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THE PRESIDENT'S ANNUAL REPORT
TO THE
BOARD OF TRUSTEES

JULY 1, 1997 - JUNE 30, 1998

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American University of Beirut

Beirut, Lebanon

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ANNUAL REPORT OF THE PRESIDENT

January 1, 1998 - June 30, 1998

On January 1, 1998, John Waterbury took over the presidency from David Dodge and at the end of the month took up residence in Marquand House on the campus. Deputy President Makdisi agreed to serve on during a transitional phase until the end of June 1998. David Dodge became Special Advisor to the President with a particular focus on a development audit and search for a senior development officer. Abdul Hamid Hallab continued to serve as Special Advisor to the President with special attention to admissions policies and enhancing the size and quality of AUB's applicant pool.

Appointments:

Mr. Frank Crosby began his duties as Vice President of Finance in August 1997, based in the New York office.

In August 1997 Ms. Julie Millstein became Special Assistant to President Dodge, a position she continued once President Waterbury came into office. She has special responsibility for facilitating North American applicants to the AUB, relaunching study-abroad programs, and coordinating visiting committees to review AUB's major academic units and programs. She also assumed responsibility from Colette Pollitt for taking and preparing the minutes of the BOT.

Mr. Nimr Ibrahim became Director of Development in the New York office with overall responsibility for North American activities following the resignation of David Maxson in June of 1997.

Dr. Huda Zurayk, Senior Associate of the Population Council in Cairo and Visiting Professor in the Faculty of Health Sciences, accepted the Deanship of the FHS, effective September 1, 1998. The BOT also approved her appointment on seven-year contract as Professor in the FHS.

Dr. Peter Heath, Chair of the Department of Asian and Near Eastern Languages, the University of Washington, St. Louis, accepted the position of Provost of the University, effective September 1, 1998. Dr. Heath, his wife Marianne, and their two children, Kristina and Simon, will reside on campus.

Legislation:

Progress has been made in drafting uniform policy on pensions to comply with US requirements and in light of the lifting of statutory retirement age for AUB faculty.

A thoroughly revised draft of University policy on appointments and tenure was approved by the BOT in June 1998 and put into effect as of July 1, 1998. It reintroduces a promotion clock for associate professors, and it includes provisions for voluntary retirement.

The Faculty Senate began work on a uniform set of by-laws for each Faculty and the Division of Education Programs.

A policy of early admissions for well-qualified applicants was approved by the BOD and put into effect by the Registrar. It has been advertised in the press and is an option available to all applicants in the coming academic year and henceforward.

The Employee Benefits Committee recommended that faculty contributions to Plan B pensions be managed by a new firm, Swiss Life, thereby ending the management contract of Alico, effective June 30, 1998. The BOT approved the recommendation at its June 1998 meeting.

Infrastructure:

The last few inches may be the hardest, but College Hall is near completion and is being handed over to AUB floor by floor. VP Tomey is choreographing the actual moving of various units and departments into the premises.

Plans have been drawn up and improved to establish a visitors bureau at the Main Gate, in a lovely stone-vaulted area at ground level. The bureau will be staffed by students. There will be a reception desk, phones by which students can contact AUB persons whom visitors may wish to see, facilities for video presentations on the University, a sitting area, and an outdoor area, under trees with chairs and benches. The bureau will be the jumping-off point for campus tours led by students.

Audits/Reviews:

In the spirit of a general stock-taking of all components of the University, three audits/reviews are currently underway. The Joint Commission International has completed a detailed examination of the AUBMC and its external environment. This is contained in a 500-page report, and the findings and recommendations will be discussed in September in New York and Beirut.

The Ford Foundation has approved the funding, at a level of \$250,000, of academic visiting committees in AY 98/99, to assess AUB's teaching, curriculum, and research efforts. From these assessments, we hope to establish a clear set of academic priorities to guide recruiting, curricular innovation, fundraising, and capital projects.

A contract is near signing with the firm Bentz, Whaley, Flessner to carry out, simultaneously, an audit of our development, public relations, and alumni relations undertakings, and a search for a senior development officer

The Syndicate:

In December 1997 the Administration and the Syndicate reached agreement on a two-year contract, retroactive to July 1, 1997, that included overall increases of

16.2% for the first year and 5.4% the second year for non-academic personnel in grades 1-12.

Budget And Finance:

In February 1998 extensive meetings and 'hearings' were held in Beirut on current FY '97/98 and draft FY '98/99 budgets. A committee consisting of President Waterbury, Deputy President Makdisi, V.P. for Finance Crosby, V.P. for Administration Tomey, V.P. for Academic Affairs Haddadin, and Controller Mueller reviewed the budget performance and requests for all University cost centers. At the end of February Chairman Debs and BOT member Wagner met with the budget group in an official convening of the BOT Finance and Budget Committee on campus.

The Business School Project:

At the June 1998 BOT meeting, the Trustees formally approved a project to revamp and redesign our existing graduate degree programs in business, management, money, and banking. The objective is to establish a free-standing (i.e., no longer integrated in the FAS) graduate faculty or school, offering a US-styled business education. The project calls for increasing the student body significantly, funding at least a half-dozen new faculty lines, and putting in place a state-of-the-art curriculum. Trustee Carson has taken the lead in contacting first-rate business schools in the US, and in September 1998 he, along with President Waterbury and VP Najjar, will visit the Kellogg School, the Stern School, the HBS, the Sloan School, the Boston University School of Management, the Columbia Business School, and Wharton.

Commencement:

Commencement was held on July 15, 1998. Degrees were awarded to 1087 students. President of the Republic Elias Harawi attended the ceremony and gave a brief and gracious speech, expressing his admiration and support for the AUB. President Waterbury also spoke as did graduating senior Kablan Franjeh, the Vice President of the University Student-Faculty Council. Trustees Ghandour and Sharaf attended the ceremony, as did Minister of State Siniora, Ministers Hagop Demerdjian and Shahe Barsoumian and Deputy Bahia al-Hariri. The Russian and Italian ambassadors, the U.S. Charge d'Affairs Greg Perry, and Palestinian House Speaker Tayseer Kubbaah were present. LAU President Riad Nassar, Beirut Arab University President Mohammad Fathi Abou Ayanah and Haigazian University President John Khanjian also attended the ceremony.

John Waterbury
President

ANNUAL REPORT OF THE PRESIDENT

July 1, 1997 - December 31, 1997

At its November 1997 meeting the Board of Trustees elected me as President of AUB for the period between December 1996 and December 1997 - a period in which I served in this position pending the search for, and appointment of, a new President. I wish to record my appreciation and gratitude to the Board for this recognition. Dr. John Waterbury succeeded me as President on January 1, 1998.

State Department Ban

The State Department ban against travel to or residence in Lebanon by American citizens was lifted in August, although the Department maintained an advisory against such travel and residence. It is hoped that this lifting will facilitate recruitment of American citizens for positions on the Campus.

Visits

Dr. Waterbury, Trustees C. William Carson and Thomas Morris, and Vice President Frank Crosby visited the Campus in October 1997 to get better acquainted with University operations and to meet government officials, faculty and staff. At the time of this visit a stick of dynamite was thrown by a party unknown into the Campus, causing damage to a faculty apartment but no injuries to personnel. The Board at its November meeting, approved adoption of measures to strengthen security on campus.

In August, I went to Cyprus to meet with the Board of Deans and other University administrators to discuss a variety of issues.

In late November and early December, accompanied by Director of Development Nazih Zeidan, I visited Saudi Arabia, Bahrain, Qatar, and UAE, to meet with alumni, current and prospective donors, government officials, and other friends of AUB. I also visited with alumni and corporations interested in supporting AUB in the Geneva area.

