		OCT.03-JAN.04		OCT.04-JAN.05	
	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT	# OF GIFTS	AMOUNT
CURRENT FUNDS	795	\$7,012,379.70	835	\$2,190,501.27	1,345	\$3,427,165.07
ENDOWMENT FUNDS	63	\$300,907.14	85	\$1,435,276.45	118	\$1,672,074.36
TOTALS	858	\$7,313,286.84	920	\$3,625,777.72	1,463	\$5,099,239.43

### Campaign for Excellence

With the announcement that we surpassed the \$100 million mark in our \$140 million Campaign for Excellence we passed a milestone in the Campaign effort worth noting. We did send an announcement out to over 45,000 individual and institutional donors and potential donors, and we will follow this up with additional information on the Campaign over the next six months. I should note that without the continued generosity of both Trustees Debs and Shair we would not have been able to achieve this amount, and I want to express my thanks to both of them.

As of January 31, 2005 we have raised almost \$101 million in cash and pledges. Of this amount \$42.3 million has been paid, and we have \$58.5 in outstanding pledges. With only 40% of the Campaign behind us, I think we are well situated to be able to achieve our overall goal.

<b>CATEGORY</b>	<b>GOAL</b>	<b>RAISED-TILL JAN.31-2005</b>
ENDOWMENT	\$ 69,000,000	\$ 42,285,229.06
BUILDING PROJECTS	\$ 61,000,000	\$ 38,255,000.00
CURRENT EXPENDITURES	\$ 10,000,000	\$ 20,307,880.95
TOTAL	\$ 140,000,000	\$100,848,110.01

### Other

Over the past few years we have improved communications with our various constituencies so that they have a better grasp of AUB, our students, faculty and alumni accomplishments. We have enhanced those communications and the messages that they contain so that the appreciation for AUB increases and expands – and so that contributions are made to AUB, too. *MainGate* has been the most prominent vehicle for dissemination of most of this information, but the re-design of the website is another example of our efforts to better communicate with alumni, etc. Similarly, we have worked with the various faculties and their deans to identify named gift opportunities within each Faculty and we will eventually have six Campaign-related publications dealing with each of the six Faculties and their needs. Each Faculty will have listings of named gift opportunities for specific physical spaces and for endowed purposes. *MainGate* has been extremely well received and within the year we will do a survey to assess interest and readership.

Simultaneously, we are working specifically to enhance communications with alumni through a variety of methods and there are a variety of initiatives being undertaken to allow our alumni to update their contact information electronically, for AUB to start an e-newsletter and to send blanket e-mail messages to those for whom we have current e-mail addresses. I am optimistic that within the year we will see some major changes in the way we communicate with our alumni who are spread throughout the world.

We will keep you informed as changes are made and as publications are available.

W. Stephen Jeffrey, Vice President  
Development & External Relations

## DEVELOPMENT OFFICE, BEIRUT

### **Executive Summary**

During this interim AUB achieved a fundraising milestone as gifts and pledges earmarked toward the Campaign for Excellence surpassed the \$100 million mark. With a little over two years of this \$140 million campaign, this is indeed an accomplishment. Total gifts received during this period rose by more than 40% compared to last year, while total donations regressed. Nonetheless, donations to the Annual Fund continued to grow. Solicitations included a general annual fund appeal, a Fingerprints renewal appeal, and a faculty/staff appeal. Our stewardship efforts included publishing and mailing the *Contributors Report* and mailing *MainGate* to our alumni, friends, donors, and parents of currently registered students. With the start of the new fiscal year, all gift data entry was centralized at the Beirut Office. Also, a giving web page was set up, allowing donors to make on-line gifts to the Annual Fund.

### **Financial Results**

Gifts received during this period increased by 43% over the same period last year: 609 compared to 427. Gifts received in Beirut during this period totaled \$1,324,815 compared to \$2,008,224 last year. Of this total, \$599,272 (45%) came from individuals, \$358,767 (27%) from business and foundations, \$179,919 (14%) from alumni, \$124,705 (9%) from faculty & staff and \$62,152 (5%) from private groups. Over 43%, or \$576,583, of donations were designated for scholarship support (\$402,168 for current scholarships and \$174,415 for endowed).

### **Annual Fund**

About \$1,003,130 through 536 donations (503 donors) was received toward the Annual Fund (an increase of about 7% in amount and 40% in number compared to the same period last year). In October an appeal was mailed to 1,531 AUB faculty and staff under the signature of the Vice President for Development. In November, the Annual Fund general appeal went to around 19,000 alumni (Class of 2002 and 2003, Nursing, and Medicine were not included) and donors residing outside North America and England. The appeal was divided into five segments: LYBUNTS Bliss and non-Bliss levels, SYBUNTS Bliss and non-Bliss levels, and never-givers. President Waterbury signed the appeal letter. Also, two Fingerprints appeals under the signature of the Director of Development were sent in January to more than 2,500 alumni from the classes of 2002 and 2003. A web page was set up, allowing donors to make on-line gifts.

### **Contributors Report**

The fifth Contributors Report was mailed in December 2004 to more than 23,500 alumni and donors (10,000 copies were also sent to NY office for mailing). Similar to previous years, the report included messages from the Chairman of the Board, the President, and the co-chairs of the Trustee Development Committee. The report also included sections dedicated to each of the four volunteer groups and a section on the Fingerprints program. Articles highlighted AUB

accreditation, the Dodge Foundation Challenge, and the Hostler Student Center groundbreaking, the Basile Cancer Institute, and the Aboukhatir Wound Care Center.

### **Scholarship Stewardship**

Our office continued to coordinate with Comptroller's and Financial Aid Offices on proper accounting and disposition of awards from current and endowed scholarship funds. In adhering to the restrictions stipulated by the donors, we continued to contact sponsors of scholarship funds, totaling 73, to secure their approval of the awards before they were processed. Solicitation of funds from named annual donors is underway.

### **Information Technology**

On October 1<sup>st</sup>, Beirut office became responsible for processing all gifts received by New York Office, which led to the full implementation of the new development and alumni information system. Acknowledgements continue to be generated by New York. With many functions of the office being electronically processed, focus on reports, updates, data entry, retrieval of information, and several other processes have become an integral part of our activities. Back-up of information is now channeled through two servers. An additional back-up plan was prepared as per specifications set by Internal Audit.

### **Prospect Management and Research**

Prospect research and preparation of profiles on donors continues to be an integral part of our efforts to identify possible donors. Close to 30 profiles were prepared or considerably updated. We continue to build a library of references, electronic and hard, to help us conduct research. Updating and incorporating addresses and other contact information of alumni and donors was meticulously processed.

### **Alumni Affairs**

We continued to promote AUB among alumni constituencies. Alumni Affairs held meetings on a regular basis with alumni and managed AUB representation in their functions. The Office assisted in preparing and participated in alumni events and in fundraising functions in Jordan, Geneva, and Syria and also those of the Agriculture Chapter and the Computer Science Chapter. Visits were also made to Cairo, Abu Dhabi, Kuwait. A new alumni Basic Sciences Chapter was formed. Preparations are underway for the Class Reunion 2005 event for the graduates of '75, '80, '85, '90, '95, and '00.

### **Communication with Alumni and Donors**

One issue each of the *Main Gate* and the *Contributors Report* was mailed to alumni and donors. *Main Gate* was also mailed to about 3,500 non-alumni parents of AUB students. Mailing of *AUB Bulletin Today* to alumni was discontinued. The Development website recorded around 18,150 "hits" from outside campus. In our effort to establish a line of communication with parents, we sent a letter signed by the Dean of Students to more than 1,350 parents of new

students, who joined AUB during the fall semester, informing them of the latest developments on campus.

### **Collaboration with Faculties and other University Units**

The development officers worked more closely with the Deans on fundraising opportunities. That included development focused trips to Amman with the Dean of Medicine and to Abu Dhabi and Kuwait with the Dean of Engineering. Also the Dean of Arts and Sciences made a couple of development/alumni stops in the US. The period witnessed the symbolic groundbreaking of the Issam Fares Institute for Public Policy and International Affairs, the naming of the Endoscopy Unit after Dr Suhayl Uthman, the naming of the Pulmonary Function Lab after Najla Sabbagh Salloum, the establishment of Dr Fadlo Abu-Haidar Endowed Award Fund in Medicine, the establishment of the Zaki Nassif Music Program, and a pledge by Dr. Dia Mutasim to name the Dermatology Library. The Brave Heart Fund continued its success, topping \$200,000 in total donations so far from around 500 donors, most of them new donors to AUB. Work is under way to establish a Children's Epilepsy Fund in a manner similar to Brave Heart. The Office was involved in festivities of the 50<sup>th</sup> anniversary of the FHS and is involved in the preparations for the 100<sup>th</sup> anniversary of the School of Nursing. We are also involved in the Job Fair and in coordinating the University placement efforts.

### **Volunteer Groups**

The President's Club kicked off the year with its annual reception and membership solicitation. The bench campaign project got a new boost with an article in *Main Gate*. Four additional benches were adopted during this interim. The Club donated \$10,000 to support the Zaki Nassif Music Program, and renewed its \$2000 support of the AUB Choir. The Club also is planning to organize a fundraising gala dinner at the Green Oval on June 3<sup>rd</sup>. The Scholarship Fundraising Committee held a press conference in January announcing a goal to raise \$1 million for endowed financial aid. Their activities include a fundraising concert in June, a gala dinner in October, and a targeted approach to individual and institutional prospects. The Women's Auxiliary continues its valuable monthly support of AUB and the Medical Center. Coordination attempts continue with the Friends of the Museum, but with limited success.

### **Looking Forward**

We will be picking up on the momentum generated by the President's announcement to the AUB constituencies on surpassing the \$100 million mark in the Campaign for Excellence. Raising funds for the new building projects will be one of our top priorities. Securing donations at the middle level of the Campaign gift pyramid is another. The next interim will witness a number of fundraising initiatives including a general annual fund appeal, a parents' fund appeal, a Fingerprints appeal, and an appeal to contribute to the Nursing School's Centennial Fund. Two major fundraising events will take place: the President's Club gala dinner, and the Scholarship Fundraising Committee's concert.

Imad Baalbaki  
Director of Development, Beirut

## OFFICE OF UNIVERSITY PUBLICATIONS

During the period October 1, 2004 to January 31, 2005, the Office of University Publications designed and produced over 105 publications for the university. The office has experienced substantial growth in volume from the previous period, in part because of work required for the FHS 50<sup>th</sup> anniversary and the School of Nursing centennial preparations.

The following is a non-exhaustive list of publications designed and produced during the aforementioned period:

Multiple publications for the Office of Development, including the OSB campaign brochure, the Contributor's Report, the President's Club booklet, the Zaki Nassif fundraising brochure, the Armenian Student Fund brochure, and various Braveheart Fund publications.

The *Darwin and the Crisis of 1882 in the Medical Department* book for AUB Press, which was translated, designed and produced through this Office.

The Patient's Handbook (bilingual) for AUBMC and the Diabetes brochure for AUBMC's Nursing Services.

The most recent edition of *MainGate*.

Three working papers for the Institute of Financial Economics.

The 2005 Calendar for the Office of Information and Public Relations, which was subsequently featured in *Al Nahar*, a leading Lebanese newspaper.

The "CAMES Review" newsletter.

Over 15 publications for the FHS 50<sup>th</sup> anniversary ranging from the conference program brochure to the FHS History brochure to the Alumni Directory booklet.

A brochure for the Anis Makdesi Program in Literature.

Continuing Education Center brochure for Regional External Programs.

Several posters to raise awareness for select CASAR lectures.

Invitation cards, program, and posters for the Founders Day ceremony.

The Office of University Publications was also active in designing advertisements for the university. Six different ads were developed during this interim period. Four ads were designed to brand AUB at the institutional level and highlight AUB's outreach activities and research activities. They include an ad for IBSAR, two ads highlighting AUB's Volunteer Outreach Clinic in the Shatila refugee camps, and an ad to promote our Healthy Basket program. Two additional ads were designed for class reunion events in Houston and Washington DC.

All these ads were introduced first in *MainGate*. In the future, additional ads will be placed in mainstream media publications for broader exposure in Lebanon and throughout the broader region. For example, we will be placing ten ads in a leading regional magazine (*Environment and Development*) to strategically promote various aspects of the University.

Omar Odeh  
Director of Publications

## **DIRECTOR OF INFORMATION AND PUBLIC RELATIONS**

In late December 2004, the Office of Information and Public Relations relocated to Ada Dodge Hall. The move went smoothly and the Office output has increased and improved. It acquired its own website which now carries the online versions of all our publications and the Office helped in some 20 university homepages. Additionally, two of the Office's main publications, the AUB Bulletin Today and the AUB Calendar of Events, now appear in a new format. AUB's second Annual Calendar was published, dedicated to the Arabesque adorning 12 university buildings.

The new location of the Office enables us to better project AUB's image and to enhance the media coverage of noteworthy events on campus or involving AUB. Among the events covered by media were the following:

The car bomb assassination attempt against Minister Marwan Hamadeh in the vicinity of AUB. Evacuated to AUBMC in emergency, he underwent life-saving surgery, followed weeks later by additional surgeries. Minister Hamadeh credited his survival to "God and AUBMC."

The naming of AUBMC physician Dr. Mohammed Khalifeh as minister of public health in the new government of Prime Minister Omar Karami, announced late October. The new government includes six alumni (Elias Saba, Mohammed Khalifeh, Wafa Hamza, Yassin Jaber, Karam Karam and Elias Skaff, with Saba and Khalifeh being former faculty too), and two former students (Omar Karami and Elie Ferzli). Wafa Hamza, FAFS alumna and agricultural engineer, is the first female minister in Lebanon's history.

Testimonials of the community's faith in AUB were plentiful. None were more concrete than the inauguration of the Antoun Ghattas Karam Electronic Room in Jafet Library, the announcement of the establishment of the Issam Fares Institute for Public Policy and International Affairs, and the Artemis and Martha Joukowsky donation to rehabilitate the university's archaeological museum.

Traditional university ceremonies were viewed by the media as strong indicators of AUB's positive relationship with the Beirut community. The student elections were unanimously seen as exercises in true democracy. In the Opening ceremony President John Waterbury spoke of "the two Americas." In Founders' Day ceremony, Trustee Hutham Olayan spoke of AUB as a bridge between East and West.

Multiple events marked the celebration of FHS's 50th anniversary and the School of Nursing centennial.

AUB remembered its president Stephen Penrose, who died while in office 50 years ago. President Waterbury led a delegation to visit the gravesite.

This Office issued its regular and special publications. Periodicals published independently by the Office are AUB Bulletin Today, AUB Calendar, Press Summary, Press Clippings and Press Releases. *MainGate* is published collaboratively with the Office of Publications and AUB NY.

This Office is now a member of several committees on campus: Art Center, President's Club, MEMA, Folk Dance, AUB Website, Style Guidelines, etc.

Classical musical activities were coordinated and supported by the Office. For the events taking place at Assembly Hall, the Office handled the required paper work for the Ministries of Finances and the Interior. The Office also assisted with events, organization and press coverage.

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

The Office supplied information and material about AUB as requested. In some cases, pictures were scanned as JPEG format and sent as e-mail attachments. A summary entitled AUB History was produced in Arabic and given to journalists. In some cases, back issues were requested.

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

### **Information**

During the span of this report, the Office produced its regular publications: *MainGate* (40,000 copies), AUB Bulletin Today (10,000 copies), AUB Calendar of Events (6,000 copies), Press Summary, Press Clippings, and Press Releases. It also assisted in the publication of other periodicals such as the AUBMC News (3,500 copies), and Outlook (6,000 copies).

### **Web Activities**

The Office controlled and managed the day-to-day dissemination of information via the web. This included updating the online publications *MainGate*, AUB Bulletin Today, and AUBMC News. It also included editing and approving AUB Web Bulletin announcements, and publishing News Highlights stories, articles and press releases.

In January 2005, the first few pages of the website for the Office of Information and Public Relations were rolled out. The AUB Calendar of Events is the newest addition to our web pages, and a new look was given to the *MainGate* and AUB Bulletin Today pages. In the coming months, more information will be added, making news and information more timely and accessible to AUB community and beyond. This will include a daily press summary of what has been published about AUB.

As for the AUB Homepage as a whole, around 20 websites consisting of several hundred pages were edited/published/revised with the new template in accordance with the latest design and content guidelines. The Office continues its ongoing efforts to enhance AUB's website.

### **Public Relations**

Public relations activities of the Office picked up with the Opening Ceremony of the new academic year and continued with Founders' Day ceremony, the establishment of the Issam Fares Institute for Public Policy and International Affairs and with fourteen concerts in Assembly Hall.

As part of our bid to bolster AUB's external relationships, this Office maintained its regular contacts with government officials, university administrators and senior officers of foreign

embassies in Beirut. The Office also maintained the university's good relations with the community, through various meetings and good-will activities.

The major activities during the span of this report were occasions for welcome interaction between AUB and the Beirut community. They required lengthy organization and coordination with the public and the government, as well as other AUB departments (Development, Publications, Protection, Physical Plant, Student Affairs).

### **Visitors' Bureau and Campus Tour Office**

Currently manned by 19 students, the Visitors' Bureau and Campus Tours Office received increasing numbers of visitors during the span of this report. It conducted 32 campus tours for 367 visitors from various nationalities (European, American, Middle Eastern).

The tours led our Office to establish contacts with certain universities visiting the campus, with our administration or faculty members. These include King Fahd University of Petroleum and Minerals (Saudi Arabia), Sharjah Women's College, Salahuddine University (Kurdistan, Iraq), Denmark University specialized in ME History and Politics, and University Technology and Research Solutions (Dubai).

Notable visitors who experienced campus tours included United Nations administrators, Danish Council members, Colombian Mayor, Mexican diplomats, the Chairman of Ericsson, World Affairs Council of America, British Electoral Government Services, donors, potential donors, and the newly appointed US Ambassador to Beirut, Jeffrey Feltman, who is recommending this tour to his compatriots.

Students from the Visitors' Bureau and volunteer ushers also helped with the New Students Orientation Program, Faculty of Agriculture & Food Sciences Seminar (Land and Water Resources Dept.), Opening Ceremony, Founders' Day, Fundraising Press Conference, and School of Nursing Centennial.

### **Office Personnel**

During the span of this report, Maha Al-Azar joined the Office as Media Relations Officer.

Ibrahim Khoury, Director  
Information & Public Relations

## **DEVELOPMENT OFFICE, NY**

### **Financial Results**

The total number of gifts received in New York during this period was 847 compared to 494 during the same period last year, an increase of 41.6%. Gifts received in New York during this period totaled \$3,730,568 compared to \$1,628,933, an increase of 56.3%. Of this total, \$923,045 (24.7%) came from alumni, \$1,824,190 (48.8%) came from foundations and corporations, \$399,703 (10.7%) came from estate gifts, and \$349,548 (9.3%) came from friends of AUB. An impressive 11.5% increase in Annual Fund support (\$863,289 for this year compared to \$763,582 for the same period last year) is noteworthy. Additionally, the New York Office realized a 73.2% increase in support of gifts benefiting endowed initiatives ((\$1,367,278 for this year compared to \$365,351 for the same period last year).

### **Major Gift Initiatives**

Major gift prospects within North America have been reassessed, rated, and assigned to staff. Specific travel schedules have been developed covering the next four-month period. Priority will be given to those prospects with high capacity ratings, and visits will be scheduled in geographic “clusters,” whenever possible, in the interest of efficiency and cost-effectiveness. Other major gift highlights include:

A new \$250,000 pledge made by Mrs. Barbara Namour to establish an endowed scholarship fund in memory of her husband, Michael Alexandre Namour. Her initial payment of \$100,000 was received in December 2004.

The children of the late professor Wasfi A. Hijab made an additional memorial pledge of \$25,000 in support of current scholarship funds.

Mr. and Mrs. Allan Riley donated \$20,000 in support of the Helena and Aref Jabbour Fund at AUBMC. The fund supports needy patients requiring physical therapy services and devices.

An event to benefit the Braveheart Fund, and also identify new potential AUB major gift prospects, will take place at the home of alumna and fashion designer celebrity, Reem Acra.

Ongoing fundraising efforts such as the Surgical Society Library and Class of '74 initiatives have specific project goals, but they also serve to “surface” major gift candidates for other campaign priorities.

### **Beirut Visits**

Mark Cromie and Rima Zaitoon visited the AUB campus in December. Meetings were held with the deans and other administrative and student life directors. These discussions were helpful in offering a firsthand account of the many priorities associated with the Campaign for Excellence.

### **Banner Training**

A four-day training session on the Banner system was held in the New York Office. The primary focus of the discussion was prospect management, although a broad variety of system features

and capabilities were highlighted. A leading systems and computer technology corporation training consultant organized and led the training sessions.

