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THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

July 1, 1996 - June 30, 1997

American University of Beirut
Beirut, Lebanon

CA: P: AUB

ANNUAL REPORT OF THE ACTING PRESIDENT

JULY 1, 1996 - JUNE 30, 1997

I am submitting this report as Acting President of AUB (pending the inauguration of a new President), an office I assumed on December 20, 1996 at the request of the Board of Trustees, following the termination of Dr. Robert M. Haddad. Brief reports on each of the principal developments at AUB during 1996-97 follow:

1. The State Department Ban

The ban against travel to Lebanon by American citizens continued throughout the year, so the President remained based in New York. However, President Haddad did obtain waivers for himself, Trustees Nicola Khuri and Thomas Q. Morris, Vice President William Van Arsdale, and Senior Development Office David Maxson to visit the campus for brief periods in July and October. These waivers enabled the President to preside over Commencement and also allowed him and those accompanying him to meet individually and collectively with numerous faculty members and administrators to discuss issues of major concern to the University. These included: the creation of a Geographical Full Time track for the Medical Center, the relocation of the alumni tennis courts to allow space for a proposed new faculty apartment, the establishment of the Center for Advanced Mathematical Sciences, the reorganization of the AUH Collection Department (which was implemented, but not easily as it involved the dismissal of several employees), and a wide range of other academic and administrative issues.

In the Spring, Trustees Khuri and Morris again obtained waivers and went to Beirut in their capacities as Chairpersons of the Search Committees for the Dean of Arts and Sciences and the President, respectively.

I did not obtain a waiver to go to Beirut. However, I did meet the Deputy President, the Board of Deans, Senate representatives, student representatives, Syndicate leaders, the Comptroller, the AUH Director, and the President of the Alumni Association in Cyprus in January (with Trustee Morris and Mrs. Eileen O'Connor), and in April. In March and June, administrators and faculty members were in New York at Board of Trustee meetings, as well as on other occasions during the year.

2. Appointment of Senior Administrators (in chronological order)

a. Dean of the Faculty of Agricultural and Food Sciences – Dr. Nuhad Dagher was appointed to this position and assumed office in August.

b. Director of AUH – Mr. Dieter Kuntz assumed this position in September following the retirement of Dr. Raif Nassif.

c. Director of Internal Audit – Mr. Maurice Carlier was appointed to this position in 1996 and assumed office on January 17, 1997.

d. Dean of Arts and Sciences – A search for this position was successfully concluded in April 1997 when Dr. Khalil Bitar was appointed to replace Dr. Lutfy Diab, who was on a post-retirement contract. Dr. Bitar agreed to assume office in August 1997.

e. Vice President for Regional External Programs – Dr. A. H. Hallab resigned from this position, effective July 1, 1997. Negotiations with Dr. George Najjar to replace Dr. Hallab commenced in the early part of the year and were concluded in January, 1997. Also in January, Dr. Hallab accepted my offer to serve as Special Advisor to the President from July 1, 1997 until his retirement at the end of September 1998. It was agreed that during this period he would also continue as Interim Chancellor of the American University of Sharjah, under a contract with AUS.

f. Secretary of the Corporation – Mrs. Eileen F. O'Connor was elected to this position in June 1997.

g. Vice President for Finance – A search for a replacement for Mr. Van Arsdale, who resigned in early January, was concluded and led to the appointment of Mr. Frank Crosby. He agreed to assume his duties in the New York office in early August 1997.

3. Searches for Senior Administrators

a. President – Under the leadership of Trustee Morris a search for a new President began shortly after the departure of Dr. Haddad. It was concluded in June with the election of Dr. John Waterbury, effective January 1, 1998. I agreed to continue as Acting President until then.

b. Dean of the Faculty of Health Sciences – A search that had been discontinued in April 1995 was reactivated by me in March 1997. Promising candidates have been identified by the search committee, and the election of a new Dean is expected to take place at the November 1997 Board of Trustees meeting. Meanwhile, Vice President Makhluף Haddadin has generously agreed to continue serving as Acting Dean, a role he assumed in April 1994, until the new Dean takes office.

c. Senior Development Officer – With the resignation of David Maxson in June 1997, a search committee has been formed to find a replacement.

4. Academic Affairs

a. Retirement Program – In November 1996 the Board of Trustees established a retirement program which provided for the removal of the age limit for all academic personnel, to conform to U.S. legislation in this regard and also to AUB's traditional practice of treating American and non-American faculty members equitably. This program, which the Board approved voluntarily (reserving the right to modify it),

also provides for periodic performance evaluations for all faculty members. Steps to bring AUB policies and procedures in line with this program progressed during the rest of the year.

b. Decline in Applications and Admissions – In March 1997, I set up a task force to investigate the problem of declining applications in recent years. The Task Force has issued a report regarding causes and recommended solutions. Corrective measures have been initiated including some modifications in admission requirements.

In March the Board of Trustees authorized the appointment of a director of admissions to attract more applicants and to improve current procedures relating to admission, registration, financial aid, and related student matters. A job description for this new director was still under discussion at the end of the year.

c. Center for Advanced Mathematical Sciences – Under Trustee Nicola Khuri's leadership, progress was made in setting up this Center and Dr. Khalil Bitar was appointed Acting Director. The Center is expected to be functioning in 1997/98.

5. Administrative Affairs

a. Budget – The budget for FY-98 was presented to and approved by the Board of Trustees in March 1997, instead of at the June meeting as in previous years. This practice will be continued in the future to allow more time for recruitment and other matters dependent on an approved budget.

b. Syndicate – Negotiations with the Syndicate for a new agreement started in May 1997, to replace the agreement expiring June 30, 1997.

c. Housing – At present, AUB is paying about \$1.7 million to subsidize rents for faculty living in off-campus housing. Additional on-campus housing to replace off-campus apartments would save the University a substantial amount. However, final plans for new on-campus housing should not be made prior to determining the number of additional apartment units required to accommodate eligible faculty and staff. In this regard I have asked the Deputy President and his colleagues in Beirut to review the current housing policy to identify any changes required to make it relevant to present needs (given prospective recruitment of more faculty from abroad with the lifting of the ban, possible decrease in rents for city apartments, etc.) and to determine whether those now occupying apartments under AUB control are actually eligible to do so. I have also asked the Deputy President to see that housing policy is properly enforced, in view of many complaints that it is not.

Meanwhile, progress has been made in identifying plots on campus where additional apartments can be constructed. An agreement was executed with the Alumni Association in June 1997 to transfer the tennis courts used by alumni to another site on campus. AUB can now use the very desirable and valuable plot previously occupied by the courts for faculty housing (or possibly other needs). Also in the second half of 1996-97, considerable progress was made with International

College regarding a building in that portion of the campus occupied by IC which would be used jointly by AUB and IC. Plans designating AUB's portion for faculty housing and IC's for a gymnasium have been initiated. Progress made in this regard has significantly improved previously strained relations between AUB and IC.

d. AUH Receivables – These receivables, especially those due from Government agencies, have increased alarmingly, as described in the Report of the Dean of Medicine and Medical Center. Several Trustees as well as the Deputy President and Vice President for Administration met at different times in the latter part of the year with the Prime Minister in order to solve this problem. At the same time, they discussed with the Prime Minister the Government's unjustified levy of a built property tax on AUB, which the Prime Minister agreed is not due. A solution to these problems will be actively pursued.

e. International Institutional Services – IIS, as of June 30, 1997, was dissolved, remaining only as a "paper" entity to hold the lease for AUB and other members at 850 Third Avenue in New York. AUB and other IIS members decided to have purchasing and other services previously rendered by IIS handled in other ways (mainly by International School Services in Princeton). Rented space vacated by IIS and its members has been sub-leased to other organizations, so AUB and other IIS members are not being burdened with rent for unused space.

6. Alumni Affairs and Development

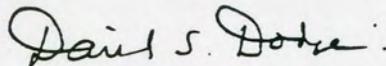
I had the pleasure of attending alumni events in Washington DC, Dallas, Boston and London; and also in UAE and Kuwait (which are described in another part of the Annual Report). Other important alumni functions took place in London, Cyprus, and Oman.

Total contributions received in New York in 1996-97 were \$2,951,801.44 compared to \$3,330,077.63 in FY-96. The number of gifts that were received was 1565 in FY97 compared to 2328 in FY96. Receipts in Beirut were \$2,170,428.84 in FY-97 (475 gifts) compared to \$1,861,063.83 (493 gifts) in FY-96. Improvements in management information systems in both New York and Beirut proceeded.

The U.S. Government through AID and ASHA granted \$3.35 million in FY-97 compared to \$2.90 million in FY-96. These grants were allocated to engineering labs, environmental program and dairy stock improvements. Accompanied by Mr. William Hoffman, I did meet with a few key members of the Senate and House who are in a position to help AUB in regard to such grants.

7. Other Matters

Several important developments in 1996-97 are not mentioned above, but are described in some detail in other parts of the Annual Report. They include: progress on the reconstruction of College Hall and its funding; improvements in the physical plant, computerization, and equipment; REP activities, which have enhanced AUB's influence in the region and produced a net of over \$1.3 million in revenues; the initiation of strategic planning, which is overdue and I hope will be pursued vigorously; and the introduction of new academic and research programs.



David S. Dodge
Acting President

**ANNUAL REPORT OF THE
ACTING PRESIDENT**

The Report of the Acting President will be placed in the
Trustee folders for the Board meeting.

David S. Dodge
Acting President

ANNUAL REPORT OF THE DEPUTY PRESIDENT

1. The General Situation in the Country

At the political level, this period witnessed the following major events:

(a) Parliamentary elections, conducted and supervised by the then-existing Government, were held during August 18-September 15, 1996. The outcome was highly in favor of State-supported candidates. While participation was higher than that registered in the 1992 Parliamentary elections, the process was marred by heavy intervention of State organs in support of so-called "State" lists.

(b) On September 17, 1996, soon after the elections, the Government decided (ostensibly on the recommendation of the National Higher Council for the Media whose members are chosen by the Government and Parliament) to limit the issuance of TV licenses to a few selected TV and radio stations to the exclusion of others which have been in operation for a number of years. This step has been widely interpreted to reflect a political decision to limit the media access of certain political groups in opposition to the Government.

(c) On October 16, 1996 the Government submitted its resignation, following the September Parliamentary elections. Prime Minister Hariri was again asked to form the new Government, which he announced on November 8, 1996. The Parliament gave its vote of confidence on November 28 (102 out of 128). The formation of the new Government reflected the same coalition of political forces as before but perhaps with a relatively reduced share for the Prime Minister.

(d) President Chirac visited Lebanon for the second time on October 24-25, 1996, as part of an official program of visits to countries in the region. During his visit he met with student groups from various universities in Lebanon, including an AUB delegation of 25 students.

(e) The General Syndicate of Labor called for a general strike on November 29 and attempted to mount a demonstration to protest the deteriorating economic conditions and the non-fulfillment of promises made to the Syndicate by the Government. The Government succeeded in preventing the demonstration.

(f) On December 16, 1996 the "Friends of Lebanon" conference was convened in Washington DC. Prime Minister Hariri headed the Lebanese delegation. Local press paid great attention to this conference and reference was made to pledges in the hundreds of millions of US dollars to finance reconstruction projects, but the actual results have been much more modest.

(g) On February 15, 1997 a few members of the Japanese "Red Army" were arrested. Apparently, they had been residing in Lebanon for many years as dormant members of this organization. The arrest was based not on their previous activities,

but rather on the fact that they had entered the country with false papers! Court hearings began on June 9, 1997.

(h) The head of the Constitutional Council, which is entrusted with the power to act on constitutional issues, including challenges pertaining to Parliamentary elections, resigned on April 3, 1997. Challenges were submitted to the Court alleging violations of the 1996 electoral process in close to 20 cases and asking that the election results be voided. Following political pressures and counter-pressures, on May 19, 1997 the Court ruled that re-elections be held in the case of 4 members of Parliament, one of whom is also a member of the Council of Ministers. New elections in the districts concerned were held on June 29, 1997.

(i) On April 25, 1997 elections to the Council of the General Syndicate of Workers were held. The Government supported a slate of candidates against the incumbents, considered sympathetic to political groups in opposition to the Government. The consequence of the election was the split, in practice, of the Syndicate of Labor into two factions: the government supported Council which was formally declared to have won the elections, and an opposition Council which accused the Government of interference in the election process and declared itself to be the legitimately elected Council.

At the economic level, no substantial changes in the underlying trends have occurred. Work on infra-structure projects proceeded but the recessionary situation continued to prevail. The pound has continued to appreciate very gradually, though towards the end of period the demand for the dollar appeared to have strengthened. One disturbing element is the apparent inability of the Government to control the budget deficit which for the first eight months of 1997 comprised a little less than 60 percent of governmental expenditure; the unreliability of national income data precludes a meaningful measure of the deficit as a portion of GDP. Inflation during the period July 1996-June 1997 is estimated at about 10 percent.

2. University Matters

At the University level, the reports of the Vice Presidents and Deans portray some of the major activities in their respective Faculties or areas of responsibility. In what follows, I should like to point out some noteworthy developments or events during the past academic year.

(a) Beginning of the Academic Year and Student Enrollment:

The first semester began on October 2, 1996 with a student enrollment of 4907. Graduate enrollment was 747 (including prospective students), 15 % of the total. The opening ceremony was also held that day at the Assembly Hall with nearly full occupancy by students.

The second semester began on February 23, 1997. Student enrollment was 4715. Graduate enrollment also comprised 15% of the total or 707 students. For the two semesters, student enrollment thus averaged 4811 students.

(b) Founders' Day:

On December 3, 1996 the University celebrated the 131st Founders' Day at the Assembly Hall. Messages from the President and D/President were read. The guest speaker was Dr. Sami F. Haddad, Professor Emeritus of Surgery.

(c) Meeting of Presidents of Private Universities at AUB:

At my invitation, the presidents of private universities in Lebanon met at AUB, on December 10, 1996, to discuss the government decree concerning the so-called "achievement test" for students who, after the Baccalaureate (in the case of AUB for Medicine after the BA), intend to join professional schools such as the Faculties of Medicine or Engineering. An outcome of the meeting was a joint letter to the Minister of Higher Education, summarizing the points of view of private universities on this matter. A follow up meeting with the Minister was held on February 17, 1997. Eventually, the Government reversed its decision on the "achievement" test and required instead the same minimum score on the Baccalaureate examinations.

(d) The Departure of Dr. R.M. Haddad:

The memorandum of the Executive Committee concerning the departure of Dr. Haddad as President of the University, was circulated to the AUB community on December 20, 1996.

(e) Meetings in New York, Larnaca, and Abu Dhabi:

During the period January 9-18, 1997 I met in New York with the A/President. During the period January 25-29, 1997 the A/President chaired budget meetings, and a meeting of the BOD, in Larnaca. Further, during April 28-30, the A/President met in Larnaca with senior members of the Administration, Senate, students and syndicate representatives. Following the April Larnaca meetings, the A/President and I visited Abu Dhabi, where we met with the officers of the Alumni Association and attended a gala dinner where Trustee Irani was the guest speaker.

(f) Signing of agreement with the Makassed:

On January 31, 1997, a delegation from the Makassed Society, headed by Deputy Tammam Salam, signed an extension of an on-going affiliation agreement between the AUB Medical Center and the Makassed hospital involving teaching and training in the field of surgery.

(g) Consultation on the Deanship of the Faculty of Arts and Sciences and Meeting of the A&S Search Committee

Trustee Nicola Khuri, Chair of the Search Committee for the Deanship of the Faculty of Arts and Sciences, visited the campus in April 1997. Trustees Khuri and Ghandour and the faculty members on this committee (M. Haddadin, S. Makdisi and K. Salibi) consulted with professors, associate professors and a small group of assistant

professors in the Faculty concerning Deanship qualifications and candidates. As a member of the above Committee, I attended the New York meeting on May 14, 1997 to interview candidates for the Deanship of the Faculty of Arts and Sciences.

(h) MEMA Conference:

The annual Middle East Medical Assembly was held in May, 1997. As usual, a number of well known academicians from abroad attended the conference. The President of the Republic was present for the opening ceremony.

(i) Fundraising and Scholarships:

Over the year, Alumni and others donated a number of scholarships, and held a number of fund-raising activities. I would like to draw attention to some of them, as follows:

- On February 17, 1997 AUB and the British Bank Foundation announced the establishment of a scholarship grant to promote the education of Lebanese students at the graduate level. The grant will be paid annually by the Foundation over a two-year period starting with the academic year 1997-98, and will cover two full tuition scholarships to be awarded to Lebanese undergraduate students.

- On April 8, Dr. K. Abdel Wahab contributed \$50,000 to the "Khayreddine Abdel Wahab Endowed Scholarship Fund". Also, on April 10, \$40,000 was received from the Ousseimi Foundation, earmarked for student scholarships.

- On April 11, the College Hall Fund Raising Committee sponsored a musical activity by Meastro Salim Sahhab and his "Beirut Group" at the Assembly Hall. Net proceeds of \$20,000 were matched by an equal amount from either the Dodge or Ghandour grants.

- It should also be noted that Trustee Shair's grant of \$250,000 has been fully matched, while Trustee Ghandour's grant of \$150,000 has been almost matched. The Cleveland Dodge matching grant of \$200,000 is expected to be fully matched soon.

(j) The 1997 Commencement Exercises:

On July 7, 1997 the 128th Commencement Exercises were held on the Green Field. A total of 1266 students graduated. The commencement speaker was Trustee R. Irani. The President of the Republic also addressed the students, along with messages from the A/President, D/President and, for the first time in 25 years, a student representative.

(k) Campus Visits of AUB Trustees

While we are happy that we often meet with the Trustees residing in Lebanon, it was a pleasure to receive on campus during the period under review several Trustees who live outside Lebanon, namely, Trustees Irani, Khuri, Morris and Sharaf.

(I) Public Lectures, Conferences and Outside Meetings

During the year I was invited to give a number of public lectures or to participate in conferences in my professional capacity. In addition, I was invited by Mr. Abdulatil Al Hamad to join an ad hoc Higher Consultative Committee of five Arab economic experts formed by the Arab Fund for Economic and Social Development. The charge of the Committee, which met in September 1996 and March 1997, was to consider the most appropriate means to establish links between Arab developmental organizations and the private sector, akin to the World Bank's International Finance Corporation. The Committee's final recommendations were submitted to the Arab Fund in March 1997.

Samir Makdisi
Deputy President

ANNUAL REPORT OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

The annual reports of the units under the direction of the Vice President for Academic Affairs are attached.

University Boards and Committees

University Research Board:

a) The Board studied 130 applications for Faculty Development, and 123 were approved: FAS:57, FEA:31, FAFS:22, FHS: 7, DEP:6. The Board noticed an upsurge in the number of applications for Long-term Faculty Development. (34 applications for 1997-1998 compared to 9 for 1996-1997).

b) Ninety nine (99) applications for research grants were processed in comparison with 91 for 1995-1996. The following table shows the number of applications per faculty and DEP and the total funds approved by the URB. All research applications had prior approval of the Research Committee of each faculty and endorsement by the Dean concerned.

Faculty	No. of applications	Budget (USD)
DEP	4	8700
FAFS	18	96300
FAS	22	96575
FEA	30	112050
FHS	6	21750
FM	19	112800
TOTAL	99	448175

Board of Graduate Studies: The Board decided that graduate courses taken over and above the requirement for an undergraduate degree (with an average of 80) are transferable toward graduate credit (6 cr. for a thesis option and 9 cr. for a non-thesis option). Graduate courses taken at AUB are transferable with their grades; courses from other institutions will be transferable on a pass basis only. Graduate courses taken to complete the requirements for an earlier master's degree are not transferable to another master's degree program. The Board finalized the "AUB thesis manual" to be made available to graduate students and advisors.

The Board discussed a Faculty of Engineering and Architecture request to open the following M.S. degree programs to a non-thesis option: Civil Engineering; Electronics, Devices, and Systems; Environmental and Water Resources Engineering; Mechanical Engineering, Applied Energy, Thermal and Fluid Sciences, Material and Manufacturing. FEA argues that M.S. programs without an M.S. thesis requirement will attract more graduate students, especially those who, because of their job commitments, cannot finish an M.S. thesis based on original research.