Admissions

Following submission to the Board of Trustees of a Task Force Report on the problem of declining admissions in June 1997, the administration pursued recommended solutions to this problem. The appointment of an admissions director to help recruit applicants and improve admissions procedures was also under consideration during the first part of fiscal year 1997-98.

Housing

I requested the Deputy President to review with his colleagues the University's housing policy. The purpose of this review was to determine modifications that

should be made in the policy, how to better enforce the policy, and how many additional campus apartments will be required to accommodate eligible faculty and staff (including those residing in subsidized off campus apartments at considerable cost to the University). In regard to housing, plans to have some apartments constructed in the building to be jointly used with IC were proceeding.

Receivables & Built Property Tax

AUB Trustees and administrators continued to meet with the Prime Minister and other Lebanese officials in regard to AUH receivables due from the government, as well as the built property tax problem. AUB did obtain tax clearance statements for calendar year 1997 from NSSF and the Ministry of Finance, which allowed receivables due AUB by these agencies to be paid, but by the end of December 1997 the receivables and tax problems were by no means solved.

IIS

International Institutional Services (IIS) continued as a "paper organization", after its dissolution on June 30, 1997, to hold the lease for the New York office. Dewe Rogerson agreed to sub-lease the space vacated by IIS personnel until the end of August 1998, which relieved AUB of additional rent for that space.

Other developments during the first half of the fiscal year 1997-98, while I was serving as President, are included in Dr. Waterbury's report for this year (including the appointments of Mr. Frank Crosby and Dr. Huda Zurayk, the syndicate agreement, etc.)

David S. Dodge
President

VICE PRESIDENT FOR ACADEMIC AFFAIRS

I. University Boards And Committees

1. University Research Board

Effective July 1, 1997 and until June 30, 1998 the URB acted on 108 Faculty Development applications, granting support to 99, and 111 Research proposals. The URB also examined the academic merit of 25 research proposals submitted or to be submitted to agencies outside AUB.

2. University Admission Committee

The University Admission Committee decided to adopt a system of evaluation based on a "predictor" of the expected future performance of an applicant after admission to AUB. This "predictor" takes into consideration: the school record, verbal analysis of SAT I and Mathematical analysis of SAT I. The school record component will have a coefficient which reflects the previous performance of students of a particular high school at AUB. In other words, the evaluation of the school record of an applicant will be judged by the performance, at AUB, of previous students from the applicant's own high school. This procedure is tantamount to a classification of high schools. It is believed that the new proposed system of evaluation will eliminate the effect of inflated high school grades and reward schools that have consistently sent good students to AUB.

The Senate chose not to act favorably on this recommendation and opted for adopting essentially the same criteria followed for the 1997-1998 admissions. However, the Senate approved criteria for early admission (early decision) for 1998-1999.

3. Board of Graduate Studies

This Board (BGS) held several meetings to discuss two requests: one from the Faculty of Engineering and Architecture (FEA) and the second from the Faculty of Arts and Sciences (FAS). The FEA asked the BGS to approve a non-thesis option in the following nine master's degree engineering programs offered by the FEA:

- * Master of Engineering, with majors in:

Civil Engineering, Computer and Communications Engineering, Electrical Power Engineering, Electronics, Devices, and Systems Environmental and Water Resources Engineering, Mechanical Engineering.

- * Master of Mechanical Engineering, with majors in:

Applied Energy, Thermal and Fluid Sciences, Material and Manufacturing.

These graduate program are currently offered as thesis-based. The BGS, after consultation with the office of the Commissioner of Education of the State of New York in Albany, New York, decided that, before these programs are offered on a non-thesis option, the approval of the Commissioner of Education of the State of New York must be secured.

The BGS discussed the FAS request to establish a new graduate program in computer science with Dean K. Bitar, in the presence of the Chairman of the Department of Mathematics. Because the FEA is currently offering an M.S. degree program in "Computer and Communication Engineering", and because of possible overlap in these programs, Dean N. Sabah participated in the discussion of this proposed FAS program.

In view of the plan to review all academic programs of the University with the help of external Committees, it was decided to postpone action on this proposal and any future new program until the review process is completed.

4. Center for Advanced Mathematical Sciences (CAMS)

The President appointed Prof. Ali Chamseddine (March 6, 1998) to head the new Center upon the recommendations of the Acting Director, the V/P for Academic Affairs and the International Advisory Committee (IAC). This Committee, under the chairmanship of Sir Michael Atiyeh, held its annual meeting (March 26, 1998) in Bures, France, during which three well qualified faculty members were recommended for appointment in CAMS on a one-third time basis each. The President approved these appointments in principle pending acceptance, by these candidates, of offers from the Faculty of Arts and Sciences. These faculty members will have two third-time appointments in the Departments of Physics (Drs. Wafic Sabra and Jihad Touma) and (Dr. Kamal Khuri-Makdisi) Mathematics. The IAC discussed progress reports submitted by A/Director K. Bitar and V/P M. Haddadin which included plans to sponsor three workshops, May 13-15, 1998, July 1-7, 1998 and January 1999. The workshops of May and July were a success, with participation of international scientists mainly from Europe, the USA and AUB.

5. Academic Development Committee

This Committee was charged by the Senate with the special assignment of establishing an equivalence scale of grading at AUB with grades issued by U.S. Universities. This assignment was triggered by complaints from AUB graduates that their applications for graduate study in the USA were turned down because of the strict grading system of AUB. A survey of AUB grades for the past five years showed a very small percentage of A's (90-100%, 1.6%) relative to U.S. patterns of 25-35% A's. Despite Senate debate, this issue could not be resolved, and the present grading scale will remain unchanged.

II. Other Committees

1) University Committee on Financial Aid

This Committee examined the recommendations of the various Financial Aid Committees with due consideration of availability of sufficient funds to cover the cost of financial aid for new students. It became evident that the remainder of the unrestricted budget (University Funded Budget) will not cover the cost of financial aid for these students. Upon the request of the Committee Chairman, President Waterbury authorized (January 15, 1998) the expenditure of 220 million L.L. from the restricted funding (outside donors contributions). The Committee noticed an increase in the number of applications for financial aid in comparison with the academic year 1996-1997 (1819 for 1997-1998 compared with 1663 for 1996-1997). The rejection rate was 29.4% for 1996-1997 and 26.2% for 1997-1998.

An agreement with the Abdul-Hadi Debs Philanthropic organization for scholarships to academically outstanding students was finalized (annual grant of 30,000 USD and an endowment of 50,000 USD).

2) University Committee on Deferred Payment of Fees

This Committee acted on a total of 31 medical students applications, and on 77 applications from the other Faculties (108 total). The number was 80 for the first semester of 1996 - 1997 and 96 for the second semester

III. Other Activities

The Vice President for Academic Affairs was in New York City in November 1997 for a meeting of the Search Committee for a Dean for the Faculty of Health Science, the meeting of the BOT Academic Committee and the plenary session of the Board of Trustees, the June 1998 meeting of the BOT and the Provost Search Committee meeting. He was also in Paris to attend the March 1998 meeting of the International Advisory Committee for the Center of Advanced Sciences.

The Vice President for Academic Affairs, as directed, worked on the establishment of a new admission office to be headed by a director of admission, whose primary function will be student recruitment. He chaired the academic Deans Committee on "criteria for contract renewal", and reviewed and suggested modifications of the A/President's document on "Programs on Retirement and Performance Evaluations".

The V/P for Academic Affairs led a team of faculty members (FAS, FEA and DEP) in three short visits to the University of Sharjah (not to be confused with the American University of Sharjah) to evaluate academic programs.