### **Annual Fund**

A new director of the annual fund started in early January. Inmi Kim, with previous academic training and development experience in the Middle East, will focus her efforts on growing the overall annual fund in North America. As part of that activity, Inmi will work to increase, both in dollars and donors, the numbers associated with Bliss Society leadership Annual Fund giving. Other noteworthy activities relating to the Annual Fund that have occurred or are slated to occur include the following:

Inmi made site visits to the Annual Fund offices at Mount Holyoke College, Smith, and Amherst to review their operations and determine best practices.

An updated Annual Fund calendar has been developed for the balance of FY05.

Multiple teleconference meetings have occurred with the Annual Fund staff in Beirut to coordinate activities system-wide.

Inmi will be visiting the AUB campus in March.

A more robust schedule of stewardship activities has been formulated.

Plans are underway to identify and recruit volunteers to play a more significant role in the Annual Fund, particularly in relationship to Bliss Society renewals, upgrades, and new member appeals.

### **Gift Acknowledgement Procedures**

An assessment of gift acknowledgement procedures was undertaken in the New York Office. The objective was to identify steps that would lead to enhanced accuracy and timeliness in acknowledging gifts. New procedures are now in place to enable the New York Office to realize both of these goals.

### **Looking Forward**

The New York Office has experienced many changes in the past several months. New personnel, new computer technology and related software systems, and heightened expectations have resulted in a “fluid” office, and one that has at times struggled to find its administrative footing. That said, the New York office is now better positioned to exploit the many development opportunities that exist within North America and ultimately to serve as a more proactive fundraising arm of AUB.

### **Communications**

Two issues of MainGate were printed between November 2004 and March 2005. The fall 2004 issue examined student voices and student life while the winter 2005 issue highlighted the 100th anniversary of the School of Nursing. The spring 2005 issue is in production and will cover AUB’s role as an institution that bridges East and West with features on CASAR, CAMES (with a focus on students), the UCI program, and various profiles of alumni involved in peacekeeping efforts and diplomacy. MainGate is undergoing subtle layout changes with design now being

undertaken by the Office of University Publications. Gradual changes will continue with each issue.

### Media Outreach

Several press releases have been distributed to the university community announcing major gifts to the Campaign for Excellence, including the Fares Institute, the Joukowsky Endowment for the AUB Museum, and Dar Al-Handasah's campaign support. Additionally the office has assisted the Chronicle of Higher Education's international education reporter for a trip to campus this spring. Media outreach continued for the Understanding Contemporary Islam program. Information on faculty was collected for a new AUB Experts directory to distribute to media.

### Publications and Internal Communications

The 2004-05 Facts and Figures brochure was drafted and will be available in March 2005. A new AUB folder was created with the Office of University Publications.

A mailing to all AUB alumni and friends in North America announcing that the Campaign for Excellence hit the \$100 million mark is being coordinated with the associate director of development - annual fund.

The office has increased efforts to keep alumni and the Board informed of campus events and gifts to the Campaign for Excellence by increasing the number of press releases to these constituencies. Plans are underway to develop a monthly email newsletter for alumni and friends in coordination with the alumni affairs officers, Office of Information and Public Relations, and the Office of University Publications.

### Alumni Relations

The Director of Alumni Relations took up post on October 18<sup>th</sup>, 2004, hiring an assistant who began November 29<sup>th</sup> 2004.

### President's Strategic Planning for Alumni Relations

The report "An Evaluation of Alumni Relations at AUB" was shared with the AANA Board and AUB's BOT. The president formed a volunteer committee of alumni that is working over a six-month period on a plan to raise the level of alumni engagement in North America and enhance AUB institutional advancement. The committee meets monthly in Boston. AUB NY is represented on the committee by the Director of Alumni Relations and the Vice-President for Development and External Relations. Alumni Relations in NY provides all logistical support to the committee.

### AANA (AUB Alumni Association of North America)

All contact information for AANA chapter leadership was updated on the AUB website and for internal distribution.

In order to broaden AUB's outreach to its graduates, Alumni Relations NY ("AR") is working with AANA national leadership to revive dormant AANA chapters as well as to establish new chapters where none previously existed. Reactivation of chapters was undertaken through

successful AUB-sponsored events in North Carolina and Toronto. AUB Trustee Bill Hambrecht hosted an event which will assist in the effort to reactivate the Northern California chapter.

A new professional chapter of alumni cardiologists is being formed. Interest for a local AANA chapter has surfaced from alumni in Ohio and Colorado. With these possible additions, AANA professional and geographical chapters could total 27.

AR continues to provide support to AANA chapters and the national board for all activities. NY Metro chapter held an event at the AUB office, organized by AR. AR also worked closely with the national board and local committees for the National Fundraising Gala in Washington, DC on March 19<sup>th</sup> and for the planned convention in Houston, November 2005.

#### AANA Finances/Legal Status

AR NY identified two key areas of operations within AANA and its chapters that needed clarification and formalizing: local chapters' exemption from state sales tax and qualification of ticket sale prices vis-à-vis charitable contributions.

With the assistance of AUB attorneys, AANA national board and chapters were provided with procedures for filing within each state for sales tax exemption (when applicable). All chapters were also provided with the correct IRS determinations for assessing what portion of ticket sales may be considered charitable gifts.

AR NY has worked and continues to work closely with AANA's accountant and AANA executive leadership to ensure timely reporting from chapters in order that IRS filings may be filed on time and correctly. New timeframes for reporting have been implemented, switching from annual to quarterly financial reporting from chapters.

#### AANA Web Site

AR NY continues to work with the national board to re-establish a permanent AANA web site. B.C. Harris, after a successful launch of the AUB alumni directory in November 2004, has provided information for hosting on-line alumni pages (that may include an on-line directory) and could include newsletters, events calendars, etc. for national and local leadership.

#### Miscellaneous

AR is undertaking to broaden the use of the AUB NY office for gatherings that bring together alumni and AUB faculty and/or leadership. Examples of such events: Feb 3rd gathering with Dean Khalil Bitar of FAS and March 21<sup>st</sup> with Dr. Nadim Cortas.

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

**Students and Academic Affairs**

The FM academic program is running smoothly as monitored by the class-teaching committees. All students settled their fees and finalized registration by January 25, 2005. At end of January the financial arrears of FM students was L.L.71,048,000 (\$47,114) compared to L.L. 428,473,130 (\$284,134) for end of January of last year. 50 students enrolled in the FM graduate program in the fall and 56 in the spring semester of 2004-05.

**Student Admissions**

Early decision for admission to the Medical School for the year 2005-06 will be made in March 2005 for applicants who took the MCAT by August, 2004 at the latest. The average MCAT scores for the top 75 students applying to the Medical School from AUB for 2005-06 is **9.86** compared to **9.87** last year. The following table shows the ranking of these students compared to the ranking of students accepted to United States medical schools that report the highest MCAT scores on admission. Students applying to AUB FM (2005-06) rank around the 16<sup>th</sup> place in Biology and Physics and 21st in the overall average despite low performance on Verbal Reasoning and Writing Skills. Average MCAT scores of those admitted to the Medical School decreased from a peak of 10.73 in year 2002 to 9.86 this year; however, SAT scores for these students remained constant.

**Ranking of MCAT Scores of Students Accepted to the Top 25 US Medical Schools**

	<b>GPA</b>	<b>BIO</b>	<b>PHY</b>	<b>VR</b>	<b>WS</b>	<b>AVE</b>
Washington University in St. Louis School of Medicine	3.8	12.5	12.6	11.3	Q	12.21
Columbia University College of P & S	3.7	12	12	11.2	Q	11.76
Harvard Medical School	3.79	12.04	12	11.01	Q	11.75
Duke University School of Medicine	3.8	12	12	11	Q	11.73
Stanford University School of Medicine	3.8	11.83	11.56	10.18	R	11.45
Cornell University School of Medicine	3.71	11.9	11.5	11	P	11.42
Johns Hopkins Medical School	3.8	11	12	11	Q	11.33
University of California-San Francisco School of Medicine	3.7	11.7	11.4	10.4	Q	11.29
University of California-San Diego School of Medicine	3.7	11.6	11.4	9.9	Q	11.19
Vanderbilt University School of Medicine	3.8	11.13	10.97	10.19	Q	10.86
Emory University School of Medicine	3.8	11.1	11	10.6	P	10.85
New York University Mount Sinai School of Medicine	3.6	10.9	11	10	Q	10.76
University of Texas Southwestern Medical Center	3.8	11	10.8	10.1	P	10.66
Mayo Medical School	3.8	11.12	10.4	9.86	Q	10.59
University of Florida College of Medicine	3.7	10.51	10.7	9.74	P	10.38
University of Chicago Pritzker School of Medicine	3.6	10.6	10.4	9.8	Q	10.37
Yeshiva University Albert Einstein College of Medicine	3.6	10.6	10.5	9.4	P	10.29
Brown University Medical School	3.6	10.2	10	9.9	Q	10.07

University of Iowa College of Medicine	3.7	10.3	10	9.9	P	10.04
Rush Medical College	3.5	10	10	9.5	P	9.87
<b>American University of Beirut FM top 75 applicants 05-06</b>	-	10.67	10.4	7.04	N	9.86
Tufts University School of Medicine	3.5	10.5	10.3	9.9	NR	9.61
University of Texas HSC at Houston	3.6	9.7	9.5	9.5	P	9.55
Wayne State University School of Medicine	3.5	9.8	9.5	8.8	O	9.42
University of Arkansas for Medical Sciences	3.6	9	9	9	O	8.93
<b>AVE</b>	<b>3.69</b>	<b>10.95</b>	<b>10.84</b>	<b>10.01</b>		<b>10.66</b>
<b>SD</b>	<b>0.11</b>	<b>0.86</b>	<b>0.92</b>	<b>0.91</b>		<b>0.85</b>

### **Financial Aid and Student Loans**

215 students (70% of the total number of medical students) applied for financial aid. 208 of these (97% of the applicants) received L.L. 1,845,228,008 (\$1,223,626), which amounts to around 27% of the tuition fees. Students received 10%-75% of their tuition fees. In addition, 161 students (75% of applicants) received HSBC Loans totaling L.L. 1,106,164,748 (\$737,443).

### **Student Elective**

17 Medicine IV students went to the USA for electives; 12 were rated excellent, 3 good to excellent, and 3 good. 85 non-AUB students pursued electives at AUB during the period October 1, 2004 to January 31, 2005. An agreement for the exchange of senior medical students with George Washington University (GWU) School of Medicine was signed on September 8, 2004. This exchange is limited to three medical students per year in the subspecialties of Internal Medicine. Three students were selected to pursue electives at GWU during February and April of this year; and two students from GWU are currently pursuing their electives at AUBMC.

### **MD-PHD Program with MUSC**

This year, Four Medicine II students were selected to participate in the MD-PHD program established with the Medical University of South Carolina (MUSC).

### **Johns Hopkins Relationship**

An MOU was signed in May 2004 with JHU to 1) explore possibilities for NIH, other governmental, and non-governmental funding for collaborative research and /or training between faculty members of JH and of AUB, 2) pursue and extend the initiatives currently underway between investigators at AUB-FM and JH, 3) develop faculty exchange programs to facilitate interactions between AUB-FM and JH faculty members, 4) assist each other in program development particularly in medical education, research and patient care, and 5) facilitate the development of AUB-FM as a regional center for education and research and clinical training. Following the signing, a group from Hopkins led by VP/Dean Ed Miller and including Myron Weisfeldt, Paul Lietman and Naji Khoury, met with Anthony Rock at the State Department. The meeting was encouraging in that Rock was open to a multimillion dollar proposal for a Hopkins-AUB role in the region. A proposal prepared by Paul Lietman with input from Mike Weisfeldt, Steve Thomson, and Nadim Cortas, was forwarded to Bill Hoffman.

### **Faculty of Medicine Research Funding**

Research funds from October 1, 2004 - January 31, 2005 were \$528,000: \$148,000 from the URB, \$35,000 from the LNCSR and \$345,000 from other outside sources. During this period, the IRB (FM) processed 67 research proposals, 48 from the Faculty of Medicine and 19 from the other university Faculties. Also, the FM animal care committee (IACUC) processed 12 proposals, 2 from outside the Faculty of Medicine. The Core laboratories are well utilized, with the cell culture area operating at full capacity. A new spectrophotometer was installed in the Protein Chemistry Core Facility and a gel documentation system in the Molecular Biology Facility. FM faculty members had 34 publications, as per a Medline search conducted on January 31, 2005, 19 original articles, 8 case reports, 4 reviews and 3 miscellaneous.

### **Financial Performance**

The Faculty of Medicine deficit YTD January is \$57,494 compared to YTD January deficit in 2003-04 of \$345,458. The School of Nursing (SoN) surplus YTD January is \$227,790 compared to YTD January 2003-04 surplus of \$309,740. The decreased revenue to the SoN is due to reduced Bursary support to nursing students. The AUBMC deficit for YTD January is \$3,581,698, compared to YTD January 2003-04 deficit of \$2,436,881. The apparent increase in deficit of \$1,144,817 is due to several cost items that are spread over the year but were booked on a one-time basis earlier this year than last year. These costs, which will not recur in later months, do not alter the forecast for the year. Net AUBMC revenue increased by 7.8% as compared to the same period last year and is slightly higher than the budgeted amount for 2004-05. The 2004-05 forecasts for Medicine (FM, SON and AUBMC) from quarter 1 results are within budget.

Efforts to deal with over-staying patients at AUBMC with a stay of greater than 60 days are continuous. These efforts have reduced the number of overstaying patients from a high of 22 patients, (with 14 patients having a length of stay greater than 6 months, between 2000 to 2004) to the present number of 17 patients with a stay greater than 60 days, with 9 patients having a stay greater than 6 months, as of February 15, 2005.

On October 4, 2004 a patient (GS) who has been at AUBMC since 1995 was discharged. Since revenues are booked daily while allowances are booked on the day of discharge, the total MOH allowance of \$374,000 for this patient was therefore booked on October 4, 2004. This is an extreme example of a situation encountered when a patient is admitted in one fiscal year and discharged in another. This random situation results in compensating adjustments that are incorporated in Medicine's budget plan. At the request of VP of Finance, the allowance for GS and the estimated allowances for the remaining patients with LOS above 6 months who are still in the hospital (\$270,422) were booked in one specified entry of \$644,422 in 2003-04. This entry makes 2003-04 appear worse and 2004-05 better than actual.

### **The Medical Practice Plan**

The total collected professional fees in the clinical departments increased by 26%, from \$3,225,685 in Q1 2003-04 to \$4,076,886 in Q1 2004-05. In the service departments, the collected professional fees increased by 20%, from \$1,512,302 for Q1 2003-04 to \$1,812,579 for Q1 2004-

05. As a result, the total professional fees of Q1 2004-05 was higher by \$1,151,478 (24%) compared to Q1 2003-04. Expenses for the same period have been within the MPP budget.

### **Reorganization of the Finance Department in Medicine**

Mr. Vartan Vartanian returned to the USA at the end of his contract, on Jan 31, 2005. The current Medicine finance team includes 3 financial officers that he trained for various tasks. While a search committee looks for his replacement, the current team is covering financial planning & budgeting, financial control, patient billing & AR and finance systems support for the Faculty of Medicine, School of Nursing, AUBMC, Saab Medical Library and the University Health Service (UHS). For systematic transfer of workload and financial activity between the departments and the FM/AUBMC administration, eight administrators who report to the department chairmen were assigned to the clinical departments. A unified template for their monthly reports is being established. They will work closely with the finance team in Medicine to analyze workload and financial activities, review each physician's workload, analyze costing of procedures, monitor flow of patients, revenue and expenditure and perform statistical analyses.

### **AUBMC Costing Study**

After developing an RFP and going through a bidding process, Deloitte was selected to conduct a costing analysis and support AUBMC in establishing a dynamic costing system. Deloitte will present a full report in March 2005, and at the same time present the cost analysis for the Children's Cancer Center of Lebanon in compliance with AUB's agreement with St Jude and a cost analysis for HIP.

### **Capital Projects**

Per FPDU, Emergency Unit construction is expected to finish in September 2005. Phase I is complete as of August 2004. Work in building 56, started in January 2005, is expected to take 18 months. Work in building 23 (Abu Khater Ambulatory Care Center) is expected to start by April 2005 and to finish in 18 months. Renovation work for the Neonatal Intensive Care Unit (NICU) is expected to start in May 2005. It needs an additional budget of \$300,000. Dar Al Handasah with Perkins and Wills (USA) are working on plans for the Basile inpatient cancer unit on the 8<sup>th</sup> floor and the Abou Haydar Neuroscience facility on the 4<sup>th</sup> floor of the Hospital. The department of Obstetrics and Gynecology moved to a newly renovated premise on the 8<sup>th</sup> floor of Phase I of AUBMC. Their space on the 7<sup>th</sup> floor went to Ophthalmology. The old alumni building will house the School of Nursing and the post basic program of the Nursing service. Architectural drawings were approved by all users and signed off.

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

## **AUB MEDICAL CENTER**

### **Introduction**

Inpatient admissions and inpatient and outpatient procedures exceeded our expectations during fiscal year 2003-04. Increased workload determines revenue, and we reduced our deficit substantially in the year. Efforts to reduce the ALOS have been effective over the last few years and we are making inroads towards discharging patients with ALOS of more than 60 days; and transferring patients, who do not require acute care, from the Emergency Room to other facilities. Increased marketing and patient satisfaction improvement were goals for this year and programs to address both were implemented.

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

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

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

### **Workload**

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

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

### **Revenue**

Increased workload resulted in increased revenue for the fiscal year; while overhead costs remained under control. The overall hospital deficit for the year ending September 30, 2003 was \$ 8,619,749. As of September 30, 2004, the deficit was reduced by 31%, to \$ 5,863,127.

### **ALOS**

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

To meet the discharge planning needs of chronic patients at AUBMC, a multidisciplinary taskforce was established whose members are representatives of nursing, physiotherapy, physicians, dietary, inhalation therapy, social services and admitting office. The taskforce role is to: evaluate the appropriateness of the patient status for discharge (through multidisciplinary case review), develop a comprehensive multidisciplinary discharge plan for the patient (based on patient's status and availability of resources, and determine administrative, financial and legal terms of the discharge process.

The purpose of the taskforce is to reduce length of stay, increase patients turnover rate, decrease financial burden on patients, and increase exposure of students (medical, nursing, medical lab, etc.) through increased patients turnover rate.

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

### **Marketing Activities**

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

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

38<sup>th</sup> MEMA (May 13-16, 2004 - Lebanon, AUB)

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

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

We added to our package of marketing material:

Hospital Brochure, AUBMC Film, Cardiology Brochure, Facts and Figures Bookmark, Get Well Soon Cards, Seasons Greetings Card, and Posters.

We were a sponsor for the Beirut International Marathon in October 2004.

We hosted the following visits to the Medical Center:

Dubai Police Delegation, February 27, 2004

Yemeni Delegation, September 20, 2004

Iraqi Delegation

Kazakhstan Group

MEMA Group

Kuwaiti Minister of Health

## **Nursing**

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

### **Nursing Professional Practice Model**

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

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

### **Patient Satisfaction**

The International Patient Relations Office, in addition to developing most of the marketing material, is the focus for receiving patient complaints, and to either resolve them or refer them to the appropriate office for resolution. This is not a fulltime job as the number of complaints is small. The officers are also responsible for visiting international patients to establish contact and to offer assistance should it be required. The number of patients varies seasonally, but in the month of August 107 patients were visited. The officers have become our tour guides operators when we receive official visits.

We implemented the Visitors' Guide Service in May 2004. All of the guides are AUB students, all dressed in bright yellow jackets and all are responsible for helping patients. Most of the help involves escorting the patient or guiding the patient or family through the bureaucracy to access healthcare. The guides have been received well by patients, visitors and staff and are located in the lobby, admissions, basement, laboratory and private clinics. We plan to extend this service to

the Emergency Room. In August 2004, nine students working from 8:00 a.m. to 5:00 p.m. assisted 5,342 patients and family.

### **Capital Projects/New Programs**

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

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

In progress at this time are the following:

Pediatrics satellite pharmacy and formula room in Phase II on the 6<sup>th</sup> floor  
 Specimen collection for the laboratory in phase II on the first floor  
 Emergency Department in Phase I on the first floor  
 Nursing offices relocation, Phase I on the second floor  
 Accreditation staff relocation to Phase I on the 8<sup>th</sup> floor

John Rhoder  
 Hospital Director

### **CHIEF OF STAFF**

The Annual Meeting of the Medical Staff was held on October 12, 2004. The AUBMC documentary film was shown and was well received by the staff. Following the report of the Medical Center Director and the Chief of Staff, 3 new members were elected medical staff representatives to the Medical Board: Drs. Maurice Haddad, Ziad Salem and Assa'd Muhiedine Taha. Also, elected of members of the Committee of Peers were: Drs. Miguel Abbud, George Araj, Faek Jamali, Ghassan Hamadeh, Adnan Mroueh, Nabil Nassar and Pierre Sfeir. The revised Bylaws and Rules and Regulations of the Medical Staff were approved.