Taking into consideration that AUB M.S. degrees are terminal degrees (no currently active Ph.D. programs yet), it is believed that canceling a thesis requirement will dilute the value of these degrees. More importantly, four of the above Engineering M.S. programs are registered with the Department of Higher Education of the State of New York (AUB Catalogue, 1996-1997 p. 55). Substituting important requirements like a research-based M.S. thesis with more courses, without approval of the above New York Department, should not be allowed. The Board will re-evaluate the present M.A., M.S. non-thesis program in its future meetings.

The Board recommended to the Senate the granting of a Ph.D. degree in Arabic to Ms. Siham Abu-Jawdeh. With the graduation of Ms. Abu-Jawdeh, no Ph.D. student will be studying at AUB until the University unfreezes its Ph.D. programs (Arabic, Arab History, Chemistry and Basic Medical Sciences).

Academic Development Committee: During the past few months, this Committee discussed the FEA-proposed new undergraduate program in Engineering Management and recommended it to the Senate, with reservations in regard to cost, space and admission of graduates to the Lebanese Order of Engineers.

University Admissions Committee: This Committee heard presentations from the various Chairmen of Faculties Admission Committees on criteria for admissions (1997-1998). Two essential points were addressed: 1) Weighting of the applicant's school record in relation to SAT I and SAT II. 2) Evaluation of school records, knowing that some schools tend to inflate students' grades. The Committee prepared a detailed recommendation, which the Senate amended and approved.

University Publication Committee: This Committee published three books: 1) Bertrand Russell, (in Arabic) by Dr. Ibrahim-Najjar of FAS, 2) Essays on Conflict Resolution, edited by Dr. Paul Salem of FAS and 3) Beirut 1994: A Health Profile, edited by Dr. Mary Deeb of FHS.

The Committee considered a) a request by the Director of the Center of Arab and Middle East Studies (CAMES), Prof. K. Salibi, to establish a new bulletin for this Center. It was agreed to include the scholarly publications of the CAMES in Al-Abhath and allow this center to issue a newsletter. b) the Committee decided to refer a proposed book, submitted by professor emeritus Kamal Yazigi, to external referees, preferably from the USA, for evaluation.

Other Committees

1. The University Committee on Financial Aid reviewed deadlines for submitting recommendations of the various Faculty Financial Aid Committees and approved the proposed expenditure for student financial aid by each Faculty to a total award of two million dollars for continuing students and one million to new students. The Committee considered asking graduating students to contribute to student financial aid, an approach abandoned when the Development Office informed the Committee that it plans to appeal to the students for this purpose. The Committee approved the

recommended distribution of financial aid, by Faculty Financial Aid Committees, to new students. It was agreed that if money remains available in the budget, requests of students who petitioned for reconsideration will be entertained, followed by students who applied after the announced deadline with a legitimate excuse (for example: a student who was expecting to receive financial aid from the Hariri Foundation but was denied). The Dean of FAS was asked to recommend to the Committee two students (one undergraduate and the other graduate) who qualify for merit scholarship under the Chase Manhattan Bank grant. This was done in a subsequent meeting. The Committee recommended to the President the granting of tuition-free scholarships on the basis of scholarly merit.

2. Compulsory Freshman Year. The Committee reviewed the proposed English language courses for the new Freshman program. It was agreed that English courses should not address "professional languages". The Committee discussed with the Chairmen of Arabic Language and Mathematics a curriculum plan in these departments. The Committee asked the Chairman to convey to the BOD a new (old) idea about a new Freshman curriculum. It would stress English, Arabic and Computer literacy as languages and offer a choice of courses in the Humanities, Social Sciences and Science, as well as sports. This idea is in comparison with the present rigid block program. The new Freshman class would be open to all students from outside Lebanon and to Lebanese students who are not qualified to join the sophomore class (or first year in professional Faculties). The Committee believes that a Compulsory Freshman year would result in having two Freshman classes: One sub-Freshman (remedial courses) and another regular for the qualified (mainly Leb. Bacc. holders). The BOD discussed this issue, taking into consideration the current decline in student applications, and asked the Committee to consider a flexible new Freshman Program with more course choices, and an improved University Orientation Program. The BOD is not in favor of a Compulsory Freshman Year for all.

3. The Committee on deferred payment of tuition fees met, in the presence of the concerned Dean, to act on applications for deferred payment of tuition fees for the second semester 1996-1997 (a maximum of 40% is allowed). 101 of 103 applications were approved. For the first semester of 1996-1997 80 applications were approved, compared with 185 in the first semester 1995-96.

4. Interfaculty Coordinating Committee of Environmental Sciences: The Vice President for Academic Affairs attended the first meeting of this Committee and highlighted the issues to be addressed to launch this program effective academic year 1997-1998. This Committee, under the Chairmanship of Dr. Nadim Cortas, advertised the new program and acted upon thirty two student applications for study in the three areas of concentration: Engineering Technology, Ecosystems and Environmental Health.

5. "American University of Sharjah": The Vice President for Academic Affairs participated in meetings of the REP project. He requested that he be excused from working on this project (January 10, 1997) as an interim management team has been appointed.

6. *The Center for Advanced Mathematical Sciences*: The Ad-hoc Committee on the organizational structure and bylaws of the proposed “Center of Advanced Mathematical Sciences” drafted a proposal outlining the objectives, bylaws and guidelines for this Center. They met in October of 1996, under the Chairmanship of Dr. Haddad, with Trustee N. Khuri, Dr. Khalil Bitar, V/P Haddadin and V/P Van Arsdale. Dr. Haddad approved a second draft in December 1996. In January 1997, the Vice President for Academic Affairs was informed by A/President D. Dodge that he and Trustee N. Khuri were working on a “new draft related to administrative procedures and guidelines for the CAMS”. The International Advisory Committee, consisting of internationally recognized mathematical scientists, was appointed. Dr. K. Bitar agreed to be acting director of the Center until the end of August 1997. The first meeting of the International Advisory Committee was held, on May 21, 1997, in the Royal Society, London, under the Chairmanship of Sir Michael Attiya and in the presence of Drs. Luis-Alvarez-Gaume, Jean Pierre Bourguignon, Jurg Frohlich, Roman Jackiw, Nicola Khuri, Edoardo Vasantini and Khalil Bitar.

7. *An ad-hoc Committee* chaired by the Vice President for Academic Affairs made recommendations to the BOD on graduation with Distinction/High Distinction and Honors/High Honors. The BOD adopted these recommendations (October 31, 1996) and reconsidered them in its Larnaca meeting with A/President Dodge (January 2, 1997). The BOD was asked to study this matter further.

8. *Ad-hoc committee on equivalence* of AUB grades to those of U.S. universities, chaired by the Vice President for Academic Affairs and composed of a sub-committee of the BOD (Deans Dagher, Sabah, A/Dean Heineken and A/Registrar) presented a recommendation to the BOD on the vexing issue of equivalence of AUB grades, at the undergraduate level, to those of U.S. universities. The Committee recommended a scale, adopted by the BOD (February 27, 1997), to be printed on the student's undergraduate transcript of record. Furthermore, the AUB transcript of record will contain two statements with the regard to the present (unchanged) minimum required average for graduate study at AUB. The University Senate is expected to act on the BOD recommendation.

9. *A Meeting with H.E. Fawzi Hubeish*, Minister of Culture and Higher Education (February 17, 1997), attended by officers from all private universities and the President of the Lebanese University, focused on a newly established “achievement test” for candidates wishing to study medicine, dentistry, pharmacy, engineering and law. Follow-up meetings could not solve the implementation problem and the Council of Ministers (April 30, 1997) decided to replace this test by requiring an average of 12/20 in the Lebanese Baccalaureate examination from candidates who wish to study the above fields. We are not aware of an official documented decision on this matter.

10. *Admissions Office*: As part of the preparation for the establishment of an Admissions Office at AUB, the Vice President for Academic Affairs visited, during the week of the BOT meeting (June 16–24, 1997), Princeton University, Swarthmore College, Columbia University, Massachusetts Institute of Technology, and Brown University, meeting with Admission Officers to discuss admission policies and procedures as well as organizational structures of these offices.

11. Meetings in which the Vice President for Academic Affairs participated include: a) Search Committee for a Dean of Arts and Sciences (meetings held in Beirut under the Chairmanship of Trustee N. Khuri in the presence of Trustee A. Ghandour, April 3-4, 1997, and the Search Committee meeting of May 14, 1997 in New York City, b) Senate meeting (April 4, 1997) chaired by Trustee T. Morris, Chairman of the Search Committee for President, c) Budget Review Committee d) Task force on the decline of number of student applications, e) Meetings with A/President D.S. Dodge in Larnaca, Cyprus, April 28, 1997, f) University Standing Committee on Medical Professional Practice. The Vice President also attended the annual meeting of the "National Council on International Health" to recruit faculty for the Faculty of Health Sciences, Washington, DC (June 9-14, 1996).

DIVISION OF EDUCATION PROGRAMS

A separate report on each of the four Units in DEP is followed by a summary of joint activities.

I. DEPARTMENT OF EDUCATION

1. Students totalled 212 in the Fall, and 224 in the Spring, classified in three categories as below. Comparisons are given with the previous two years. Increase in the number of undergraduate majors (BA) is noteworthy.

	Fall 1994/95	Fall 1995/96	Spring 1995/96	Fall 1996/97	Spring 1996/97
Graduate	86	81	76	72	67
Special (Diploma)	113	93	103	87	97
Majors (BA) 1	7	32	43	53	60
Total	216	206	224	212	224

While the total for 96/97 is the same as for 95/96, an increase in the number of undergraduate students compensated for a drop in the number of graduate students.

2. In the course of the year, 11 students were graduated with MA's, 55 with Diplomas, and 7 with BA's.

3. The graduate program in Educational Administration and Policy Studies was reactivated effective October 1996, and a new Diploma in Educational Management and Leadership was implemented at that time.

4. Six faculty members benefited from DEP/URB grants to attend conferences and present papers. In addition, several were invited to conferences and workshops and presented papers in Beirut, Cairo, and Tunis, with expenses paid by sponsors.

5. The Education Faculty Forum sponsored a number of public lectures, and the Education Students' Society organized student activities and exhibits.

6. The Practice Teaching Committee organized a Professional Day for teachers in co-operating schools, with a guest speaker and several group activities.

II. SCIENCE & MATH EDUCATION CENTER (SMEC)

In addition to teaching, and contributing to DEP activities, the following are explicitly SMEC faculty activities:

1. The SMEC Newsletter continued to be distributed to schools and associations in Lebanon, carrying news of interest to practitioners.
2. SMEC organized the First Science and Math Teachers' Conference, on May 3, 1997, attended by 340 teachers from 440 schools. The theme was: "Role of Science and Math Teachers in Developing and Implementing School Curricula."
3. Three public lectures, with outside guest speakers, were sponsored for teachers and educators.
4. A grant proposal for Environmental Education was submitted to USAID, as part of AUB's Environmental Studies program.

III. OFFICE OF TESTS AND MEASUREMENTS (OTM)

1. A total of 1174 tests were administered, compared to 6095 last year, a drop due to discontinuation of SQ as a requirement for admission.
2. Reliability and item analyses were conducted on EN tests used in 1996, and EN item bank was replenished with new items. Performance of Lebanese Bacc II students on SAT II achievement test was finalised, and results sent to University admission committees. GPA's of Freshmen students admitted in 1995/96 were compared with their scores on SAT I and II, as well as with their high school grades. Scores for sophomores admitted in 1996-97 were studied and the GPA1 and GPA2 compared with SQ, EN and TOEFL, SAT (for Engineering) and with high school grades.
3. Contacts were initiated with ACT Test authorities, Iowa City, regarding AUB as an ACT Testing Center in Lebanon, beginning Fall 1997-98.

IV. UNIVERSITY ORIENTATION PROGRAM (UOP)

1. 91 students were enrolled during Fall semester, and 29 during Spring (compared with 95 and 15 last year). Removing the cut-off score for admission to UOP (recently approved by BOD), should raise future enrollment.
2. The use of computers in language instruction continued; modifications and improvements, as well as more lab and video work, were introduced to several course units. In-house mini-workshops were conducted.

OUTREACH & R + D ACTIVITIES

1. Thirteen workshops were held during September 1996, attended by 327 teachers and administrators, an increase of more than 100 over last year.
2. DEP members continued as coordinators/members of curriculum committees working under the Lebanese Center for Research and Development in Education, revising Lebanese curricula. A new phase of authoring textbooks areas was begun, involving a number of DEP faculty who served as members on the higher committee for Planning and Coordination, and for Evaluation.
3. A training program for kindergarten teachers at Palestinian Camps continued for the second year, and workshops were requested and offered in several schools (Brumanna, I.C., Qala', etc).

ARCHAEOLOGY MUSEUM

The following public lectures were given at the AUB Museum:

- October 30th, by Sheikha Hossa, Director of Dar al Athar al Islamiyyah, Kuwait, on: *The Artistic Genesis in Wood and Precious Stones: Objects from Islamic Art Museum in Kuwait.*
- November 20th, by Dr. Leila Badre, AUB Museum Curator, on: *Canaanite and Phoenician Beirut Latest Discoveries.*
- January 8th, by Mr. Samir Rbeiz, Architect – Restorer, on: Mosaics vs. Carpets.
- February 19, 1997, by Dr. Hayat Salam-Liebiech on: *Who Built Tripoli?*
- March 19, 1997, by Nina Jidejian on: *Byblos: The Site and Its Treasures in the National Museum.*
- April 6, 1997, by Dr. Samir Thabet, Vice President Emeritus, Painter, on: *The Portraits of Fayum: Greek, Roman or Egyptian?*

CONFERENCES

- L. Badre attended the International Council of Museums for History and Archaeology (ICMAH)
- L. Badre presented her paper, entitled "The Imported Pottery in the Archaeological Excavations of Urban Beirut and Tell Kazel," at the International Symposium: Easter Mediterranean: Cyprus, Dodecanese, Crete 1500–500 B.C. at Rethymnon–Crete, May 13-16, 1997.

LECTURES ABROAD

- March 31, 1997, Dr. Badre lectured on: **"Canaanite and Phoenician Beirut Finally Discovered,"** organized by the Dar al-Athar al Islamiyyah (Ministry of Information) – Kuwait Museum.
- Between April 23-28th, 1997, five lectures were organized by the AUB Alumni Association of North America and delivered by L. Badre on: **"Beirut: Archaeology in the Center of Urban Reconstruction"** in the following Centers: Los Angeles AUB Alumni Chapter, Berkeley University (AIA), San Francisco at Yerba Buena Center (AANA), Smithsonian Museum – Washington, DC, Johns Hopkins University, Dept. of Near Eastern Studies.

SEMINARS

L. Badre gave three seminars on *Bronze Age Pottery* for the seminar organized by IFAPO in collaboration with the AUB Museum between October 28–November 5, 1996.

PUBLICATIONS

- A brochure for the Museum has been prepared. It is now in the process of layout to go to press.
- L. Badre completed an article on the "Pottery of the Late Bronze Age in the Trouée of Homs" to be published in Pottery of the Bronze Age in Syria, edited by the IFAPO.
- The Oxford Encyclopédia of Archaeology in the Near East came out of Press in October 1996. L. Badre contributed six articles to this Encyclopedia.
- Leila Badre "Les Découvertes Archéologiques du Centre Ville de Beyrouth par Leila Badre" in Comptes Rendus de l'Académie des Inscriptions et Belles Lettres, Paris, 1997, pp. 87-94.

CHILDREN'S PROGRAMS

- In collaboration with the Children's Committee of the Friends of the AUB Museum: *"Ancient Games and Toys"*
- February 23, 1997 on: *Meeting Yesterday's Gods*
- April 13, 1997 on: *Discover the World of Mosaics*

FUTURE PROJECTS

The Museum is organizing: an Exhibition at the AUB Museum on "*Jewelry in Antiquity*" in 1998, a colloquium on "*Saïda Thru the Ages*" in Saïda in October 1997 in collaboration with Mrs. Bahia Al Hariri, and a working program for the Lebanese National Heritage Fund Society presided by First Lady Mrs. Mouna Hrawi.

MUSEUM UPGRADING PROJECT

The Museum upgrading project entered its first phase, the Design Development, on July 21, 1997. A video documentation of the complete Museum collection was made in view of preparing the proposal.

TELL KAZEL—SYRIA

July 25-August 31, 1997

The Museum team will resume its 13th excavation campaign at Tell Kazel with high expectations of excellent results, judging from the closing discoveries of the preceding year.

OFFICE OF UNIVERSITY PUBLICATIONS

Books

Four books were published by AUB during this period. In addition, one book has been reprinted (*Food Composition*), and a fifth book is due for publication in July 1997.

The books are:

Franco-Arab Encounters. Edited by L. Carl Brown and Matthew S. Gordon. Twenty essays on the interaction between France and the Arabs, in seven sections, ranging geographically from Morocco to Saudi Arabia, and in time over the past two hundred years. The essays trace not just the political and diplomatic, but cultural, social and intellectual interactions, as they have affected Arab countries, individuals, and France itself. The book is dedicated to the memory of David C. Gordon, formerly of AUB, and a pioneer in this field of scholarship. Published November 1996.

Letters from a New Campus by Daniel Bliss. The reprinted and corrected version of the book first published by AUB in 1993. Corrections and amendments to the notes and index were done in the publications office. Published January 1997.

Conflict Resolution in the Arab World: Selected Essays. Edited by Paul Salem. A selection of essays from papers given at an AUB sponsored conference in 1993. Topics include numerous specific case studies as well as new perspectives on conflict resolution. This book has generated a lot of interest. A paperback version only was originally planned, but 500 copies were published in hardback specifically at the request of Syracuse University Press, our distributors in the USA. Published May 1997.

Bertrand Russell: His Thought and Position in Contemporary Philosophy (in Arabic), by Ibrahim Najjar. An introduction for the Arab reader to Russell's philosophy, covering mainly his contribution to modern logic, theory of knowledge, theory of desire and his ethical and political views of the world. Published May 1997.

Beirut: A Health Profile 1984-1994. Edited by Mary E. Deeb. This 500 page volume, in English but including Arabic abstracts, is the result of a follow-up survey to that done by the Faculty of Health Sciences at AUB in 1984-84 and published by AUB as *Beirut 1994*. In the absence of many statistics, it is valuable for all concerned with health in Lebanon, and a great deal of work has gone into getting all the text, tables, figures and questionnaires into the right format. Work continued on the book during the first part of 1997.

The publications office continues to send out copies of *Al-Abhath*. With a change of editor for the journal during summer 1996, the publications office has become more involved and the editor is now doing the copy editing for English language articles in the journal.

AUB Catalogue 1997-98 was delayed due to continuing discussions regarding entrance criteria, and copies will not be available until the end of July. Apart from this delay, gathering the material went more smoothly this year. Third-year students from the Graphic Design program again designed covers as a course requirement, one of which has been selected.

Storage of AUB publications is being coordinated with the supply department, and a room for storage might be found in the new College Hall. Thanks to Mr. Walid Talhouk of the Supply Department, many old and damaged books have been set aside for removal and destruction. A meeting was held with Mr. Maurice Carlier of Internal Audit to reach decisions about the storage of AUB publications and it is hoped to discard many old copies and keep better those which are still salable.

22nd Research Report for 1995-1997 is due this year. The editor met with the University Research Board to explain the procedures for submitting entries for the new Report. New guidelines were prepared, making the editing and collating of the Report simpler and less time-consuming. The final deadline for submission of material was not until after June 30.

Publications Catalogue. All 400 copies of the 1996 publications catalogue have been distributed. This catalogue, designed to fit into an airmail envelope, has proven to be very useful. An updated version, including the new books published during 1996 and 1997, has been prepared and will be out by the end of the summer.