I wish to conclude this report by welcoming Dr. Huda Zurayk as Dean of the Faculty of Health Sciences (FHS) (September 1, 1998) after four and half years of my acting Deanship. I am grateful to my colleagues of FHS who have taught me the importance of Public Health and made my job easier. I am confident that Dr. Zurayk will lead and develop this Faculty for a more effective role in Public Health. I wish her success.

M. J. Haddadin
Vice President for Academic Affairs

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. Total number of students was 220 in the Fall, and 224 in the Spring classified in three categories as below. Comparisons are given with the previous year.

	1996/97		1997/98	
	Fall	Spring	Fall	Spring
Graduate	76	67	62	55
Special(Diploma)	87	97	97	103
Undergraduates (BA)	53	60	61	66
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Total	216	224	220	224

2. In the course of the year, 13 students were graduated with MA's, 50 with Diplomas, and 19 with BA's (compared with 11, 55 and 7 the previous year.)
3. The Department received a donation of \$100,000 from Mr. & Mrs. Al-Turki. The donation is for four years, and will be used to augment educational resources in the Department, for student scholarships, and for convening a regional conference.
4. Eighty five students during the Fall, and 95 during the Spring semester were placed in cooperating schools for practice teaching.
5. The Department adopted and implemented a Teaching Effectiveness Form to be completed by students in undergraduate courses.

II. Science & Math Education Center (SMEC)

1. The 2nd Science & Math Teachers' conference with the theme "New Frontiers in Math and Science Education" was held on May 9, 1998, and 350 teachers and administrators attended. Also a series of six public lectures, sponsored by Harcourt Brace International was given by Professor R. Farr in February and by Mr. H. Diredorf in October 1997.
2. Two issues of the SMEC NEWSLETTER were published, including a special issue on the geology of Lebanon. Proceedings of the 1997 conference on the "Role of Science and Math Teachers in Developing and Implementing Curricula," were also published.
3. SMEC received a grant of \$81,200 for support of environmental education as part of a USAID grant to AUB for Environmental Studies.

III. Office Of Tests And Measurements (OTM)

1. A total of 1316 tests (EN, IET, Freshman,...) were administered compared to 1174 last year. In addition 221 SAT, and 118 MCATs were administered, the MCATs for the first time at AUB.
2. OTM was instated as an ACT Testing Center as of October 1, 1997. By agreement with ETS in Princeton it became a testing site for administering SAT in co-ordination with AMIDEAST.
3. Field testing was conducted in Sharjah, UAE, where 203 applicants to the AUS took our EN admission tests.
4. Two reports were issued: "The Adequacy of Selection Criteria used for Admission to AUB Freshman," and "The Predictive Validity of SQ and SAT as Admission Criteria at AUB 1996/97."

IV. University Orientation Program (UOP)

1. 205 students were enrolled during the Fall semester, and 68 during the Spring (compared with 91 and 29 in 1996/97).
2. 4 instructors presented papers at the 19th Annual TESOL Convention in Greece.
3. Three courses were offered during Summer of 1998 on preparation for TOEFL, SAT Math and SAT Verbal.

V. Outreach & R + D Activities

These are activities co-ordinated and directed by the Office of the Director of DEP. They are contributed to by members of different Units in DEP and not reported above under their separate sections:

1. Several persons continued to work as authors/editors/coordinators of textbooks, and also as members of supervisory committees in the areas of curriculum and examination under a REP contract with the Lebanese Center for Research and Development (CERD), Ministry of Education.
2. Nine workshops were held during September 1997, attended by 207 teachers and administrators from different schools (compared with 327 in 1995/96 and 222 in 1996/97).
3. Workshops and consultations were offered to several schools on demand and on their own premises: Zahrat al Ihsan, Rawdah High school, Jesus and Mary School, and International College.

Munir Bashshur, Director
Division of Education Programs

OFFICE OF THE REGISTRAR

The 1998 Commencement went on very smoothly and a good deal of the credit should go to the Records Section at the Office of the Registrar. One of the President's expressed priorities is to return to a June Commencement. The Registrar is currently preparing a report to the President in which he explains why what was once a June Commencement has become, over the years, a July Commencement. The Registrar will recommend, in this report, measures that will make it possible to restore the tradition of having commencement exercises take place before the end of June.

In the 1996-1997 Annual Report the Registrar anticipated that there would be no further drops in the number of applicants for admission to undergraduate study for the academic year 1998-1999. One of the considerations that led to this conclusion was the belief, at that time, that "the financial situation in the country is not likely to get worse, nor are the sources of financial assistance to students likely to get scarcer than they already are". The simplification of our admission criteria was another important consideration that led to an expectation of an increase in the number of applicants. Not only did we manage to attract more applicants to undergraduate study for the academic year 1998-1999 than we did for the

academic year 1997-1998, we also continued to attract applicants of high academic quality. For the increase in the number of applicants at the undergraduate level, see Table No. 1. For the quality of applicants as measured by the SAT I see Table No. 2. For the quality of applicants as measured by rank in class at secondary school see Table No. 3. (Appendix A)

The Admissions Section at the Office of the Registrar received, entered, and reported SAT I scores. This process took a relatively short period of time, thanks to the diligence and efficiency of the staff of the Admissions Section. Based on our past experience, we hope to improve on our 1997-1998 data entry procedures and our overall performance, both in terms of promptness and accuracy.

University policy on early admission has been widely advertised. We hope that for admission to 1999-2000 we will be able to offer an increased number of **clearly** qualified applicants admission to the AUB before other universities or colleges do. I believe that 'admission by stages' worked well this year. 'First Lists' of accepted applicants were issued by admissions committees beginning in April for applicants whose files were complete. Subsequent lists were issued as more files became complete. On the whole, the admission process was characterized by a greater degree of flexibility. This is commendable. I urge, however, that changes in existing regulations be made early and be formally announced. I also recommend that all, or at least the bulk, of qualified applicants be admitted as early as possible, and that waiting lists (if such lists are at all necessary) be kept **short**. It is not desirable either for AUB or for the applicants that they be kept waiting for a final decision well into the summer. We should offer qualified applicants admission while the applicants are still available.

The Registrar has, for some time, recommended that instead of only going to the students when we recruit, we should also organize "Open House" days during which students from various schools will have the opportunity to visit the campus and experience the University at close range. In January of 1998 we held our first Open House. The various Faculties and the Division of Education Programs; the Office of the Dean for Student Affairs; the Office for information; Physical Plant, and the Office of the Registrar were all involved in preparing for this event. I believe that it went very well. The Office of the Registrar, particularly Miss Nabila Dandan, made a significant contribution to the success of this event. This year a committee, chaired by Dean Fawzi Hajj, has been formed by the Board of Deans and has already begun the process of planning for next year's Open House which is scheduled to take place in late November 1998.

Mr. Nizar Jawhar, the Statistician and Computer Analyst at the Office of the Registrar, has been quite active this past year. I would like to mention, in particular, his regression studies and the statistical data that he provided the Senate's Ad Hoc Committee on Grading Practices. Mr. Jawhar has assisted Admissions Committees in significant ways and has provided various officials at the University with statistical data and studies when requested. The studies referred to in Mr. Jawhar's report (Appendix C) are being compiled and bound together and will be made available to members of the Board of Deans and other interested parties. I expect

that the demands on the information and services that could be provided by Mr. Jawhar will increase both from within and from without the Office of the Registrar.