The Medical Board held regular meetings on October 19, 2004 and January 18, 2005. New appointments to the medical staff are Dr. Alain Sabri in the Department of Otolaryngology and HNS, Dr. Roula Hourany in the Department of Diagnostic Radiology, Dr. Marianne Majdalai in the Department of Pediatrics and Dr. Ghina Ghazeeri in the Department of Obstetrics and

Gynecology. Dr. Hassan Al Amin was appointed Acting Chairman of the Department of Psychiatry, replacing Dr. Samir Atweh.

Topics discussed in the Board meetings included opening the private clinics and operating room on Saturdays. This will be done on a trial basis for departments wishing to do so. Dr. Saleem Kiblawi reported on the activity of the Performance Improvement Committee and the JCI Accreditation process. Revision of professional fees billing guidelines were also approved by the Board. The Board also approved a new policy on Continuing Medical Education requiring the Medical staff to acquire 50 hours of CME credits every 2 years. The Board also approved the Informed Consent Policy.

On December 14, 2004, the Medical Board met as a Disciplinary Committee, following a meeting of the Committee of Peers. The result and recommendations of this meeting were forwarded to Dr. Nadim Cortas, V/P and Dean.

### **Bylaws and Rules and Regulations of the Medical Staff**

The Bylaws and Rules and Regulations of the Medical Staff were reviewed and modified by a special committee chaired by Dr. Raif Nassif and composed of Drs. Samir Atweh, Marina Hajj, Mukbil Hourani, Saleem Kiblawi, Joseph Simaan and Marwan Uwaydah. The modified Bylaws and Rules and Regulations were reviewed and approved by the Medical Board on July 13, 2004; and by the Medical Staff on October 12, 2004.

### **Accreditation**

On October 19, 2004, the Performance Improvement Plan was discussed and approved by the Medical Board. On January 18, 2005, the Medical Board was briefed on a group of new policies that will be circulated in a period of two weeks. Compliance with the Hospital-Wide Indicators was reviewed with the Medical Board. Dr. Nadim Cortas stressed the need for better compliance with medical record completion and control of nosocomial infection.

Mukbil Hourani, M.D.  
Chief of Staff

## SCHOOL OF NURSING

### Education

BSN: The SoN is currently using the 1:5 faculty/student ratios for clinical rotations as agreed with AUH Nursing Service. A joint-committee SON/NS was established to address student clinical rotations and other related SoN/NS issues.

RN-BSN: Permission was given to exempt students from paying full registration fees for exempted courses. A nominal fee will be paid.

MSN: A number of new MSN nursing courses were offered fall 2004-05. MSN program was submitted for registration to NY Department of Education; approval was granted.

### Accreditation

The School of Nursing was invited by CCNE, Commission on Collegiate Nursing Education, to submit an application for accreditation. CCNE has made an exception to AUBSON; they do not usually accredit programs outside US territory. An application was submitted to CCNE January 2005 requesting the initiation of the accreditation process.

### Student Enrollment

#### BSN fall:

Total number of applicants: 161

Total number accepted: 95

Number enrolled: 25

#### BSN spring:

Total Number of Applicants: 55

Total numbers accepted: 24

Number enrolled: NA

#### Analysis of the BSN enrollment

A number of factors have had an impact on the current enrollment at the SoN this year, including cancellation of the bursary after it has been advertised at AUB Fairs and websites. An increase in tuition fees this year included the introduction of summer fees, which the SoN never had before. Fees are currently \$10,000-11,000 per year compared to \$8,000-9,000 before. There are also a limited number of scholarships. SoN is strictly following AUB admission requirements now, which was not the case before. We have become intentionally more selective.

#### MSN fall

Total number of applicants: 31

Total number accepted: 27

Number enrolled: 11

#### MSN Spring

Applicants: 11

Accepted: 10

Number enrolled: NA

### Student Recruitment Campaign

A student recruitment and public awareness campaign was launched this fall to coincide with the SoN centennial celebrations. Letters & SoN brochures were sent to:

145 high schools in Lebanon, 132 directors of Colleges of Nursing in Lebanon, 266 hospital directors and directors of nursing service departments in Lebanon, 8 schools/Faculties of Nursing

in Lebanon, 2,310 nurses registered in the Nurses Order, and 98 Embassies. Plans are underway to send letters and brochures to similar institutions in the region as well.

### **Research**

All currently funded research projects are progressing well. A number of new projects are being prepared for future submission. A number of publications appeared in international refereed journals.

### **Report on Promotion & Merit**

The report is now finalized. Two tracks are currently being used in the SoN, academic and clinical. A proposal recommending the shift of current eligible faculty from the academic to clinical track was submitted to Dean Cortas for further action.

### **SoN Centennial Celebrations**

Preparations are underway to organize major centennial celebrations starting January 2005. The centennial calendar is ready and includes major activities throughout the year culminating in a conference June 30<sup>th</sup> to July 2<sup>nd</sup>. The conference will be under the patronage of the president of the republic and will be held in partnership with the following institutions in the USA: University of California in San Francisco, University of Michigan, University of Pennsylvania, and Villanova University. A number of international institutions and Lebanese and international dignitaries have been invited to be on the International Honorary Board.

The centennial launching ceremony was January 28, 2005 in Issam Fares Hall. The keynote speaker, Dr. Naeema Al-Gasseer, a graduate of SoN, is currently WHO representative in Iraq and UN Health Cluster Task Manager. The title of her keynote is "Health as a Bridge to Peace in the ME; Challenges and Responses". This will be followed by a number of Public Lectures which are planned throughout 2005. A number of publications are being prepared: Special issue of MainGate on SoN; booklet on the history of SoN; and a documentary film. SoN Fundraising Drive: Fundraising letter and brochure will be mailed to all nursing and medical alumni to be followed by special alumni initiatives in the USA and Canada.

### **Faculty Recruitment/Hiring**

Active recruitment of faculty continues. Five potential candidates were interviewed; 2 at AUB and three via teleconferencing. Two new faculty members joined the SoN September/October 2004: Dr. Jane Kelly, visiting professor; started September 2004 and Dr. Hani Dimassi, visiting assistant professor; started October 2004. The School of Nursing uses currently a number of preceptors who are contracted to teach in the clinical component of nursing courses.

### **Regional Projects**

SoN is involved in the Al Mana' project in Saudi Arabia to establish The Al-Mana' College of Health Sciences, which includes Nursing, Pharmacy, and MLT. A proposal was submitted in

December 2004 to the Education for Employment Foundation in Washington DC to establish a second-degree Nursing program in Cairo.

### **Request Consultation on Autonomous Status, School of Nursing**

A proposal was submitted to Dean Cortas, President Waterbury, and Provost Heath requesting that a consultation team investigate short term the following elements deemed important for the SoN to achieve an autonomous status:

The organizational structure of the SoN at AUB, the feasibility and financial viability of the proposal, and the possibility of achieving an autonomous status to coincide with the SoN centennial celebration in June-July 2005.

Huda Abu Saad Huijar, Director  
School of Nursing

## **SAAB MEDICAL LIBRARY**

### **Summary**

As always, the first semester is very active in giving classes, lectures, acquiring library resources, and so on. Many changes in the IDTH 301 course further challenged us; new sessions were added such as 'How to give a good presentation', and 'how to write a thesis'. These changes were partly based on recommendations from previous students and partly to follow the advancement in Information Literacy. This year SML acquired a large number of the most important e-textbooks to help the medical students in their PBL learning process. The Mellon Summer Seminar was followed up and all agreed that it has to be continued. Hopefully the medical faculty would be more involved in it. The web-based tutorials were continuously updated to reflect the new changes. The implementation of the wireless connection was very well received by our users. All this added a new flavor to both, SML users and staff.

### **Library Hours**

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

### **Conferences and Training**

The medical and the reference librarians attended the 'Fourth Regional Conference on EMR Health Sciences Virtual Library', held in Cairo, 23-25 November 2004 and organized by World Health Organization (WHO), Regional Office for the Eastern Mediterranean. Ms. Nassar and Ms. Farha each presented a paper at the Conference:

“Implementation and Use of Ovid's LinkSolver at AUB Saab Medical Library” by Miss Hilda T. Nassar and Miss Aida Farha, Medical Library, American University of Beirut, Lebanon; and

“Citation analysis tools: Web of Science and Scopus” by Ms. Aida Farha and Ms Hilda T. Nassar, Saab Medical Library, American University of Beirut, Lebanon. During this conference,

SML Librarians made contacts with two librarians, one from Jordan and the other from Qatar, and agreed to supply free photocopies of articles not available at SML.

Library staff attended a seminar on the latest developments at Elsevier.

### **Scopus Launching:**

SCOPUS is a new navigation tool from Elsevier, developed in close collaboration with librarians and researchers of several international universities. AUB SML was offered the opportunity to be the 7<sup>th</sup> university in the world to test and use SCOPUS. The two SML Medical Librarians and the two SCOPUS student ambassadors were invited on November 3<sup>rd</sup> 2004, to the launching event of SCOPUS in London, at the National Science Museum. Ms. Nassar gave a presentation about “Scopus from an AUB User’s Perspective”. As a result of this collaboration, SML got a very good discounted price for subscribing to Scopus for the coming three years.

### **Automation and Digitization:**

The Scanning project of the medical thesis at SML is in its final stage. SML needs to implement the full-text link on AUB intranet. The Indexing and Scanning Project of Lebanese Corner Collection (LEB), which is a specialized collection of publications by Lebanese authors, or about Lebanon in the healthcare fields, is also in its final stages.

SML bought the most important medical textbooks as e-books. They are available from SML Homepage, and they are heavily used by medical students, especially for solving PBL cases.

### **Classes / Workshops**

The IDTH 301 course was given as usual, to 18 graduate students from the Faculty of Medicine, during the 1<sup>st</sup> semester. Two new sessions were added on ‘how to write a thesis proposal’, and some changes were introduced to follow the advancement in Information Literacy.

The web-based tutorials were continuously updated to reflect the new changes at SML. Implementation of the wireless connection was very well received by our users. Several Information Literacy sessions were given on EBM to physicians, medical students, interns, residents and nurses.

### **Publications**

SML Newsletter, Volume 9, issues 1-2, 2004-05 (available online at SML Homepage)  
Acquisitions List is published online.

### **Miscellaneous:**

“The Lebanon Hospital for Mental and Nervous Diseases” (Asfourye) project is in process and many links with AUB were identified. A paper on this cooperation will be published in the future.

**Future Plans**

To build 10 PBL rooms in the library

To actualize the History of Medicine Section

To establish a computer lab

Hilda T. Nassar,  
Medical Librarian

**MEDICAL ENGINEERING****New Equipment**

Ambulatory Blood Pressure Monitor x 3	10 SOUTH
NIBP machine x 2	5 SOUTH
NIBP Machine	BONE MARROW TRANSPLANT
Syringe Pump x 5	BONE MARROW TRANSPLANT
Syringe Pump x 4	CARDIAC SURGERY UNIT
ECG	ELECTROCARDIOGRAPHY
Infant Warmer	EMERGENCY ROOM
NIBP machine x 6	EMERGENCY ROOM
Syringe Pump x 4	INTENSIVE CARE UNIT
Micro manipulator + microscope	IVF LAB
Portable kidney dialysis x 2	KIDNEY ROOM
	NON INVASIVE PERIPHERAL
Ultrasound	VASCULAR
Doppler	OPD SURGERY
CCD camera 1 CHIP	OPERATING ROOMS
Gamma Detection System	OPERATING ROOMS
Phacoemulsification	OPERATING ROOMS
Thermal Ablator	OPERATING ROOMS
ECG	RESPIRATORY CARE UNIT

**Major Problems with Relatively Long Downtime**

CCU - Failure of 3 monitors (at different times)

Radio Therapy - Water leak in head of SL18-8 LINAC

Biochemistry - Failure of flexible coupling in Motor head of ultracentrifuge

EEG/EMG - Nicolet Viking system repaired after changing amplifiers and board FOC.  
 Core Environmental Laboratory (DTS) - GC-NPD-FID problems: Gas leak (Replaced the gas regulators). Output current not stable (Replaced the NPD Electronic Control Board)

### **Major Installations**

New cardiac cath. lab under ASHA Grant. Old unit was dismantled and new was installed in less than 3 months. Met deadline of ASHA Grant of Dec. 31, 2004

New ICP-MS site preparations in Environmental Core Lab are in progress.

### **Training/ Travel**

KHUNAYSIR, HANNA	Baxter Colleague IV Pumps	Turkey
HASSBANY, WILSON	Philips Component Monitoring System	USA
AL-KHATIB, WALID IB	Incident Reporting	AUBMC
HASSBANY, WILSON	Incident Reporting	AUBMC
KHUNAYSIR, HANNA	Incident Reporting	AUBMC
MUJABBER, GEORGE	Incident Reporting	AUBMC
ZABAD, SAMER	Incident Reporting	AUBMC
CHARTOUNI, RAOUL	Instrumentarium Dental System	FINLAND
CHARTOUNI, RAOUL	RSNA Conference	USA
KHUNAYSIR, HANNA	Job Description Workshop	AUBMC
TABSHOURI, BASSAM	Job Description Workshop	AUBMC
MUJABBER, GEORGE	Micro Manipulator Eppendorf	Germany
GABY ANDRAOS	Spectrophotometer Nicolet Evolution 300	USA
		Switzerland
MUJABBER, GEORGE	Slit Lamp Haag Streit	d
FADI SAIKALI	Ultrasound Aspen	Germany

### **Other Issues**

#### Development projects

Helped CNS in developing/implementing a dictation (interactive voice responder) system in Medical Records (Gaby Andraos)

Helping CNS in developing/implementing an imaging system for GI (Gaby Andraos & Fadi Saikali)

Helped CNS in launching and maintaining the AUB WEB based equipment inventory program (Gaby Andraos)

WEB based Call Registry system for DTS and FAS (Joan Younes and Gaby Andaros). Work in Progress.

Digital EEG units (Zouheir Khalili and Samer Zabad). This project allowed us to eliminate \$80,000 equipment from the budget.

#### AUB Services

As of December 2004, two new engineers started working with us to service the FAS. Our suggestions were presented to the Core Lab Committee regarding a new process for budgeting/equipment planning. It will be presented to the Board of Deans in February.

Outside Services

Helped the new minister of Health and the Italian Embassy in equipping the MOH Central Laboratory.

Made a presentation to a group of 8 Kuwaiti assistant hospital directors about what we (Medical Engineering Department) can offer.

Made a presentation to the chair of the Lebanese Syndicate of Privately Owned Hospitals about what we can offer.

Established contact with the World Bank (Washington) regarding the same above issue.

Trained for Medtronic a Jordanian engineer on Neural Navigation

**Budgeting process**

Helped in the AUBMC/ FMHS equipment budgeting process

Bassam Tabshouri Director  
Medical Engineering

## DEAN OF THE FACULTY OF ARTS AND SCIENCES

### **Student Admissions: 2004-05**

A total of 781 applications for admission to the freshman class were received and 508 applicants were issued letters of acceptance for the first semester of 2004-05, of whom 283 students registered. Applications for admission to the sophomore class totaled 2,030. 1,303 applicants (441 arts, 816 sciences and 76 with unspecified major choice) were issued letters of admission for the same period and 403 registered.

A total of 114 applications for admission to the freshman class for the second semester of 2004-05 were received and 40 were issued letters of admission. A total of 256 applications for admission to the sophomore class were also received and 78 letters of admission to FAS were issued.

Early admission applications for the academic year 2005-06 were also considered and 222 applicants were issued letters of early admission to undergraduate study (175 to the sophomore class in FAS and 47 to the freshman class).

It is to be noted that for the first time this year the admission process noted above was conducted by a university unified admissions committee following directives from the Faculty. These directives also strive to keep the student levels in FAS the same as in the previous academic year.

Applicants to the UPP (University Preparatory Program) totaled 52 in September 2004 of whom 34 were issued letters of admission and 27 registered. This represents an increase in registration in this program in relation to the same period of 2003-04. Five applications were received in January 2005 and all were issued letters of admission.

The graduate program enrolled an additional 106 students during the fall semester of 2004-05. This is out of a total of 442 applicants for graduate study, 231 of whom were issued letters of admission. This is a decrease compared to previous years as the Faculty follows a policy of keeping its enrollment at the same level as the previous year. This is same policy implemented for admission to the graduate programs during the second semester of 2004-05 as 57 were issued letters of admission to date out of 122 applicants.

### **Faculty Recruitment: 2005-06**

The process of recruitment of new faculty for the academic year 2005-06 is well under way. To date over 263 applications have been received for all departments. As usual interviews with recruits were scheduled for the week of January 23-29 during a special visit to the US by the Dean, and more will be scheduled coincident with the BOT meeting of March 2005 in New York.

### **Current Faculty Number: 2004-05**

The total number of budgeted full-time Faculty positions for the academic year 2004-05 is 226. To date all lines have been used for faculty appointments. The Sheikh Zayed Chair of Islamic

and Arabic Studies has been filled since September 2002 by Professor Tarif Khalidi of the Department of History and CAMES. The Margaret Weyerhauser Jewett Chair in Arabic has also been filled as of October 2004 by Professor Ramzi Baalbaki of the department of Arabic and Near Eastern Languages. This year, the Whittlesey Chair has also been occupied by a visiting professor of oriental/middle eastern music. Consideration of candidates to fill the Qatar Chair in Energy Studies and the Alfred Howell Chair in History will commence during February 2005.

### **Professors on Leave**

One professor is on paid research leave during the current academic year. Eight faculty members are on paid research leave during the first semester of 2004-05 and six will be on similar leave during the second semester. Nine of these paid leaves are financed by a Hewlett Foundation grant.

### **Applications for Promotion**

Three applications for promotion were received by the deadline of August 9, 2004. All three are for promotion to the rank of Full Professor. The process of securing letters of reference for all applicants is nearly complete and files are being made available for departments to initiate the process of evaluation.

### **Remarks**

The department of Fine Arts and Art History is in the process of being established following the approval of its programs by the Board of Trustees last June 2004. It is expected that the first applicants to its two majors will be joining the university in October 2005.

The Faculty of Arts and Sciences is also preparing final proposals for the offering of Ph.D. programs in the departments of Biology, Physics (Theory), Arabic and History. It is also hoped that after approvals in various university committees such proposals would be presented to the BOT in its June 2005 meeting for consideration and approval.

The Center for American Studies and Research (CASAR) has a new director (professor Patrick McGreevy). The Center is active in establishing its academic programs. A minor in American Studies has been submitted to the curriculum committee for its approval. A faculty seminar will continue the work towards possibly degree programs.

The Finance Competency Center has a new coordinator of activities and the Center is actively pursuing projects with local financial institutions.

Khalil M. Bitar, Dean  
Faculty of Arts and Sciences

## **DEAN OF THE FACULTY OF ENGINEERING AND ARCHITECTURE**

### **Academic Affairs**

Four undergraduates were awarded the Bachelor's Degree and 12 graduates were awarded the Master's degree in October 2004.

1, 227 undergraduate and 409 graduate applications were received for fall 2005. FEA enrollment for the fall term 2004-05 was 1,396 undergraduates (344 new) and 273 graduate students (76 new). 304 undergraduate and 87 graduate applications were received for spring 2005.

### **Conferences, Seminars and Meetings**

Dean Ibrahim Hajj visited Abu Dhabi during October 1-4 and Kuwait during December 9-12 with the Office of Development to meet with alumni and prospective donors. The dean also participated in the Conference on E-Learning Applications at the American University of Cairo, Cairo, Egypt, January 14-18.

Dr. Fadl Moukalled representing the National Secretariat of IAESTE (which is handled by FEA) attended the IAESTE 57<sup>th</sup> Annual Conference held in Cartagena de Indias, Colombia, January 20-28, in order to transmit and receive offers for summer training of Engineering and Architecture students. FEA offered 13 and received 19 offers.

The following faculty members went on short-term faculty development awarded by the URB to participate in the following conferences: i) Assist. Prof. Ali Chehab, "19<sup>th</sup> International Symposium on Defect and Fault Tolerance in VLSI Systems", Cannes, France, Oct. 11-13; ii) Assist. Prof. Mohamad Mansour, "47<sup>th</sup> Annual IEEE Global Telecommunications Conference", Dallas, USA, Oct. 27-Dec. 5; iii) Assoc. Prof. Howayda Al-Harithy, "2004 Middle East Studies Association Conference, San Francisco, USA, Nov. 20-23; iv) Prof. Ayman Kayssi, "16<sup>th</sup> International Conference on Microelectronics", Tunis, Tunisia, Dec. 6-8; v) Assist Prof. Sylvia Shorto and Assoc. Prof. Howayda Al-Harithy, "9<sup>th</sup> Conference of the International Association for the Study of Traditional Environments", Dubai, UAE, Dec. 14-18.