UNIVERSITY LIBRARY

Services and activities

Achievements include the conversion and the migration of data together with the launching of the Cataloging and Online Public Access Catalog (OPAC) modules. Delays in the implementation of the remaining modules occurred because of

administrative problems with the company (Fretwell-Downing); they were resolved after the intervention of the Vice-President for Administration. A plan was scheduled to include: Activation of the Circulation module in October 1997, the Acquisitions module in January 1998 and the Serials module in April 1998. Both branch libraries were connected to the system in June 1997.

Other delays related to the ordering and receiving of computer equipment are slightly undermining the project. Regarding the Arabic retrospective conversion, to date around 30,000 of 55,000 records have been converted.

The Archives and Special Collections Department has acquired important maps on Lebanon from the Directorate of Geographical Affairs.

Forty-one volumes of Al-Kulliyah and Middle East Forum were rearranged according to the new chronological listing prepared in the Department.

An inventory of the theses collection was carried out in view of the bar-coding.

The Cataloging Department has processed 5,630 items in 16,283 compared to 10,076 items in 12,234. This big decrease in productivity is due to many additional automation duties, such as deletion of 2,000 obsolete, discarded and lost titles, updating of 2,000 more records, and cleaning hundreds of authority records.

The Acquisitions Department processed and paid for 11,788 titles compared to 7,947 titles last year, an all-time record. The allocated budget was spent.

Reference department extension of opening hours until 10:00 p.m., since Fall semester 1996, has proven very successful, and the benefits of the new schedule. enjoyed by all. Since the on-line system was installed, increasing reference queries are being received and sent through e-mail. The audio-visual section has improved equipment and services. Two more microfilm/fiche printers have been added, bringing the total to four.

The Serials Department has added 51 new journals to the current collection. Of a budget of \$ 1,041,381.77, \$ 42,192.45 was spent to acquire backfiles for new subscriptions and to fill in gaps in the serials holdings. Since Fall 1996, the Serials Reading Room has extended its opening hours to 8:00 p.m.

The Circulation Department, along with the Reserve Reading Room, began opening till 10:00 p.m. in Fall 1996. The March 1997 installation of ten terminals in the lobby greatly facilitated the search for books by patrons. Training sessions were held regularly for two months and leaflets were prepared and distributed to users for easier access.

The Gifts and Exchange Section received 1009 books as gifts or exchange, mailed 395 packages of exchange material, and donated 72 boxes of discarded and duplicate material to 6 institutions: Beirut Arab University, Islamic University, Balamand University, Rawda High School, Kefraya Public Library and I.C. Library.

The Micrographics Section has added 687 reels of "master copy" as opposed to 604 (last year) and 769 reels of "positive copy" to 645 (last year). It has also microfilmed supplement II in three copies of the Library shelflist (5 films of 27,324 exposures).

The Science & Agriculture Library was repainted, and most of the books were supplied with title tapes in September 1996. The solution presented in June 1995 regarding the acute shortage of space in the Engineering & Architecture Library has not yet been implemented. The shelving and seating space situation is worsening.

Personnel

Three Library Assistants II in grade 8 for the Reference Department, three Library Clerks II in Grade 5 for the Circulation Department, and one Library Clerk II in grade 5 for the Serials Department were hired in summer and fall 1996 for longer opening hours.

Two Library Assistants II in grade 8, one in Cataloging dating back to October 1996 and one in Serials dating back to February 1996, remain vacant due to poor salaries.

The Librarian's secretary, appointed in February 1996 following a lengthy wait, was terminated after three months for inefficiency.

General statistics

- Budget spent on books, periodicals and binding: \$ 1,639,560.24
- Number of newly acquired monographs: 12,796 (including 1008 as gifts and exchange)
- Number of cataloged items: 5,630
- Number of circulated items: 286,664
- Number of bound items: 11,642
- Number of serials currently received: 2,918

By and large, it was a good year: collections continuous growth, extended opening hours, uninterrupted services, automation. The incentive of learning and serving continues.

OFFICE OF THE REGISTRAR

All applicants for admission to undergraduate study for the academic year 1997-1998 were required to take both the SAT I and the SAT II. Consequently, processing of applications required considerable data entry, and more time than in the past. The Admissions Section is to be commended for the efficiency with which they accomplished the task.

The number of applicants for admission dropped more than expected (see the table on the number of applications in the attached statistical appendix). Further drops in the number of applicants for admission to undergraduate study for the academic year 1998-1999 are not anticipated. The financial situation in the country is unlikely to get

worse, and the sources of student financial assistance should not get scarcer than at present. With the cancellation of the SAT II requirement and the opening of admission at midyear, our admission criteria have become less stringent and more flexible. AUB remains "the university of first choice" for applicants who can afford our tuition and who will (or believe that they will) meet our admission requirements. If the SAT I is a reliable measure of the ability to reason correctly, then the quality of our applicants is very good indeed. The mean scores of all **applicants** on Mathematical Reasoning range from 538 (Education) and 544 (Nursing) to 632 (Faculty of Engineering and Architecture). The mean scores of all **admitted applicants** on Mathematical Reasoning range from 552 (Education) and 555 (Nursing) to 698 (Faculty of Engineering and Architecture). These scores are very impressive if we consider that the mean score of **all** takers of this test (in the US and elsewhere) is around 500. The less impressive performance of our applicants on the Verbal Reasoning part of SAT I is not an indication of inferior reasoning ability, but is due to a more limited English vocabulary and a less developed sense of idiom of the English Language when compared to takers of the test for whom English is the native language.

Recruitment efforts, both in Lebanon and in the region, included visits to numerous schools in the North, the Bekaa, and the South, as well as Kuwait, the UAE, Jordan, and Cyprus.

Sections of the 1997-1998 University Catalogue pertaining to admissions, registration and graduation requirements were edited and updated. An application booklet for admission to undergraduate study for the second semester of the academic year 1997-1998 was prepared and sent to the printers. The application booklet for admission to undergraduate study for the first semester of the academic year 1998-1999 will soon be ready to print, as will the Admissions Manual for the year 1998-1999. Graphic Design students, under the supervision of the Chairperson, Department of Architecture and Graphic Design, designed the cover of the new Admissions Manual.

Commencement went very smoothly this year thanks in large part to efforts of the Records Section at the Office of the Registrar.

A study on the "Performance of Freshman Students at AUB" was completed, and progress made in studying the performance of schools that regularly send students to AUB, from the 1992-1993 academic year to the present. The scores of these students on University-required entrance examinations and on external examinations such as the Lebanese Baccalaureate are now being studied and compared.

Miss Nabila Dandan, Secretary of the Registrar, has served in diverse capacities with unflinching dedication, continuously assisting the Associate Registrar, and providing help to all sections of the Office of the Registrar.

Figures on admission, enrollment, graduation and performance on the SAT are attached.

Makhluf J. Haddadin
Vice President for Academic Affairs

NEW APPLICANTS DATA, FALL 1997-1998. APPLICATION AND ADMISSION DATA FOR THE FRESHMAN, SOPHOMORE, JUNIOR AND SENIOR CLASSES ONLY.

According to our files, the Office of the Registrar entered biographical data on 2380 applicants who have submitted their applications to the Admissions Section of the Registrar's Office, seeking Undergraduate Admission to the University, intending to attend, if admitted, as students working for a University offered Degree. Of the 2380 applicants 1464 sought admission to more than one Faculty. The number granted admission from those applying was 1903 students. Of the 1903 applicants granted admission, 536 secured admission to more than one Faculty. The number of new undergraduate admitted to the University by the various undergraduate admission committees as of Friday, August 15, 1997 consisted 80 percent of the number applying (1903*100/2380).

Table 1. Fall 1997-1998 Undergraduate Application and Admission Data for the University as a whole. The numbers reported below include undergraduate applicants to all Faculties.

Number applied	Number Admitted	Percentage Admitted from those Applying
2380	1902	80%

*Students applying as Special (not working for a degree) are not included in these statistics.

Table 2. Fall 1997-1998 Undergraduate Application and Admission Data, detailed by Faculty.

FACULTY	RANK	Number Applied	Number Admitted	Percent Admitted
A&S	FRS	585	457	78.1%
	JUN	33	10	30.3%
	SOP	1575	1269	80.6%
	Subtotal	2193	1736	79.2%
EDU	SOP	103	87	84.5%
FAFS	SOP	201	145	72.1%
FEA	JUN	1	0	.0%
	SOP	1045	343	32.8%
	Subtotal	1046	343	32.8%
FHS	JUN	2	2	100.0%
	SEN	1	0	.0%
	SOP	234	75	32.1%
	Subtotal	237	77	32.5%
Nursing	FRS	1	1	100.0%
	SOP	62	50	80.6%
	Subtotal	63	51	81.0%
Grand Total		3843	2439	63.5%

*Students applying as Special (not working for a degree) are not included in these statistics.

Table 3. Details Admission Data by Class.

RANK	FACULTY	Class	Number Applied	Number Admitted	Percent Admitted		
FRS	A&S	Freshman Arts	264	217	82.2%		
		Freshman Science	321	240	74.8%		
JUN	MED	Nurs.Degree I	1	1	100.0%		
	A&S	Junior Arts	11	4	36.4%		
		Junior B.Ad.	11	3	27.3%		
		Junior Science	11	3	27.3%		
	FEA	ENG'G 3,4,5	1	0	.0%		
FHS	P.H.II	2	2	100.0%			
SEN	FHS	P.H.III	1	0	.0%		
SOP	A&S	CCE1-2	1	1	100.0%		
		Sophomore Arts	310	246	79.4%		
		Sophomore B.Ad	501	382	76.2%		
		Sophomore Science	763	640	83.9%		
		EDU	Soph.Arts/Educ.	103	87	84.5%	
		FAFS	Agriculture I	102	79	77.5%	
			Nut.&Diet.I	99	66	66.7%	
		FEA	Arch 1,2	105	34	32.4%	
			CCE	316	139	44.0%	
				1-2			
				ENG'G 1-2	421	137	32.5%
				Graph.Des.1,2	203	33	16.3%
		FHS	P.H.I	234	75	32.1%	
		MED	Nurs.Degree II	62	50	80.6%	
		Grand Total			3843	2439	63.5%

Table 4. NUMBER OF GRADUATE APPLICATIONS SUBMITTED FOR THE FIRST SEMESTER OF THE ACADEMIC YEAR 1997-1998

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Pending	Total
<u>Faculty of Arts and Sciences</u>					
Arabic	1	-	-	1	2
Archaeology	2	-	-	-	2
Biology	6	-	2	5	13
Business Administration	21	27	43	12	103
CAMES	-	-	-	1	1
Chemistry	-	-	1	1	121
Economics	6	1	4	-	11
English Language	1	1	2	-	4
English Literature	6	-	1	-	7
History	1	2	-	-	3
Mathematics	3	2	2	-	7
Money and Banking	26	7	8	9	50
Physics	1	1	-	2	4
Political Studies	5	1	3	1	10
Public Administration	4	2	-	3	9
Sociology	2	1	-	-	3
Psychology	2	-	-	1	3
Geology	2	-	-	-	2
Total	89	45	66	36	236

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Pending	Total
<u>DEP Graduate</u>					
Educational Administration	1	3	-	2	6
Educational Psychology	6	-	3	1	10
Science Education	5	-	2	-	7
TEFL	4	-	2	1	7
Math Education	-	-	1	-	1
Total	16	3	8	4	31
<u>DEP Special (TD)</u>					
TD (Arabic)	1	-	-	-	1
TD Science Education	26	-	-	3	29
TD Health Education	10	-	-	-	10
TD (Teaching of Mathematics)	7	-	-	-	7
TD (Social Sciences)	1	-	-	-	1
Diploma in Special Education	12	-	-	-	12
Diploma in Education	11	-	-	2	13
Management & Leadership TD (elementary Education)	8	-	-	2	10
TEFL	8	-	-	-	8
Total	84	-	-	7	91
<u>Faculty of Agricultural and Food Sciences</u>					
Agricultural Extension	9	-	-	1	10
Food Technology	8	2	2	-	12
Irrigation	3	-	1	-	4
Nutrition	9	5	6	-	20
Animal Science	2	-	-	2	4
Crop Production	1	-	-	2	3
Plant Protection	3	-	-	1	4
Poultry Science	1	-	-	-	1
Soils and Mechanization	3	-	1	-	4
Total	39	7	10	6	62
<u>Faculty of Engineering and Architecture</u>					
Engineering Management	27	1	3	3	34
Electronics, Devices and Systems	6	-	-	-	6
Environmental and Water Resources Engineering	4	-	2	-	6
CCE	9	-	2	-	11
Civil Engineering	5	-	1	13	19
Mechanical Engineering	4	-	-	1	5
EPE	3	-	-	-	3
Applied Energy	2	-	-	1	3
Material and Manufacturing	3	-	1	-	4
Thermal Fluids	2	-	-	-	2
Total	65	1	9	18	93
<u>Faculty of Health Sciences</u>					
MPH	55	1	-	6	62
MS Population Studies	4	1	-	5	10
Total	59	2	-	11	72

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Pending	Total
<u>Faculty of Medicine</u>					
Biochemistry	7	1	3	-	10
Human Morphology	-	-	1	-	1
Microbiology	11	3	-	13	27
Pharmacology and Therapeutics	4	4	12	-	20
Physiology	5	3	-	5	13
Medicine I	70	-	-	94	164
Total	97	11	16	112	236
<u>Interfaculty Programs</u>					
Neuroscience	2	-	4	-	6
Ecosystem Management	7	-	3	-	10
Environmental Technology	14	-	2	2	18
Environmental Health	9	-	-	5	14
Total	32	0	9	7	48
GRAND UNIVERSITY TOTAL	481	69	118	201	869

Table 5. ENROLLMENT FIGURES FOR THE FIRST SEMESTER OF 1996-1997 BY FACULTY AND SEX:

<u>FACULTY</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Faculty of Agricultural & Food Sciences	120	221	341
Faculty of Arts and Sciences	1265	1234	2499
Faculty of Engineering & Architecture	934	216	1150
Faculty of Health Sciences	78	149	227
Faculty of Medicine	226	89	315
School of Nursing	15	53	68
Division of Education Programs	61	232	293
TOTAL	2699	2194	4893

Table 6. ENROLLMENT FIGURES BY FACULTY AND SEX FOR THE SECOND SEMESTER OF 1996-1997:

<u>FACULTY</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Faculty of Arts and Sciences	1207	1162	2369
Faculty of Agricultural & Food Sciences	117	210	327
Faculty of Engineering & Architecture	906	213	1119
Faculty of Health Sciences	72	156	228
Faculty of Medicine	229	89	318
School of Nursing	14	58	72
Division of Education Programs	29	217	244
TOTAL	2574	2103	4677

Table 7. NUMBER OF DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN OCTOBER 1996:

<u>DEGREE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Faculty of Arts & Sciences</u>			
BBA	10	1	11
BA	11	14	25
BS	6	1	7
MBA	4	3	7
MMB	-	1	1
MA	3	2	5
MS	3	1	4
Total	37	23	60
<u>Division of Education Programs</u>			
MA	-	1	1
Total	-	1	1
<u>Faculty of Agricultural & Food Sciences</u>			
BS (Agriculture)	-	1	1
Diploma of Ingenieur Agricole	-	1	1
BS (Nutrition & Dietetics)	1	3	4
Total	1	5	6
<u>Faculty of Engineering & Architecture</u>			
B. Architecture	-	2	2
B. Graphic Design	-	1	1
ME (Civil)	2	1	3
ME (CCE)	1	-	1
ME (Electric Power Engineeinrg)	1	-	1
ME (Environmental and Water Resources)	-	1	1
Master of Engineering Management	4	1	5
Total	8	6	14
<u>Faculty of Health Sciences</u>			
BS (Environmental Health)	3	1	4
Total	3	1	4
<u>Faculty of Medicine</u>			
MS	1	6	7
Total	1	6	7
GRAND UNIVERSITY TOTAL	50	42	92

Table 8. DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN FEBRUARY 1997:

<u>DEGREE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Faculty of Arts and Sciences</u>			
B.B.A.	18	17	35
B.A.	17	47	64
B.S.	26	15	41
M.B.A.	1	6	7
MMB	-	1	1
M.A.	4	3	7
M.S.	1	-	1
Total	67	89	156

<u>DEGREE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Division of Education Programs</u>			
M.A.	-	8	8
Teaching Diploma	-	6	6
Dip. in Special Education	-	1	1
TOTAL	-	15	15
<u>Faculty of Agricultural and Food Sciences</u>			
B.S. Agriculture	3	2	5
Dipl. Ingen. Agric.	3	2	5
B.S. Nutrition	1	4	5
M.S.	4	8	12
TOTAL	11	16	27
<u>Faculty of Engineering and Architecture</u>			
B.E. (Mech.)	1	-	1
M.E. (Civil)	1	1	2
M.E. (CCE)	1	1	2
M.E.(EDS)	1	-	1
M.E.M.	1	2	3
TOTAL	5	4	9
<u>Faculty of Health Sciences</u>			
B.S. (Env. Health)	1	1	2
B.S. (Med.Lab.Tech)	4	2	6
M.P.H.	2	3	4
M.S. (Pop.St.)	1	3	4
TOTAL	8	8	16
<u>Faculty of Medicine:</u>			
B.S. Nursing	-	1	1
M.S.	1	-	1
M.D.	1	-	1
TOTAL	1	2	3
GRAND TOTAL	92	133	225

Table 9. DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN July 1997:

<u>DEGREE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Faculty of Arts and Sciences</u>			
B.B.A.	34	35	69
B.A.	31	102	133
B.S.	105	41	146
M.B.A.	7	11	18
MMB	6	13	19
M.A.	4	6	10
M.S.	1	2	3
Ph.D.	-	1	1
TOTAL	188	211	399

<u>DEGREE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Division of Education Programs</u>			
B.A.	-	7	7
M.A.	-	5	5
Teaching Diploma	7	33	40
Dip. in Special Education	-	9	9
TOTAL	7	54	61
<u>Faculty of Agricultural and Food Sciences</u>			
B.S. Agriculture	13	17	30
Dipl. Ingen. Agric.	13	17	30
B.S. Nutrition	5	17	22
M.S.	4	9	13
TOTAL	35	60	95
<u>Faculty of Engineering and Architecture</u>			
B.Arch.	12	10	22
B.Graphic Design	10	13	23
B.E. (Civil)	38	3	41
B.E. (CCE)	41	7	48
B.E. (Electrical)	36	4	40
B.E. (Mech.)	42	2	44
M.E. (Civil)	3	5	8
M.E. (CCE)	1	-	1
M.E.(EDS)	2	-	2
M.E.M.	5	2	7
M.M.E.	-	1	1
TOTAL	191	47	238
<u>Faculty of Health Sciences</u>			
B.S. (Env. Health)	3	19	22
B.S. (Med.Lab.Tech)	5	12	17
M.P.H.	5	16	21
M.S. (Pop.St.)	-	6	6
TOTAL	13	53	66
<u>Faculty to Medicine</u>			
B.S. Nursing	3	16	19
M.S.	-	4	4
M.D.	48	19	67
TOTAL	51	39	90
GRAND TOTAL	485	464	949

SAT I Report.*

Arts & Science Admitted Freshmen Applicants Sat I scores distribution. No separation of Math and Verbal Scores was provided by the Faculty of Arts & Science at the time this report was compiled.

A/S	Number of Freshmen	Minimum Of SAT I	Average Of SAT I	Standard Deviation Of SAT I	Maximum of SAT I
Arts	248	244	507	67	704
Science	307	280	553	71	734
A&S	555	244	533	73	734

A/S	Number of Freshmen	Minimum Of SAT I	Average Of SAT I	Standard Deviation Of SAT I	Maximum of SAT I
Arts	184	382	522	61	704
Science	197	460	576	56	734
A&S	381	382	550	64	734

Application and Admission Data available as of Wednesday, August 13, 1997.

**SAT I VERBAL

Table 1. Available Data by Faculty for SAT I Verbal for all applicants to the Sophomore and equivalent classes for the 1997-1998 Academic Year.