The Registrar continued to be heavily involved in recruitment efforts both inside Lebanon and in the region. He is preparing a report on recruitment based on the experiences of the past several. The Registrar edited and updated the Admissions Section of the 1998-1999 University Catalogue. By the time the Application for Admission to Undergraduate Study Booklet goes to the printer it will have undergone substantial changes, both in format and content. The Registrar is a member of the Student Information Systems (SIS) User's Committee and has been involved in preparations for the shift from the old SIS to the new SIS. The Registrar has been an elected member of the Executive Committee of the Arab Association of Collegiate Registrars and Admissions Officers and has attended meetings of this Committee held in Beirut and in Cairo. He was elected president of this Association at its annual meeting in March 1998 in Cairo. The AUB will be hosting the twentieth annual meeting of the Association scheduled to be held in Beirut in March 1999.

Due to the numerous trips that the Registrar took this year, and due to the many job-related occasions during which the Registrar had to be absent from his office, a special word of thanks is due to Mr. Edward A. Mazloum, the Associate Registrar, who filled in for the Registrar with characteristic vigilance and competence.

After many years of dedicated and high quality service to the Office of the Registrar and to the University Mrs. Florinda El-Hani (Suad Eddeh), Assistant Admissions Officer, is due to retire at the end of September 1998. We extend to Mrs. Eddeh our deepest thanks for the superb work she has consistently produced and our best wishes for the future.

Tables showing figures on applications, enrollment, and graduation can be found in Appendix B .

Waddah N. Nasr
Registrar

JAFET LIBRARY

1. Services and Activities

Several major phases of the Automation project were completed during the year 1997/1998: bar-coding of the Western collection, launching of the Circulation Module and training on all the modules of OLIB 7 (except for Serials).

- October/November 1997: student training sessions on the use of OPAC were held daily.

- November/December 1997: the Circulation Module (OLIB 6) went live in all libraries; the card catalog was removed from the lobby and stored in a special room accessible to the public, if necessary.

- Training sessions were held to enable faculty to adapt easily to the online system.

- In March 1998 extensive training on the use of the new version of the software system (OLIB 7) was conducted for the Cataloging, Circulation, and Acquisitions Departments.

- Migration of the database of OLIB7 will be coming up soon after solving minor problems; while 54,944 records in the Arabic collection have been converted, the accessibility of the database will take place soon when bar-coding of the Arabic collection is ready.

- CD-ROM Project: As a result of several investigations, the Winframe was chosen to provide the CD-ROM databases throughout the campus

After completing bar-coding and inventory of their collection, the Archives and Special Collections staff transferred hundreds of eligible titles from general stacks to Closed Area. The Moore photograph collection, the 1960s-1980s political posters (non-AUB), the 1928 graduating class album have all been digitized and are accessible through AUB homepage locally. The tapes of AUB Oral History interviews with important Arab personalities have undergone an audio digital restoration and CD mastering by Next Vision Company.

The Cataloging Department has been solving problems emanating from the conversion of the Western database, sharing in the bar-coding project and controlling the conversion of the Arabic collection. It processed 15,011 items in 19,521 volumes, compared to 10,076 items in 12,234 volumes that represent 1995-96 statistics (1996-97 statistics were low and not representative due to the start of the automation project. The paper version of the Acquisitions List was replaced in June 1998 by an on-line version, "Webliography", accessible to the AUB community through the AUB homepage.

The Acquisitions Department processed and paid for 9,173 titles compared to 11,788 titles last year and spent the entire allocated budget.

The Reference Department is regularly updating the Middle East Biography Index and the Quick Reference Index. Through the dynamic selection process and in coordination with the Acquisitions Department, the reference collection is being enriched with new materials (820 titles in 1420 were added), and at the same time obsolete materials are being eliminated (331 titles were discarded).

The Serials Department had added 61 new journals to the current collection. Out of a budget of \$ 1,056,952, \$ 48,177 was spent to acquire backfiles for new subscriptions and to fill in gaps in the serials holdings.

Book stacks were shifted and rearranged after the bar-coding was completed in the Circulation Department. The articles put on reserve were all tattle taped in February 1998 to minimize their loss. The borrowing fees for outside library users have been increased effective October 1997.

The Gifts and Exchange Section has added 824 books received as gifts or exchange; has mailed 546 packages of exchange material: "Beirut: a health profile, 22nd Annual Research Report, Al Abhath vol. 45 and Berytus vol. 42"; and has given away 90 boxes of discarded books to 18 local institutions.

The Micrographics Section has added 769 reels of "master copy" as opposed to 687 (last year) and 731 reels of "positive copy" to 769 (last year). More than 60% of the newspaper backfiles have already been microfilmed.

Both the Science & Agriculture and the Architecture & Engineering Libraries started online circulation procedures in November 1997. Four PCs were installed in the Science & Agriculture Library, two for public search and one with Medline access. The Architecture & Engineering Library also has four PCs, two of which are for public use.

In addition to regular orientation classes for new students at the beginning of each semester, the Library participated in the AUB Open House Program organized by the University administration from January 14 to January 16, 1998, giving informative tours to Lebanese high school students.

2. Personnel

Two Library Assistant II, one in Cataloging and one in Serials, were hired on September 1, 1997. The University Librarian's secretary resigned at the end of June and was replaced from within. A Librarian Assistant II at the Reference Department was terminated and the position was advertised. Four professional librarians and eight staff members attended training sessions in Windows and Microsoft Word in Spring 1998, organized and conducted by New Horizons Computer Learning Center.

3. General Statistics

Budget spent on books, periodicals and binding: \$ 1,809,852.02.

Number of newly acquired monographs: 9,997 (including 824 as gifts and exchange).

Number of cataloged items: 15,001.

Number of circulated items: 314,142.

Number of bound items: 8,995.

Number of serials currently received: 2,886

The Library has witnessed in the past academic year a remarkable increase in the number and variety of customers: students, faculty, visiting scholars, journalists, embassies staff and researchers. The Library, through its excellent growing services and collections, is intensifying its efforts to meet the demands of this new world wide audience.

OFFICE OF UNIVERSITY PUBLICATIONS

The new editor began work in April, 1998, and the office of the University Publications has accomplished the following since that time.

The publication's office continues to receive and deliver orders for the journal Al-Abhath.

The 1998-99 University Catalogue was delivered to the AUB at the end of July. Most of the contributors submitted their material according to the deadlines provided at the beginning of the year. However, due to requests of last minute changes of information from several of the major contributors, the publication of the catalogue was slightly delayed. As in the past, the cover of the catalogue was designed by an AUB graphic design student.

Book orders are continually received by the Publication's office. Book orders have been facilitated by the office's connection to the internet, as the AUB publication's office is more accessible internationally, and more rapid delivery of books is now possible.

The AUB Catalogue is now available on the internet, making AUB accessible to a wider range of students and allowing for a more internationally diversified student body. This year the task of updating the AUB Catalogue website has been delegated to the editor of the publication's office (previously PC Support handled this job.) The updating of the website is almost complete and should be available on the internet by the end of the month.

The AUB publication's office has received several manuscripts submitted for publication. No decisions by the Publication's Committee have been made to date.

VICE PRESIDENT FOR ADMINISTRATION

Personnel Matters

During this year there was a general freeze on employment of non-academic employees. Essential positions that were newly vacated were considered by the Budget Review Committee and approved for filling by transfer of candidates from within the University. A new Syndicate agreement was signed on December 5, 1997 and registered at the Ministry of Labour. Salary increases were delayed till December. Computer training continued this year and 178 employees earned certificates accredited by Microsoft. AUB continued its contract with the National Social Security Fund on a per capita basis. The University's Health Insurance Plan continued to cover the deficit and this year the subsidy is close to 34.5%.