The following faculty members were invited to attend/participate in the following: i) Assist. Prof. Mohamad Mansour, "Asilomar Conference on Signs, Systems and Computers" California, USA, Nov. 6-13; ii) Prof. Toufic Mezher, "2<sup>nd</sup> Regional Preparatory Conference for the World Summit on the Information Society", Damascus, Syria, Nov 22-23; iii) Assist. Prof. Ali Chehab, Profs. Karim Kabalan and Ali El-Hajj, "16<sup>th</sup> International Conference on Microelectronics", Tunis, Tunisia, Dec. 3-8; iv) Assist Prof. Ramsey Hamade, "2004 International Mechanical Engineering Conference", Kuwait, Dec. 4-8; v) Assist. Prof. George Arbid, "Architecture and Identity Conference", Berlin, Germany, Dec. 6-8; vi) Prof. Sami Karaki, "Annual General Meeting of the Global Network on Energy for Sustainable Development", Noordwijkaanzee, The Netherlands, Dec.12-16; vii) Assist Prof. Zaher Dawy, "Visit to Technische Universitat Munchen as part of the European Community Tempus Program" Munich, Germany, Jan. 24-Feb. 2; viii) Assist Prof. Ali Chehab, "Mediterranean Virtual University Conference as part of MVU/AUB project",

Cairo, Egypt, Jan. 30-Feb 2; ix) Prof. Issam Kaysi, “International Conference on Sustainable Transportation in Developing Countries”, Abu Dhabi, UAE, Jan. 31- Feb1.

The engineering departments held the following academic perspectives seminars on: i) *Overview of Technology and Development at PXIT*, by Fadi Daou (PXIT Inc.), Oct. 12; ii) *Optical Communication: Switching and Topology Impairments*, by Sami Sheeshia (Electronic Data Systems), Oct 12; iii) *Blackouts and Load Restoration in Electrical Power Transmission Systems*, by Mohamad Khaled (Alstom Power), Oct. 13; iv) *Grid Free Modeling of Diffusion in Bounded Domains*, by Issam Lakkis (FEA, AUB), Oct. 21; v) *The Coming of Age of Reconfigurable Computing*, by Fadi Kurdahi (IEEE Design & Test Magazine), Dec. 15; vi) *Multimaterial Design and Manufacture*, by George Fadel (Clemson University), Dec. 21; vii) *SIRNA Design and RNA-RNA Interaction Algorithms*, by Saad Mneimneh (SMU University), Dec 23; viii) *Software in the Loop(SIL) as implemented for the 62TE Automatic Transmission*, by Ali Mortada (Chrysler Corp.), Jan. 5; ix) *A Numerical Study on the Quasi-Static Axial Crush Characteristics of Square Aluminum & Aluminum-Composite Hybrid Tubes*, by Hicham El-Hage (University of Windsor), Dec. 23; x) *Local-Information-Based Routing/Broadcasting in Ad Hoc Wireless Networks*, by Jie Wu (Florida Atlantic University), Dec. 30; xi) *Power Generation & Transmission Systems Operation in Competitive Environment*, by Mohamad Khaled (Alstom Power), Jan. 4.

The Department of Architecture and Design organized the following public lecture series: i) *From/To and Other Directions*, by Fareed Armaly, Oct. 11; ii) *Designing Your Way*, by Tarek Atrissi, Oct. 27; iii) *Of Human Bondage*, by Stephen Campbell, Nov. 8; iv) *Islamic Social Institutions and the Urban Middle Class in Egypt, Yemen, and Jordan*, Janine Clark, Nov. 25; v) *Social Transformations: Community Museum, Memory Politics, Histories, Possibilities*, by Ciraj Rassool, Dec 8; vi) *Paradoxical Paths of Organization in Cairo’s Popular Settlements: When Squatters Face and Imagine the City*, by Agnes Debout, Jan. 10. The ARD Department also hosted: i) “The Creative Lebanon Exhibition (Phase II)” organized by the British Council, Oct. 12-22; ii) “The Animation and Comic Book Forum” organized by A Step Away, Oct 15-16; iii) “The Third International Aqua Tektur Workshop” organized by Promoseven, Oct. 26; iv) “Student Works” presented by a group of students from ETH Zurich, Nov. 24.

### **Academic Personnel**

i) In October 2004 Associate Professors: Ayman Kayssi, Fouad Mrad, Sami Karaki (ECE Dept.) and Toufic Mezher (EM Program) were promoted to the rank of Professor; ii) New faculty who joined FEA as of September 2004: Zaher Dawy (Ph.D, Munich University of Technology) as Assistant Professor, Walid Ali Ahmad (Ph.D, University of Michigan) and Louay Jalloul (Ph.D, University of New Jersey) as Associate Professors in the ECE Dept, Daniel Drennan (MPS, New York University) as Assistant Professor, Stephen Campbell (M. Arch, Harvard University) and May Farhat (Ph.D, Harvard University.) as Visiting Assistant Professors in the ARD Dept, Issam Lakkis (Ph.D, MIT) as Visiting Assistant Professor in ME Dept; iii) The visiting status of Assist. Profs. George Arbid and Walid Sadek were changed to regular Assist. Profs in ARD Dept.; iv) Assist. Prof. Mona Harb was awarded the Hewlett Junior Faculty Research Leave for Fall 2005; v) Assist Prof. Kinda Khalaf went on approved maternity leave of absence without pay during Fall 2005; vi) Prof. Ayman Kayssi was appointed as new Chair of the ECE Dept. replacing Dr.

Adnan Al-Alaoui as of September 2004; vii) Prof. Hassan Diab was appointed as secondment to Dhofar University in Oman as of September 2004; viii) Faculty who resigned from FEA as of September 2004 were Assoc. Prof. Hadi Baaj (CEE Dept.) and Assoc. Prof. Mohamad Rawas.

### **Faculty News**

FEA held its Award Ceremony-Distribution of the Dean's Honor List certificates for the spring term 2003-04 preceded by a concert presented by Dr. Pierre Azoury and CCE students on Oct. 11; the engineering departments held their orientation sessions for the new students in October 2004; a Dean's reception to welcome FEA new and old faculty to the new academic year was held on Oct. 13; preparations have started for the 4th FEA Student Conference (FEASC 2005) that will be held on May 26-27; the CEE Students Society organized its 1<sup>st</sup> Talent Show on Dec. 21 featuring music, dance, poetry, paintings etc...; Computer and Communications Engineering students along with Computer Sciences students participated in the ACM Regional Collegiate Programming Contest that was held in Kuwait in December 2004; CCE students won the 3<sup>rd</sup> place and Computer Sciences students the 6<sup>th</sup> place; FEA Energy Research Group conducted the Second Regional Collaboration Steering Committee Meeting on Jan. 24 followed by a Stakeholders Workshop on Regional Energy Policy Outline for Energy Access and Renewable Energy on Jan. 25.

### **Grants, Donations & Awards**

LNCSR approved 5 research grants so far (\$31,666). The URB awarded 36 research grants to full-time faculty members (\$199,750).

The following external funded research grants were received to FEA faculty members: i) \$3,000 from Consumers Lebanon to CEE Dept; ii) \$25,000 from GNESD to ERG Group; iii) \$178,169 from University of Strathclyde for MVU/AUB project; iv) \$462,800 from University of Munich for TUM/AUB project.

The following donations were received: i) \$25,000 from Mr. Maroun Semaan, Petrofac International for research in FEA; ii) \$6,000 from Mr. Mohamad Nasser, Target and \$2,500 from Mr. Issam Hage to support our new Engineering Building campaign; iii) \$1,000 from Mr. Mounir El-Khatib, Khatib & Alami, \$1,500 from Mr. Rafic El-Khoury, \$2,500 from ACE to sponsor the CEE Infrastructure Conference that will be held in June 2005.

Ibrahim Hajj, Dean  
Faculty of Engineering and  
Architecture

## DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

### **Academic and Student Affairs**

Student enrolment for the first semester 2004-05 was 593 distributed as follows: 179 in the undergraduate Agriculture program; 65 in the Landscape Design and Eco-Management program; 145 in the Nutrition & Dietetics program; 120 in the Food Science & Management program and 84 graduate students in 10 different majors. Ten students completed the requirements for graduation in October 2004: 2 students in B.S. in Agriculture, 4 students in B.S. in Nutrition & Dietetics and 4 graduate students with M.S. degree.

Effective October 1, 2004, coordinators of academic programs at FAFS are as follows: Dr. Mustafa Haidar, Coordinator of Undergraduate Studies, Agriculture Program; Dr. Omar Obeid, Coordinator of Undergraduate Studies, Nutrition Program; Dr. Jala Makhzoumi, Coordinator of Undergraduate Studies, Landscape Program; Dr. Raja Tannous, Coordinator of Undergraduate Studies, Food Science and Management Program; Dr. Riad Baalbaki, Coordinator of Graduate Studies; & Dr. Rami Zurayk, Coordinator of the Ecosystem Management Program.

### **Personnel Affairs**

Effective October 1, 2004, Drs. Isam Bashour and Moatsim Sidahmed have been promoted from associate to full professors in the Land & Water Resources department. Dr. Efat Abou Fakhr Hammad, Associate Professor in the Plant Sciences department, is spending her periodic paid research leave at the University of Florida, Gainesville. Dr. Ali Hussein joined FAFS in October 2004 as a full time Assistant Professor of Landscape in the Plant Sciences department. Dr. Sana Ghaddar joined the Nutrition and Food Sciences Department as a full time Assistant Professor of Nutrition. Drs. Nasri Kawar and Adib Saad were appointed by the Minister of Agriculture, as members of the National Committee on Pesticides Regulations and Trade.

### **Research Grants & Service Contracts**

Effective October 1, 2004, the University Research Board (URB) provided funds for 15 faculty members with a total budget of \$110,000, while the Lebanese National Council for Scientific Research (LNCSR) provided funds for 3 faculty members with a total budget of \$ 16,578.

Faculty members continued research and activities on various projects and service contracts. In addition, new research contracts were approved for funding for Drs. Malek Batal, Salma Talhouk and Ramy Zurayk by international agencies, including a new grant agreement funded by IDRC on "Wild Edible Plants: Promoting Dietary Diversity in Poor Communities of Lebanon" with a budget of \$154,986 for the period November 30, 2004-November 29, 2006, with Dr. Batal as project coordinator. Another agreement from IDRC was approved for Dr. Ramy Zurayk on "Regional Training & Knowledge Sharing in Urban Agriculture for the Middle East & North Africa". The project period is January 14, 2005 to July 14, 2007. Total budget is \$ 384,995.

A memorandum of partnership agreement was signed between the Agricultural Higher Education and Development (AHEAD) of the College of Tropical Agriculture and Human Resources of the University of Hawaii at Manoa and FAFS. This agreement, effective from December 2, 2004 until June 30, 2005, aims at strengthening academic programs and extension training in Agricultural Sciences at the College of Agriculture and Forestry at the University of Mosul and the University of Dohuk in Iraq, as well as rehabilitating the research infrastructure and agricultural research programs at both colleges. The budget allocated for this partnership agreement is \$152,690.

### **Faculty Professional Activities**

Dr. Isam Bashour presented a paper in a meeting in Morocco on ‘Fertigation Potential in the Near East Region’ on Nov 23-28, 2004, organized by the International Potash Institute. Dr. Nadim Farajalla was invited by UNESCO to participate in a workshop on training trainers in Integrated Urban Water Management, held at the Regional Center on Urban Water Management, Tehran, Iran from December 11-13, 2004. Dr. Sana Ghaddar presented two lectures at the National Kidney Foundation-K/DOQI Anemia Group meeting held in Dallas, Texas, from January 19-21, 2005.

Dr. Mustapha Haidar attended the International Weed Science Seminar and Biennial Conference of Indian Society of Weed Science held in Kolkata, India from January 21-24, 2005. Dr. Haidar chaired one session and presented a special lecture on “Ecophysiological Approaches for Weed Management”. Dr. Shady Hamadeh visited EARTH University within the context of the FAFS – EARTH exchange program on Dec 13-18, 2004. Dr. Nahla Hwalla participated in the “3<sup>rd</sup> International Congress on the Columbus Concept” held in Brussels, October 5-9, 2004; Drs. Nahla Hwalla and Sana Ghaddar organized and participated in a workshop to educate physicians on medical nutrition therapy for diabetes, in Damascus, Syria from December 4-5, 2004. Dr. Jala Makhzoumi presented a paper at the 9<sup>th</sup> Conference of the International Association for the Study of Traditional Environments held in Dubai, UAE from December 14-18, 2004. Dr. Salma Talhouk attended the Terra Madre World meeting of food communities, which was held in Turin, Italy, from October 19-24, 2004. Drs. Malek Batal and Omar Obeid presented lectures at the Second Arab Nutrition Conference held in Manama, Bahrain, from December 6-9, 2004.

### **Symposia**

A symposium entitled Challenges Facing Water Resources Management in Arid and Semi-Arid Regions was held October 7-8, 2004. It was sponsored by the Fares Foundation, Dar al-Handasah, UNESCO, and AUB (FAFS and FEA) under the direction of co-chairs Musa Nimah and Nadim Farajalla. The symposium was divided into three sessions, Water Demand and Supply Management in Agriculture, Water Demand and Supply Management in Domestic and Industrial Sectors, and Conflict Resolution and Policy Issues in Water Resources Management. Representatives from 12 countries presented 23 papers on a variety of topics. Keynote speakers were Peter Rogers (Harvard University) and Marshall English (Oregon State University).

### **Dinner Honoring FAFS Advisory Board**

The dean hosted a dinner on October 7, 2004, in the Faculty gardens in honour of members of its Advisory Board, which was established in the year 2000 from prominent members of agriculture business in the region. The dinner was attended by President Waterbury, Provost Heath, members of the BOD, FAFS Faculty and selected agri-business people that have contributed to the Faculty and cooperated with faculty members in various agriculture development projects. The dean and the president both spoke on the occasion and welcomed the participants and thanked them for their contributions. The activity was well received by all to the extent that it may become a Faculty tradition.

### **AREC**

AREC continued to assist faculty members currently engaged in research and teaching at AREC, as requested. Two forage production workshops for Lebanese farmers were held at AREC during December 2004. Works continued on rehabilitation of creamery and equipment was purchased on USAID ASHA grant. The Physical Plant Department conducted soil investigation and structural assessment in the women's dormitory building to determine whether a second floor is feasible. The FPDU also conducted a study on the cracks of the workshop building to determine its safety.

### **Honoring of FAFS Distinguished Alumni**

The FAFS in cooperation with its alumni chapter held a dinner on January 19, 2005 at the Bristol Hotel in Beirut, to honor four of its distinguished alumni. The alumni honored were: Dr. Mansur Abahusayn, a former Deputy Minister of Agriculture in Saudi Arabia; his Excellency Minister Elie Joseph Skaff, Minister of Agriculture; her Excellency Minister Wafa'a Dikaa Hamze, Minister of State in charge of Parliamentary affairs; and Mr. Samir Kreideih, the owner and general manager of one of the biggest landscape companies in the Middle East. Besides FAFS faculty and alumni, President Waterbury, Provost Heath and several top officials of the Ministry of Agriculture and advisors to the Minister, attended the dinner. The proceeds from the dinner went to the FAFS Graduate Student Endowed Scholarship Fund.

Nuhad Daghir, Dean  
Faculty of Agricultural and  
Food Sciences

## DEAN OF THE FACULTY OF HEALTH SCIENCES

### **Academic Programs**

**Registered Students** 355 students registered in FHS during the fall semester of AY 2004-05. 128 students registered in the graduate programs (103 in MPH and 25 in MS) and 207 in the undergraduate programs (106 in EH and 101 in MLT).

**Graduates from Degree Programs** Seven students graduated from FHS in October 2004. Five students graduated from the graduate programs (1 MS and 4 MPH) and two students graduated from the undergraduate program (1 EH and 1 MLT).

**Attracting Graduate Students** The Faculty awarded new scholarships (6 full and 2 partial) to six regional students and to two MDs from Lebanon, through support from the Wellcome Trust, Ford Foundation and Arab Fund grants to FHS. The total scholarships awarded during AY 2004-05 is thirteen: 5 continuing and 8 new students from Lebanon, Egypt, Jordan, Palestine, Syria and Sudan.

### **New & Visiting Faculty**

Dr. Ziyad Mahfoud, Ph.D. 2001 from the University of Florida, was appointed as assistant professor in the Department of Epidemiology and Population Health effective September 15, 2004 for three years. Dr. Jocelyn Eid, MD 1996 from the Lebanese University and MS in Epidemiology from FHS, was appointed as part-time lecturer in the Department of Epidemiology and Population Health effective October 1, 2004 for nine months. Dr. Omar Al Dewachi, Ph.D. student at Harvard University, was appointed visiting lecturer in public health for the period November 15 to February 28 to give the social and preventive medicine course to medicine I students.

### **Faculty Activity**

Dr. Huda Zurayk participated in the International Scientific Advisory Board of the Africa Center for Population and Health Studies, which is funded by the Wellcome Trust. The meeting was held in South Africa January 31 – February 4, 2005.

Dr. Iman Nuwayhid participated in the Ecohealth MENA workshop, funded by IDRC and held in Cairo January 30-February 1, 2005.

Drs. Rima Afifi, Kassem Kassak, Iman Nuwayhid, Hala Tamim and Ms. Mayada Kanj participated for short periods in the community medicine training program, which was held in Qatar from November 2004 to January 2005.

Dr. Rima Afifi participated in the consultation on health promotion that was organized by WHO and held in Cairo November 22-24, 2004.

Ms. Arabia Mohammad Ali participated in the regional consultative meeting on Strategic Planning in Health which was organized by WHO and held in Damascus November 21-24, 2004.

Dr. Kassem Kassak participated in the WHO Alliance on Health Policy and Systems Research meeting, which was held in Mexico City November 15-20, 2004.

Dr. Faysal El Kak presented a paper and Dr. Marwan Khawaja presented two papers at the 3<sup>rd</sup> International Conference on Urban Health which was held in Boston October 19-23, 2004.

Dr. May Jurdi attended a workshop organized by the Gender and Water Alliance in coordination with the Arab Awareness Network held in Delft, The Netherlands October 11-14, 2004.

### **Visiting Researchers**

Dr. Yousef Al Madi (Palestinian Bureau of Statistics, Syria), spent January 3 -10 at the Center for Research on Population and Health analyzing data from a survey conducted in the Palestinian camps in Lebanon with UNICEF on domestic violence and related issues. His trip was funded by the Ford Foundation grant to FHS.

### **Sponsored Research & Service Activities**

#### New Grants

1. The Wellcome Trust awarded FHS \$ 3,044,350 for research on “Health status, Well-being and Population Change in the Middle East” effective January 1, 2005 for five years. 2. The International Development Research Center (IDRC) awarded Dr. Iman Nuwayhid \$ 340,981 for the study on “Understanding Water, Understanding Health: The Case of Bebnine” effective December 2004 for three years. This research is a collaborative effort with the Interfaculty Graduate Environmental Sciences Program (IGESP) at AUB. 3. MEDCHILD Institute (Italy) awarded Dr. Marwan Khawaja Euros 4,000 in support of the project entitled “Charting the Mediterranean Child 2005” effective January 1, 2005. 4. URB awarded Dr. Mona Kanaan \$6,340 in support of her research on the elimination of measles from Lebanon to be conducted from January 1 to September 30, 2005.

#### Research Workshops

A two-day workshop was held at FHS December 6 - 7, 2004 to discuss the study “Exploring the Potential Impact of Preconceptional Care including Folic Acid Supplementation on Pregnancy Outcomes in Three Countries of the Middle East” which is funded by the Bixby Program in Population Research, UCLA School of Public Health. Participants from Egypt, Iran, Lebanon and USA attended

#### Training Programs

Dr. Sima Ramadan visited Yemen in December to explore the potential need for a national course on health sector reform. As a result, the Flagship Program is organizing a course to be held in Sana’a in early March 2005.

### **50<sup>th</sup> Anniversary Celebrations**

The first two weeks of December 2004 marked the culmination of celebratory events for the 50<sup>th</sup> anniversary of FHS. On December 2<sup>nd</sup> a meeting was organized with media professionals. The

meeting was attended by the Director General of the Lebanese Ministry of Public Health, Dr. Walid Ammar, and representatives from 13 local audio-visual and print media. The discussions centered on the need to strengthen the links between academia and the media in advocating for key public health issues in Lebanon. The meeting was also used as a forum to introduce the media to the international scientific conference on “Public Health: Reaching Beyond Boundaries” taking place between December 9 and 11.

The actual celebrations started on the evening of Thursday December 9<sup>th</sup> with a Commemoration Ceremony, followed by a reception hosted by President John Waterbury. Both events were very well attended, with more than 350 people present to help FHS celebrate.