FACULTY	Count	Minimum Of VERBAL	Average Of VERBAL	Standard Deviation of Verbal	Maximum Of VERBAL
A&S	1494	200	427	87	770
EDU	99	200	398	77	580
FAFS	193	200	421	88	700
FEA	998	200	430	83	730
FHS	221	200	426	94	770
NURS	59	200	371	81	550
Over All (AUB 97-98 Sophomore Applicants)	1828	200	426	87	770

* Some scores of tests taken within the set deadlines may yet be reported by ETS. However, adding these scores is not likely to change the averages that are indicated in these table to any significant degree.

Table 2. Available Data by Faculty for SAT I Verbal for all Applicants Admitted to the Sophomore and equivalent classes for the 1997-1998 Academic Year.

FACULTY	Number of students	Minimum of VERBAL	Average of VERBAL	Standard Deviation of VERBAL	Maximum of VERBAL
A&S	1234	200	437	84	770
EDU	84	200	407	77	580
FAFS	145	200	430	85	700
FEA	338	290	488	68	730
FHS	76	200	395	87	570
NURS	50	230	380	80	550
Over ALL (AUB 97-98 Admitted Sophomores)	1458	200	435	86	770

****SAT I MATH**

Table 3. Available Data by Faculty for SAT I Math for all applicants to the Sophomore and equivalent classes for the 1997-1998 Academic Year.

FACULTY	Count	Minimum Of MATH	Average Of MATH	Standard Deviation	Maximum Of MATH
A&S	1494	320	610	81	800
EDU	99	380	538	80	740
FAFS	193	440	591	70	800
FEA	998	320	632	73	800
FHS	221	420	599	72	790
NURS	59	370	544	88	740
Over All (AUB 97-98 Sophomore applicants)	1828	320	609	81	800

Table 4. Available Data by Faculty for SAT I Math for all applicants admitted to the Sophomore and equivalent classes for the 1997-1998 Academic Year

FACULTY	Number Admitted	Minimum of MATH	Average of MATH	Standard Deviation of MATH	Maximum of MATH
A&S	1234	370	624	76	800
EDU	84	390	550	72	740
FAFS	145	460	605	65	800
FEA	338	590	698	42	800
FHS	76	410	561	68	710
NURS	50	370	552	87	740
Over ALL (AUB 97-98 Admitted Sophomore Applicants)	1458	370	620	78	800

VICE PRESIDENT FOR ADMINISTRATION

My report for this year will cover the following topics:

1. Personnel Matters
2. Health Insurance Plan, HIP
3. Syndicate Negotiations
4. Leasing of Major Medical Equipment
5. Computer Center, Information systems
6. Physical Plant and Capital Projects
7. Environmental Health and Safety Center

1. Personnel Matters

During this year, a total of 253 appointees were employed, 69% at the Hospital, while 159 employees were discharged, 80% from the Hospital. The number of non-academic personnel changed from a total of 2234 in June 1996 to 2328 as of June 30, 1997. This excludes those above Grade 12, considered in management or technically skilled positions, whose total number is 113 as of June 1997.

The performance review forms were amended this year. All managers attended training courses given by an outside consultant to help them in conducting their jobs, in communicating with subordinates, and in evaluating performance by utilizing the new forms.

A preliminary analysis of the performance review forms for fiscal 1996-97 as compared to that of 1995-96 revealed a significant drop in the evaluation of all categories. The drop can be easily attributed to better performance review forms and better management training.

In March of 1997, the Personnel Department started archiving all personnel records on digital media. The process is expected to be completed by January of 1998 when the total backlog of records will be archived and the new on-line archiving will commence.

The agreement with the National Social Security Fund, NSSF, continued this year on per capita basis with a flat coverage of LL 165,000 per year per employee.

Education allowances for elementary, intermediate, and secondary education of eligible children of all academic and non-academic employees amounted this year to LL 2.3 billion or close to \$1.5 million. Thirty one percent of this cost covers eligible children of non-academic employees. The ratio of non-academic to academic employees in all the University, including the Hospital, is 5.8 times.

2. Health Insurance Plan, HIP

The Health Insurance Plan premiums were increased this year and effective November 1, 1996 as follows:

- a. HIP Class 1 by 20%, Classes 2 and 3 by 40%.
- b. HIP/NSSF Class 1 by 10%, Classes 2 and 3 by 20%.

The analysis of HIP income vs. expenditures for fiscal year 1996-97 reveals a loss of LL 1.8 million or close to \$1.2 million. The average number of Inpatient claims and Hospital Inpatient days was less during fiscal year 1996-97 by 2% and 20.4% respectively, while the average cost per patient day has increased by 30%. Moreover, the University subsidy has changed from 24.4% to 27.8% in 1996-97.

3. Syndicate Negotiations

The Syndicate Agreement was due for negotiations by July 1, 1997. The Syndicate presented their demands as did Administration. Syndicate demands focused on an advance on the high cost of living, a salary scale adjustment, better educational benefits and HIP coverage. They also requested continuation of employment beyond age 65 and an increase in the fund that enables them to grant more funds to their members.

Administration requested the Syndicate to reconsider the process of performance evaluations and its correlation with salary increases. The automatic 4% increase should be replaced with merit awards. Unfortunately, this was categorically refused by the Syndicate and negotiations are currently at a stalemate.

4. Leasing of Major Medical Equipment

Major imaging equipment was leased and the Hospital was equipped with the latest therapeutic and diagnostic equipment including a new 1.5 Tesla MRI, a Spiral CT Scanner, Nuclear Gamma Camera, Ultrasound Scanner, Lithotripter, Simulator, and Linear Accelerators. The latter will be commissioned soon.

5. Computer Center/Information Systems

Following recommendations of the External Auditors, a back up system was purchased to cover the Hospital operations. A new IBM AS400 with its mirroring facilities replaced the System 36, introducing the required full back up facility.

In addition to its many daily activities, the Computer Center is preparing to meet the challenges of the year 2000. This is a critical project from both the hardware and software sides. It requires considerable effort to update the mainframe operating system and its application software.

A Systems Committee was formed to help plan for the selection of new client-server based software for the University. The Committee examined many products, visited several sites, and short listed six software companies. A decision on vendors should be reached by October 1997.

6. Physical Plant and Capital Projects

UTILITIES

Water:

Water supply from the city network was adequate this year. The new connection to the main city reservoir is nearly completed, and the replacement of the campus water network is underway. Once these two projects are completed, reliability of water supply to all campus buildings will greatly improve.

Electricity:

City supply has improved in the total number of hours supplied, but not in dependency. On average, two or three short duration cuts per day adversely affect the operation of sensitive laboratory equipment and the operation of the Hospital air-conditioning system. During summer days we connect to the city power, even though it is not reliable, because our plant cannot meet the total demand. By the end of the year, when the Power Plant expansion project is completed, electric supply problems should be resolved.

Steam:

Steam production was normal. However, the problem lies in the smoke emission and the complaints of our residential neighbors. To reduce this, a contract to convert the boilers from fuel oil to gas oil operation has been awarded. This will reduce, but not completely eliminate, pollution, which is attributed to both the Power and Steam Plants. This job is expected to be completed by fall.

COMMUNICATIONS:

New Paging System:

A new paging system has been installed at the Medical Center. The project consisted of replacing the Paging System infrastructure (terminal, transmitter and consoles) and the introduction of 600 new alphanumeric pagers. 200 old pagers are still being used by technicians.

DID connection with GSM:

A new connection has been established between the Hospital PABX and Libancell - a GSM operator in Lebanon. The link is a digital E1 connection with 30 channels. It supports dialing callers from outside the University to bypass the operators.

OPERATION & MAINTENANCE

This reporting period witnessed marked improvements as detailed below:

- Installation of a new central A/C system for the Architecture Building progresses and will be operational in summer of 1998.
- Installation of A/C system for Post Hall is scheduled for completion this summer.
- Proper operation of MedCent Plant Engineering by recruiting a new Mechanical Engineer to help implement the preventive maintenance program for MedCent.
- Major mechanical and electrical overhauling of student dorms and other buildings on Campus is underway.
- Major re-keying of Campus Plant buildings in conformity with the new Key-Policy is hoped to be completed in 1998.
- The renovation and upgrading of OR air-conditioning system with the introduction of BMS controls, for the first time at AUB, has been completed.

MEDICAL CENTER

Electrical Section:

Emergency Power Supply upgrade of the Hospital was completed. This included the installation of back-up generator, Medium Voltage transformer, Switchgear, ATs, and related accessories. This upgrade was necessary for supporting the Life Safety Equipment according to the latest standards issued by the NEC and Health Care Facility Handbooks (USA).

ALTERATIONS & IMPROVEMENT

The following projects were carried out during this period:

- Face-lift of 7 North
- Radiotherapy renovations
- Pediatric ICU
- Renovation of CCU
- Upgrading of OR air conditioning
- 8th. floor Ph.I renovation works and other smaller jobs
- Environment Core Lab. DTS
- Tissue Culture Lab. DTS
- Photography Dept. DTS
- Lithotripter Suite. Bldg. 56
- Relocation of School of Nursing. CEC

CAPITAL PROJECTS

Medical Center Capital Projects:

Patient Unit - 7 North: Renovation works completed and handed over in October 1996.

Coronary Care Unit (CCU): Works started on site in March 1997 after completion of the first phase of submittals, procurement of materials and shop drawings. Works are expected to be completed by October 1997. Existing facilities have been transferred to 10 South wing.

New Emergency Unit: Works related to the original project:

Relocation of Photography Department in DTS Bldg. and the School of Nursing in CEC Bldg. was completed and handed over in October 1996 and December 1996. The original plan to relocate the Emergency Unit in Bldg. 56 was abandoned at the request of the Hospital Administration. A new design is under preparation for a complete remodeling of the existing premises and part of the second floor.

Linear Accelerator: Diversion of utility lines around the Bunker of the Linear Accelerator was completed in both phases in September 1996. Construction works were started afterwards and equipment is expected to be installed and commissioned according to the following schedule:

Simulator: Installation started August 97, expected completion by mid September 97.

Accelerator SL 18 (18 Mev): Installation completed in August 97.

Accelerator SL 75-5 (6 Mev): Installation to start upon completion of the Simulator and is expected to be completed by mid October 97.

Commissioning and Networking to be completed by end of October 97.

Upgrading and Renovation of the X-Ray Therapy Dept.: Works are closely linked to the Linear Accelerator, the Simulator being housed in this department. They started on April 22, 1997 and the first phase is expected to be completed by mid September 1997. The second phase is due to be completed by End of October 1997.

The removal of the existing Cobalt Unit is expected to be done in September 1997.

Major Medical Leased Equipment:

CT Scan, Laser Printer, Gamma Camera, New MRI have been completed and equipment have been installed and commissioned at stages.

Lithotriptor Suite in Bldg. 56: Works started on April 4, 1997 and are expected to be completed by mid-September 1997. Equipment will be installed immediately afterwards.

Remodeling of 8th Floor - Phase I: Works were completed in July 1997

Kidney Transplant Unit 8th Floor - Phase I: Works were completed and handed over in March 1997

Signage of 10th, 9th, 7th, 6th Floors - Phase II: Completed in June 1997

DTS Tissue Culture Lab: Completed in October 1996

DTS Core Environmental Lab: Completed in May 1997

DTS Animal Operating Rooms in Sub-Basement: Completed in May 1997

Medical Library - Alterations in Room 308, 309 & 310: Works were completed in February 1997

Design works - LDR Suite - 7th Floor Phase II: Dar Al Handassah started the design of the New LDR suite and the preliminary layout has been approved by the Hospital Administration in August 1997

Campus Capital Projects:

Peripheral Gate Women Dormitories Area: Completed and handed over in November 1996

Murex Hall Rehabilitation: Rehabilitation of the facades, internal paint, rehabilitation of the wet area, waterproofing of the roof and installation of new desks and chairs for students was completed and handed over at the beginning of Fall semester 1996

Jewett Hall Rehabilitation: This project, similar to the Murex Hall rehabilitation works, started on July 1, 1997 and is expected to be completed on September 15, 1997. Similarly, waterproofing works started on July 14, 1997, are to be completed by August 27, 1997. New desks and chairs are to be installed at the end of the rehabilitation works for a completely refurbished dormitory at the beginning of Fall semester.

1. Bustani Hall Furniture: New desks and chairs are also to be installed in September 1997

Penrose Hall Rehabilitation: First phase of rehabilitation and general painting of floors 4, 5 and 6 was completed in September 1996. Furniture on all floors, students desks, and chairs were installed in December 1996. New false ceiling and light fixtures were installed in the Lounge in April 1997. The second phase of rehabilitation (floors 1, 2, 3), together with the overall facade face-lifting, started in July 1997, to be completed by end of September 1997.

2. Kerr Hall Rehabilitation: Complete facade rehabilitation and waterproofing of roof completed in October 1996
3. Mary Dodge Hall General Rehabilitation: Tenders were opened in July 1997 and are being evaluated.

4. Expansion of School of Architecture: The two space frames decks, together with the roofing panels, have been erected. Internal works are substantially complete. Installation of the curtain wall has started. The project is scheduled to be completed by end of September 1997 in order to be ready for the opening ceremony on October 6, 1997.
5. Bechtel Engineering Building:
 - a. Rehabilitation of Soil Mechanics Laboratory room 216. Completed in May 1997.
 - b. Renovation of entrance: A new curtain wall with reflective double glazing for the main entrance is to be installed by the end of September.
 - c. Remodeling of 5th floor, exam room 108, is due to be complete by October 1997.
 - d. Lightning Protection: Completed in January 1997.
6. Power Plant Expansion: The first part of the project, West Bldg., was completed and handed over in November 1997. The second phase, East Bldg., housing the generators started after completion of the re-routing of utility lines in July 1996. The two 3000 KW generators were installed on their pads in June 1997. Preparatory works for the installation of the remaining equipment are scheduled for completion in August 1997. Installation of equipment and commissioning is due soon.
7. Water Resources Development: A project concerning a dedicated water supply line from the city water tanks to the University was awarded February 1997 to be completed by the end of August 1997. A second project, involving a new water network for the University, was in the final stages of bidding and award at the end of this year.
8. Corporation Yard - Additional Floor: Works completed in June 1997
9. New Basket Ball Court and Painting of indoor court of Engineering Alumni Hall: Completed in October 1996
10. Biology Bldg. - Remodeling of labs 206, 208, 213 and 218: Works began on Sept. 30, 1996 and were handed over on Nov. 30, 1996
11. Physics Bldg. - Workshop in rooms 203 & 205 : Works started last Summer and were handed over in February 1997
12. Agriculture Computer Lab in room 209 - Wing A: Works started for both projects in May 1997 and completed in June 1997
13. Science Lecture Hall New false ceiling and light fixtures: Works completed and handed over in Oct. 1996
14. Chemistry Bldg. New Light Fixtures in Laboratories: Works completed and handed over in June 1997
15. Faculty II and III Facade Remodeling: Works were completed in February 1997

16. Faculty III - Replacement of Kitchen Cabinets: Works started on June 23, 1997 and are expected to be completed by the end of October 1997 according to a schedule set by the tenants
17. Faculty I:
 - a. Renovation of Electrical System: Works are scheduled to be completed in July 1997
 - b. Facade Remodeling: Works started in May 1997 and were completed in July 1997
18. Bliss Hall - Lightning Protection: Works were completed in January 1997
19. Dodge Hall Cafeteria - Faculty Dining Room: New table tops and chairs installed in May 1997
20. Post Hall A/C System: Works are scheduled for October 1997 completion
21. Observatory - Renovation of Roof of SW Office: Works were completed in October 1996
22. Reconstruction of College Hall: External stone cladding to top of fifth floor was 90% completed. Stone work for the tower expected to be completed by the end of November. Stone cladding is still a critical item. The Attic steel structure was erected and covered with Terra Cotta roof tiles. All CMU partitions and 95% of all gypsum board partitions and ceilings were installed. 80% of suspend ceiling grids were installed. Terrazzo flooring and ceramic tiling was completed. Stone flooring was 60% completed. Terrazzo stairs were 80% completed. Stone treads and risers were 90% completed. Wooden windows for 3 floors were fixed. All internal timber doors and hardware were fixed for two basements and three upper floors. 90% of toilet partitions were fixed. Vaulted ceiling in corridors was 90% completed.

All mechanical finishing works at ceiling level were completed in two basements and four upper floors. Mechanical room at fifth floor was 90% completed. All electrical works at ceiling level were completed in two basements and 3 upper floors. Medium voltage switchgear was installed and put into operation on June 1, 1997. All transformers were installed and one put into operation with the MV switchgear. Substation T5 was completely dismantled and parts moved temporarily into the electric room pending arrival of the LV switchgear. Construction of main electrical manhole for HV and LV cables was completed. All floor panel boards arrived on site and 80% fixed in position. Feeder and wires were 80% installed.
23. Installation of all rails, equipment and cabin enclosure for the two elevators was completed. Site work proceeded at slow pace on East side. Total site works completed estimated at 20%. Site works is a critical item. Planned completion date for the project is January 1998.

24. Faculty 5. A preliminary proposal with two alternatives was submitted by the Architect for this building on the present Alumni Tennis Courts. The one favored by the University was 34 stories high with a yield of 120 apartments. The Beirut City Planning Authority objected and it was decided to bring down the height and reduce the yield to 80 apartments. In addition a joint building will be considered with IC on the western side of the IC campus to accommodate around 40 apartments. This latter building is still in its preliminary planning stage.

AREC Capital Projects

1. Broiler Houses:
 - a. Foundations: Completed October 1996
 - b. Erection of Pre-engineered Buildings from BETCO USA: Completed in April 1997
 - c. Partitioning and Utility Lines: Works are expected to start in Sept. 1997
2. Waterproofing Works Clinic - AWD - Employees Quarters: Works started in Oct. 1996 were completed in November 1996
3. AREC Women's Dormitory - AWD - formerly known as VIB: Works in both phases were completed in March 1997
Furniture: desks, chairs, beds and mattresses were installed in April 1997 together with furniture and equipment for the Student Lounge
4. AREC Men's Dormitory: Rehabilitation of the shower areas and furniture: desks, chairs, beds and mattresses was completed in July 1997
5. Clinic: Rehabilitation works have been substantially completed
6. Trench Silo: A new trench silo and the rehabilitation of the original one were completed in May 1997
7. Poultry Houses - Replace windows and Protection Grilles: Works were completed in June 1997
8. Equipment Repair Facility: Bids opened on August 26 are now being evaluated
9. Drilling a well at AREC: First stage was completed and 3 other wells have been drilled
10. Athletic Facilities: New Tennis Court - Rehabilitation of Basket Ball Court: Works were awarded and execution is to be carried out and completed in October 1997
11. Faculty Residence: Bid documents are ready to be issued to the Tenderers

7. Salient Area

Tenants: We were able to vacate 4 out of 16 tenants in out-of-court settlements. Court cases are still being pursued for the remaining 12.

Squatters: A Ministerial Decree for the eviction of squatters was issued, and we await implementation. If this does not occur before the end of September 1997, it will be postponed to beyond June 1998.

Purchase of Remaining Plots: Agreement for the purchase of Plot 847 is nearly concluded. Actual transaction will probably be expedited before the end of September 1997. This leaves two plots remaining to be purchased.

Incorporation of the Plots 473 & 474 into Campus: The University applied for the purchase of Public domains separating these plots from the campus. The application is going through the necessary statutory route before a Ministerial Decision is issued.

8. Environmental Health & Safety Center

During its first year of operation, the Environmental Health & Safety Center established its presence on campus and at the Medical Center. The following summarizes some of its achievements:

HAZARDOUS MATERIALS/ WASTE MANAGEMENT:

Chemistry Waste: Under the director's supervision, the Lebanese Army has successfully destroyed all 22 gas cylinders. One giant cylinder will be destroyed in the near future. Waste in room 501 is waiting for the temporary storage area described below.

Waste Inventories: A projection of the amount of waste on campus from an 80% survey predicted approximately 850 Kg of solid and 450 liters of liquid waste. These require an area of 120 sq. meters for storage handling treatment and disposal.

Temporary Storage: Another trailer has been designated as a temporary storage area and is being prepared for such storage by the Physical Plant.

Waste Reduction: The Center has recycled 47 liters and 1 Kg of hazardous materials. This avoids the generation of waste, protects the environment, and reduces University liability and costs of disposal.