Educational benefits of \$ 3.12 million were paid to 1671 eligible children of employees, distributed according to the following table:

Category	Eligible Students	Tuition Fees in \$ (millions)	Percentage
Academic	379	1.70	54
Management	78	0.28	09
Non-academic	1214	1.14	37
Total	1671	3.12	100

The total educational costs for pre-university levels, (elementary, intermediate, and secondary) which AUB paid to schools or parents were \$2.15 million, while \$0.97 million was the value of accrued tuition at AUB that was credited to the accounts of the parents of eligible children.

Pension Plans

The Employee Benefits Committee ended the contract with ALICO for the 5% contribution on basic salary of academic employees as of June 30, 1998. The University appointed Mercer Company to evaluate alternative investment carriers and Swiss Life was recommended and approved by the Committee. A contract drafted between AUB and Swiss Life is not signed yet, since it is still under review by legal counsel. In the meantime, the Committee solicited offers to park the money in a bank after seeking approval of the BOT. The British Bank of the Middle East was selected and ALICO was instructed to transfer the fund balance of \$2.7 million to a special account opened at the Bank for this purpose. The money is accruing interest at the rate of 7%. The Personnel Office opened a data base file that tracks

the individual fund account of each employee as transferred from ALICO and the additional monthly contributions of 5% by salary deductions. The accrued interest at the time of transfer to Swiss Life will be credited to each account on a pro-rata basis.

Management Information Systems

The Systems Committee selected a new software package from SCT Banner in Philadelphia to implement a "Student Information System" at AUB. The System is on a client server environment, is web enabled and will tie in with the AUB network of computers. Two committees are following up the implementation of this new software, a User's Committee and a Technical Implementation Group. The latter is being trained at the Company's training center in Philadelphia and it is expected that a prototype will be up and running in October of 1998 to become live and in active service during the next academic year.

Other packages are being considered by the Systems Committee, namely Human Resources, Financial, and Health Care Management. Partial funding of these programs was approved by USAID. The Human Resources Package may be developed in house.

Year 2000 Question

The University started at the beginning of this year to prepare for the Year 2000 transition. Work on converting its mainframe financial systems, including the Hospital, will finish towards the end of calendar 1998. The work is being monitored by an Ad-Hoc Committee of experts in the field of computers. The Committee has identified all equipment and programs in AUB or at the Medical Center that might be affected by the transition. An action plan was set for each case in collaboration with major equipment vendors such as the imaging and therapeutic equipment at the Hospital. The Committee believes that AUB will meet the challenge with no anticipated problems.

Automation & Technology

The Assistant to the V/P for Administration was instrumental during this year in developing and enhancing many automated programs that took advantage of the new network at AUB. These projects may be summarized as follows:

1. A new Web page with desk top publishing was introduced at the Information Office that generates the AUB Calendar and places it on line.
2. Generated home pages for the various departments at the Hospital and activated their web server.

3. Activated the file transfer protocol at the Hospital to allow departments to download reports and data files whenever needed from the Hospital's IBM AS400 computer.
4. Activated the purchase and installation of TN5250 emulation program that allows users to access the Hospital computer from any point on the AUB network. This requires no hardware, no physical connection and gives unlimited access with multiple sessions.
5. Introduced the Library to the use of IBM 3270 emulation from within Netscape web browser. This is similar to TN5250 but is for the IBM ES9000 mainframe applications.
6. Introduced a new Laboratory System at the Hospital that automates the identification of samples and reporting of results. The system generates bar codes that are identified by the automated analyzers and the results are captured by the Laboratory computer and added to each patient's medical and financial file. Furthermore, a network was developed that will enable nurses and doctors to retrieve the results from any nursing station in the Hospital or any network point as explained in 4 above.
7. Helped to introduce an ID Program at the Personnel Office. ID cards with pictures generated by the system are now available for distribution. They will be used for applications such as access control, HIP, borrowing of books at the Library, and many others.
8. Put together the prototype of a Human Resources System that includes Personnel, payroll, benefits, and budget control. The prototype was demonstrated to the Systems Committee and Central Administration, and its prospects are very encouraging.

Business Services

Insurance : Based on better statistics and accident data, negotiations for renewal of policies have resulted in increasing malpractice coverage to \$10 million, introducing a profit sharing plan, and achieving a discount on premiums. All of these measures should result in savings of nearly \$150,000. At the same time, Business Services is preparing the bid documents for the AUB insurance portfolio to be ready by the end of 1998. These documents will be used to go out on bids by the beginning of the next fiscal year.

Travel : The University has obtained Diners Club Corporate Travel System that will enable AUB to save around \$120,000 per year on all its travel expenses next year.

Vending and other Machines : Fifteen vending machines were installed on Campus and are providing an average revenue of \$1,800 per month. Coin operated washers and dryers will be installed in the dorms and in the newly rehabilitated Mary Dodge Hall. These will be operated at a subsidized cost that will cover cost of maintenance. Three pay phones were installed at the dorms and twenty others are being cleared from customs to be installed all over Campus and the Medical Center.

Parking : Plans were set to prohibit parking of cars from the Medical Gate to Marquand House as of October 1, 1998. Alternate parking areas will be offered in the peripheral and underground areas. More frequent shuttle service will be provided to the AUB community and covered staircases are being planned to help pedestrians reach their destination.

Purchasing : The Purchasing Department staff have developed and agreed upon mission, value and vision statements geared towards customer service and satisfaction. New procedures to speed and improve procurement include:

- Getting the users what they want in accordance with University Policies
- Providing the user with a status report for every purchase request
- Acquiring items for local purchases costing less than \$5,000 within one week after securing three verbal quotes.
- Increasing the limits for purchases requiring bids and shortening the purchase process for procurements costing \$ 5,000 to 15,000.
- Using petty cash to acquire urgently needed items immediately.
- Using the AUB home page on the web to advertise for all bids.
- Advertising in the USAID Procurement Information Bulletin (PIB), for AID/ASHA grant purchases.

Supply & Auxiliary : This year the Medical Central Stores inventory was reduced from \$2.6 million to 2.1, and the slow and non-moving items were reduced from \$1.6 million to 1.1. The Motor Pool is providing 24 hours/day, year round ambulance service for the Campus community. Plans to increase efficiency include managing all University owned vehicles, reducing overtime, and increasing underground parking capacity. The Post Office has introduced a fast mail service that collects and delivers mail within one hour at the Campus and Medical Center.

Environmental Health & Safety Center (EHSC) : The University is in the process of acquiring Lebanese Government approval to ship accumulated chemical wastes out of the Country. This process was contracted to a professional company from the UK. The Medical Center is providing information regarding some of their radioactive wastes so that the Center can initiate the disposal process. A machine that incinerates and shreds medical waste (the first of its kind in the Country) was ordered from the US, and will be shipped in September 1998.

Specifications for bids for the incinerator are being prepared. To meet the EPA standards, this incinerator, partially funded by USAID grant money, will burn animal carcasses and medical wastes. It should be located outside the Basic Medical School Building (DTS). The EHSC is in touch with three U.S. firms who will provide offers to study and propose solutions for the Power Plant emissions and noise. A complaint has been filed by one of the neighbors with the Municipality which sent an employee to investigate.

Physical Plant

Utilities: Water supply was adequate this year. The University's direct connection to the main city reservoir was completed, but the valve on their side is still closed, pending negotiations on the dispute of unpaid dues to the Beirut Water Authorities (BWA). They want to classify the University and its Hospital under commercial entities, which will increase the subscription and use rates, and to carry this adjustment retroactively to 1989. The issue will be raised with the Office of the Prime Minister due to its serious implications on the University's liabilities.

City power is undependable with daily cuts of short duration, a situation which is not tolerated by modern equipment with its computers. AUB has installed two new generators which were commissioned and placed on line. The Power Plant is now capable for the first time of meeting the 9 mega watts that constitute the full load of the Campus and Medical Center.