At the Commemoration Ceremony, Dean Huda Zurayk spoke on “Learning from the Past for the Future”, followed by a brief historical retrospective by President John Waterbury. The keynote speech was presented by Dr. Harotune Armenian, entitled: “In War and Peace: Health with Dignity”. On the occasion, Dr. Armenian was presented with the Medal of Honor from the President of the Republic for his contributions to public health in Lebanon and internationally. The ceremony ended with an overview of the conference presented by Associate Dean Iman Nuwayhid.

The next two days (Dec 10 & 11) were devoted to the international scientific conference with participation by a number of renowned local, regional and international public health scholars. The conference was also very well attended by alumni and other health professionals.

Two other side-events were also held on the afternoon of Friday Dec. 10: A tribute to three late professors of FHS (Drs. Kamal Abou Daoud, Joseph Azar and Jamal Karam Harfouche) and an open meeting with alumni. Attendance at those events was also very high. The anniversary celebrations ended on December 11 with a gala dinner, which was greatly enjoyed by all attendees and resulted in establishing an FHS Scholarship Fund with a modest amount of \$5,000.

Huda Zurayk, Dean  
Faculty of Health Sciences

## DEAN OF THE OLAYAN SCHOOL OF BUSINESS

### Introduction

The Olayan School of Business sustained, indeed accelerated, its momentum during the period of this report. Further rigor was introduced to admission standards, new faculty members were attracted, agreement was obtained for an ASHA-supported “smart-classroom” project, faculty research was enhanced, executive education offerings were expanded, and the AACSB accreditation process was formally launched. Our School also received encouraging signals attesting to serious progress being made on the “branding” front. Invitations were received to participate in major regional and international academic forums where OSB commanded due recognition as a premium provider of business education.

### Major Highlights

NBK support was received for a new program in Corporate Governance.

Proposals were developed and submitted to a center for Corporate Finance and Banking and a Chair in Marketing.

Over 20 executive workshops were offered in Kuwait, Jordan and Lebanon.

We participated in the annual meeting of deans of major business schools in Europe.

The second EMBA class commenced on September 23, 2004 with an opening ceremony in Bathish Auditorium to welcome 18 students to the program.

The Salim Kheireddine/Al Mawared Bank Lecture Series was inaugurated in Bathish Auditorium with a lecture by Dr. Gabriel Hawawini, Dean of INSEAD, on “Frontiers of Business Education in the 21<sup>st</sup> Century”. Sir Geoffrey Owen, former editor of Financial Times and Visiting Senior Fellow in LSE, gave a lecture on “Reflections on Corporate Governance with Implications for the Business Environment in Emerging Markets” in November.

Dr. Otis Baskin, Professor of Organizational Behavior at Pepperdine University, School of Business, visited the School in December where he conducted presentations and held meetings related to the pre-accreditation procedures with faculty members.

Dr. Peter Abell, Director of Interdisciplinary Management Institute in LSE, also visited the School and gave a presentation on “Social Capital: A useful Concept?” He also held several sessions to MBA students in the field of Management.

A workshop on Business Journalism was sponsored by the School and offered to reporters from local Lebanese newspapers and business magazines. The workshop was conducted by Sir Geoffrey Owen and Mr. Graham Watts, Deputy Editor in Financial Times.

Six new faculty members joined the School in Fall 2004-05:

	<i>Degree</i>	<i>Rank</i>
Fida Afiouni	Ph.D., Sorbonne, Paris	Lecturer
Salim Chahine	Ph.D., Aix-Marseille III	Assistant Professor
Mohamed Jaber	Ph.D., George Washington Univ.	Assistant Professor
Armon Manassian	Ph.D., University of Calgary	Assistant Professor
Mahdi Mattar	Ph.D., MIT	Assistant Professor
Charalambos Pattichis	Ph.D., University of Cambridge	Assistant Professor

An accreditation officer was recruited as of January 1, 2005 signaling the commencing of the accreditation process.

Worked with FPDU and Machado-Silvetti on the final floor plans for the new building.

## **Faculty**

### **Faculty Profile**

	<u>First Semester 2003-04</u>	<u>First Semester 2004-05</u>
	FTE	FTE
<b><u>Full-Time</u></b>		
PROFESSOR	3	3
ASSOCIATE PROFESSOR	5	4
ASSISTANT PROFESSOR	11	18
SENIOR LECTURER	2	2
EXECUTIVE IN RESIDENCE	1	1
LECTURER	3	4
INSTRUCTOR	6	6
Total Full-Time	31	38
<b><u>Part-Time</u></b>		
PH.D. HOLDERS	14	11
MBA/CPA/CFA	36	28
Total	50	39

### **Faculty on Research Leave during the fall semester 2004-05:**

Dr. Karim Rebeiz, Dr. Yusuf Sidani and Dr. Philip Zgheib

## **Faculty Research**

Seven refereed papers authored by OSB faculty appeared during the period of this report. Several others are in progress in addition to a larger number of conference presentations and international academic engagements.

## **Visiting Faculty**

Dr. Ali Fekrat from Georgetown University and Dr. Zafar Ahmed from Texas A& M participated as visiting professors in the EMBA program.

## **Student Profile**

### **Enrollment**

Undergraduate	1192
Graduate (MBA)	146
Graduate (EMBA)	38

	Fall 2003-04			Fall 2004-05		
	Applied	Accepted	Enrolled	Applied	Accepted	Enrolled
Undergraduate	1350	631	184	1227	529	131
Graduate	188	66	49	150	46	36

Minimum Composite Score

	Fall 2002-03	Fall 2003-04	Fall 2004-05
Minimum	450	473	494.6
Average	545	554	552

GMAT

	Fall 2002-03	Fall 2003-04	Fall 2004-05
Minimum	520	520	530
Average	580	600	620

EMBA (Third Group)

Applicants for the March 2005 session are still being received and evaluated. Our third batch will be admitted to commence on March 10, 2005.

George K. Najjar, Dean  
Olayan School of Business

## **DEAN OF STUDENT AFFAIRS**

### **General Office**

The Office of Student Affairs dealt efficiently with the challenges posed by the start of a new academic year due to the general stability and continuity enjoyed in recent years. The office successfully organized the student government elections and established the framework for clubs to initiate a new cycle of activities. Student disciplinary issues, either minor scuffles or personal disputes, were discreetly handled. Seven new bursary students joined the 9 continuing students in October 2004, for a total of fifteen students sponsored by various embassies and agencies from the region. ARAMCO are the largest sponsors, with five students attributed to them. The accumulated experience of OSA staff has been complemented by continuing self-assessment and training. The office is in the middle of a yearly process to further align its mission, goals and objectives, particularly in areas such as international student services, community service and career counseling. Prudent handling has maintained a positively balanced budget.

### **Athletics**

The Athletics department held several activities for all AUB students such as a Power Point Presentation in West Hall during the New Student Orientation and two friendly matches in football and basketball in which the freshman students played against the sophomores. During the month of Ramadan an open tournament was held where all AUB students were invited to form teams in basketball and football. A total of 340 students from all Faculties participated. In November the Annual Independence Tournament, which included several universities, was held. The tournament included matches for men and women in basketball, football, and volleyball, among other sports including martial arts. Following this successful tournament, the winning teams were honored in a ceremony attended by President Waterbury and Provost Heath.

### **Career and Placement Services**

The CPS organized 29 career events attended by 861 students and graduates from October 1 – December 20, 2004. These comprised 6 career skills development workshops related to resume and cover letter writing, 18 career seminars and recruitment presentations, and 5 recruitment interviews on/off campus. In addition, more than 163 job vacancies were posted and distributed to students and AUB graduates from October 1, 2004 - January 15, 2005 leading to positive recruitment outcomes.

As of October 2004, a questionnaire was distributed to all recruiting firms requesting detailed statistical information about AUB graduates who were recruited by their firms including year of employment, major, job location as well as the type of firm and country of operation.

2000 Job Fair-Exhibition invitation letters for the 2005 event were sent electronically to companies, while some invitations were sent by mail to prominent firms and institutions. At present, 44 local, regional and multinational firms have preliminarily reserved stands in the Job Fair and seats at the Gala Dinner.

### **Counseling Center**

Students receiving psychological services at the Counseling Center number 407 with a 96% retention rate. The C.C. provides 70 - 75 weekly clinical interventions. There are very few referrals to other departments, infirmary or psychiatry, and most cases are contained within the C.C. This heavy clinical load limits the possibility of significant outreach projects. An attempt at restarting the Peer Program is under way and preliminary talks with the Department of Psychology for setting a joint clinical program for Psychology students are planned. A poster campaign will be launched in March to emphasize the student awareness of the C.C.

### **International Student Services**

A two-day Fall 2004 International Students Orientation was organized for 160 International students at the start of the year. This was a 100% increase in participation from the Fall 2003 event. Following the orientation attention quickly turned to organizing the Spring 2005 Orientation. Thus far 80 students have registered. Study Abroad opportunities were communicated to AUB students. ISSO has also been collaborating with other AUB departments, particularly OIRA, to create a 'Cross Cultural Adaptability Inventory' with the aim of assessing the International students ability to adapt to living in another culture. A Community Service theme week was presented for AUB students with the participation of three NGO'S. In collaboration with Student Housing, AUB students invited orphans from two orphanages for Iftar and Christmas dinner.

### **Student Activities**

The New Student Orientation program was successfully conducted overall but recommendations have been put forward for major changes regarding the timing and format of the information for the following year in order to further enhance this important event. Elections were held for student committees for the university societies and improvements have been noted in the management of the financial matters concerning clubs and societies. The number of students registered in all clubs in the fall reached 3500. The student-wide elections for the SRC's and USFC passed without incident in an atmosphere of transparency and fairness. The International Model of United Nations Club at AUB launched its first activity in the presence of an official UN representative. Clubs and SRC's have cooperated to prepare a fundraising campaign to donate for victims of Tsunami. In only two days \$2000 was collected. Part of the amount was donated to the Red Cross. The regular use of the Bathish auditorium for Economics, Physics and CS common lectures has prevented the hosting of conferences in the morning during weekdays.

### **Student Housing**

During the past few months, a number of goals were accomplished that include the initiation of a marketing research study involving student housing. This study, which is being conducted in cooperation with the Marketing Department at the S. Olayan Business School, will serve as a basis for sound decision-making. There is an evident increase in demand for private rooms yet double occupancy allows more students in the dorm who cannot afford the higher private rate. This situation creates a challenge, particularly in the women's dorm and the result is a loss of

some of our students to the outside market where they find apartments offering them privacy with prices that are competitive with ours. The activity room in Penrose has been equipped with all the needed furniture and entertainment tools resulting in a very positive student feedback. With health issues for residents high on the agenda, a dietician has been invited to hold a lecture in one of the women's dorms in mid February. With the transfer of the janitorial services to the Housekeeping Department, a study is in progress to assess resident satisfaction with this service.

### **Work Study**

The Work Study Program provides work opportunities on campus for hundreds of needy students. The program has been extended to provide employment for an ever increasing number of students although limitations, such as the actual work availability based on demand by university departments, means that a little over half who apply get regular employment. In some cases, there are applicant students who did not impress their employers yet continue to apply hence appearing in the statistics as failed applicants.

Maroun Kisirwani,  
Dean of Student Affairs

## CENTER FOR ADVANCED MATHEMATICAL SCIENCES

### **SARIMA and Ph.D. Students**

The Center for Advanced Mathematical Sciences is now a node in a scientific network sponsored by SARIMA, which is a scientific project financed by the 'solidarité prioritaire' funds at the Ministry of Foreign Affairs of France. The priority elements of SARIMA are its support to Ph.D. students jointly supervised by French scientists and a commitment to strengthen a network of researchers in applied mathematics and computer science. The countries involved so far are: Lebanon, Cameroon, Senegal, Niger, Madagascar, and Tunisia. The Lebanese network consists of five universities (AUB-CAMS, BALAMAND, LAU, UL, and USJ).

### **Conferences**

CAMS is in the process of preparation for the organization of:  
 Summer School on 'Mathematical Theory of Nonlinear Dispersive Waves'.  
 Workshop on 'Grid and Parallel Computing'. The preparation for this activity involves different nodes of the Lebanese link to SARIMA.

### **Meetings**

CAMS is hosting the Executive MBA program courses organized by The Suliman S. Olayan School of Business. These courses are offered once every three weeks.  
 CAMS is hosting the meetings and activities of the computational science group at the American University of Beirut. The group consists of faculty members from Mathematics, Computer Science, Physics and Chemistry departments.

### **Seminars**

1. "Core Expansion of Spiral Waves in Excitable Media", Haidar Sabbagh, Faculty of Natural & Applied Sciences, Notre-Dame University, 29 October 2004.
2. "Equilibrium in Credit Markets", Abdelkarim Seghir, Economics Department, American University of Beirut, 24 November 2004.
3. "Chaotic Nonlinear Ion Acceleration by Beating Electrostatic Waves: Theory, Experiments and Relevance to Spacecraft Propulsion", Edgar Choueiri, Mechanical and Aerospace Engineering Department / Department of Astrophysical Sciences, Princeton University, 03 December 2004.
4. "Elements of Analysis on Non-Archimedean Fields: Power Series, Measure Theory, Optimization, and Applications", Khodr Shamseddine, Department of Mathematics, Western Illinois University, 05 January 2005.
5. "A New Proof of the Transformation Law of the Jacobi Theta<sub>3</sub> Function", Wissam Raji, Department of Mathematics, Temple University, 06 January 2005.
6. "Supernova Driven Turbulence in the Interstellar Medium", Sami Dib, Max-Planck Institute for Astronomy, 28 January 2005.

**Visiting Scholars**

Prof. George Saliba, Columbia University (who has joined CAMS as an associate)

Prof. Bernard. Philippe, INRIA (SARIMA project)

Prof. Edgar Choueiri, Mechanical and Aerospace Engineering Department and Department of Astrophysical Sciences, Princeton University.

Prof. Nabil Nassif, Department of Computer Science, American University of Beirut.

Dr. Haidar Sabbagh, McGill University.

Prof. Salah Badawi Doma, Department of Mathematics, Faculty of Science, Alexandria University.

Dr. Rafaat Talhouk, Lebanese University.

**Computing**

Mr. Nassim Jibai was appointed as CAMS system administrator.

CAMS acquired new computer-related equipment (DVD writer, mice, backup tapes...)-with the ASHA Grant remaining funds. Memory upgrades.

Wafic Sabra, Director  
Center for Advanced Mathematical Sciences

## OFFICE OF THE REGISTRAR

### **Bookstore Application**

The Registrar's Office, in coordination with CNS, assisted in the development of the book order application as an add-on to the Faculty Services in Web Banner. This application allows for the ordering of books for a specific course/term.

### **Web CAPP for students**

Starting November 12, 2004, Web CAPP became available to all students and advisors through AUBSis. The objective of the CAPP (curriculum, advising and program planning) module is to help keep track of a student's progress toward a degree. Web CAPP is a web-based interface that allows students and advisors to use CAPP to check student progress against chosen degree requirements.

What if Analysis will become available by the end of the Fall Term 2004-05. This functionality will allow students to carry an on line assessment of how their course fulfillment status would be if they were to change their majors.

### **Forced Advising**

After the success of forced advising for all new students using the alternate pin methodology, this policy was applied across the board to all students (both graduate and undergraduate).

### **Submitted Article**

Moueen Salameh, Ramzi Labban and Andre Nahas submitted a paper titled: "How the Registrar's Office Can Translate its Vision into Action through the Balanced Scorecard" for publication in the AACRAO College and University Journal.

### **Software Tool to Automate the Generation of the University Calendar**

A Microsoft Excel and Visual Basic software application was developed to generate the academic university calendar by defining the first day of the first semester of the academic year, the fixed events (religious and national holidays), the university calendar events and their displacement from the first day of the first semester, and these events' durations. This application is parameter dependent. A university calendar for any academic year is at your fingertips.

### **Probation**

For the purpose of implementing the Board of Deans decision regarding the new probation notification procedure, the Registrar's Office developed an external software application to produce the probation lists. The probation data is imported into Banner and used to issue letters informing the concerned students about their new academic status, and lists to the faculties and advisors. The system will issue letters to the parents with the second probation.

### **Software Tool for the Creation of New Course Sections from Waiting Lists**

A software tool to produce the optimum schedule for a new section based on students who have enrolled in a virtual waiting list section was developed. The tool uses the unique ID of the virtual section to query the Banner database and produces a report that lists all the session times where

students in the waiting list are registered including the total number of students in that time slot. This is then used to determine the most suitable time slots to offer the new section.

### **Graduates of October 2004**

	MALE	FEMALE	TOTAL	Nationality	Count
<b>FACULTY OF ARTS &amp; SCIENCES</b>				Cyprus	1
B.A.	6	11	17	Egypt	1
B.S.	17	5	22	France	1
M.A.F.E	2		2	Germany	1
M.A.	2	4	6	Ghana	1
M.S.	1	8	9	Jordan	3
MSES (Environmental Policy Planning)		1	1	Kuwait	1
TEACHING DIPLOMA	1	1	2	Lebanon	122
<b>TOTAL</b>	<b>29</b>	<b>30</b>	<b>59</b>	Palestine	5
<b>SCHOOL OF BUSINESS</b>				Syria	7
B.B.A	25	18	43	UAE	1
M.B.A.	5	1	6	UK	1
<b>TOTAL</b>	<b>30</b>	<b>19</b>	<b>49</b>	USA	6
<b>FACULTY OF AGRICULTURAL &amp; FOOD SCIENCES</b>				<b>Total</b>	<b>151</b>
B.S.in Agriculture	2		2		
Diplome Ingenieur Agricole	2		2		
B.S. (Nutrition & Dietetics)		4	4		
M.S.	1	3	4		
MSES (Ecosystem Management)		1	1		
<b>TOTAL</b>	<b>5</b>	<b>8</b>	<b>13</b>		
<b>FACULTY OF ENGINEERING &amp; ARCHITECTURE</b>					
B. E (Civil Engineering)	1		1		
B. E (Electrical Engineering)	1		1		
B. E (Mechanical Engineering)	2		2		
M.E.(Computer & Communications Eng'g)	4		4		
M.E.(Mechanical Engineering)	3		3		
M.E.M	3	1	4		
M.E.S.(Environmental Technology)		1	1		
<b>TOTAL</b>	<b>14</b>	<b>2</b>	<b>16</b>		
<b>FACULTY OF HEALTH SCIENCES</b>					
B.S.(Environmental Health)		1	1		
B.S.(Medical Laboratory Technology)	1		1		
M.P.H.	2	2	4		
M.S.(Population Health)		1	1		
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>7</b>		
<b>FACULTY OF MEDICINE</b>					
B.S. In Nursing		1	1		
M.S (Human Morphology)		1	1		
M.S (Microbiology & Immunology)		5	5		
M.S (Physiology)	1	1	2		
<b>TOTAL</b>	<b>1</b>	<b>8</b>	<b>9</b>		
<b>GRAND TOTAL</b>	<b>82</b>	<b>71</b>	<b>153</b>		

Moueen Salameh,  
Registrar

## DIRECTOR OF ADMISSIONS

The Office of Admissions continues to improve the visibility of AUB among universities, colleges and schools in the Gulf region and the United States.

The Director started his recruitment trips in October and visited 94 schools and universities: Saudi Arabia (20), UAE (28), Kuwait (9), Egypt (7), Bahrain (8), Jordan (14) and Qatar (8). Similarly, the Associate Director visited schools in Jeddah (8), Riyadh (7), Syria (9), Athens (6).

Applications (including admissions pamphlets and envelopes), catalogues, AUB introductory leaflets and DVD's were distributed to the schools and universities visited. More than a hundred general and school presentations were made.

The Office of Admissions participated in the ECIS Fair in Greece (November) and the Hariri Fair in Beirut (December), the Tripoli Fair (December), the Zahle Fair (January), the Saida Fair (January), the Lebanese Embassy Fair in Nicosia (February), Lebanese University Fair in Kuwait, Abu Dhabi, Dubai and Bahrain (November).

The Office of Admissions is organizing this year the AUB Career Open House. This school fair is scheduled to take place from March 6 - 19, 2005. About 5,000 students are expected to attend the fair.

The university continued its membership in NAFSA (National Association for Foreign Student Advisors), NACAC (National Association for College Admissions Counselors), the College Board, AACRAO and the ECIS (European Council for International Schools). The Director of Admissions participated in the NACAC Annual Meeting in Milwaukee (September 28) and the Associate Director in the ECIS meeting in France (November 17).

The number of undergraduate and graduate applicants for the spring semester is 1,123. This is an increase of 1.5% as compared to the previous year (1,109 in 2004-05). The number of undergraduate applicants for Early Admission to the fall semester of the Academic Year 2005-06 is 501 (an increase of 12%) as compared to 448 in 2004-05, 421 in 2003-04 and 241 in 2002-03. By mid February, the number of undergraduate applicants for the fall semester of 2005-06 is 3,348 compared to 3,223 in the previous year (an increase of 4%).