Preventing Disposal of Hazardous Material with Normal Trash: Center prevented the disposal of excess hazardous chemicals in the normal trash. The American University of Beirut will not pollute the environment although our amounts of waste are small compared to what others dump into the environment.

MEDICAL CENTER ISSUES:

Pest control: The pest control program seems to have significantly reduced the pest problem in the kitchen. Future emphasis shall be on cleanliness and facility improvement rather than application of pesticide.

Accreditation/Fire Safety/Emergency Response: EH&SC is taking an active role in the Accreditation process. We have provided a list of life safety and general safety issues to be handled before we can be considered for accreditation, reviewed the Fire and Dietary Plans and provided "In case of Fire" instructions and helped Laboratory Medicine in their self-evaluation.

Radiation Safety: Reviewed designs of the isotope room, linear accelerators and X-ray room shielding requirements. Recommended proper procedure whereby the equipment manufacturer shall supply shielding calculation report that should be approved by the University prior to installation.

Water Tower Treatment: The Center reviewed proposals for water tower treatment and recommended immediate treatment initiation. Independent laboratories will test for Legionella and treatment efficacy.

Quality Assurance: Our response to two incidents in the operating rooms revealed the need for a Hospital-quality assurance program for repair and maintenance functions. The same is true of medical physics functions in the Radiology and Radiotherapy departments.

Medical Physics Department: Our experiences indicated the need for a medical physics department to serve radiology, radiotherapy and other hospital departments. This department can also fill the gap and provide the medical physics teaching now being contracted to foreign consultants.

Clinical Waste: The Center was not able to verify that clinical waste is being disposed of properly. The method used in Lebanon appears to be polluting the environment. Our recommendation is to obtain one or two state-of-the-art machines to safely heat and dispose of clinical waste.

Ethylene Oxide Disposal and Sterilization Methods: More than 3000 unused ethylene oxide canisters were safely detonated under supervision by the Lebanese Army. We should use more environmentally friendly sterilization equipment.

RISK MANAGEMENT:

Fire Extinguishers: A survey revealed that we have 900 old fire extinguishers, mostly non UL rated, non-tested types with varying methods of operation. Budget has been obtained to acquire new UL rated extinguishers that operate in the same way. A quality assurance program will ensure that these extinguishers are properly tested and maintained.

Hydrant and Fire Systems: The fire hydrant system is being replaced by a new system which will provide protection to our grounds and buildings. Other fire systems, such as sprinkler, alarm, etc., have not been maintained and some are not functional. These life and property saving systems must be fixed, maintained, and regularly tested.

Fire Fighting Training: 107 persons have trained on use of fire extinguishers and proper response to a fire emergency. Once we have a hydrant system, we shall train a team to perform initial fire fighting activities pending the arrival of Beirut Fire Brigade.

Life Safety Code: Code violations discovered in dormitories, the science library, and the Hospital included lack of exits, locked exits, storage in exitways and in stairways, lack of enclosure for stairs and exitways. Other buildings may have similar problems. We are working with the Physical Plant on this issue.

Insurance Policies and Accident Statistics: EH&S Center reviewed insurance policies and recommended clarifications of vague statements. Insurers were asked to provide loss control surveys, so they can determine our degree of risk and help us improve safety. A preliminary statistical analysis of claims and accidents reveals very low claims. This should be used to our advantage when we renegotiate our insurance contracts.

Risky Activities: Student activities such as the balloon fight and a festival on the campus presented unacceptable risks. Several students were injured due to the lack of crowd control during the balloon fight. The festival in front of West Hall presented severe fire risks. Fire works for the Athletes Night had to be removed to the beach in order to protect the campus. To reduce the potential for injury and liability, approval from Risk Management is needed before such public functions can take place on campus.

Construction and Renovation: Some buildings on campus have not had a Fire Safety Code review. Contractors working on campus often provide little or no protection for themselves or the campus community. Because of the severe potential for loss and injury, better coordination with the EH&S Center is necessary at the early planning stages for each project. The Center should review and approve plans and Risk Management should review and approve contracts, to help assure proactive preventive measures and reduce losses and liabilities.

SANITATION:

Food Services: Initiated food service improvements surveys to five cafeterias, kitchen, and kiosks, at the Medical Center and campus. Potentially unsafe situations are now being corrected. The Center required the reintroduction of food handlers' medical tests in coordination with UHS.

Drinking Water Supply: Routine checks for chlorine levels in drinking water revealed a malfunctioning chlorinator that is being fixed. Water tanks have not been cleaned or maintained in years. This is being done, but the effort should be intensified.

AUB Beach: Weekly testing of AUB beach water for bacterial contamination has replaced the one year test of previous years. The kid's pool was closed on one occasion. Better cleaning throughout the beach area has been recommended. Dumping of trash by our crew into our beach has been prevented. Better cleanliness at the bathroom and changing areas is needed.

OCCUPATIONAL / ENVIRONMENTAL SAFETY:

Asbestos: The Center has agreed with the Physical Plant that no Asbestos Containing Material (ACM) will be used in, or introduced to the campus. The Center is supervising the removal or enclosure of ACM on campus. Asbestos substitutes are recommended where needed to eliminate the potential for exposure.

Power Plant: The Center has worked with Physical Plant on a Hearing Conservation Program at the plant. The Center is advising on pollution prevention and plant ventilation methods.

OTHER ACTIVITIES:

Emergency Response/Planning: Center staff have responded to more than 10 emergencies involving spills, gas release, fires, steam leak, etc. Responses indicated the lack of an emergency response plan. This plan will be prepared by the Center in cooperation with Physical Plant, Protection Office and other agencies in and outside the University.

Laboratory Safety: Testing throughout the campus, including the medical center laboratory, revealed that 58 out of 111 hoods did not provide adequate airflow. Physical plant has fixed all the malfunctioning hoods in Chemistry and will be working to fix other hoods.

Radiation Safety Program: AUB Administration established and appointed members to the University Radiation Safety Committee. The Center has completed a draft of the University Radiation Protection Handbook.

Advice/Lectures/Consultation/Public Relations: The Center responded to requests for health and safety advice. Safety lectures were given to chemistry students, public health students and hospital management residents. The Director presented a lecture at The 44th International Conference on Campus Safety at the University of Utah in Salt Lake City, Utah. The Center is helping rewrite radiation safety rules for the Ministry of Health, and the director is waiting for the Ministry of Industry to decide on the kind of help it needs so that the United Nations Development Program Consultation project can be completed. Favorable news articles regarding the Center appeared in Alkulliyah and Alkifah Al Arabi.

Aids and ASHA Grants: The Center provided several outlines for grants involving environmental protection and safety.

AUB ENVIRONMENTAL HEALTH & SAFETY CENTER NEEDS:

The above reflects the highlights of the Center's activities and accomplishments during the past year. These tasks were completed under adverse conditions, including lack of facilities and space. Circumstances have limited the ability to produce more and to use available equipment. However, staff remains motivated to provide the health and safety services that our University deserves.

9. Internal Audit Department

On the recommendation of the Board of Trustees, the Internal Audit Department was reorganized and strengthened during the year. A new Director of Internal Audit was hired and an Assistant Director was appointed internally. The new Director met in June 1997 with the Audit Committee of the Board of Trustees. On June 30, 1997, the Department was staffed to full complement. The scope of Internal Audit has been broadened to encompass more operational auditing, special projects, and the implementation of change.

During the year, Internal Audit submitted 19 final reports. On June 30, 1997, there were 17 audits in progress. Final reports included employee attendance, inventory counts, consumption tests and a review of the purchasing cycle. The principal findings and recommendations of Internal Audit related to:

- The absence of up to date computerized management systems
- The lack of current policy and procedures documentation
- The need to act on the disposal of non-moving inventory
- Improvements in services

All reports were reviewed by senior management and, wherever feasible, recommendations were acted upon. These include:

- The establishment of a Systems Committee to evaluate and recommend new MIS
- The development of electronic policy manuals on the AUB internet
- The transfer of departmental stores to the Supply Dept. to improve stock control
- Providing better services to clients by extending opening hours to the public

George Tomey
Vice President for Administration

ANNUAL REPORT OF THE VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Highlights

REP continued to represent the outreach arm of the University in the Region and elsewhere, administering AUB external research grants and projects in the various fields. The following activities represent the highlights of REP achievements during July 1, 1996 through June 30, 1997:

1. Conducted twelve workshops and seminars as part of the reconstruction process of training Lebanese civil servants in the following areas: Administrative Organization (2), Public Sector Management Development (7), Training of Assistant Education Inspectors (1), and Position Classification (2). Two-hundred-eighty-one senior officials participated in this training.
2. Negotiated and concluded an agreement with Wedge Real Estate s.a.l. concerning technical assistance to develop their farm in Akkar, Lebanon. The duration of the first phase of the agreement is three months effective July 25, 1996 with a budget of LL23,600,000.00.
3. A first of its kind seminar on Corporate Lebanon 2000 was conceived, prepared and administered by REP between September 12 - 14, 1996. Thirty Chief Executive Officers from private sectors participated. International, regional, and national experts headed the list of speakers. The seminar was held under the patronage of the Prime Minister, represented by Minister Anwar Al Khalil (Administrative Reform), and the Minister of Finance was a keynote speaker.
4. REP Career Guidance Center held a career fair in October 1996. The fair involved 10,000 secondary school students from 148 schools in the country and 8 major Lebanese universities, including AUB.
5. REP prepared, negotiated and signed a 3-year agreement with Al Zakat Fund of Dar Al Fatwa in Lebanon concerning Consultations on the Management of Human Resources and the Administration of their 50-bed hospital. The agreement budget is LL52,944,375.00 for the first of three years. Our Faculties of Health Sciences and Medicine are the technical coordinators.
6. Prepared, negotiated and signed a Pre-opening Services Agreement with the Ruler of Sharjah, United Arab Emirates, concerning the American University of Sharjah in the amount of US \$1.5 million. The duration of the agreement is nine months starting from January 1, 1997 through September 30, 1997. AUB's expected overhead is around US \$600,000.00 for the nine months.
7. Upon the request of UNDP Representative, two proposals were submitted, and contracts signed and processed, for training of 20 physicians and 25 nurses of the Ministry of Health, with a total budget of US \$22,000.00. The Faculty of

Medicine, Department of Family Medicine, is the technical coordinator of this activity in cooperation with the Directorate of Nursing.

8. Prepared, negotiated and concluded agreement with the Arab Air Carriers Organization 'AACO' in Amman, Jordan for personnel training. The agreement deals with the training of middle aviation managers, leading to a diploma program for a budget of US \$94,852.00 and 3 courses for a budget of US \$18,235.80 within a period of one year.
9. REP prepared a proposal to administer a specially tailored Executive Development Program to reinforce the skills of Middle East Airlines upper management. The proposal was negotiated for a total of six objectives which amount to LL114,135,175. The agreement for the first two objectives was signed with MEA effective June 1, 1997 for a budget of LL38,389,450.00
10. A one year agreement was negotiated and signed with CITIBANK entitled "Accelerated Training Program for Bank Management Trainees." The agreement calls for joint efforts of AUB and CITIBANK to train bank executives. The total amount of the agreement is US \$144,900.00

Extension Programs

Intensive meetings were held to prepare for the re-vamping of the Extension Programs of AUB. Meanwhile, the following courses were offered for a total enrollment of 529 students:

Business	204 students
Computer	56 students
Introduction to Business	5 students
Arabic I	36 students
English	189 students
Environmental Health	14 students
Office Management	14 students
Conversational English	21 students

Research & Grants

1. Prepared, negotiated and concluded with the European Commission of Scientific & Technical Cooperation with Developing Countries the proposal "Assessment of the Impact on Families & State of Traumatic Injury Related Disability Among Adults in Lebanon and the Occupied Territories". The research is carried out by the Faculty of Health Sciences. The estimated budget is US \$92,285.00 for a period from September 1996 through March 1999.
2. Discussed, negotiated and obtained approval from the European Community on the research project "Care of Chronic Patients in Urban Lebanon." The research is conducted by the Family Medicine Department of the Faculty of Medicine, with a total budget of US \$137,250.00

3. REP coordinated a proposal on the environment, approved by the United States Agency for International Development, in the amount of US \$999,840.00 for the second phase which extends through December 31, 1999. During the spring and summer of 1997, the third phase of the Environment program proposal was coordinated and submitted to Mr. Hoffman for eventual submittal to USAID.
4. REP has administered a total of 96 active research and faculty development projects funded by outside national and international agencies in the amount of LL497,257,680.00 and US \$1,810,037.41. The total exchanged value of the above projects amounts to US \$2,125,756.57 (budget exchange rate 1\$=LL1575).

Contracts

The total face value of the past years' contracts amounts to US \$5,111,614.13.

Derived Net Income

The net income from all REP activities for the past fiscal year, excluding REP operating expenses for the year, amounts to US \$1,363,110.00.

Abdul H. Hallab, Vice President
Regional External Programs

ANNUAL REPORT OF THE DEAN FACULTY OF ARTS AND SCIENCES

1. Student Enrollment and Composition

The 1996 Summer Session ran as scheduled from July 8 through September 3, 1996. The teaching program involved a total of 66 faculty members and 926 students enrolled in 92 different courses and sections. With the exception of History, Archaeology and Philosophy eleven academic units of the Faculty offered Summer Session courses.

Student enrollment in the Faculty of Arts and Sciences during the first and second semesters of 1996-97 was 2489 and 2400, respectively. During both semesters, undergraduates composed about 86% of the student body. Over the past four years, the number of registered students in the Faculty has been steadily decreasing.

2. Faculty Number and Composition

The total budgeted full-time lines in Arts and Sciences for 1996-97 was 191 lines. Replacement for faculty who resigned, or who were on leave, consisted mainly of local hire, both full-time and part-time, for one or two semesters. About 70% of the full-time faculty were in the Professorial ranks during 1996-97.

3. Recruiting for 1997-98

In response to our advertisements for positions in fourteen academic units, a total of 250 applications were received and considered. Seventeen formal offers for faculty positions were made, and 11 were accepted. The new recruits are expected to join AUB in October 1997. These recruits, distributed over eight academic units of the Faculty, include the following nationalities: Lebanese (6), Canadian (1), British (1), German (1), Iceland (1), Australian (1).

Over the past few years, recruiting and retaining new qualified faculty members has been extremely difficult in certain fields, notably Business, Psychology, and Public Administration. Two recently-recruited faculty members, one in Psychology and the other in Public Administration, have resigned and left AUB. While relatively low salaries may be one factor, it would be an oversimplification to attribute our difficulty in recruiting to salaries alone.

4. Declining Trend in Number of Applications for Undergraduate Study

As with declining trends in registration figures, the number of applicants for undergraduate admissions has also been declining over the past few years. The number of applications to the Freshman class for October 1997 stands at 577, as compared to 683 for October 1995. The same declining trend in the number of

applications to the Sophomore class has been observed over the past few years -- the number of applicants for the October 1997 admissions stands at 1547, as compared to 2683 and 2900 for October 1996 and 1995, respectively. As a result, the proportion of accepted applicants to the total number applying has increased in order to fill our quota. As an example, the proportion accepted ($N = 182$) to the number who applied ($N = 263$) to the Freshman Arts class for 1997-98 is about 69%

To reverse the declining trends in the number of applications to AUB we need to do more than simplify our admissions criteria and procedures. Among other things, a substantial improvement in the quality of student life at AUB, both academic and non-academic, is needed.

5. Professional Activities of Faculty Members

The University recommended 54 faculty members for financial support, to attend conferences or workshops abroad or to carry on research at other institutions of higher learning. As in previous years, a number of faculty members published books and/or articles during 1996-97.

Lutfy N. Diab, Dean
Faculty of Arts and Sciences

ANNUAL REPORT OF THE DEAN, FACULTY OF MEDICINE AND MEDICAL CENTER

1996-1997 has been another successful fiscal year. As a new comer to AUBMC in September 1996, I have been impressed with the hospital's many accomplishments. The number one asset of this hospital is its extremely well qualified and experienced physicians. By providing our physicians with state of the art diagnostic and treatment equipment, we continue to offer the most comprehensive and highest quality patient care in Lebanon. This is also of great advantage to our medical students who enjoy an affiliation with the most highly reputed medical university in Lebanon, indeed, the region. The successes for this year are many, and we itemize a few as follows:

- Recruitment of outstanding physicians has permitted the hospital to add new services and to bolster others. Noteworthy are the appointments of Dr. Youssef Comair, neurosurgeon, and Dr. Raja Khauli, kidney transplant specialist.
- Equipment acquisitions included an MRI, spiral CT, a two-headed nuclear scanner and an epilepsy diagnostic center.
- 7 north nursing unit for post obstetrical care was renovated.
- In order to deal with the nursing shortage crisis, the Board of Trustees approved salary increases for registered nurses. This has proven to be a successful recruiting strategy. To date, we have recruited 6 nurses from the BT program and 16 nurses from the Bachelor of Nursing program. Also, for the first time in the history of the hospital, we were able to recruit 20 nurses from the French Program: University of Saint Joseph. Finally, Miss Mouro has recruited a further 29 nurses from the Philippines. The additional registered nurses will no doubt improve the quality of patient care.
- On the hospital's operational side, the number of patients admitted continues to increase. It is gratifying that the average length of stay continues to decrease, in line with the trend in healthcare, and made possible by the quality of the medical staff and the highly advanced diagnostic equipment. Financially, the year is expected to conclude with a modest surplus, after substantial adjustments for revenue write downs and bad debt allowances. The major difficulty continuing to plague the hospital is the ever increasing accounts receivable:
 - We have finalized an agreement with the Ministry of Defense with a commitment that the outstanding accounts receivable for January to the end of June 1997 will be paid in August. In addition, the outstanding debt for 1996 is to be paid by the end of this calendar year.

- Gradually, the insurance companies are being brought in line to minimize large outstanding receivables. Contracts have been canceled with those insurance companies that have not been able to meet the agreement.
 - As for the Ministry of Health and the NSSF, we have requested the support of members of the Board of Trustees to meet with top government officials with the intention of receiving significant advances to reduce the debt.
- On a broader note, the hospital was declared to be a smoke free institution. We also introduced a newsletter to update our physicians and employees on the development of new programs and other newsworthy items.

Our goals and objectives for the fiscal 1997-98 include:

- Construction and equipment: Upgrading the cardiac catheterization laboratory, finalizing the construction of a 20 bed coronary care unit and a 4 bed pediatric intensive care unit, introducing a new lithotripsy service, building a new labor delivery recovery (LDR), redeveloping the emergency unit, bringing on line two linear accelerators and developing the plans for a physician clinic. Such a clinic could be planned to be built in 1998-1999.
- In order to have an appropriate vision for the future, we expect to develop a medical and organizational strategic plan to the year 2005. This should be available for Board of Trustee review by the end of this calendar year.
- We will be working on enhancing our psychiatric services by forging an alliance with a third party.
- We anticipate further recruitment of physicians to allow us to offer such services as bone marrow transplant, etc.
- Seek accreditation with the American Joint Commission on Hospital Accreditation.
- Develop a master plan for the computerization of hospital information systems and to commence the installation in a phased strategy. In the meantime, in order to become more competitive while remaining fiscally sound, we plan to further develop in-house reporting systems and to orientate our medical chairs and hospital directors and enhance their ability to assume greater financial responsibility in their areas.
- Staff Development:
Change for AUBMC is inevitable. This change can be threatening to some and for others frustrating as it may not appear to be happening fast enough. There must be a happy balance.

An old prayer asks for the courage to change what can be changed, the serenity to accept what cannot be changed and the wisdom to know the difference.

I. The Medical Program

(1) Admissions

Medical program applicants included 136 AUB graduates and 40 outside applicants. Sixty-five were selected from the AUB pool and five from the outside pool. Three of those accepted from the outside pool withdrew after the program had started, thus preventing their replacement from the waiting list. Two students who were authorized to withdraw the previous year, joined the Medicine I class as of September 9, 1996.