All the city lines at the Hospital have been shifted to the new city telephone network to ensure better quality and improved service. The total number of incoming lines was increased to accommodate the incoming traffic. A new telephone directory was issued with a different format. A data base was created for all subscribers with their address, title, e-mail address, and other data.

Capital Projects :

Completed Projects

- Coronary Care Unit with its monitors, furniture, and central station
- Linear Accelerators' site and equipment
- Upgrading & renovation of the Diagnostic & Therapeutic Radiology Departments
- New Pediatric ICU, completed but not commissioned due to lack of nurses
- Lithotripter center and access corridor
- X Ray, Room 1
- Jewett Hall Rehabilitation
- Expansion of the School of Architecture
- New Facade of the Bechtel Engineering Building
- Remodeling of the 5th Floor in the Bechtel Engineering Building
- Hydraulics Laboratory in the Faculty of Engineering
- Power Plant Expansion

Work in Progress

- Animal Care Facility at the Basic Medical Science Building (DTS)
- Diagnostic Radiology Rooms 5 & 6
- Inhalation Therapy Center
- Cardiac Catheterization Laboratory, Second Room
- Bustani Hall Rehabilitation
- Penrose Hall New Elevator

- Mary Dodge Hall
- Raymond Ghosn Building
- Remodeling of Genetics Lab at the Biology Building
- Rehabilitation of the Green Field
- Goat Shed at AREC
- Street Lights at AREC
- Chain Link Fence at AREC
- New Faculty Residence at AREC
- Cold Storage Building at AREC
- Well Discharge System and Lawn Irrigation Network at AREC

Personal Computing & Networking Services (PCNS)

PCNS, in its strategic plan "Networking Computers and People" which is available on the AUB Web Page, has committed to:

- Install a redundant fiber optic data network backbone
- Equip the backbone with a redundant high-speed ATM data network
- Structure, wire, and equip all academic and administrative buildings on Campus including the Medical Center, the dorms, and the faculty apartments
- Upgrade the Internet link bandwidth and provide some redundancy
- Enhance the Internet services on Campus
- Empower the end users
- Contribute actively in academic information dissemination

During this year, the following report summarizes the progress of work:

Fiber Optic Backbone: Completed the rehabilitation of the Campus-wide signal ducts and installed a redundant HDPE ducts grid in parallel to the water grid (around 6 KM of HDPE duct tubes to complement the existing 4 KM). Completed the installation and termination of the fiber optic links from the various Data Equipment Rooms to the following Satellite Concentrator Nodes: Nicely B, Fisk, Jessup, University Health Services, Penrose, College Hall, Agriculture A and B, Physics, Business School, Engineering Wings A and B, Architecture, Physical Plant, DTS A and B, Issam Fares Hall, X-Ray, and the Medical Center sub-basement (around 1.5 KM of fibers).

ATM Backbone: Started to migrate from the 100-Base-FO network to the redundant 155 Mbps ATM network. The ATM Backbone, consisting of six ATM switches, three routers, and 42 ATM UNI links, is fully installed, but the migration of the 42 concentrator nodes will be completed by December 1998. The network management and monitoring station is also fully operational.

Structure Wiring: Completed the wiring of 25 new buildings providing around 2,300 network terminal points. All academic and administrative buildings should be

completed by October 1, 1998. The Medical Center Phase I should be completed by December 1998.

Internet Link: Installed the first data leased line over the MPT marine fiber connecting the AUBnet with the Cyprus Internet POP. The 64 kbps link was activated in March 1998 and operates in parallel with the shared 128 kbps satellite link. The aggregate bandwidth is good for limited web access to faculty. Limited student web access would require an extra estimated bandwidth of 256 kbps downlink only.

Internet Services: Complemented the institutional Internet server with redundant and load sharing services, two RAID disk arrays, and backup storage system. The new setup will permit remote web publishing, redundant mail boxes, around 600 simultaneous connections, and mirrored 25 Gbytes of storage. PCNS will develop the automatic redundancy in house. Project completion date is set to the first quarter of 1999.

End-Users Support: Developed a comprehensive PC maintenance and software installation request of proposal and contracted the works on Campus and in the Medical Center to MDS. The contractor is committed to successfully complete twelve work orders per working day.

Digital Documentation Center: Identified and initiated 26 projects covering most the Campus and the Medical Center activities. The projects are at various levels of completion. The completed projects are published on the AUB Web Page under subject header link (<http://ddc.aub.edu.lb/>).

George Tomey
Vice President for Administration

VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

Highlights

The period July 1, 1997 through June 30, 1998 witnessed a successful attempt on the part of REP to reinvent itself and re-channel its energy as the major arm of regionality available to AUB. A number of significant new areas were started, some ongoing work continued, and obviously some completed projects phased out.

I. New:

A. **Contracts**

The following contracts were signed during the period above and are listed based on contract value by descending order:

- Bilateral Assistance Agreement - USAID (US\$1,426,869.00)
 - A Decision-Making Model for Profitable and sustainable Agriculture in the Yammouneh Region of Lebanon
 - Environment Program - Phase III
 - Water Resources Center
- Dairy Stock Improvement in Lebanon - USAID (US\$650,000.00)
- Continuing Education, Business & Management and an Executive MBA Program - American University of Sharjah (US\$553,260.00)
- Technical Assistance - University of Sharjah (US\$371,250.00)
- Training of Selected Health Care Professionals from the Palestine Red Crescent - Italian Embassy - Two agreements in the total of US\$307,916.20
- Dr. Hallab serving as an Advisor to HRH the Ruler on Higher Education - HRH the Ruler of Sharjah (US\$164,638.00)
- Technology Transfer and Extension to Complement the Irrigation Rehabilitation Project in Yammouneh - Council for Development & Reconstruction (US\$90,370.00)
- Archaeological Excavations on the An Nahar Parcel in the Beirut Central District - Societe Immobiliere de Presse (US\$60,000.00)
- Revamping & Development of Public School Curricula, Production of Teaching Materials & Training of Teachers - Basic Agreement with the Center for Educational Research & Development. Two derivative agreements for specific consultations emanated since March 1998 (US\$49,930.00)
- Scientific Advice on the Captopril Study - Algorithm (US\$40,200.00)
Consultancy for the Development of Botanical Gardens - Rashid Karami International Fair (US\$20,156.20)
- Training of a Biomedical Engineer - Movimondo Molisv. (US\$9,442.00)

Face value of contracts in this sub-category: US\$3,744,031.40

B. Workshop Contracts

It was also a period of breaking major new grounds in establishing REP as a leading provider of quality professional workshops. The following workshop contracts were signed and implemented during the period above:

- Chief Executive Officers' Seminars:
"Corporate Productivity: a CEO Perspective" and "Change Management"
(US\$30,000.00)
- Ecologically-Sound Pest Management - Makhzoumi Foundation
(US\$23,771.60)
- Series of three ISO 9000 workshops - University of Bahrain (US\$21,200.00)
- Alumni Summer Program (US\$20,000.00)
- Series of ISO 9000 Standards, Documentation and Auditing workshops
(US\$10,000.00)
- Public Relations workshop - Public Relations International (US\$4,975.00)

Total participation fees from the workshop contracts in this sub-category: US\$109,946.60

C. Contracted Research

REP continued during this period to be the hub of applied contracted research conducted by various Faculties. The following new undertakings were signed:

- Middle Eastern Population Studies - Mellon Foundation (US\$225,000.00)
- Lebanese National Council for Scientific Research - New contracts initiated to investigators in the various Faculties (US\$138,644.75)
- Bio-diversity Audit, Propagation and Sustainable Exploitation of Cedars in the Mediterranean Region - European Community (US\$119,567.00)
- Investigations on Polymorphic Genomic Markers in Relation to Applies Field Research on the Biology of Leishmania Parasites in various Eco-Epidemiological Settings in the Mediterranean Basin - European Community (US\$89,497.00)
- Health and Biomedical Information Network for Lebanon - WHO (US\$50,000.00)
- Social Reconstruction and Rehabilitation of Post-War Lebanon - IDRC (US\$48,015.00)
- Prescription Patterns in Primary Health Care Centers in Lebanon: Pilot Study - WHO (US\$14,500.00)
- Peri- and Neo-natal Morbidities in Lebanon - WHO (US\$13,500.00)
- National Health Provider Study in Lebanon - WHO (US\$11,000.00)

Face value of research contracts in this sub-category: US\$709,723.75

D. Continuing Education Programs

As part of the activities of the re-invented extension programs, REP began preparatory work on the priority new programs approved by the BOT/REP Committee in November 1997: Total Quality Management Program, Project Evaluation & Management Program, Strategic Leadership Management Program (Executive Development Program) and Hospitality Management Program. Two out of a series of Customer Care workshops were offered to fifty supervisors in the AUB hospital during the period above.

A total of 472 students were enrolled in various extension courses during the fiscal year 1997-1998 in the following courses:

English	185 students
Essentials of Business	150 students
Information Technology	46 students
Introduction to Business	8 students
Special Courses (Natural Health, French, Colloquial Arabic II)	40 students
Office Management	25 students
Conversational English	12 students

**Total revenue from course fees in this sub-category:
US\$175,226.20**

II. On-Going Activities

REP continued to administer the on-going contracts in the face value of US\$3,733,552.79 in addition to the already existing contracted research in the face value of US\$1,775,407.82 and the continuing workshop contracts in the balance of US\$94,052.00.

As part of the Civil Service Training Program - Phase II, REP conducted thirteen workshop and seminars which were attended by three hundred sixty three participants from the various ministries and government offices in Lebanon.

**Face value of REP administered on-going contracts:
US\$5,603,012.61**

III. Phased Out

Contracts Face Value	US\$ 2,383,764.32
Contracted Research Face Value	US\$ 348,932.35

Face value of phased out contracts: US\$2,732,696.67

IV. Consolidated Summary

New

A.	Contracts	US\$	3,744,031.40
B.	Workshop Contracts		109,946.60
C.	Contracted Research		709,723.75
D.	Extension Programs		<u>175,226.18</u>
	Sub-total		4,738,927.93

On-Going Activities

Contracts	US\$	3,733,552.79
Contracted Research		1,775,407.82
Workshop Contracts		<u>94,052.00</u>
Sub-total		5,603,012.61

Phased Out

Contracts	US\$	2,383,764.32
Contracted Research		<u>348,932.35</u>
Sub-total		<u>2,732,696.67</u>

Volume Of Rep Operation **US\$** **13,074,637.21**

During 1997-1998 including work phased out during period.

V. Note on Performance

Expected gross performing income: **US\$900,000.00** pending final figures from Comptroller's office.

VI. Final Comments

It should be noted that during this year REP, in seeking to re-invent itself, emphasized the following new directions:

- A. Interdisciplinary inter-Faculty endeavors
- B. Continuing education and professional development-related activities
- C. Greater involvement with major professional groups in Lebanon, Bahrain, United Arab Emirates, Saudi Arabia etc.
- D. Further cementing of international links: AID, World Bank, US Universities etc.
- E. New programs unique to AUB and central to our claim for leadership.

REP also contributed during this year to AUB in other special areas, namely the Committee on the Graduate School of Business, the AUH Review Committee, the Faculty of Medicine and the Faculty of Agricultural & Food Sciences Strategic Planning process.

George Khalil Najjar
Vice President, REP

DEAN, FACULTY OF ARTS AND SCIENCES

I. Academic Year 1997-98

The 1997-98 academic year ran as scheduled from October 6, 1997 through June 30, 1998. The teaching program involved up to 235 faculty members, 89 graduate assistants, and up to 2704 students enrolled in 514 different courses and sections.

II. Student Admissions: 1998-99

688 applications for admission to the Freshman class were received and to date 556 applicants were issued letters of acceptance for the first semester of 1998-99. 1336 of 1824 applicants for admission to the Sophomore class were issued letters of acceptance for October 1998. This represents an 18% increase over the previous year in applicants to the Freshman class and 16% in applicants to the Sophomore class.

Criteria for early admission to the University have also been devised and will be applied to enhance the competitive profile of AUB in this regard.

III. Faculty Recruitment: 1998-99

412 applications were received for advertised faculty positions starting October 1, 1998. After consultation with the departments and the Advisory Committee, 30 offers were made. To date 26 offers have been accepted and 22 new faculty members are expected to join AUB during the Fall semester of 1998-99. The national distribution of those who accepted offers: 12 Lebanese, 8 USA, 2 Canadian, 1 Greek, 1 Iranian, 1 Sudanese, 1 Swiss.

IV. Current Faculty Number and Composition: 1997-98

Budgeted full-time lines in the Faculty for 1997-98 remain at one hundred and ninety one lines. One hundred and eighty five lines have been used for academic appointments as of this writing. One hundred and sixty nine are currently used for full-time contracts, with the balance used for part-time contracts.

Full-time faculty are distributed as follows: one hundred fourteen are in the Professorial ranks (Assistant, Associate and Full Professors), fifty two are in the ranks of Instructor and Lecturer and three are Assistant Instructors.

A total of fifty five requests for financial travel assistance were considered and the AUB approved forty eight such requests.

V. Professors On Leave

Six Professors were on leave without pay and one on sabbatical leave during the academic year. Four applications for sabbatical leaves for 1998-99 were considered by the Advisory Committee and three have been approved and recommended to the Board of Deans.

VI. Applications For Promotion

After consultation with the Advisory Committee, five cases for promotion to Associate Professor and one for promotion to Professor were presented to the Board of Deans for consideration. Four candidates for promotion to the rank of Associate professor were approved by the Board of Trustees.

22 applications for promotion were received by the deadline of August 12, 1998. 17 were for promotion to the rank of Associate Professor and 5 were for promotion to the rank of Full Professor. One application for a Long Term Contract was also received.

VII. General Remarks

The Faculty approved a new student evaluation form on teaching effectiveness that will be used on a regular basis during the academic years to come. Improvements to the form will be introduced as needed.

Criteria for promotion were discussed by the Advisory Committee and distributed to the faculty. A format for promotion binders was distributed so that faculty member applications for promotion may be considered in an organized fashion.

Recruitment in departments such as Economics and The Graduate School of Business and Management has been difficult, primarily because of the level of remuneration offered. A differential scale may be needed to remedy the situation in the future.

Khalil M. Bitar, Dean
Faculty of Arts and Sciences

DEAN, FACULTY OF MEDICINE

I. The Medical Program

Admissions:

The total number of applicants for the medical program was 162. One Hundred thirty five were AUB and 23 were non-AUB applicants. Seventy were selected, 68 from the BA, BS program and 2 from the Graduate Program in Medical Sciences, all AUB graduates. The average MCAT scores for accepted applicants were: Biological Sciences 11.85, Physical Sciences 12.62, Verbal Reasoning 7.57. By comparison the MCAT average scores of accepted students in 15 medical schools of the standing of Harvard, Yale, Hopkins, Stanford, and Columbia, were Biological Sciences 11.13, Physical Sciences 11.01 and Verbal Reasoning 10.55.