This year, based on the recommendations of the Director of Admissions and the University Admissions Committee, a new Unified Admissions Committee with representatives from each faculty was established. This committee made all the admissions decisions for the spring semester.

Tables showing figures on applications and admissions for the spring semester 2004-05 can be found in Appendix C.

Salim Kanaan,  
Director of Admissions

## DIRECTOR OF FINANCIAL AID

The Director of Financial Aid and the Interfaculty Financial Aid Committee have evaluated 2,815 financial aid applications for the academic year 2004-05 (1,955 for continuing students and 860 for new students). 2,269 students that were granted financial aid (81%) of whom 1,675 were continuing students (86%) and 594 new students (69%). There was a 23% increase in the number of applicants (2,282 applicants last year) as compared to last year during the same period with an increase of 18% in the number of awardees (1,925 awardees last year). The percentage coverage of the tuition fees ranged from 15% to 65%.

This year, financial aid was also granted to new first-time applicants as a package, combining need-based grants and merit awards. Need-based grants were determined according to a revised matrix approved by the Interfaculty Financial Aid Committee. Merit awards, which were based on the composite score of the applicant, varied from 4% to 10% of the tuition fees. In addition, 10 new students received the merit scholarship, raising the number of merit scholarship awardees to 38 students receiving a total of \$395,000.

The financial aid office also received 187 petitions for reconsideration. The financial status of each individual was reviewed based on new inputs and, accordingly, 78 continuing and new students received an increase on their previous allocations, while 99 students had their financial aid increased through work scholarship as an alternative.

Of the 138 students granted work scholarships, 45 students refused the work scholarships.

A summary of the financial aid distribution by Faculty is shown in Appendix D, Table 1.

The Financial Aid Office received 265 financial aid applications (79 continuing and 186 new) for the spring semester of the academic year 2004-05, in addition to 85 petitions. These will be reviewed in early February 2005.

The Financial Aid Officers, Mrs. Hajj and Mrs. Samaha, conducted 205 interviews for Spring applicants between October 2004 and January 2005, while performing other regular functions in the office. The average length of the interview at 45 minutes still raises concerns on the time available to conduct all interviews on time.

The Associate Director conducted 43 house visits to first-time applicants for spring 2005. These house visits are proving to be helpful in giving a better assessment of the family's financial situation.

The list of nominees was sent as of November 2004, through the Development Office, to the various donors for their prior approval. Restricted scholarships, that do not require approval, were entered on the new system.

The loan program for medical students continued this year. Financial aid was granted to medical students in the form of a package including a grant from AUB and a loan from HSBC, the latter

being subsidized by AUB until the student graduates. Financial aid for medical students hence ranged from 30%-80% of their tuition fees while the loan ranged from 5%-30%. The loan program is a good indicator for the purpose of financial aid assessment. Among the 208 medical students who received financial aid, 161 signed for and received loans amounting to \$733,531.

The loan program for students enrolled in the Faculty of Engineering and Architecture, second year and on, was implemented for the first year through the Byblos Bank. Of the 382 students eligible for such a loan, only 293 applied. The Byblos Bank approved granting a loan for 193 students with an additional 23 cases pending. Only 171 students have signed for the loan till this date for a total amount of \$533,565.

The distribution of financial aid including the loans allocated to students in the Faculty of Engineering and Architecture is shown in Appendix D, Table 2.

Mrs. Solange Constantine, the new IT expert, will be joining the offices of Financial Aid and Admissions (on a 50-50 per cent basis) as of February 14, 2005. She will be working to improve the financial aid system.

Salim Kanaan,  
Director of Financial Aid

## ACADEMIC COMPUTING CENTER

### Training and Assistance

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

ACC offered 40 workshop sessions on various computer applications to 163 participants (62% faculty members and 38% staff and RAs). As always, these workshops were highly rated by the participants. Details about ACC workshops can be found on the ACC website (<http://www.aub.edu.lb/~acc/Workshops/workshops.htm>). In addition, the Center offered 65 custom workshop sessions on a variety of topics, to 50 faculty members and six assistants to faculty. Training was provided for 22 full classes of students registered in courses using WebCT.

During the period of this report, ACC worked on the development of new tutorials on MS Office 2003 applications to substitute the current workshops on Office 2002/XP applications. The Center has prepared CDs with MS Office Tutorials to be distributed among those who cannot come to our workshops or who want extra practice on the use of these applications. The CD material was developed by Tom Murray of Lynchburg College, US, who kindly released his copyrights for AUB use.

During November 2004, ACC conducted a special training program for six Iraqi professors visiting AUB. Each week, these professors had four hours of group workshops and four hours of individual assisted practice in the ACC lab. The training program started with an Introduction to Computers, followed by basic training on Word, Internet search, E-mail management, and PowerPoint. Due to limited knowledge of English of most professors, the training was conducted in a mix of Arabic and English. The program evaluations by the participants were extremely positive.

### WEBCT Courses

During the 2004-05-fall semester, 325 AUB course-sections used WebCT. This number represents 22.4% of all AUB course-sections offered during the semester. In comparison, in the fall 2003-04, WebCT was used in 14.1% of all course-sections. WebCT courses, past and present, are available at [http://staff.aub.edu.lb/~acc/weblogs/select\\_year.htm](http://staff.aub.edu.lb/~acc/weblogs/select_year.htm). More than 7,000 students were enrolled in the fall 2004-05 WebCT courses, that were taught by 109 instructors (21.8% of the instructors of the semester).

An analysis of the WebCT server logs indicated that during the period of this report an average of 1,161,018 course pages were viewed online per month. This number increased considerably in relation to a monthly average of 627,510 course pages viewed online during the spring 2004.

ACC has worked with CNS towards integrating WebCT with AUBnet. Very soon, faculty and students will not need to create independent WebCT accounts. Instead, they will log onto

WebCT with the same username and password of their AUB e-mail. WebCT has also been used to organize and manage files of AUB administrative committees. Currently 8 such committees are using WebCT. At the end of the fall semester ACC developed and conducted a survey among all students and faculty using WebCT to find out how they viewed and used that CMS. The results of more than 1,050 replies will be analyzed during the spring 2005 and the results will be presented to the instructors involved and to the AUB administration.

### **Turnitin**

ACC acquired the license of Turnitin, a service that instantly identifies papers containing unoriginal material. ACC creates Turnitin accounts for faculty members and provides training and support on how to use them. Turnitin was announced to AUB faculty members on October 12, 2004, and since then 68 instructors and 1,094 students have used this service. Half of the instructors and more than half of the students were from FAS. During this period, Turnitin has provided these users 1,798 “originality reports.”

### **Plagiarism Tutorial and Test**

ACC, together with the Office of the Registrar and CNS, planned the delivery of the Plagiarism Tutorial and Test (PTT) for AUB students. After a successful trial phase, the PTT was announced and made available to all AUB students and faculty on December 19<sup>th</sup>, 2004.

### **Computer Skills Survey**

In order to identify AUB students’ range of current computer skills as well as the extent of their access to computer technology, ACC created a Computer Skills Survey. With the help of the Office of the Registrar and CNS the survey will be submitted to AUB students at the beginning of the spring 2005.

### **Soliya Project**

ACC assisted 11 AUB students enrolled in the course PSPA 289C in their interaction with the Soliya project, which was a central component of the course. The Soliya project used a video conferencing application that permitted online interaction among students from American universities and from AUB, AUC, and Birzeit. These students discussed the role of the US in the Arab and Muslim World. ACC support to the students included monitoring the classroom for adequate hardware, software, and connectivity, downloading of video tutorials to be used during the course, and assisting students in uploading video assignments to Soliya.

### **Other Activities**

During the period of January 15-17, 2005, I visited the Academic Computing Services (ACS) of the American University in Cairo (AUC) and attended The 3<sup>rd</sup> Conference on E-Learning Applications at the same university. AUC also uses WebCT and the visit gave me the opportunity to share ideas with the ACS staff.

ACC developed the CASAR website and since then has helped in its maintenance.

ACC designated a staff member to participate in the project of the Mediterranean Virtual University (MVU), a European Union sponsored initiative, to build the basis of a virtual university to serve the interests of the region. The project uses Moodle, an open-source CMS that has been under ACC testing as a potential CMS option for AUB in the future.

Rosângela Souto Silva, Director  
Academic Computing Center

## UNIVERSITY LIBRARIES

### Customers' Perspective

Contacts between the Collection Development Department and the American Studies Center were initiated by the Librarian to establish the guidelines for selecting and ordering items by the Center through the library using dedicated funds. Procedures were agreed upon and the process has successfully started. The collection was enhanced by the acquisition of two new electronic book databases: ebrary and Safari Technical Books Online in October 2004.

Departmental Faculty liaisons were actively involved in the decision making process of weeding outdated/old editions and duplicate copies, whereby 236 titles in 1,048 volumes were discarded. The Serials Department in collaboration with the library committees, has finalized the preparations for the 2005 Serials Evaluation Project. The latter will review faculty needs and preferences for periodicals subscriptions and try to accommodate them within the current operational budget. Faculty members will also be given the chance to recommend the shift of title subscriptions from print to electronic format. To that effect, two new studies are being undertaken: 1) a faculty survey that aims at assessing the users' general view of the serials collections and services, and 2) a serials usage statistics of bound and in house periodicals.

The Information Services Department is continuing to implement an aggressive public relations program. The aim of this multi-pronged program of marketing/outreach/advertising and user education is to spread information literacy and to encourage optimal use of the resources of the libraries. At the marketing/outreach/advertising level, business marketing methods now utilized by most academic libraries to ensure sustainability were discussed to test their reception and applicability. The main highlights in this respect were: 1) the design, creation and posting of posters (in print and online) announcing activities; 2) the organization and running of "open sessions", announcements and advertisements in News on the Libraries web page and in the various publications of AUB; 3) informing Academic Computing, faculties and departments to post resource packets on their sites; and 4) the preparation and organization of exhibits.

User education with its many facets continued to be the main thrust of the department. Statistics showed a 100% increase in sessions and attendees (216 sessions in fall 2004 vs. 100 sessions in fall 2003, and 2,128 attendees in fall 2004 vs. 965 attendees in fall 2003) due to the success in marketing and outreach methods, and the launching of the electronic classroom, which enhanced the teaching environment. The main highlights noted in that respect were: 1) the almost complete participation of Communication Skills 204, 206 and 208 in the sessions; 2) improved pilot surveys for assessment of the literacy sessions; and 3) total revision and reformatting of the 46 Research Guides to correspond to major disciplines and to become up-to-date.

The inauguration of the Antoun Ghattas Karam Electronic Classroom took place on October 6, 2004. An online calendar designed to reserve this room is available to the AUB community. In addition, 15 new computers ordered for patron/public use will provide further improvement to the studying environment. This will increase Jafet Lab computers to 50 computers.

Finally, in order to make public places in Jafet Library fully equipped for wireless connection, follow up on the installation of all access points in Jafet is in progress. Electronic access to the stacks area was implemented on November 18, 2004 for faculty, graduate and senior students.

### **Internal Businesses Processes' Perspective**

After the completion of the MARC project, the Library collection is now MARC compatible. Most of the basic operations of the Serials' acquisitions, cataloguing and check-in are now done through the library system OLIB.

For the ASC Department, most of the photographs and posters project was designed and implemented. This procedure will facilitate the building up of the finding aids on the web page. In addition, all theses received were transformed to Portable Document format (PDF) to allow users to access the theses full text online (if authorized).

All library departments' policies and procedures (except Automation and Collection Development) were updated on the AUB website.

ACRL/based library statistics 2003-04 were compiled and distributed and bar charts for the same year benchmarking AUB libraries with 12 American libraries were produced.

### **Learning and Growth Perspective**

Automation Librarian (M. Assi) attended the Internet Librarian International Conference in London (Oct. 10-12) and a two day presentation on the "AUBNet Wireless LAN project". Collection Librarian attended "Collection Development Policy and Practice workshop" in Beirut (Oct. 3-6). Automation Librarian (B. Chebani) attended a 15 hour training session for preservation and restoration of documents at the Lebanese National Library and another seminar on "Archives Education and Training" in November. Circulation and Reference Librarians (N. Naamani and E. Choueiry) attended workshops on "Leadership" and "How to conduct Productive Staff meetings" in November.

Sessions were organized for paraprofessionals in all departments to demonstrate library procedures and the new web page. All expressed complete satisfaction. Mrs. Samar Mikati rejoined the ASC after successfully earning a Masters of Science in Library and Information Science with Archives concentration from Simmons College-Boston. Sponsoring of library staff education continues with the departure of N. Shehabeddine from the Reference Department to Simmons College, Boston, MA.

### **Financial Perspective**

The library spent \$1,719,302 for books and periodicals as opposed to \$1,598,911 for the same period last year, ordering and receiving 2,533 monographic titles compared to 2,482.

Helen Bikhazi, University Librarian

## AUB MUSEUM

### Lectures at the AUB Museum

October 27, 2004, by Professor Dr. Kay Kohlmeyer, University of Applied Sciences – Berlin, on: “Major Discovery at Aleppo Citadel: The Temple of the Storm God Hadad (1100 – 900 B.C.)”.

November 17, 2004, by Dr. Gérard Charpentier, Architect - Historien, on: “Les Vestiges Architecturaux Proto-Byzantins de Sergilla (5<sup>e</sup>-6<sup>e</sup> s.) – Syrie du Nord”)

December 15, 2004, by Mrs. Joanne Farchakh Bajjalay, Archaeologist and ME Correspondent for Archaeologia Magazine, on: “Mesopotamian Sites and Museums in Iraq: The Effects of War”. The lecture was followed by a Xmas Fair organized by the Museum shop officer.

January 26, 2005, by Dr. Valérie Matoian, Chargée de Recherche au CNRS - France, on: “De la Faience au Verre: Arts du feu dans l’antiquité”.

### Conferences and Exhibitions

October 2-8, 2004, Dr. Badre attended the General Assembly of ICOM (International Council of Museums) in Seoul – Korea on “*Museums and Intangible Heritage*”.

November 25-27, 2004, Dr. Badre was invited to attend the inauguration of the Exhibition of “75 years of Discovery of Ougarit” at Lyon, France.

The Phoenician mandible lent from the AUB Museum to the exhibition “*Hannibal ad portas. The power and wealth of Carthage*” at Badisches Landesmuseum, Karlsruhe (Germany) will return to the Museum on February 1, 2005.

### Publications

L. Badre - Reinhard Jung, “Preliminary Evaluation of Petrographic and NAA Results in Comparison with the Archaeological Fabric Classification of the Pottery from Tell Kazel (Syria)”, INSTAP, (Philadelphia) November 2004.

L. Badre - E. Capet, “The Late Bronze Age Pottery in the Akkar Plain” 100 pages in ed. M. Maqdissi and V. Matoian, *BAH*, Beirut, 2005 was given to editors.

L. Badre, “Tell Kazel” – A contribution to *Enciclopedia Archeologica*, January 2005.

The AUB Museum Newsletter Vol. XIX; no. 3, December 2004.

### Research Projects

Mrs. Sarah Jennings conducted the fourth study phase from November 16 - December 7, 2004 for the publication of the Glass Collection of the AUB Museum. Isabelle Skaff, did the cleaning and consolidation of glass objects (Nov. 2004), in view of the glass publication project.

### **Museum Renovation Project**

Contractor's bids were opened mid January and the contract is to be awarded by last week of January.

### **Donations**

Mr. Naji Asfar donated \$12,878 to the Museum in December 2004 from the proceeds from sales of his book “When Orpheus Sang. A Private Collection of Miniature Animal Sculpture”.

Mr. Henri Kettaneh donated a sandstone Phoenician Stelae incised with an Ankh sign in December 2004.

### **Children's Program**

November 7<sup>th</sup>, 2004, “The Adobe (mud-brick) House of Terbol” at the Ethnographic Museum in Terbol - Bekaa.

December 12<sup>th</sup>, 2004, “The Cedar: A Tree in History” – at the AUB Museum.

### **Trips**

Organized by the Society of the Friends of the AUB museum

October 30<sup>th</sup>, 2004, trip to Terbol and Niha in the Bekaa: An Ethno-Archaeological Stroll

November 20 – 22, 2004

Trip to Aleppo, Syria (Visit of 1st Millennium temples of Aleppo Citadel and Ain Dara).

Leila Badre,  
Museum Curator

## OFFICE OF INSTITUTIONAL RESEARCH & ASSESSMENT

### **Test Administration**

EN testing sessions were conducted in November 2004 and January 2005 in preparation for spring term admission. The following tests were administered:

<b><u>Name of Test</u></b>	<b><u>No. of Candidates</u></b>
AUB EN	341
IET	149
<b>Total</b>	<b>490</b>

In collaboration with AMIDEAST, administered the SAT to 149 candidates in October 2004, 156 in November 2004 and to 156 in January 2005.

The English Placement Test (EPT) was administered to students admitted in spring 2004.

In addition, the Financial Risk Management (FRM) exam was administered to 40 candidates and the ACT to 2 candidates.

### **Other Activities**

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

Fall 2004, gave the Student Registration Survey to a representative sample of undergraduate students. Around 800 filled out the survey. Report revealed progress made in various registration steps and areas of improvement. Comparison with previous survey results was done and reported on OIRA website.

Incoming international students filled out the Cross Cultural Adaptability Inventory (CCAI) and reports were used to provide better counseling services.

Conducted a faculty survey and in this respect used a well-known international survey, The Higher Education Research Institute (HERI) Faculty Survey 2004-5, UCLA. The HERI survey was sent to all full-time faculty members in December. Responses will be sent back to HERI for scoring and reporting. The survey provides valuable information on faculty related matters and comparative normative data.

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

Administered the Instructor Course Evaluation Questionnaire (ICE) at the end of the fall semester to all students in all faculties, except faculty of medicine. The form was administered in a paper version to all students. The results will be reported to each faculty member, chair and dean. In addition, normative data will be provided by course type, faculty and for the university as a whole for each subscale and for the whole form. A summary report will also be provided comparing performance with previous years and across faculties.

In order to assess learning outcomes in basic skills at college level (critical thinking, math and science reasoning, reading comprehension, and writing), administered the Collegiate Assessment of Academic Proficiency (CAAP) in December to all junior students. Results will be compared to previous years and to national norms in 4-year institutions.

As part of OIRA's institutional data reporting activities, the following were accomplished:

For the fourth year in a row, filled out the common data set (CDS), the College Board's, and Peterson's data information. The CDS will also be published on OIRA's website and will be used for institutional evaluation and benchmarking.

Coordinated the development and preparation of the Academic Balanced Scorecard (BSC). In addition, contributed to the Institutional Balanced Scorecard.

Met information needs of several AUB constituencies for different purposes like the AUB Facts & Figures, program registration applications, etc.

Karma El-Hassan,  
Director

## OFFICE OF GRANTS & CONTRACTS

In our continued effort to better serve the AUB community, a few of our activities for the first quarter of the current academic year are listed below:

Dr. F. Homaidan and Associate Director, Ms. Rosie Nasser, met with Dr. Khaled Makouk of the Lebanese National Council for Scientific Research to discuss ways to improve the application process, such as requesting measurable indicators and a project work plan. The Council is interested in encouraging collaborative research within universities and with other colleges.

Dr. F. Homaidan and few members of IBSAR met with Mr. Atef Idriss (President, Syndicate of Lebanese Food Industries) to discuss feasibility of establishing links between local industries and AUB.

A new OGC website was launched on October 17, 2004. A Faculty Guide to Research Policies and Procedures has been resubmitted to the Committee on Policies for approval.

The office started a new search for a full time grants' officer, and for a part-time technology transfer officer.

Ms. Rosie Nasser, Associate Director, participated in the 2004 Annual Meeting of the Society for Research Administration which took place in Salt Lake City, October 23 - 27, 2004.

Dr. Fadia Homaidan participated in the Special Meeting of the "Association of European Science and Technology Transfer Professionals" entitled "Creating Business out of Science" that was held in Lisbon, October 13 -16, 2004. Dr. Homaidan has been a member of the Financial Advising Committee since Oct 03 (attended 4 meetings), a member of the Interfaculty Laboratory Committee and a member of the Academic Support Advisory Committee.

### **Grants Approved During the Academic Year 2003-04**

A total of 180 grants were funded between October 1<sup>st</sup>, 2004 and January 31<sup>st</sup>, 2005, amounting to a total of \$ \$8,352,155 (including a new ASHA grant approved and became active on October 17, 2004). Table 1 below summarizes the funding received from sponsoring agencies.