(2) Enrollment at registration

Medicine I	73
Medicine II	69
Medicine III	72
Medicine IV	72
Total	286

(3) Assessment of academic performance

The academic programs of the four classes were completed and the performance of students evaluated. The academic problems encountered were minimal and summarized in the following.

Medicine I: Seven students needed to have re-examinations for failures in courses. One student was asked to repeat Medicine I. One student was asked to withdraw. A student who repeated Medicine I did not attain the required academic performance and was asked to withdraw. Three students withdrew for personal reasons shortly after the beginning of the academic year. The final enrollment of Medicine I was 70 students.

Medicine II: Five students sat for examinations because of failure in courses. Eight students were promoted on probation because of repeated absence from assigned duties.

Medicine III: Four students were asked to do additional work in clerkships either because they did not complete the assigned clerkship or because their performance was considered below the required standard. Four students were asked to repeat Medical Ethics. One student was asked to repeat Infection Control.

Medicine IV: Three students were asked to work extra days after June 15, 1997 to complete missing requirements or to make up for borderline performance.

(4) Graduation

The number of students who graduated with the degree of Doctor of Medicine was 68. One of these graduated in February 1997. Four students are currently completing their programs.

The following students were granted the M.D. degree with Distinction:

- | | |
|-------------------|----------------------|
| 1. Wazni, Oussama | 4. Melhem, Ziad |
| 2. Lteif, Amal | 5. Hage-Korban, Elie |
| 3. Hamzeh, Ihab | |

The Penrose Award was granted to Miss Amal Lteif.

(5) The Curriculum

The curriculum was essentially unchanged and was administered as in previous years.

II. The Graduate Program in the Basic Medical Sciences

a. Enrollment	
Biochemistry	7
Human Morphology	4
Microbiology	9
Pharmacology	5
Physiology	4
Total	29
b. Graduation: MS degrees	
Biochemistry	1
Human Morphology	3
Microbiology	6
Pharmacology	1
Physiology	1
Total	12

III. Financial Aid

170 students applied for financial aid and 125 scholarships were granted, amounting to L.L. 1,064,128,000.

IV. The Graduate Medical Education Program

a. Internship	AUB	Non-AUB	Total
Medicine	19	3	22
Obstetrics & Gynecology	5	0	5
Pediatrics	11	0	11

Surgery	11	3	14
Rotating	14	0	14
Family Medicine	0	6	6
Total	60	12	72

b. Residency and Fellowship

Anesthesiology	5	12	17
Dermatology	5	0	5
Diagnostic Radiology	5	1	6
Family Medicine	7	5	12
Internal Medicine	11	25	36
Laboratory Medicine	5	0	5
Obstetrics Gynecology	9	2	11
Ophthalmology	5	1	6
Otolaryngology	8	1	9
Pathology	2	2	4
Pediatrics	7	4	11
Surgery	25	6	31
Total	94	59	153*

* 23 fellows

c. Graduation

A total of 48 residents and fellows completed their training at the end of June 1997.

Anesthesiology	3
Dermatology	1
Diagnostic Radiology	0
Family Medicine	3
Internal Medicine	19
Laboratory Medicine	2
Obstetrics & Gynecology	3
Ophthalmology	2
Otolaryngology	3
Pathology	1
Pediatrics	5
Surgery	6

d. Enrollment for 1997 - 98

Interns	91
Residents	139
Fellows	24

V. The Faculty

Fourteen faculty members joined the Faculty during the academic year:

Instructor:	2
Assistant Professor:	7
Associate Professor:	2
Professor:	3

In addition seven faculty members earned associate status:

<u>Name</u>	<u>Department</u>	<u>Rank</u>
Awwad, Marie	Anesthesiology	Assistant Prof.
Khatib, Mohamad	Anesthesiology	Assistant Prof.
Lteif, Antoine	Anesthesiology	Assistant Prof.
Hourani, Mukbil	Diag. Radiology	Associate Prof.
Khoury, Nabil	Diag. Radiology	Instructor
Musharafeith, Umayya	Family Medicine	Instructor
Sabban, Marwan	Human Morphology	Assistant Prof.
Badr, Kamal	Internal Medicine	Visiting Prof.
Dbaiibo, Ghassan	Pediatrics	Assistant Prof.
Haddad, George	Pharmacology/Physiology	Assistant Prof.
Homeidan, Fadia	Physiology	V. Associate Prof.
Comair, Youssef	Surgery	Professor
Dandan, Imad	Surgery	Assistant Prof.
Khauli, Raja	Surgery	Professor

At the end of the academic year the faculty consisted of the following:

Full-time	122
Clinical	75
Associates	57
Emeritus & Honorary	16
Total	270

Promotion involved 8 faculty members

- Dr. Amjad Mufarrij to Professor
- Dr. Ghazi Zaatari to Professor
- Dr. Ghassan Hamadeh to Associate Professor
- Dr. Samar Jabbour-Khoury to Associate Professor
- Dr. Baha Noureddine to Associate Professor
- Dr. Ali Khalil to Associate Professor
- Dr. Rose Daher to Assistant Professor
- Dr. Joud Haidar to Assistant Professor

The status of the following faculty members was changed to Lecturer:

- Dr. Mitri Acharam
- Dr. Walid Gharzuddine
- Dr. Nadim Kanj
- Dr. Bassem Yamout
- Dr. Majd Ariss-Timani
- Dr. Salman Mroueh
- Dr. Omar Baddoura
- Dr. Nazih Mufarrij

VI Research Activity and Faculty Development:

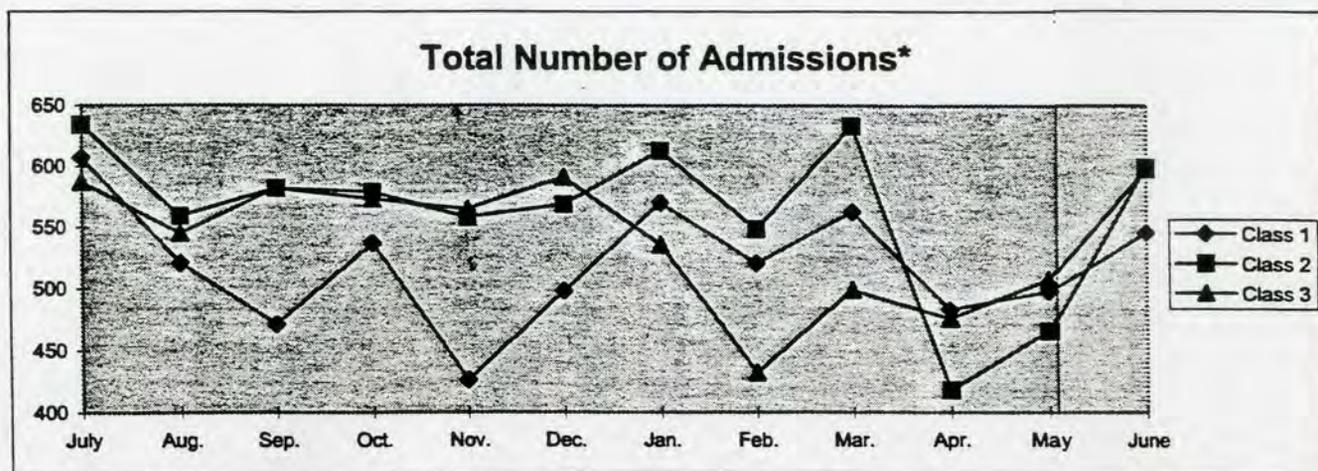
<u>Research Grants</u>	<u>Number</u>	<u>Amount L.L.</u>	<u>Amount in \$</u>
LNCSR*	0	8	74,373,200
M.P.P.	38		222,272
U.R.B.	21		106,223
R.E.P.P.	2		223,252
Total		74,373,200	551,747

VII Faculty Development Grants:

<u>Source</u>	<u>Number</u>	<u>Amount L.L.</u>	<u>Amount in \$</u>
M.P.P.	104		367,010
Chairman's Fund	15		36,930
Others	1		3,500
Total	120		407,440

* Grants from January - December 1996 and period of July 1, 1996 - June 30, 1997 and January - December 1997: 50% of the total grant was included in this report.

Medical Center Statistics and Activities



Month	Class I	Class II	Class III	Total
July 96	607	634	587	1,828
Aug. 96	521	559	545	1,625
Sep. 96	471	582	582	1,635
Oct. 96	537	579	573	1,689
Nov. 96	426	558	565	1,549
Dec. 96	498	569	591	1,658
Jan. 97	570	613	536	1,719
Feb. 97	521	549	432	1,502
Mar. 97	563	633	499	1,695
Apr. 97	483	418	476	1,377
May 97	498	466	508	1,472
June 97	546	599	598	1,743
Average 1996-1997	520	563	541	1,624
Average 1995-1996	460	511	545	1,516
% Increase	13.1%	10.2%	-0.7%	7.1%

AVERAGE STAY IN DAYS

	Class I	Class II	Class III	All Classes
Average Stay 1996-1997	4.34	4.95	6.45	5.27
Average Stay 1995-1996	4.00	6.00	7.00	6.00
% Improvement	-8.5%	17.5%	7.9%	12.2%

*Excluding Nursery

HOSPITAL REVENUE DISTRIBUTION IN LL

		Inpatients	Nursery	Credit Auth.	Out. Cash	Grand Total
July	96	6,652,523,145	202,500,928	566,315,711	1,356,745,336	8,778,085,119
Aug.	96	6,619,077,804	319,664,299	524,814,925	1,245,042,261	8,708,599,289
Sep.	96	5,624,532,382	221,891,886	496,701,456	1,082,681,886	7,425,807,609
Oct.	96	6,395,843,971	265,872,502	466,815,204	1,086,560,309	8,215,091,987
Nov.	96	5,809,320,801	126,682,335	493,702,972	1,062,379,146	7,492,085,254
Dec.	96	5,787,686,302	176,132,454	559,575,578	1,108,055,708	7,631,450,042
Jan.	97	7,052,837,531	176,139,091	547,897,216	1,158,327,007	8,935,200,845
Feb.	97	5,943,645,113	120,131,394	537,558,735	1,076,467,789	7,677,803,030
Mar.	97	6,975,309,084	195,285,228	597,187,577	1,179,059,221	8,946,841,110
Apr.	97	5,921,938,486	197,470,470	643,847,044	1,120,479,084	7,883,735,085
May	97	5,836,382,585	150,721,693	643,016,480	1,116,006,234	7,746,126,992
June	97	6,136,824,300	177,814,209	767,805,490	1,197,164,405	8,279,608,404
Total		74,755,921,504	2,330,306,488	6,845,238,388	13,788,968,385	97,720,434,765
Average		6,229,660,125	194,192,207	570,436,532	1,149,080,699	8,143,369,564
		76%	2%	7%	14%	

1995-1996

Total		66,756,243,574	1,993,078,749	5,140,355,644	13,162,154,825	87,051,832,792
Average		5,563,020,298	166,089,896	428,362,970	1,096,846,235	7,254,319,399
% of Total		77%	2%	6%	15%	
% Improvement		12%	17%	33%	5%	12%

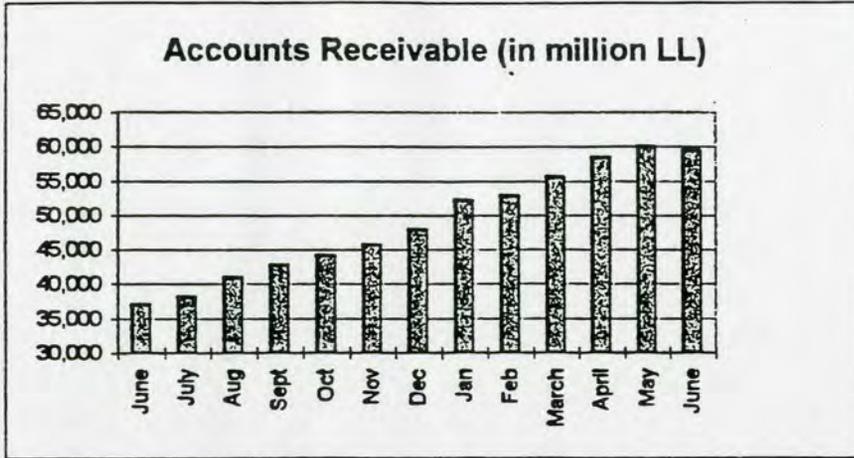
HOSPITAL REVENUE DISTRIBUTION IN \$

		Inpatients	Nursery	Credit Auth.	Out.Cash	Grand Total	\$ Rate
July	96	4,237,276	128,981	360,711	864,169	5,591,137	1,570
Aug.	96	4,232,147	204,389	335,559	796,063	5,568,158	1,564
Sep.	96	3,605,469	142,238	318,398	694,027	4,760,133	1,560
Oct.	96	4,113,083	170,979	300,203	698,753	5,283,017	1,555
Nov.	96	3,747,949	81,731	318,518	685,406	4,833,603	1,550
Dec.	96	3,733,991	113,634	361,017	714,875	4,923,516	1,550
Jan.	97	4,559,042	113,858	354,168	748,757	5,775,825	1,547
Feb.	97	3,847,019	77,755	347,934	696,743	4,969,452	1,545
Mar.	97	4,520,615	126,562	387,030	764,134	5,798,342	1,543
Apr.	97	3,842,919	128,144	417,811	727,112	5,115,986	1,541
May	97	3,792,321	97,935	417,814	725,150	5,033,221	1,539
June	97	3,992,729	115,689	499,548	778,897	5,386,863	1,537
Total		48,224,561	1,501,896	4,418,712	8,894,085	63,039,254	
Average		4,018,713	125,158	368,226	741,174	5,253,271	1,550

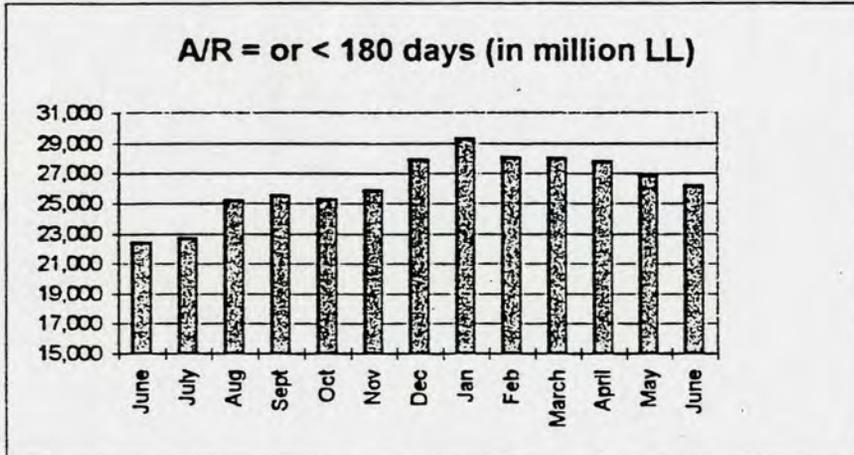
1995-1996

Total		41,808,025	1,248,057	3,221,239	8,241,561	54,518,882	
Average		3,484,002	104,005	268,437	686,797	4,543,240	1,597
% Improvement		15%	20%	37%	8%	16%	

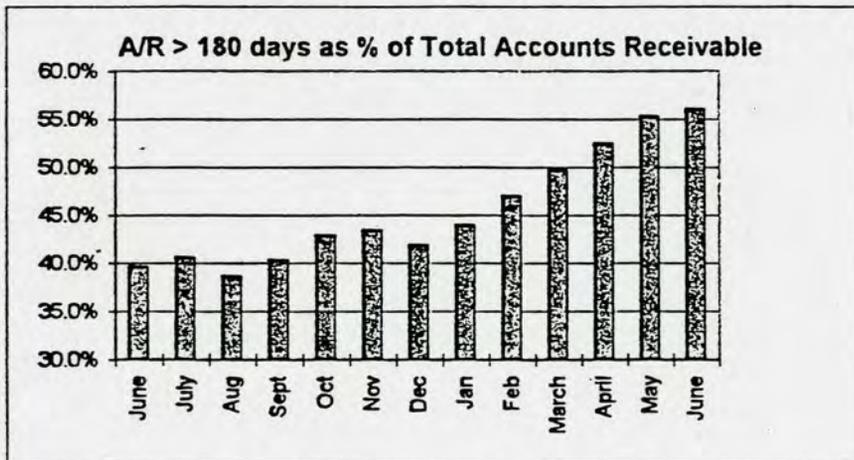
Accounts Receivable Overview



Accounts receivable had been steadily increasing... but stabilized in June.

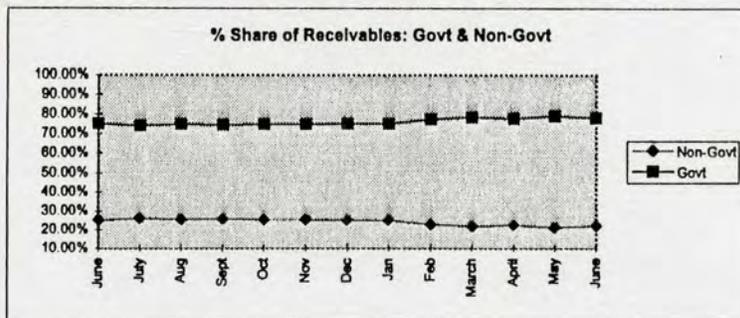


The accounts aged less than 180 days are showing steady improvement.

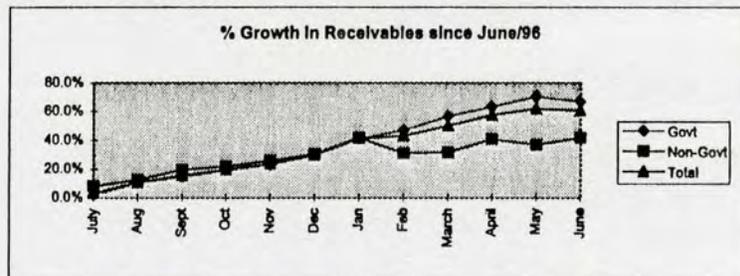


However, accounts older than 180 days are steadily growing, and now represent 56.0% of the overall patient receivables.

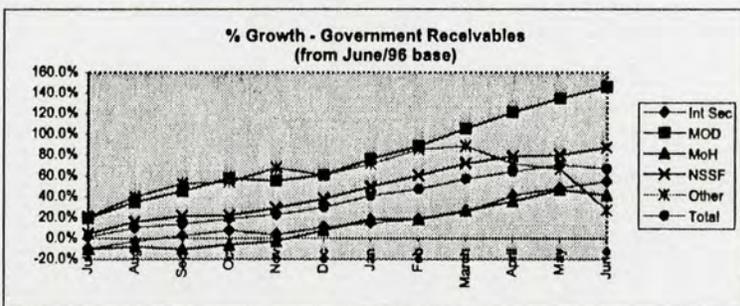
Accounts Receivable Overview



The distribution of receivables remains largely unchanged... with receivables from government averaging about 78%.



However, receivables from government-related institutions are increasing more rapidly than that of insurance companies, self-payers, etc.



The AUB is experiencing growth in receivables from all government-related institutions, but particularly that of the Ministry of Defense.

SCHOOL OF NURSING

Overview: Pursuit of all objectives in the Four Year Plan has reached its final stage. In the next phase, the Director and the Coordinator of the Task Force will write the report, which will be submitted to New York State Education Department in December 1997.

Administration: Restructuring initiatives were entertained to: mobilize Faculty in their efforts in collaborative research, graduate studies and professional activities; to maximize Faculty participation in the curriculum process of change; and to provide junior Faculty the opportunity to be co-coordinators of clinical nursing courses. This new role requires greater responsibility and accountability in curriculum revision/development while maximizing their capabilities and creativity in teaching and leadership.

Professor M. Adra was appointed to participate in the workshop on advisement sponsored by the University in Cyprus; Professor S. Nouredine's educational leave was extended for another year; new applicants and transfer students from other disciplines were accepted to maximize students enrollment; and AUBMC Nursing Service and the Nurses' Chapter of the Alumni Association were invited to co-sponsor the International Nurses' Day event held in May 1997, with the theme of "The Lebanese Women: Reflections on the Nursing Professions."