**Table 1. Grants Awarded between October 1<sup>st</sup>, 2004 – January 31<sup>st</sup>, 2005**

<b><u>SPONSOR CATEGORY</u></b>	<b><u>CURRENT FUNDING</u></b>	<b><u>NUMBER OF GRANTS</u></b>
Lebanese Government	\$ 380,887	32
U.S. Government	\$1,800,000	1
European Governments	\$577,379	2
Private AND Clinical	\$539,000	4
Foundations	\$3,113,202	3
Institutions	\$248,970	4
NGOs	\$949,953	5
URB Funding	\$742,764	130
<b>TOTAL</b>	<b>\$8,352,155</b>	<b>181</b>

## **Proposals Submitted**

**Table 2. Proposals Submitted October 1<sup>st</sup>, 2004 and January 31<sup>st</sup>, 2005**

<b><u>SPONSOR CATEGORY</u></b>	<b><u>CURRENT FUNDING</u></b>	<b><u>NUMBER OF GRANTS</u></b>
Lebanese Government	\$ 54,891	4
U.S. Government	\$2,612,414	7
European Governments	\$2,067,330	3
Private AND Clinical	\$43,500	2
Foundations	\$384,260	2
Institutions	\$309,085	3
NGOs	\$82,220	2
URB Funding	\$171,054	25
<b>TOTAL</b>	<b>\$5,724,754</b>	<b>48</b>

## **On-going Projects Currently Being Administered by OGC**

There are currently 338 active grants that are being administered by the office for a total funding of \$27,717,763. The table below lists all these active grants per sponsor category including scholarship funds from USAID, Wellcome Trust, and the Ford Foundation.

**Table 3. All On-Going Projects including proposed overhead charges**

<b><u>Sponsor Category</u></b>	<b><u>Current Funding (including overhead charges)</u></b>	<b><u>Overhead Charges</u></b>	<b><u>Number of Grants</u></b>
Lebanese Government	\$ 856,369	0	53
U.S. Government	\$7,838,336	\$26,677	8
European Governments	\$671,348	\$41,870	4
Other Governments	\$257,188	\$51,438	1
Private AND Clinical	\$3,151,596	\$183,373	63
Foundations	\$7,700,879	\$147,938	30
Institutions	\$1,138,154	\$85,167	14
NGOs	\$5,357,129	\$168,419	34
URB Funding	\$746,764	0	131
<b>TOTAL</b>	<b>\$27,717,763</b>	<b>\$704,883</b>	<b>338</b>

Fadia Homaidan  
Director

## **DIRECTOR OF INTERNAL AUDIT**

### **AUBMC Supply Stores**

Following an internal audit investigation of discrepancies in the Hospital's inventories in September 2004, internal audit has been working closely with AUBMC administration to improve systems and internal controls over the purchase and handling of medical supplies. These include new procedures for processing items on consignment, which have resulted in significant cost savings. However, resistance to change has delayed the implementation of new procedures and controls and, as at the time of writing, the situation is essentially unchanged from that which existed prior to the investigation of the discrepancies.

### **Preliminary Operating results**

Internal audit conducted a review of the circumstances that led to the overstatement of AUBMC's revenues by \$1.1 million in the preliminary operating results presented to the Trustees in November 2004. 40% of the amount resulted from the failure by Finance at AUBMC to accrue for discounts contractually due to Medgulf. The remainder resulted from the failure to provision for the allowances to be granted to long stay patients. While the first may be described as an accounting error, the latter is attributed to the fact that the Hospital did not provision for such allowances in the past and Hospital Administration did not appreciate the financial reporting consequences of booking revenues as receivables without disclosing the associated allowances.

### **Medical Expenses, Courtesy Allowances**

Following a review of allowances granted to assist staff members in meeting medical bills for themselves or their dependents, internal audit recommended that the process for granting such allowances be formalized and that substantially more control be exercised over the type and amount of payments approved from this discretionary fund. As a result the Benefits Office has been directed to document the procedures and ensure a thorough screening of all requests to ensure that they comply with the board resolution of July 1988 that authorized discretionary funds to cover "hardship" cases of medical expenses not covered under the HIP rules and regulations.

### **Work in Progress**

#### **Operational review of ancillary operations**

On the recommendation of the University Task Force on Allocated Costs internal audit has initiated an operational review of the ancillary operations that are not already outsourced. The first to be reviewed is the Motor Pool, which operates with a significant annual deficit. This will be followed by operational reviews of the central duplicating center, the photo ID center and the hospital laundry.

### Payroll

As part of the review of financial operations internal audit is reviewing the management payroll, the academic and non-academic payrolls having been reviewed previously.

### Employee accounts payable

As part of the review of financial operations internal audit is reviewing payments, other than payroll, made to employees during the previous year, this includes petty cash reimbursements, expense claims, end of service settlements etc.

### Healthy Basket Project

Internal audit is conducting a review of the Healthy Basket Project which is funded by Mercy Corps and involves the University in fairly high public exposure in managing the cultivation and sale of organic food products on an essentially commercial basis. Our emphasis will be to ensure that appropriate internal controls are in place to satisfy the granting agency and, from the perspective of sound business practices, that records of transactions, which are largely in cash, are properly maintained.

### Risk assessment, AUBMC outpatient department

A pilot project on enterprise risk assessment has been initiated in collaboration with AUBMC in the hospital's outpatient department (OPD). The objective of the project is to identify and quantify risks faced by the OPD that could negatively impact on the OPD achieving its goals, as defined in the departmental Balanced Scorecard. This is achieved by surveying the individuals directly responsible for the operations of the OPD, tabulating their assessment of the risks involved according to likelihood and consequence and developing an action plan to reduce the likelihood of the events occurring and minimize the potential negative impact based on the institutional risk appetite.

### Staffing and Reorganization

The past year has witnessed a 50% staff turnover in the internal audit office. Miss Assaf, secretary, was promoted to the position of administrative assistant in the office of institutional planning; Mr. Gheriafi, audit manager, has also been promoted to the same office, and Miss Berbari, internal auditor has been promoted to a position in the Jafet Library. However, we have been fortunate to hire a new internal auditor, Mr. Mohammad Shehab MBA who has four years internal audit experience at a major Beirut hospital and, in an effort to strengthen the capabilities of the office, we are currently advertising for a senior auditor with IT experience. Two staff, the secretary and one internal auditor (replacing Mrs. Rayyis who is on extended maternity leave) are currently employed on six-month contracts pending a reorganization of the internal audit office.

Maurice Carlier  
Director of Internal Audit

## **INSTITUTIONAL PLANNING & PROCESS IMPROVEMENT**

### **Institutional Planning**

Participated in forming and organizing the work of the five Institution-wide Strategic Planning Committees. Provided logistical and secretarial support; helped setting up a WebCT page for each of five committees as well as for the steering committee. Participated in the meeting of all strategic planning committees and chaired the meetings of the Positioning Committee. Developed a guide for developing the Academic and Administrative Strategic Plans. Training will be conducted starting February 2005

### **Process Improvement**

Conducted two “Service Excellence” training modules for new employees. Chaired the meetings of the “Service Quality Task Team” and initiated the process of nominating and selecting the awardees of the 2005 “President’s Service Excellence Awards”. Hired a Manager to focus on service quality and process improvement. Effective date of appointment is March 2005. Coordinated the collection of data for the Institution-wide Balanced Scorecard. Management review meeting scheduled for February 2005. Planned a project for REP to develop and implement the Balanced Scorecard for the Petroleum Training Center of the Kuwait Petroleum Company (KPC-PTC). Conducted the initial training program in Kuwait for KPC-PTC.

### **Campus Bookstore Committee - Chair**

Implemented the new process for managing the flow of information between faculty members and the bookstore operator pertaining to the “textbook requirements” of the 2005 spring semester. Conducted a post mortem to streamline the process and the newly developed dedicated software

### **Other Committee work**

Chaired the meetings of the “Strategic Planning- Positioning Committee”  
 Chaired the meetings of the “Space Committee”  
 Participated in the meetings of the “Human Resources Committee”  
 Participated in the meetings of the “ Policies & Procedures Review Committee”  
 Participated in the meetings of the “Task Force on Operating Procedures”  
 Participated in the “Senior Staff” meetings  
 Participated in the “AUBMC Review Committee” meetings  
 Participated in the “Budget Committee” meetings  
 Participated in the “Budget Review Committee” meetings  
 Participated in the “HIP Ad-Hoc Committee” meetings  
 Participated in the “Financial Services Advisory Committee” meetings  
 Participated in the “Administrative Services Advisory Committee” meetings

Andre Nahas, Director

## APPENDIX A

### Jobs Performed by Physical Plan

Replacement of doors in Bechtel Engineering Lecture Hall with fire rated ones equipped with panic exit devices to meet safety requirements.

Rehabilitation of sea water system in biology building.

Preparation works for the heating season

Preparation work for Chemistry building fenestration project

Rehabilitation of HVAC system in Van Dyck building basement for CNS department

Refurbishment of ground floor in Duraffourd building to accommodate Grounds and Transfer Services offices

Relocate playground equipment after the introduction of the new sea gate.

Renovation of faculty apartments 4S, 4W, 5C, 602, 4E, 1W, 5A, 203CW, 402CE, 603CW, 803E, 604, 703W, 203E, 503E, 202, 302, 502, 503, Kerr Hall 439, residence 37/1

Installation of insect screen in faculty apartments 4E, 802CE,

Replacement of balcony curtains for 30 apartments in Husamuddine Hariri Building

Refurbishment of internal audit offices in old pharmacy building

Installation of a new lighting system with cable trays to meet newly introduced shelves.

Replacement of a chiller on Jafet library

Building a new ramp for physically challenged persons in Nicely Hall

Repair of water proofing on Nicely Hall

Renovation of 4 toilets in economics department in Ada Dodge hall, Fisk Hall,

Refurbishment of electronics lab in Wing B FEA.

Installation of 31 A/C's in several locations on Campus

Painting economics department in Ada dodge Hall, three corridors in Van Dyck Hall, Biology Building,

Manufacture five computer tables For Nicely Hall,

Fabricate Bulletin boards for Penrose, Physics, Ada Dodge, protection office

Transform Biology 009 to a computer lab.

Water proofing the roof of the Bargain Box

Installation of temporary public toilets in Lower Campus to replace the ones demolished in Athletics Building

Installation of anti-slip strips on the stairs of West Hall, Van Dyck Hall, Jessup Hall

Installation of 142 PIR switches in Fisk, Jessup and Van Dyck Halls.

New bulletin board for the entrance of Biology Department.

Installation of two fume hoods in FAFS

Sealing of vertical service shafts in Husamuddine Hariri Building to meet safety requirements in progress.

Convert room 312 FAFS to a computer lab

Marking of parking in Lot 515 Salient Area.

Refurbish rooms 001 and 101 in Suleiman Olayan School of Business.

Refurbish rooms 302 and 304 in Jessup Hall dean's office.

Repair of several benches and picnic tables on campus

Fabricate and install a new fence for residence 38 garden

Installation of fly screens for women dormitories  
 Upgrade entrance of faculty apartment building II, internal works.  
 Refurbish room 204 Nicely Hall.  
 Installation of new water tank for Infirmary UHS  
 Installation of a new pressure pump in West Hall  
 Installation of stair lights for Bathish theater in West Hall  
 Installation of sound attenuation and new fans in Hariri building  
 Installation of new photocells for lighting outside Fac. II & III, NWD, Architecture, main gate  
 Installation of condensate collecting tanks on roof of Jafet Library.  
 Replacement of a control panel for College Hall Elevator.  
 Reception of Projects done by PP and FPDU  
 Total number of service request and service calls during this period was 637 and 2018 respectively. In addition to this 2820 preventive maintenance work orders were completed and recorded on MP2 software.  
 Nine apartments were rewired to accept 220 volts of power.  
 Started implementation of the wireless network in collaboration with Computing and Networking Services.

### **Safety Projects**

Complete fire alarm system was designed and procured for the Chemistry Building. System is now fully installed and successfully commissioned.  
 Saab Medical library safety implementation project is due for completion in March 2005. Today progress can be assessed being in excess of 70%.  
 Corporation Yard Painting booth electrical work. Explosion proof lighting, sockets and switches have been installed thus rendering the area in compliance with the requirements of the National Electrical code.

### **Data networking.**

Data networking accomplishment for this period includes:  
 Three computers laboratories in Engineering and Building 20 serving 68 data outlets including racks, patch-panels, organizers and testing have been completed. 57 data outlets in various offices and apartments have been equipped and commissioned.

### **Major Civil Works**

#### **Renovation of VanDyck Basement:**

The project involves full renovation of the North East area of the VanDyck basement (400m<sup>2</sup>). The renovated area shall accommodate the help desk, ten offices, testing lab, stores, bathrooms, lounge, printing area in addition to the circulation and entrances. The works involves new civil, electrical, mechanical, safety and HVAC systems and installations.

#### **AREC - Clearing Sbat River & New Culvert:**

This project was to protect the AREC land from the seasonal river passing through the farm. The works included supporting the fence, enlarging the ditch sectional area, and constructing new culvert in one location.

## APPENDIX B

### Building Progress Report

#### NEW CONSTRUCTION – MAIN CAMPUS

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

#### MAJOR REHABILITATION – AUB MEDICAL CENTER

Building 56  
 Building 23 – Old OPD Private Clinics  
 Emergency Unit Rehabilitation  
 AUBMC phase 1 and 2 – Study A (4<sup>th</sup> Floor – Abu Haidar Neuroscience Center, 8<sup>th</sup> Floor -  
 Naef K. Basile Adult Cancer Center)  
 AUBMC phase 1 and 2 – Study B (Standardization Manual)  
 NICU - Neonatal Intensive Care Unit  
 School of Nursing

#### REHABILITATION – ACADEMIC BUILDINGS

Faculty of Engineering and Architecture  
 Remodeling of Dean's Wing  
 Assessment of HVAC System in Bechtel Building  
 Rehabilitation of Wing C

Faculty of Health Science  
 Van Dyck Amphitheater  
 Van Dyck Faculty Lounge

Faculty of Agricultural and Food Sciences  
 New Pilot Plant

Faculty of Arts and Sciences  
 Internal Signage System, West Hall  
 Chemistry Building-installation of new elevator  
 Chemistry Building-fenestration of north elevation  
 Nicely Ramp for the Disabled

Post Hall  
 Archaeology Museum and Natural History Museum

LANDSCAPING/INFRASTRUCTURE

## AMICAL

Campus Enhancement

Middle Campus Walkway

Building and Donor Name Plates System

GIS Application on Campus

EDL Intake Room

LAND AND BUILDING REGISTRY

Building and Land Registry Files on Campus

Building and Land Registry Files at AREC

## APPENDIX C

## Data on Admissions

**Spring 2005 Admissions**

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<b>Continuing Graduate Applicants</b>				
<u>Sp. Not Working for a Degree</u>	0	1	1	1
<u>Standard - Graduate</u>	1	115	65	38
<i>Total for Graduate Applicants</i>	1	116	66	39
<b>Continuing Undergraduate Applicants</b>				
<u>Prospective Graduate</u>	0	8	8	2
<u>Sp. Not Working for a Degree</u>	0	25	14	8
<u>Teaching Diploma</u>	1	15	14	6
<u>Transfer from Outside AUB</u>	0	5	0	0
<u>Working for a Second Degree</u>	1	6	5	3
<i>Total for Undergraduate Applicants</i>	3	59	41	19
	<b><u>Total</u></b>	<b><u>4</u></b>	<b><u>179</u></b>	<b><u>108</u></b>
<b>New Graduate Applicants</b>				
<u>Sp. Not Working for a Degree</u>	0	8	3	1
<u>Standard - Graduate</u>	0	226	124	55
<i>Total for Graduate Applicants</i>	0	234	127	56
<b>New Undergraduate Applicants</b>				
<u>Freshman</u>	7	119	55	37
<u>Prospective Graduate</u>	0	16	15	4
<u>Sp. Not Working for a Degree</u>	4	57	46	35
<u>Standard - Undergraduate</u>	66	416	167	109
<u>Teaching Diploma</u>	0	15	15	9
<u>Transfer from Outside AUB</u>	4	73	31	22
<u>University Preparatory Program</u>	1	8	7	5
<u>Visiting Student</u>	0	2	2	1
<u>Working for a Second Degree</u>	0	3	2	0
<i>Total for Undergraduate Applicants</i>	82	709	340	222
	<b><u>Total</u></b>	<b><u>82</u></b>	<b><u>944</u></b>	<b><u>467</u></b>
	<b>REPORT TOTAL SPRING 2005</b>	<b>86</b>	<b>1123</b>	<b>575</b>

**Details by First Choice in College****Continuing Student Applications**

<u>Agricultural &amp; Food Sciences</u>	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a degree Agric</i>	0	1	1	1
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

		<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<u>Admission Type:</u>	<u>Standard - Graduate</u>				
	<i>Agricultural Economics</i>	0	1	1	0
	<i>Animal Science</i>	0	1	1	1
	<i>Ecosystems Management</i>	0	2	1	0
	<i>Food Technology</i>	0	1	1	1
	<i>Nutrition</i>	0	10	8	5
	<i>Plant Protection</i>	0	1	1	0
	<i>Plant Science</i>	0	1	0	0
	<b>Total for Standard - Graduate</b>	<b>0</b>	<b>17</b>	<b>13</b>	<b>7</b>
<u>Admission Type:</u>	<u>Transfer from Outside AUB</u>				
	<i>Agriculture</i>	0	1	1	0
	<b>Total for Transfer from Outside AUB</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
	<b>Total for Agricultural &amp; Food Sciences</b>	<b>0</b>	<b>19</b>	<b>15</b>	<b>8</b>
<b><u>Arts &amp; Sciences</u></b>					
<u>Admission Type:</u>	<u>Prospective Graduate</u>				
	<i>Anthropology</i>	0	1	1	0
	<i>Economics</i>	0	1	1	0
	<i>English Language</i>	0	1	1	0
	<i>Financial Economics</i>	0	2	2	1
	<i>History</i>	0	1	1	0
	<i>Psychology</i>	0	2	2	1
	<b>Total for Prospective Graduate</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>2</b>
<u>Admission Type:</u>	<u>Sp. Not Working for a Degree</u>				
	<i>Not Working for a Degree Arts</i>	0	9	6	4
	<i>Not Working for a Degree Sci.</i>	0	3	1	1
	<i>Not working for a Degree-A&amp;S</i>	0	1	1	1
	<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>13</b>	<b>8</b>	<b>6</b>
<u>Admission Type:</u>	<u>Standard - Graduate</u>				
	<i>Biology</i>	0	4	4	3
	<i>Chemistry</i>	0	1	0	0
	<i>Computer Science</i>	0	5	3	1
	<i>Education</i>	1	7	3	2
	<i>English Literature</i>	0	1	0	0
	<i>Environmental Policy Planning</i>	1	2	1	1
	<i>Financial Economics</i>	0	8	4	2
	<i>Geology</i>	0	2	1	1
	<i>Mathematics</i>	0	1	1	1
	<i>Middle Eastern Studies</i>	0	3	1	1
	<i>Physics</i>	0	1	0	0
	<i>Political Studies</i>	0	1	0	0
	<i>Psychology</i>	0	3	1	1
	<i>Public Administration</i>	0	4	3	2
	<i>Sociology</i>	0	1	1	1
	<b>Total for Standard - Graduate</b>	<b>2</b>	<b>44</b>	<b>23</b>	<b>16</b>
<u>Admission Type:</u>	<u>Teaching Diploma</u>				
	<i>Educ Management &amp; Leadership</i>	0	2	2	1

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<i>Education</i>	0	11	11	4
<i>Special Education</i>	1	3	1	0
<b>Total for Teaching Diploma</b>	<b>1</b>	<b>16</b>	<b>14</b>	<b>5</b>
<u>Admission Type:</u> <u>Transfer from Outside AUB</u>				
<i>Economics</i>	0	1	0	0
<i>Political Studies</i>	0	2	0	0
<i>Psychology</i>	0	1	0	0
<b>Total for Transfer from Outside AUB</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>
<u>Admission Type:</u> <u>Working for a Second Degree</u>				
<i>Arabic Language &amp; Literature</i>	1	1	1	1
<i>Computer Science</i>	0	1	0	0
<i>Mathematics</i>	0	1	1	0
<i>Psychology</i>	0	1	1	1
<b>Total for Working for a Second Degree</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>Total for Arts &amp; Sciences</b>	<b>4</b>	<b>89</b>	<b>56</b>	<b>31</b>
<b><u>Engineering &amp; Architecture</u></b>				
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a Degree Eng'g</i>	0	3	2	0
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Computer &amp; Communications Eng.</i>	0	1	1	0
<i>Engineering Management</i>	0	4	4	2
<i>Env. &amp; Water Resources Eng'g.</i>	0	1	1	0
<i>Environmental Technology</i>	0	2	1	1
<i>Mechanical Engineering</i>	0	3	3	0
<i>Urban Planning</i>	0	1	1	1
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>12</b>	<b>11</b>	<b>4</b>
<b>Total for Engineering &amp; Architecture</b>	<b>0</b>	<b>15</b>	<b>13</b>	<b>4</b>
error				
<u>Admission Type:</u>	0	3	0	0
<b>Total for error</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b><u>Health Sciences</u></b>				
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a Degree H.Sci</i>	0	1	0	0
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Environmental Health</i>	0	1	0	0
<i>Master of Public Health</i>	0	19	9	4
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>20</b>	<b>9</b>	<b>4</b>
<b>Total for Health Sciences</b>	<b>0</b>	<b>21</b>	<b>9</b>	<b>4</b>
<b><u>Medicine</u></b>				
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Human Morphology</i>	0	2	2	2
<i>Microbiology &amp; Immunology</i>	0	2	1	1
<i>Physiology</i>	0	2	1	0