Education: Faculty completed the following: identification of key concepts relevant to all Level I, II and III courses of the BSN curriculum; drafting of BSN II, III, and IV objectives that are congruent with the terminal objectives, reflecting the approved conceptual framework as its basis; integration at all levels of key concepts and curricular threads that are components of the conceptual framework; revision of prerequisites; selection of unit content and learning experiences consistent with organizing and learning principles; and strengthening of the scientific base of the current BSN to more fully develop the professional characteristics of the nurse of the future. N.200 - Introduction to Nursing was the first revised clinical nursing course offered, Spring 1997.

Major curricular decisions were taken regarding prerequisites, co-requisites, and nursing courses. The Faculty recommended to: waive Biology 210 from the Nursing Curriculum for Bacc II Experimental Science and Philo applicants, but required of the Matheleme students; to have N.204, Nursing Informatics, as a required course in the BSN program; and, to change N.204 - Nursing Informatics from 2 to 3 credits (1 credit theory and 2 credits class lab). In 1991, the National League for Nursing recommended that Nursing Informatics become an integral part of the accreditation criteria for nursing educational institutions. The School of Nursing complied with this recommendation and offered the first elective course on Nursing Informatics to 7 Faculty, Spring 1997. Professor Sana Marini developed the Region's first Nursing Informatics course and was instrumental in the establishment of the Nursing Computer Laboratory.

The Faculty's overriding goal is to regain its leadership role in nursing education in the Middle East. Establishing a Master Program in Nursing seems more tangible with the recent approval of Dean S. Najjar to advertise 3 PhD positions in Nursing. This will certainly assist the AUB School of Nursing to regain the central role it has played in nursing since its establishment in 1905.

Student Data: Enrollment decreased from 75 to 67 when comparing the 1995-1996 and the 1996-1997 Students' Profile. Although 75 applicants were accepted as BSN II with deficiencies, only 16 registered, Fall 1996 and 7 Spring 1997. Moreover, eight students requested transfer and four students withdrew. The Faculty are greatly concerned about the low enrollment, the number of deficiencies that need to be met by entering BSN II applicants, the high tuition, and the sharp decrease in financial assistance. Enrollment as of Spring 1997 includes: BSN I and II 38 (27 students remained BSN II as of September 12, 1997); BSN III 10; and BSN IV 19 (graduated and passed the Colloquium).

Faculty: The number of Faculty remains 14 with Professor Samar Nouredine on education leave to pursue her doctoral study for the second year at the University of Michigan. Mrs. Myrna Doumit has been promoted to the rank of Assistant Professor. Mrs. Dina Shehab and Irene Amaout are continuing their graduate work at AUB. Mrs. D. Shehab was awarded the Teaching Diploma Certificate, July 1997. Advertisement for three full time positions has been initiated. Applicants with MSN and doctorate in nursing will be considered.

Research/Publications: Most of the faculty are involved in collaborative research. Two faculty members are funded by the Medical Practice Plan Research Fund and one by URB. Other research studies are funded by international agencies. Papers of Professor M. Arevian and Dr. Makarem were published.

Grants/Scholarships: ARAMCO has again generously donated \$30,000 for Faculty Development, and the AUB Women Auxiliary Contractual Scholarship was given to Ms. Liza Sekilian who graduated Spring 1997.

Awards:

Professor Laure Azouri was awarded the Marcelle Hochar Award during the 50th Anniversary of Red Cross for her contribution and dedication to Red Cross and the Profession of Nursing.

SAAB Medical Library

1- Opening Hours:

The Library opening hours during Summer Schedule:

Monday & Wednesday	7:00 a.m. - 6:00 p.m.
Tuesday & Thursday	7:00 a.m. - 7:00 p.m.

Friday	7:00 a.m. - 4:00 p.m.
Saturday	8:00 a.m. - 1:00 p.m.
Sunday	CLOSED
<u>Total</u>	60 opening hours per week

The Library normal opening hours:

Monday - Friday	8:00 a.m. - 8:00 p.m.
Saturday	8:00 a.m. - 1:00 p.m.
Sunday	CLOSED
<u>Total</u>	65 opening hours per week

2- Automation:

A) -SML has a home-page

-AUB has a home-page on the WEB

-ALMA(American Lebanese Medical Association, a medical association for Lebanese physicians in the US) made a link from its WEB home-page to AUB/SML home-page

-AUB/SML/LEB(Lebanese Corner) home-page

-SML got a second e-mail address: sml@aub.edu.lb

- the 1st one is for the Medical Librarian: nassarh@aub.edu.lb

B) -A proposal for "*A Project for Health and Biomedical Information Network for Lebanon*" was signed by WHO and SML on June 28th, 1997, and approximately \$80,000 will be donated to SML to execute the project.

3- Equipment Received:

- 4 PCs Pentium Digital Venturis
- 2 Laser Printers
- 1 Fax Modem
- 1 Typewriter Triumph-Adler for Acquisitions Department
- 4 Computer Desks
- 2 Tables: 1 for Reading Room
- 1 for Librarian's Office
- 1 Desk for Cataloguing
- 2 Book Trolleys
- Metal Shelves for Historical Value Books Room
- 1 Mobile Bulletin Board for the Reading Room
- 2 Filing Cabinets

4- Staff:

In 1996, two Library Assistants II transferred to other departments, and Mrs. Aida Habbal Fakhoury was transferred to the Cataloguing Dept. Staff members were hired in 1997 to fill two vacancies in the Cataloguing and Serials Departments. One staff member resigned in April 1997.

5- Personnel Activities:

The Medical Librarian, Miss H.T. Nassar, attended the American Library Association (ALA) conference in New York City in July, 1996. This conference on Librarianship emphasized libraries and library buildings for the 21st Century. The exhibition was especially important in the CD-ROM field and the new Electronic Reference Library (ERL) technology.

The Medical Librarian and the Computer Engineer from the PC Support Unit, Miss Rim Kadi, met in July, 1996 in Montreal, Canada, where they visited McGill University Libraries with the University Librarian, the automation librarian, the librarian in charge of the automation project at the Medical Library and the computer center engineers. They learned about the LAN and the dial-up system at McGill Univ. Libraries, and studied the ERL technology application. They also visited Concordia Univ. Library in Montreal to study the ERL system, as Concordia uses Silver Platter Databases like S.M.L.

The visits to McGill and Concordia were very beneficial to the Computer Engineer who was automating and setting up the network at SML without ever seeing a working automated library.

The Medical Librarian attended the International Federation of Library Associations (IFLA) 62nd Conference in Beijing, China from 23rd August - 1st September, 1996. She serves as the corresponding member for the Middle East on the Standing Committee of Biological and Medical Sciences Libraries. The Conference was particularly informative on medical libraries for the future, with an emphasis on CD-ROMs and ERL(Electronic Reference Library). ERL technology is a client/server solution for local and wide area networking access to all available databases using Internet Web.

6- Classes:

Course FM301 was given to FM graduate students, and first year medical students were given an introductory course on how to use the Medical Library, its references, and the CD-ROM databases.

7- Publications:

- SML Newsletter, issues 1,2,3 & 4, 1997
- Publications of the Faculty of Medicine of the American University of Beirut, v.40, 1995
- The Acquisitions List of Books and A.V. for SML and Medical Depts. 1996 - 1997, No.1 & 2
- 2 Brief Guidelines on the use of:
 - OPAC(Online Public Access Catalog)
 - CD-ROM Spirs

MEDICAL ENGINEERING

During the FY 96-97, the Medical Engineering Department expanded its services at AUBMC in the Diagnostic Radiology & Radiotherapy Departments. Services were further extended to the Basic Sciences, including the new AID Environment Lab, and to the Physics/Chemistry/Biology departments. Expansion of services was coupled by automation, hiring of a new electronics technician, and major restructuring of the work allocation within the department. The automation was done via a networked software program developed within the Medical Engineering Department under Windows 95. Staff members trained locally and abroad. Links for potential collaboration with international bodies in Sweden, Canada and the USA were also established this year.

A. Major Projects:

a. Hospital

1. A new CT, MRI, and Gamma Camera were installed in the Radiology Department under close supervision of Medical Engineering. Installation of Simulator and LINAC's in Radiotherapy is ongoing.
2. A large part of the installation of Epilepsy Unit was done by the Medical Engineering staff.
3. Preparations for a donated Toshiba cardiac cath. unit from Kettering Medical Center (Ohio, USA) is being co-ordinated by Medical Engineering.

b. Basic Sciences (DTS)/Environment Lab:

Coordinated Installations of major equipment including confocal microscope and ICP-MS, GC-MS, HPLC's, and also made a major contribution in the bidding process of the environment lab.

c. Physics/ Chemistry/ Biology:

Designed a new electronics repair shop, ordered shop equipment, and prepared bid specifications for the equipment of the Biology/ Chemistry/ Physics Departments.

B. Hospital Issues

- 1) An inventory run of the medical equipment, the year of purchase, and status was prepared and sent to Hospital Administration for distribution to various departments.
- 2) The "equipment acquisition policy" was reviewed and updated by Medical Engineering. Implementation of this policy is vital for proper technology handling within AUBMC and the Medical School.
- 3) Work towards meeting the JCAHO requirements was initiated. This included developing a software program to track preventive maintenance and a redistribution of work assignments.

C. Departmental Issues:

a. Automation:

* Started the automation of the operation of Medical Engineering under a networked WINDOWS 95 environment. The software was developed by Medical Engineering Staff and is under fine tuning.

* **Performance Improvement:** A software module was developed and added to our computer program to allow every member of our staff to monitor his reported work hours.

* **End of year closure:** The new PC program developed by Medical Engineering was approved by the Comptroller and Internal Auditor, after modifications to meet some requirements of both parties.

b. Staffing:

Mr. Raoul Chartouni joined the Medical Engineering Department in October 1996 as a radiology engineer, and Mr. Wilson Hasbani, a BT Electronics technician, joined the Department in February 1997. This brought up the staff to six engineers, four electronics technicians, one optical instruments technician, two mechanical technicians, and a secretary. Two vacant positions for engineers at AUBMC and DTS remain to be filled.

c. New Equipment:

The newly ordered calibrator for the audiometers will enable us to perform proper calibration of the audiometers of the ENT Department. Also, the microscopes repair tools will enhance this service which was started a year ago. Finally, the new scanner and archiving drive has helped tremendously in the office automation.

Samir S. Najjar, Dean
Faculty of Medicine and Medical Center

ANNUAL REPORT OF THE DEAN FACULTY OF ENGINEERING AND ARCHITECTURE

136 applications were received for graduate study and 1545 for admission to first year in October 1996. 229 undergraduates were admitted in October 1996 and eight in February 1997. Enrollment in the undergraduate and graduate programs was, respectively, 1018 and 130 during the fall semester, and 1003 and 117 during the spring semester. Of the 1003 undergraduates evaluated at the end of the spring semester, 800 graduated or were promoted clear, 64 were promoted on academic probation, 84 were required to repeat the year, and 16 were dropped. Three students withdrew permanently, two withdrew temporarily for financial reasons, 14 requested a change of major to the Faculty of Arts and Sciences, and 12 changed major within the Faculty. 214 undergraduates and 36 graduates were awarded degrees. Of 227 graduates surveyed, who took part in the July 1997 Commencement Exercises, 57 planned to continue graduate study, 34 planned to work, 35 planned to enter military service, and 101 were undecided as to plans for the immediate future.

Major revisions of the Architecture curriculum were implemented. Six new graduate courses, open to final-year undergraduates as technical electives, were introduced to cover state-of-the-art topics in geographic information systems and applications, modern distribution systems, fuzzy logic and applications, client-server computing, queuing theory, and unsteady gas flow.

A new, \$2,000 award was established – *The Engineering and Architecture Alumni Chapter Innovation in Teaching Award* – in recognition of outstanding innovation by Faculty members in teaching, evaluation, and student guidance. An Ad-Hoc Committee on Total Quality Management was established to recommend ways of improving education and administration in the FEA, drawing on ideas of total quality management, ISO 9000, and Criteria 2000 of the Accreditation Board for Engineering and Technology.

Assoc. Prof. Constantine Inglessis retired on September 30. The following professors received promotions: Ali El-Hajj, Mohammad Harajli (Professor), Habib Basha, Isam Kaysi, Tareq Kazzaz, and Rida Nuwayhid (Associate Professor). New recruits joining the Faculty are: Dr. Karim Abdul-Malek (Ph.D. 1993, University of Pennsylvania) as Assistant Professor in the Department of Mechanical Engineering, Dr. Michael Piasecki, (Ph.D. 1994, University of Michigan, Ann Arbor) as Assistant Professor in the Department of Civil and Environmental Engineering, and Mr. Mohammad Rawas (Higher Diploma in Fine Art 1981, University College, London) as Assistant Professor of Graphic Design. Visiting Prof. Abulbasher Shahalam resigned from the University.

Research projects initiated, in progress, or completed during the year: 24 funded by the URB, seven for the NCSR, and projects for the Lebanese Ministry of Electrical and Water Resources, a private company (Tamer Frères), Hans-Knoll Institute (Germany), IDRC (Canada), NSF, UNDP, and USIA.

In Summer 1996, 18 faculty members went on faculty development awarded by the URB. Faculty members participated in seventeen conferences and professional meetings in the U.S., Europe and the region. Assist. Prof. A. Kayssi conducted collaborative research at the University of North Carolina, Charlotte, during the Summer as a co-investigator of an NSF grant. Assoc. Prof. H. Basha was awarded a

summer research scholarship by the German Academic Exchange Service (DAAD), which he spent at the Technical University of Munich. Assoc. Prof. J. Abed was awarded a Fulbright Scholarship for the Fall Semester, which he spent at Clark University, Worcester, MA.

29 architecture students participated, at their own expense, in the 19th International Architects 96 Congress, Barcelona, and displayed their work. Associate Dean Albert Kuran attended the IAESTE General Conference held in Spain, January 17-24; as a result, 11 international students attended the Faculty for summer training in Lebanon, and 18 FEA students went abroad for summer training on the exchange program.

Seven *Academic Perspectives Seminars* were held. 11 research seminars by outside speakers were organized. A panel discussion on *The Role of Engineers in Lebanon: Future Perspectives*, was moderated by Dean Sabah, with the participation of H.E. Ali Harajli, Minister of Public Works, and Mr. Asem Salam, President, Order of Engineers. The Civil and Environmental Engineering Dept. held an International Conference on *Rehabilitation and Development of Civil Engineering Infrastructure Systems*. The Dept. of Architecture and Design held four public lectures. The FEA Multimedia Group organized a one-day seminar for faculty members on Computer-Based Instruction and published quarterly issues of the *Convergence* newsletter.

Two student contests were organized: for the First Mechanical Design for Wooden Boats, and the design of a Faculty Web Page. The annual exhibit of Architecture and Graphic Design students was held. The Engineering and Architecture Alumni Chapter held its annual Career Week for FEA students and its annual reception for FEA graduates. The Faculty reception for graduating students and their parents and annual orientation program and acquaintance party for new students took place.

The annual donation of \$100,000 was received from Dar-Al-Handasah (Shair and Partners) in support of two faculty in the FEA. Other donations included \$60,000 from Bechtel Foundation for equipment and renovation, \$10,000 from the Lakeside Foundation and the Charles F. Kettaneh Foundation, 15 licenses from Messrs. Khatib and Alma for ESRI (Environmental Systems Research Institute) GIS Software, including maintenance, valued at \$50,800, and \$50,000 for renovation of the main entrance to Bechtel Engineering Building from Mr. Hisham Jaroudi (Arch '66).

The Dean's Award for Creative Achievement, 1997, went to Usama Hijazi (GD '97), Mahmoud Al-Assir (CCE '97), and Mohammad Joujou, Mohammad Kaserji, and Saad Majari (EE '97). Mr. George Yared (CCE graduate student), was awarded the \$3,000 prize of the Ibrahim Abd-El-'Al Friends Association for his thesis: *An Integrated GIS Environment Enhancing the Operation and Power of Planning Utilities*. The *Areen Projects Awards of Excellence in Architecture* for the Class of 1996 went to: Ivan Limansky (1st prize), Naji Mujaes (2nd prize), and Mazen Soueidan (3rd prize). The 1996 Charlie Korban Awards were awarded to Mohammad Mansour (CCE '96) and Rita Wouhaybi (CCE graduate student).

Nassir H. Sabah, Dean
Faculty of Engineering and Architecture

ANNUAL REPORT OF THE DEAN FACULTY OF AGRICULTURAL AND FOOD SCIENCES

Academic Affairs and Teaching Activities

A strategic planning process, begun in October 1996, has involved prominent alumni, former and present faculty, and staff. Departmental meetings were held and separate departmental reports presented to the Dean, who then met with each Department to discuss the reports and get a consensus of ideas. The process is continuing, to prepare a draft for the Academic Affairs committee of the BOT by November, 1997.

Student enrollment figures for 1996-1997 were as follows: 144 students during summer 1996; 341 students during fall 1996 and 329 students during spring of 1997. Eighty-one of these were graduate students. In 1996-97, 82 students graduated; 36 with a B.S. in Agriculture; 31 with a B.S. in Nutrition and Dietetics and 25 with M.Sc. degrees. Courses offered included: 12 in the AED Department, 14 in the Animal Science Department, 19 in the CPP Department, 21 in the FTN Department and 14 in the SIM Department. In addition, electives, tutorials and seminars were offered.

As of October 1996, 14 faculty seminars, coordinated by Dean Daghir, were held at FAFS to acquaint faculty with on-going research in various areas as well as to serve as rehearsals for faculty members before presentations at International meetings.

Research Activities

Research at FAFS was funded by several agencies. The University Research Board (URB) provided funds for 21 faculty members, while the Lebanese National Council for Scientific Research (LNCSR) supported projects for 18 faculty members. Funds were also received from the following International and Regional Agencies: The World Health Organization (WHO), The International Plant Genetic Resources Institute (IPGRI); The Canadian International Development and Research Center (IDRC); The International Center for Agricultural Research in the Dry Areas (ICARDA); Centre Internationale Des Hautes Etudes Agronomique Mediterraneenes (CIHEAM); Unifert (Commercial firm) and the Lebanese Ministry of Health.

28 papers were published in refereed international journals and proceedings of international conferences. Faculty members presented papers and participated as session chairmen or keynote speakers at 26 conferences and workshops this year.

Community Services

Faculty members served in University and FAFS committees, participated in community training programs, seminars, field visits, workshops, local and regional committees. FAFS hosted the first Pan Arab Apiculture Congress in August 1996, organized a conference on "Our Nutritional Problems" in collaboration with FAO on the occasion of the World Food Day in October 1996, and held an international Conference and Scientific exhibition entitled "Nutrition 97" in May, 1997, organized by the FTN Department in cooperation with the Lebanese Association of Food Sciences

and Nutrition. Faculty served on various advisory committees of the Ministries of Agriculture and Health, and FAFS training programs, one in cooperation with ICARDA on crop rotation at AREC, one on Economic Acarology in Agriculture, were well attended.

Personnel Matters

Dr. Ski Kwong Yau, formerly in charge of International Nurseries, ICARDA, will join the Faculty as Visiting Associate Professor of Plant Breeding in September 1997, residing with his family at AREC. Dr. Rami Zurayk was promoted from Assistant to Associate Professor as of July 1st, 1997.

Faculty elections were held for membership on FAFS standing committees and representatives on the Senate and University Committees for 1997-98.

Eight faculty members worked in U.S. universities and/or research centers during Summer 1996 as part of the long term faculty development program at A.U.B.

AREC

AREC produce was provided to the AUB pilot plant and AUH throughout the year. AREC produce revenues increased by 14% between 1995/96 and 1996/97, while expenditures decreased by 22% during the same period. Revenue from milk produced by the 24 pregnant Holstein heifers donated by Abela Co. is expected to be approximately \$75,000 during 1997/98. AREC participated in the "Zahle '96 Agricultural Fair" held in September, 1996. The Faculty received a certificate of recognition from the Minister of Agriculture for the best educational booth. The annual Aggie Olympics took place in May at AREC. FAFS students and faculty participated in the day-long event, with winners receiving prizes at the end of the day.