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>3</b>
<b>Total for Medicine</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>3</b>
<b><u>School of Business</u></b>				
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a Degree-B.Adm</i>	0	10	5	3
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>10</b>	<b>5</b>	<b>3</b>
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Business Administration</i>	0	42	14	9
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>42</b>	<b>14</b>	<b>9</b>
<u>Admission Type:</u> <u>Transfer from Outside AUB</u>				
<i>Business Administration</i>	0	3	1	1
<b>Total for Transfer from Outside AUB</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>
<u>Admission Type:</u> <u>Working for a Second Degree</u>				
<i>Business Administration</i>	0	2	2	0
<b>Total for Working for a Second Degree</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>Total for School of Business</b>	<b>0</b>	<b>57</b>	<b>22</b>	<b>13</b>
<b><u>School of Nursing</u></b>				
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Nursing</i>	0	4	4	2
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>2</b>
<b>Total for School of Nursing</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>2</b>
<b>Total for Continuing Student Applications</b>	<b>4</b>	<b>214</b>	<b>123</b>	<b>65</b>

### New Student Applications

#### **Agricultural & Food Sciences**

<u>Admission Type:</u> <u>Prospective Graduate</u>				
<i>Food Technology</i>	0	2	2	1
<i>Nutrition</i>	0	1	1	0
<b>Total for Prospective Graduate</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>1</b>
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a degree Agric</i>	0	3	3	3
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Agricultural Economics</i>	0	1	0	0
<i>Animal Science</i>	0	1	0	0
<i>Ecosystems Management</i>	0	2	2	2
<i>Nutrition</i>	0	2	0	0
<i>Plant Protection</i>	0	4	3	1
<i>Soil Science</i>	0	1	1	0
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>11</b>	<b>6</b>	<b>3</b>
<u>Admission Type:</u> <u>Standard - Undergraduate</u>				
<i>Agriculture</i>	1	62	38	14
<i>Food Science &amp; Management</i>	5	29	15	10
<i>Landscape Des &amp; Eco-Mangt</i>	2	6	4	4
<i>Nutrition &amp; Dietetics</i>	0	35	7	5
<b>Total for Standard - Undergraduate</b>	<b>8</b>	<b>132</b>	<b>64</b>	<b>33</b>
<u>Admission Type:</u> <u>Transfer from Outside AUB</u>				

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<i>Agriculture</i>	0	3	0	0
<i>Food Science &amp; Management</i>	0	5	1	1
<i>Landscape Des &amp; Eco-Mangt</i>	0	1	1	0
<i>Nutrition &amp; Dietetics</i>	1	10	7	2
<b>Total for Transfer from Outside AUB</b>	<b>1</b>	<b>19</b>	<b>9</b>	<b>3</b>
<u>Admission Type:</u> <u>Working for a Second Degree</u>				
<i>Nutrition &amp; Dietetics</i>	0	2	1	0
<b>Total for Working for a Second Degree</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>Total for Agricultural &amp; Food Sciences</b>	<b>9</b>	<b>170</b>	<b>86</b>	<b>43</b>
<b>Arts &amp; Sciences</b>				
<u>Admission Type:</u> <u>Freshman</u>				
<i>Majorless</i>	7	119	55	37
<b>Total for Freshman</b>	<b>7</b>	<b>119</b>	<b>55</b>	<b>37</b>
<u>Admission Type:</u> <u>Prospective Graduate</u>				
<i>Archaeology</i>	0	1	1	0
<i>Chemistry</i>	0	1	1	1
<i>Economics</i>	0	1	1	0
<i>Education</i>	0	1	1	0
<i>English Language</i>	0	1	1	1
<i>English Literature</i>	0	1	1	0
<i>Financial Economics</i>	0	4	3	0
<i>History</i>	0	1	1	0
<i>Political Studies</i>	0	1	1	0
<i>Sociology</i>	0	1	1	0
<b>Total for Prospective Graduate</b>	<b>0</b>	<b>13</b>	<b>12</b>	<b>2</b>
<u>Admission Type:</u> <u>Sp. Not Working for a Degree</u>				
<i>Not Working for a Degree Arts</i>	4	41	37	27
<i>Not Working for a Degree Sci.</i>	0	3	1	1
<i>Not working for a Degree-A&amp;S</i>	0	5	2	1
<b>Total for Sp. Not Working for a Degree</b>	<b>4</b>	<b>49</b>	<b>40</b>	<b>29</b>
<u>Admission Type:</u> <u>Standard - Graduate</u>				
<i>Arabic Language &amp; Literature</i>	0	2	1	1
<i>Archaeology</i>	0	1	0	0
<i>Biology</i>	0	6	3	0
<i>Chemistry</i>	0	7	5	2
<i>Computer Science</i>	0	10	4	1
<i>Economics</i>	0	5	1	1
<i>Education</i>	0	10	4	3
<i>English Language</i>	0	2	0	0
<i>English Literature</i>	0	3	1	0
<i>Environmental Policy Planning</i>	0	2	2	0
<i>Financial Economics</i>	0	6	3	1
<i>Geology</i>	0	1	0	0
<i>Mathematics</i>	0	2	2	1
<i>Middle Eastern Studies</i>	0	17	10	7
<i>Philosophy</i>	0	1	1	1
<i>Physics</i>	0	3	3	1
<i>Political Studies</i>	0	6	3	2
<i>Psychology</i>	0	3	3	1
<i>Public Administration</i>	0	5	0	0
<i>Sociology</i>	0	1	1	0
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>93</b>	<b>47</b>	<b>22</b>

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<u>Admission Type:</u> <u>Standard - Undergraduate</u>				
<i>Arabic Language &amp; Literature</i>	0	1	0	0
<i>Archaeology</i>	0	2	0	0
<i>Biology</i>	4	69	20	12
<i>Chemistry</i>	0	15	7	4
<i>Computer Science</i>	3	62	23	11
<i>Economics</i>	0	33	9	4
<i>Education/Elementary</i>	0	10	1	0
<i>English Language</i>	0	3	1	1
<i>Geology</i>	0	2	0	0
<i>History</i>	0	2	0	0
<i>Mathematics</i>	1	7	5	3
<i>Petroleum Studies</i>	0	4	1	1
<i>Physics</i>	2	12	8	7
<i>Political Studies</i>	1	8	1	1
<i>Psychology</i>	1	7	3	0
<i>Public Administration</i>	0	18	3	1
<i>Sociology &amp; Anthropology</i>	0	1	0	0
<i>Statistics</i>	0	2	1	1
<b>Total for Standard - Undergraduate</b>	<b>12</b>	<b>258</b>	<b>83</b>	<b>46</b>
<u>Admission Type:</u> <u>Teaching Diploma</u>				
<i>Educ Management &amp; Leadership</i>	0	2	2	2
<i>Education</i>	0	9	9	6
<i>Special Education</i>	0	3	3	1
<b>Total for Teaching Diploma</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>9</b>
<u>Admission Type:</u> <u>Transfer from Outside AUB</u>				
<i>Biology</i>	0	8	2	1
<i>Chemistry</i>	0	2	2	1
<i>Computer Science</i>	0	7	0	0
<i>Economics</i>	1	8	2	1
<i>Education/Elementary</i>	0	1	1	1
<i>Geology</i>	0	1	1	1
<i>Majorless</i>	0	2	1	1
<i>Mathematics</i>	0	1	0	0
<i>Petroleum Studies</i>	0	2	0	0
<i>Physics</i>	0	2	1	1
<i>Political Studies</i>	0	2	1	1
<i>Psychology</i>	0	1	0	0
<i>Public Administration</i>	0	1	0	0
<b>Total for Transfer from Outside AUB</b>	<b>1</b>	<b>38</b>	<b>11</b>	<b>8</b>
<u>Admission Type:</u> <u>University Preparatory Program</u>				
<b>Arts &amp; Sciences</b>				
<u>Admission Type:</u> <u>University Preparatory Program</u>				
<i>Univ.Preparation Program</i>	1	8	7	5
<b>Total for University Preparatory Program</b>	<b>1</b>	<b>8</b>	<b>7</b>	<b>5</b>
<b>Total for Arts &amp; Sciences</b>	<b>25</b>	<b>592</b>	<b>269</b>	<b>158</b>
<b>Division of Education</b>				
<u>Admission Type:</u> <u>Teaching Diploma</u>				
<i>Education</i>	0	1	1	0
<b>Total for Teaching Diploma</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Total for Division of Education</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Engineering &amp; Architecture</b>				
<u>Admission Type:</u> <u>Standard – Graduate</u>				
<i>Civil Engineering</i>	0	2	2	0
<i>Computer &amp; Communications Eng.</i>	0	22	15	5

		<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
	<i>Electrical Engineering</i>	0	2	2	0
	<i>Engineering Management</i>	0	14	13	6
	<i>Env. &amp; Water Resources Eng'g.</i>	0	5	3	0
	<i>Environmental Technology</i>	0	4	3	2
	<i>Mechanical Engineering</i>	0	5	4	2
	<i>Urban Design</i>	0	3	2	0
	<i>Urban Planning</i>	0	1	0	0
	<b>Total for Standard - Graduate</b>	<b>0</b>	<b>58</b>	<b>44</b>	<b>15</b>
<u>Admission Type:</u>	<u>Standard - Undergraduate</u>				
	<i>Architecture</i>	1	8	1	0
	<i>Civil Engineering</i>	6	18	9	3
	<i>Computer &amp; Communications Eng.</i>	0	49	5	4
	<i>Electrical Engineering</i>	6	21	11	2
	<i>Graphic Design</i>	2	28	6	1
	<i>Mechanical Engineering</i>	6	32	11	9
	<b>Total for Standard - Undergraduate</b>	<b>21</b>	<b>156</b>	<b>43</b>	<b>19</b>
<u>Admission Type:</u>	<u>Transfer from Outside AUB</u>				
	<i>Architecture</i>	0	4	2	1
	<i>Civil Engineering</i>	1	2	1	0
	<i>Computer &amp; Communications Eng.</i>	0	8	2	1
	<i>Electrical Engineering</i>	0	3	0	0
	<i>Mechanical Engineering</i>	0	5	1	0
	<b>Total for Transfer from Outside AUB</b>	<b>1</b>	<b>22</b>	<b>6</b>	<b>2</b>
	<b>Total for Engineering &amp; Architecture</b>	<b>22</b>	<b>236</b>	<b>93</b>	<b>36</b>
<b><u>Health Sciences</u></b>					
<u>Admission Type:</u>	<u>Sp. Not Working for a Degree</u>				
	<i>Not Working for a Degree H.Sci</i>	0	1	1	1
	<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Admission Type:</u>	<u>Standard - Graduate</u>				
	<i>Environmental Health</i>	0	2	2	0
	<i>Epidemiology</i>	0	1	0	0
	<i>Master of Public Health</i>	0	20	12	5
	<i>Population Health</i>	0	1	1	0
	<b>Total for Standard - Graduate</b>	<b>0</b>	<b>24</b>	<b>15</b>	<b>5</b>
<u>Admission Type:</u>	<u>Standard - Undergraduate</u>				
	<i>Environmental Health</i>	4	40	25	11
	<i>Medical Laboratory Technology</i>	3	45	16	3
	<b>Total for Standard - Undergraduate</b>	<b>7</b>	<b>85</b>	<b>41</b>	<b>14</b>
<u>Admission Type:</u>	<u>Transfer from Outside AUB</u>				
	<i>Environmental Health</i>	0	5	1	1
	<i>Medical Laboratory Technology</i>	0	4	1	0
	<b>Total for Transfer from Outside AUB</b>	<b>0</b>	<b>9</b>	<b>2</b>	<b>1</b>
	<b>Total for Health Sciences</b>	<b>7</b>	<b>119</b>	<b>59</b>	<b>21</b>
<b><u>Medicine</u></b>					
<u>Admission Type:</u>	<u>Sp. Not Working for a Degree</u>				
	<i>Not Working for a degree Medic</i>	0	1	0	0
	<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<u>Admission Type:</u>	<u>Standard - Graduate</u>				
	<i>Biochemistry</i>	0	11	6	3
	<i>Human Morphology</i>	0	3	2	2
	<i>Microbiology &amp; Immunology</i>	0	7	4	1
	<i>Neuroscience</i>	0	4	2	1
	<i>Pharmacology &amp; Therapeutics</i>	0	1	0	0
	<i>Physiology</i>	0	1	1	1

	<u>POSTPONED</u>	<u>APPLIED</u>	<u>ACCEPTED</u>	<u>REGISTERED</u>
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>27</b>	<b>15</b>	<b>8</b>
<b>Total for Medicine</b>	<b>0</b>	<b>28</b>	<b>15</b>	<b>8</b>
<b><u>School of Business</u></b>				
<u>Admission Type:</u> Sp. Not Working for a Degree				
<i>Not Working for a Degree-B.Adm</i>	0	15	8	6
<b>Total for Sp. Not Working for a Degree</b>	<b>0</b>	<b>15</b>	<b>8</b>	<b>6</b>
<u>Admission Type:</u> Standard - Graduate				
<i>Business Administration</i>	0	41	4	4
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>41</b>	<b>4</b>	<b>4</b>
<u>Admission Type:</u> Standard - Undergraduate				
<i>Business Administration</i>	11	178	66	20
<b>Total for Standard - Undergraduate</b>	<b>11</b>	<b>178</b>	<b>66</b>	<b>20</b>
<u>Admission Type:</u> Transfer from Outside AUB				
<i>Business Administration</i>	1	21	9	8
<b>Total for Transfer from Outside AUB</b>	<b>1</b>	<b>21</b>	<b>9</b>	<b>8</b>
<u>Admission Type:</u> Visiting Student				
<i>Not Working for a Degree-B.Adm</i>	0	1	1	1
<i>Visiting Business</i>	0	1	1	0
<b>Total for Visiting Student</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Total for School of Business</b>	<b>12</b>	<b>257</b>	<b>89</b>	<b>39</b>
<b><u>School of Nursing</u></b>				
<u>Admission Type:</u> Standard - Graduate				
<i>Nursing</i>	0	8	6	1
<b>Total for Standard - Graduate</b>	<b>0</b>	<b>8</b>	<b>6</b>	<b>1</b>
<u>Admission Type:</u> Standard - Undergraduate				
<i>Nursing</i>	7	53	27	8
<b>Total for Standard - Undergraduate</b>	<b>7</b>	<b>53</b>	<b>27</b>	<b>8</b>
<u>Admission Type:</u> Transfer from Outside AUB				
<i>Nursing</i>	0	3	0	0
<b>Total for Transfer from Outside AUB</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
<u>Admission Type:</u> Working for a Second Degree				
<i>Nursing</i>	0	1	1	0
<b>Total for Working for a Second Degree</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Total for School of Nursing</b>	<b>7</b>	<b>65</b>	<b>34</b>	<b>9</b>
<b>Total for New Student Applications</b>	<b>82</b>	<b>1468</b>	<b>646</b>	<b>314</b>
<b>REPORT TOTAL SPRING 2005</b>	<b>86</b>	<b>1682</b>	<b>769</b>	<b>379</b>

**Early Admissions Fall 2005-06****Application by First Choice of Major****Agricultural & Food Sciences**

	<u>APPLIED</u>	<u>ACCEPTED</u>
<u>Admission Type:</u> Early Admission - Undg.		
<i>Agriculture</i>	7	0
<i>Food Science &amp; Management</i>	11	2
<i>Landscape Des &amp; Eco-Mangt</i>	7	1
<i>Nutrition &amp; Dietetics</i>	32	9
<b>Total</b>	<b>57</b>	<b>12</b>
<b>Total for Agricultural &amp; Food Sciences</b>	<b>57</b>	<b>12</b>

<u>Arts &amp; Sciences</u>		<u>APPLIED</u>	<u>ACCEPTED</u>
<u>Admission Type:</u>	<u>Early Admission - Freshman</u>		
	<i>Majorless</i>	117	47
	<b>Total</b>	<b>117</b>	<b>47</b>
<u>Admission Type:</u>	<u>Early Admission - Undg.</u>		
	<i>Archaeology</i>	1	1
	<i>Biology</i>	152	75
	<i>Chemistry</i>	15	7
	<i>Computer Science</i>	31	16
	<i>Economics</i>	50	26
	<i>Education/Elementary</i>	1	0
	<i>English Literature</i>	1	1
	<i>Geology</i>	1	0
	<i>Mathematics</i>	20	12
	<i>Petroleum Studies</i>	1	1
	<i>Physics</i>	18	12
	<i>Political Studies</i>	5	2
	<i>Psychology</i>	6	3
	<i>Public Administration</i>	7	2
	<i>Sociology &amp; Anthropology</i>	2	2
	<i>Statistics</i>	3	1
	<i>Studio Art</i>	2	0
	<b>Total</b>	<b>316</b>	<b>161</b>
	<b>Total for Arts &amp; Sciences</b>	<b>433</b>	<b>208</b>
<u>Engineering &amp; Architecture</u>			
<u>Admission Type:</u>	<u>Early Admission - Undg.</u>		
	<i>Architecture</i>	29	7
	<i>Civil Engineering</i>	22	2
	<i>Computer &amp; Communications Eng.</i>	122	44
	<i>Electrical Engineering</i>	17	5
	<i>Graphic Design</i>	21	7
	<i>Mechanical Engineering</i>	40	11
	<b>Total</b>	<b>251</b>	<b>76</b>
	<b>Total for Engineering &amp; Architecture</b>	<b>251</b>	<b>76</b>
<u>Health Sciences</u>			
<u>Admission Type:</u>	<u>Early Admission - Undg.</u>		
	<i>Environmental Health</i>	15	5
	<i>Medical Laboratory Technology</i>	38	9
	<b>Total</b>	<b>53</b>	<b>14</b>
	<b>Total for Health Sciences</b>	<b>53</b>	<b>14</b>
<u>School of Business</u>			
<u>Admission Type:</u>	<u>Early Admission - Undg.</u>		
	<i>Business Administration</i>	150	49
	<b>Total</b>	<b>150</b>	<b>49</b>
	<b>Total for School of Business</b>	<b>150</b>	<b>49</b>
<u>School of Nursing</u>			
<u>Admission Type:</u>	<u>Early Admission - Undg.</u>		
	<i>Nursing</i>	17	8
	<b>Total</b>	<b>17</b>	<b>8</b>
	<b>Total for School of Nursing</b>	<b>17</b>	<b>8</b>
	<b>Total for Fall 2005 - 06</b>	<b>961</b>	<b>367</b>

## APPENDIX D

**Table 1: Financial Aid Distribution by Faculty for Academic Year 2004-05 until January 31, 2005:**

Faculty	Applied	Awarded*			Amount Spent
		Cont.	New	Total	
Faculty of Agriculture and Food Sciences	216	99	57	156	335,485
Faculty of Arts and Sciences	955	513	208	721	1,623,358
Faculty of Engineering and Architecture *	786	472	190	662	1,922,939
Faculty of Health Sciences	136	60	38	98	172,746
Faculty of Medicine	215	208		208	1,252,591
School of Business	422	273	81	354	923,396
School of Nursing	85	50	20	70	249,773
<b>Total</b>	<b>2815</b>	<b>1675</b>	<b>594</b>	<b>2269</b>	<b>6,480,288</b>

\*Including 38 merit scholarship recipients. An amount of \$124,200 was spent for 92 work scholar

**Table 2: Financial Aid Distribution for FEA Students for Academic Year 2004-05 until January 31, 2004:**

	Number of Students	Amount Granted from AUB (\$)	Loan Amount from HSBC (\$)	Interest on Loan Paid by AUB (\$)	Total Amount AUB (\$)
Financial Aid AY/2003-2004	554	2,347,727			2,347,727
Financial Aid AY/2004-2005 if previous AUB grant program was applied	693	2,475,910			2,475,910
Financial Aid AY/2004-2005 as per New AUB/Loan Program	662	1,922,939	533,565*	22,250**	1,945,189

\* For only 171 students who signed for the loan paid by Byblos Bank

\*\* As per current interest rate of 4.17%