Development of Physical Facilities

The main developments in physical facilities took place at AREC. The girls' dormitory (VIB) was renovated and furnished, and men's dormitory (MSD) rooms were provided with new furniture and the shower areas renovated. Air-conditioning units were installed in the classrooms and in one of the villas and renovation of the clinic and police station block was completed. Work at the old trench silo was completed and a new trench silo added. Two new poultry houses were constructed and windows in old poultry houses, granary, old sheep barn, dairy maternity rooms and old milking parlor were replaced. Five wells were drilled in their allocated locations.

Nuhad Daghir, Dean
Faculty of Agricultural and Food Sciences

ANNUAL REPORT OF THE ACTING DEAN, FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences (FHS) educates and trains professionals to help meet the needs of the developing world for competent leaders in the field of health. Currently, the FHS emphasizes environmental health, epidemiology and biostatistics, population studies, health administration, health education and medical laboratory technology. FHS also serves as a Department of Preventive Medicine for the Faculty of Medicine.

ACADEMIC PROGRAMS

In July 1997 sixty-six students graduated from FHS; sixteen students graduated in February 1997 and four in October 1996.

To date, eleven applications were received for the interdisciplinary graduate program in Environmental Sciences, major Environmental Health, (approved by the Board of Trustees in June 1996), which will be offered beginning October 1997. The maximum approved enrollment is ten students per year.

Orientation sessions held in October 1996 enabled new students to meet the Acting Dean, chairpersons, coordinators, advisors, and faculty members, and answered students' queries about the Faculty and the University.

The Academic Committee approved a new one credit course, MLT 259 "Diagnostic Serology," offered to MLT juniors during the second semester of AY 1996-97. The Committee also approved the addition of a one credit course HSA 203 "Medical Terminology" which is a directed elective for the undergraduate programs and a prerequisite for the MPH program, effective Fall 1997.

Weekly Faculty seminars were held, attended by FHS faculty, students and staff in addition to interested members from the University community. Topics included health-related issues and recent research in areas of concern.

The Faculty continues its participation in community awareness programs incorporating vital public health concerns. Through its programs, FHS ensures linkages with the wider community by combining both the theoretical and practical aspects of public health.

VISITING SENIOR FACULTY

Visiting senior professionals in various public health disciplines support the academic and research programs in FHS. The Faculty thus maintains the excellence of its academic programs, and academic growth and development are fostered. During 1996-97, six visiting professors gave lectures in graduate courses and faculty seminars, and assisted in on-going research and service projects. The trips of Dr. Larry Afifi (University of Iowa); Professor Tim Dyson (London School of Economics); Dr. Oona Campbell (London School of Hygiene and Tropical Medicine); Dr. Irina Farquhar (Johns Hopkins University); Dr. Carla Makhlof-Obermeyer (Harvard School of Public Health); and Dr. Bahjat Qaqish (University of North Carolina at Chapel Hill) were fully supported by the Ford and Mellon Foundation grants.

FACULTY ACTIVITY

Faculty activity was varied and concentrated on teaching, research and community-service programs. Faculty attended conferences and participated in workshops and seminars in Lebanon and abroad as related to areas of specialization. FHS faculty continue to serve on committees working towards the welfare of the community in the field of public health.

RECRUITMENT OF NEW FACULTY

Dr. Andrzej Kulczycki (Ph.D., Michigan University) joined the Department of Population Studies as Assistant Professor in February 1997, and Drs. Mona Shediak-Rizkallah (Ph.D., Johns Hopkins) and Kamel Qaisi (Ph.D., Michigan University) will be joining the Faculty effective academic year 1997-98.

Advertisement for the position of Dean of FHS was sent to major U.S. universities with public health programs, and appeared in professional journals in the U.S. and the U.K.

RESEARCH ACTIVITY

The University Research Board (URB) approved (for AY 1996-97) four new applications for funding of research projects, in addition to funding from other sources like the Lebanese National Council for Scientific Research, the Ford and the Mellon Foundations.

The Ford Foundation Grant for Teaching, Staff Development and Research funded the "International Conference on Population, Health and Environment in the Arab Region" which was organized by FHS and held at AUB in May 1997. The Conference, which received wide press coverage, was attended by nearly 350 participants. Fifteen researchers and scholars from the USA (1), Europe (8), India (1), Kuwait (1), Egypt (3), Syria (1) and Lebanon presented papers at this conference. The peer-reviewed proceedings will be published in book form.

The book Beirut: A Health Profile 1984-1994 was sent for publication in July 1997. This longitudinal population study will assist policy makers in allocating health resources by providing information on health conditions and patterns of health services utilization.

The Population Laboratory research team finalized the follow-up study on the results of data on women's utilization of gynecological health services based on the population and health survey of Beirut 1992-93. Three papers resulting from the follow-up study will be submitted for publication in internationally reputable journals.

The Mellon Foundation has approved extension of its three-year grant (\$ 150,000) to FHS to December 31, 1998.

In December 1996, a three-year agreement between FHS/AUB and the Zakat Fund of Dar al Fatwa was signed concerning consultations on the management of the human resources and the administration of their 50-bed hospital.

The European Community, represented by the Commission of the European Communities and Mansfield College, Oxford, funded a joint project with FHS/AUB (ECU 79,000.- for the Lebanon study - approximately \$ 97,530.-) The objective of the project is to assess the impact on families and state of traumatic injury related to disability among adults in Lebanon and the Occupied Territories (West Bank and Gaza Strip). The project duration is 33 months effective September 1, 1996.

The National Water Research Unit in the Department of Environmental Health (funded by UNICEF, the National Council for Scientific Research and AID) conducted a follow-up National Surveillance on the Quality of Potable Water in Lebanon. The objective was to evaluate intervention processes and to develop a more comprehensive quality data base (physical, chemical, micro-biological, etc.). Study will be completed in November 1997.

The National Water Research Unit is conducting a surveillance of the quality of surface water in Lebanon as a multi-utilization source in five major water basins (rivers, lakes) in Lebanon to determine sources and types of contaminants; and assessment of the self-purification capacity of these rivers.

OTHER ACTIVITIES

National Cleanliness Day (November 16, 1996) was organized by the AUB Alumni Association (Health Sciences Chapter) in collaboration with FHS. Several activities, including planting trees on the sea-front facing AUB and seminars on current environmental issues, took place.

FHS participated in the Career Guidance Exposition held in the Beirut Exhibition Hall in October 1996. Brochures describing the various programs were prepared in addition to a computerized program on the Faculty and its activities.

Makhluf J. Haddadin, Acting Dean
Faculty of Health Sciences

ANNUAL REPORT OF THE DEAN OF STUDENT AFFAIRS

I. Student Affairs and Developments

1. New Students Orientation program (NSOP)

The annual NSOP was held in September/October 1996 with the participation of student volunteers. Again, the program was a great success in introducing new students to the various aspects of University life.

2. Student Representation and Participation

This is the fourth consecutive year of general student elections, held to form individual Faculty Student Representative Committees (SRCs) and the University Student Faculty Committee (USFC). Student behavior was exemplary in terms of respecting individual freedom and applying the principles of democracy. Sixty-two percent of the student body participated in voting. The student representatives celebrated responsibly special national events and managed to prevent any politicization or domination by any political group. In addition, they were exceptionally supportive of various co-curricular activities initiated by student clubs and societies. Despite the smooth function of the present student governments, there is a growing movement among students to change the constitution in favor of an independent Student Council. This trend is being considered.

3. Outlook

The University student publication, *Outlook*, was recently instated. The editorial board is composed of eight student members and four Faculty members, in addition to the Dean of Student Affairs as Chairman of the Board, and the Director of Information as Responsible Director. The editorial board produced two issues of *Outlook* during the Spring semester. It is our conviction that *Outlook* will provide an effective medium for students to foster their education and to responsibly express student concerns and interests.

II. Student Financial Aid

A total of 1663 students applied for financial aid, of which 1,177 students were awarded scholarships amounting to L.L.4,488,977,920. Twenty-five percent of AUB students received University scholarships and ten percent received loans, mostly equal to one-hundred percent of tuition fees, from the Hariri Foundation.

It is worth noting a trend reversal in financial aid need as of 1996-97, predicted in last year's report. More students will be likely to apply for AUB financial aid in the future. A similar trend was observed in the number of students applying for Student Work Scholarship. 1102 students applied, and 570 students were placed in various departments of the University.

The following table shows financial aid status for the past five years.

Tuition Fees / Semester			Financial Aid per Year		
Year in L.L.	Amount*	% of Increase	No. of Students Awarded	Amount in L.L.	% of Increase
1992-93	3,551,000	0	1584	4,271,790,963	---
1993-94	3,551,000	0	1505	3,691,753,100 (decrease)	- 14
1994-95	4,101,400	15.5	1398	3,600,712,465 (decrease)	- 3
1995-96	4,511,500	10	994	3,348,130,214 (decrease)	- 7
1996-97	5,052,900	12	1177	4,488,977,920	+ 34

* Tuition of Sciences - Undergraduate.

III. Student Housing

This is the first year since 1985 in which student dormitories were not fully occupied. Several factors which may account for this trend include: (1) the addition of a New Women's dormitory with a capacity of 172 beds, (2) competition by facilities near campus with better living conditions and lower rents, and (3) annual increases in housing charges which priced us almost out of the market. To solve the problem, a plan is being implemented to improve dormitory conditions. Freshman students will be required to live on-campus for their first year, and the University Administration approved a recommendation not to increase housing rates for 1997-98.

IV. Student Activities and Sports

Student clubs and societies held a series of co-curricular activities, including book, cultural, health and science fairs, plays of high professional standards, debates on current issues, educational trips, and social gatherings. The traditional outdoors festivities and the International Folk Dance attracted an audience of thousands.

Diversified athletic events also attracted a large audience. AUB varsity competed with several university teams and professional clubs. The sport year concluded with the traditional football match between FAS and FEA and with a colorful parade and the Athletes Night.

Fawzi M. Hajj
 Dean of Student Affairs

ANNUAL REPORT OFFICE OF DEVELOPMENT NEW YORK - BEIRUT

New York

Through the end of June total fundraising results amounted to \$2,902,463, a decrease of \$385,292 over the same period last year. The decline is mainly attributed to the decrease in the category of bequests. Additionally, the downward trend in the number of gifts continued throughout the year. 1,552 gifts were received by the end of June, compared to 2,262 gifts a year earlier. The decline was across the board. However, the year saw several positive developments. College Hall campaign is approaching completion with about \$1,000,000 still to be raised. This project should be completed when the challenge grants of Trustees Shair, Ghandour and Al Qattan, as well as the matching grant from the Cleveland H. Dodge Foundation are met. Daniel Bliss Society membership continued to increase. In the area of public relations/information, the President's Report was published and, for the first time, listed all donors to the University and was mailed to all contributors worldwide.

The year also saw an emphasis on scholarships to meet the need for more financial aid and offset the decline in student applications. Two major scholarship gifts were awarded to the University; the Starr Foundation pledged \$300,000 and the Gladys Brooks Foundation made a gift of \$100,000. Several other endowed scholarship funds were established.

Among the most significant fundraising developments was the decision of the directors of the AUB Foundation, Inc. to dissolve the Foundation and transfer its assets (roughly \$1.3 million) to the University in order to establish an endowed chair in memory of Alfred Howell, Trustee Emeritus and long-time President of the Foundation. The chair will be in the Department of History and Archaeology.

Beirut

The Office of Development was represented at a number of alumni functions held during November, 1996, including a reunion held by the Cyprus Branch in Limassol, with Representatives of alumni from Lebanon, Syria and Cyprus. A gala dinner was attended by 220 alumni and their spouses, among whom were H.E. Mr. Mikhaelidis, Minister of Foreign Affairs; H.E. Mr. Kyriakos Christophi, Minister of Commerce, Industry and Tourism; and Mr. Zeidan Zeidan, the Lebanese Ambassador to Cyprus. The importance of alumni reunions was emphasized in a general meeting where it was decided that the Alumni Association in Beirut would organize alumni reunions in various countries twice a year. The participants also discussed ways to encourage Cypriot students to study at AUB.

Mr. Zeidan attended the annual "Day Out" activity, held in Abu Dhabi in December, and called on alumni, friends and potential donors. In March 1997, an alumni function

took place in Muscat, Sultanate of Oman. Many alumni and their spouses were present at this successful event.

In late April 1997, Acting President Dodge, Deputy President Makdisi and Mr. Zeidan proceeded from Lamaca to visit U.A.E. and Kuwait. They arrived in Abu Dhabi on May 1st, for a meeting which included Mr. Dodge, Dr. Makdisi, Dr. Abdul Hamid Hallab, Mr. Ramzi Kteily, Mr. Assa'd Anthoni, a member of the AUB Alumni Committee in Abu Dhabi and Mr. Zeidan. The relationship between AUB and the University of Sharjah was discussed in order to clarify AUB's role and involvement, which had been improperly conveyed by the media. It was emphasized that AUB's role was clearly to help Sharjah University start. In the evening, there was alumni fund raising dinner with Dr. Ray Irani as guest speaker. Mr. Dodge also addressed the audience explaining the latest developments taking place at the University. D/President Makdisi returned to Beirut after the dinner to attend important activities there. On Friday May 2, 1997, Mr. Dodge, Dr. Irani and Mr. Zeidan attended a luncheon hosted by H.E. Sheikh Nahyan, the Minister of Higher Education. Conversation with Sheikh Nahyan centered around the University of Sharjah and approaching the U.A.E. government for support. During the next day, visits were made to a number of alumni and friends of the University to thank them for their previous contributions and encourage them to continue their generous support.

Mr. Dodge and Mr. Zeidan traveled to Dubai and Sharjah on May 4, 1997, where Mr. Dodge met with the ruler of Sharjah and Mr. Zeidan spent the day in Dubai meeting with key alumni and friends in order to reorganize their alumni committee. In the evening, a dinner party was held at Mr. Abdul Hameed Jaafar's house in honor of Mr. Dodge.

The following evening a reception was held by the AUB Alumni in Dubai, followed by a dinner given by Dr. & Mrs. Yusuf Zarour. A number of alumni were invited to this dinner, during which a fund raising committee was formed, headed by Mr. Ghassan Farha.

The next day, Mr. Dodge and Mr. Zeidan left for Kuwait, where Mr. Faisal Mutawa accompanied them to meet with H.E. Sheikh Salem Abdul Aziz Sabah, Governor of the Central Bank in Kuwait and an AUB alumnus. Sheikh Salem helped AUB to obtain a one million dollar donation for College Hall from the Kuwait Government. He was asked if AUB should submit another request to the Kuwait government seeking a major contribution to the University. He promised to help, provided AUB's proposal was attractive to the government of Kuwait. On Wednesday May 7, alumni in Kuwait held their annual Fund Raising activity, attended by around 300 people. Mr. Dodge addressed the audience, bringing them up-to-date with developments at the University and seeking their support. On May 22, another alumni function was held by the Abu Dhabi Branch.

In Lebanon, Deputy President Makdisi and Mr. Zeidan attended the Mount Lebanon Alumni Branch gala dinner held on November 29, 1996 at the Regency Palace Hotel-Adma, Keserwan. The first Lebanese Lady, Mrs. Mona Hrawi, addressed the audience. In December, the AUB Alumni Association held a fund raising gala dinner at the Coral Beach Hotel. Over 300 alumni and guests attended. The Beka' Alumni Branch held elections on July 21st to elect their executive committee. They also held 3 activities including their annual lunch in Chtaura, a reception at the Alumni Club, and a

fund-raising Iftar at Chtaura, proceeds from which will be used to establish a scholarship fund.

A number of alumni visited AUB during this period. A group of Cypriot alumni, headed by H. E. Mr. Kyriakos Christofi, Minister of Commerce, Industry and Tourism, visited Lebanon in October. The delegation which included Mrs. Soula Zavou, President of the Cyprus Alumni Branch, visited the AUB campus and the AUB Alumni Association. They met with Deputy President Makdisi and with Mr. Nadim Dimechkie, President of the AUB Alumni Association, and were invited to lunch at the Alumni Club.

Efforts to raise funds for the scholarship program continued. Two checks for \$80,000 and \$10,000 were presented to D/P Makdisi as contributions to the scholarship program, respectively by the President of the AUB Alumni Association - Abu Dhabi, Mr. Ramzi Kteily, and by representatives from Coca Cola Near East. The British Bank Foundation approved the granting of two, two-year full-tuition scholarships in 1997 to Lebanese undergraduates studying for a Masters degree. A representative of the London-based Karim Rida Said Foundation, Ms. Ita Gallagher, visited AUB to interview students who would receive financial aid from a scholarship fund administered jointly by AUB and the Foundation. Ms. Gallagher, Vice President Haddadin, Dean Fawzi Hajj and Mr. Zeidan met, and the three AUB representatives also met with Ms. Catherine Roe, the Director of "Karim Rida Said Foundation," to discuss the Foundation's scholarship grants. Ms. Roe raised serious questions about AUB scholarship policy and procedures, which may jeopardize their future relations with the University. Dr. Afif Abdel Wahab, a prominent alumnus from Tripoli, Lebanon, visited our office and contributed \$50,000 to the scholarship program. This gift will be added to the "Khayreddine Abdel Wahab Endowed Scholarship Fund" which Dr. Abdel Wahab established in 1991 with an initial capital of \$50,000. We also received a gift of \$40,000 from The Ousseimi Foundation, Geneva - Switzerland, earmarked for the scholarship program. We arranged for Procter & Gamble company, which offers two scholarships one in Business Administration and the other in Engineering, to interview prospective candidates.

Contributions were received in memory of Dean Raja Khuri and a restricted account was established in his name.

The Commencement Committee held several meetings to organize the Commencement Exercises which took place on July 17, 1996. Our staff have been involved in compiling lists of special guests, donors, and alumni, organizing ushering and distributing tickets to alumni and donors.

Mr. David Maxson, Senior Development Officer, visited the AUB campus in July and in October. Meetings were held with him, individually and as a group, to discuss various issues of mutual concern.

We replaced our server with a workstation from our network and installed two 850 MB hard disks since its hard disk ran out of space. In mid-September, we appended New York Office database to our system and started the process of checking the data.

Through the efforts of Trustee Myrna Bustani, gifts for the newly established "Natural History Museum and Herbarium" restricted fund were received.

As of October 1, 1996, approximately 1,500 alumni who were receiving solicitation letters from our office, as well as the "AUB Bulletin," lost contact with the University

because its mailing services became restricted to AUB departments and students. All their addresses have been deleted from our records.

The College Hall Fund Raising Committee - Lebanon organized two fund raising musical activities, in June 1996 with Mr. Abdel Rahman El Bacha, a renowned musician and composer, and in April 1997 with Maestro Salim Sahhab and his "Beirut Group." Proceeds from these two activities amounted respectively to \$25,000 and to \$20,000. The committee held several regular meetings during this period.

A mailing appeal was sent to alumni in the Middle East and Europe at the end of March. Two letters signed by Trustees Kamal Shair and Ali Ghandour solicited funds for College Hall and offered alumni the opportunity to have their names or the names of their loved ones inscribed in the "Book of Honor" or on the "Wall of Honor." The appeal emphasized the matching grants from Dr. Shair of \$250,000 and from Mr. Ghandour of \$150,000. It also emphasized the renewed matching grant from Cleveland H. Dodge Foundation of \$200,000. Alumni response to this appeal was encouraging. We were able to match completely alumni gifts from the "Cleveland H. Dodge Foundation Matching Grant" of \$150,000, for the second year in a row, and from "Trustee Kamal Shair Matching Grant." We are proceeding to match gifts from the renewed "Cleveland H. Dodge Foundation Matching Grant" and from "Trustee Ali Ghandour Matching Grant."

The President's Club held several regular meetings during this period. They approved the purchase of a computer with multimedia capabilities and other equipment needed to help blind students during their course of study. On December 26, the AUB Tennis Courts were officially dedicated in the name of the late Professor Nadim Khalaf.

Nimr Ibrahim, Director of Development & Alumni Affairs
Nazih Zeidan, Director of Development (Beirut)