Enrollment at Registration :

Medicine I - 71, Medicine II 68, - Medicine III 68, Medicine IV - 72 for a total of - 279

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 were asked to have re-examinations for failures in courses. Two students did not complete the program and were allowed to re-register as Medicine I students in 1998-1999. Medicine II: One student was asked to withdraw. Two students were asked to repeat Medicine II. Medicine III: Two students were asked to do additional work for one month and submit for re-examination. Medicine IV: One student was asked to submit for a re-examination in one clerkship.

Graduation: Seventy two students graduated with the degree of Doctor of Medicine. In addition one student graduated in October 1997 and two in February 1998. The following students were granted the M.D. degree with Distinction: Ibrahim Hanna, Wisam Kourany, Naim Maalouf, Zeina Nehme, and Rabih Chaer. The Penrose Award was granted to Mr. Ibrahim Hanna.

Financial Aid: There were 192 students applications for financial aid. Of these, 148 scholarships were granted, amounting to L.L. 1,169,954,045. The average individual scholarship was L.L. 79 million, about 33% of the tuition fee. Four students received L.L. 18 million financial assistance from the MEMA Scholarship Fund.

II. The Graduate Program In The Basic Medical Sciences:

1. Enrollment - Total: 20

Biochemistry 3, Human Morphology 2, Microbiology 5, Pharmacology 5, Physiology 4, and Neuroscience 1.

2. Graduation - MS Degrees Total: 15

Biochemistry 5, Human Morphology 1, Microbiology 7, Pharmacology 1, and Neuroscience 1

III. The Graduate Medical Education Program :

1.	Internship	A U B	Non-A U B	Total
	Medicine	14	5	19
	Obstetrics & Gynecology	4	3	7
	Pediatrics	7	4	11
	Surgery	4	6	10
	Rotating	20	0	20
	Family Medicine	9	2	11
	Total	58	20	78
2.	Residence and Fellowship:	A U B	Non-A U B	Total
	Anesthesiology	5	17	22
	Dermatology	5	0	5
	Diagnostic Radiology	7	1	8
	Family Medicine	8	5	13
	Internal Medicine	16	17	33
	Laboratory Medicine	4	1	5
	Obstetrics & Gynecology	10	1	11
	Ophthalmology	6	0	6
	Otolaryngology	7	1	8
	Pathology	2	2	4
	Pediatrics	11	2	13
	Surgery	26	4	30
	Total	107	51	158*

*Includes 22 fellows

3. Graduation:

A total of 51 residents and fellows completed their training at the end of June 1997.

Anesthesiology	5
Dermatology	2
Diagnostic Radiology	2
Family Medicine	3
Internal Medicine	14
Laboratory Medicine	0
Obstetrics & Gynecology	3
Ophthalmology	2
Otolaryngology	2
Pathology	4
Pediatrics	7
Surgery	7

4. Enrollment for 1997-98 :

Interns 78, Residents 136, and Fellows 22.

IV. The Faculty:

Fifteen new faculty members joined the Faculty during the academic year, including 2 Instructors, 5 Assistant Professors, 2 Associate Professors, 2 Professors, 2 Visiting Professors, 1 Visiting Associate Professor, and 1 Visiting Assistant Professor. In addition 7 faculty members were given associate status.

At the end of the academic year the Faculty totaled 290, including 132 Full-time, 76 Clinical, 66 Associates, and 16 Emeritus & Honorary. Twelve Faculty members were promoted.

Research Activity and Faculty Development:

Research Grants	Number	Amount in L.L.	Amount in \$
LNCR*	14		110,625,600
M.P.P.	19		127,700
U.R.B.	19		112,800
DTS Fund	5		49,000
R.E.P.P.	11		312,650
Total		110,625,600	602,150

V. Faculty Development Grants:

Source	Number	Amount in L.L.	Amount in \$
M.P.P.	107		367,500
Chairman's Fund	13		41,500
Others	7		22,700
Total	127		431,700

VI. Miscellaneous:

Department of Psychiatry: This year a bona fide Department of Psychiatry was established with 4 faculty members, 3 psychiatrists and 1 psychologist, with an independent physical facility and administrative staff.

2. The AOA honor medical society was revived. Election of students as well as faculty and alumni members took place.
3. External Examinations:
 - a. Step I USMLE: Thirty one Med. III and Med. IV students, one intern and two residents took this examination. Their average was 88.7/100. Four applicants scored above 95, eleven between 90 and 94, ten between 85 and 89, seven between 80 and 84 and one scored 77.
 - b. In-training examination for Obs/Gyn house staff: Ten of 16 trainees scored above the 90th percentile (6 scored 99th percentile, 3 98th percentile).
 - c. In-training examination for Family Medicine housestaff: Ten of 14 trainees scored above the 90th percentile, two of whom scored 99/100.
4. Awards: Dr. M. Mikati, Professor and Chairman of the Department of Pediatrics and Dr. A. Mansour, Clinical Associate Professor of Ophthalmology, were awarded conjointly The Debs Prize for Scientific Research.
5. The 33rd Middle East Medical Assembly was an outstanding success both in terms of the high caliber of the scientific program and the attendance.

Dr. Ghattas Khoury, Clinical Associate Professor of Surgery was elected as President of the Lebanese Order of Physicians.

Samir S. Najjar, M.D.
Dean, Faculty of Medicine & Medical Ctr.

AMERICAN UNIVERSITY OF BEIRUT MEDICAL CENTER

During the academic year 1997-98, the medical staff consisted of 183 active members (including 31 without admitting privileges), 2 emeritus members, 66 associate members, 140 residents, 24 fellows and 92 interns for a total of 507 members of the staff and housestaff. One staff member resigned, five were subject to contract termination, one associate member declined and a total of 11 interns, and 6 residents either resigned, were terminated or ended contracts. Ten new members joined the active staff during the course of the year, 2 of them as visiting.

The Medical Board met 8 times and carried out its basic functions in appointments and reappointments, revising policies, discussing and approving new professional fees and monitoring all the activities of the Medical Center. Three ad-hoc committees were approved: the Bioethics Committee, the Technology Review Committee and the Laser Credentialing and Safety Committee. The Board has approved the Lebanese American University (L.A.U.) Pharmacy Training Program, for a trial period of 6 months.

Also, the Board convened as a disciplinary committee once this year and took corrective actions against a member of the housestaff.

The Board approved the concept of adopting clinical pathways and care-map tools that will be studied and applied during the coming year. It also approved the merger of Lab Medicine and Pathology into a single Department.

A summary of Medical Board Committee activity follows:

Standing Committees:

1. The Ambulatory Services Committee had several recommendations on issues relating to patient care, staff education, new E.U. design, reimbursement from third party payers, entrance to private clinics and ambulatory services. This Committee has revised the Disaster Plan book to be approved by the Medical Board. The Committee recommends that the E.U. Director be a permanent member of the Medical Board.

2. The Antibiotic Usage Committee has revised the list of restricted antimicrobial agents which were approved by the Medical Board; it has also modified the listed antimicrobial agents in the Hospital formulary and has set a project for the surveillance of antimicrobial usage within the Medical Center, to be realized with the help of L.A.U. pharmacy trainees.

3. The Blood Utilization Committee has set a protocol for ensuring the appropriate use of blood component therapy, discussed new modalities in blood banking and their implementation, and encouraged a series of lectures to junior housestaff to educate them in proper handling of blood components. Also, the Committee had input in ensuring a proper mechanism of ordering, sending and delivering blood components.

4. The Committee on Professional Fees has discussed several proposals from Dermatology, Internal Medicine, Surgery, Psychiatry, Anesthesiology, Diagnostic Radiology and Radiation Oncology. Its recommendations were studied by the Medical Board and approved with some modifications.

5. The Hospital Committee on Cancer has worked on the inclusion of the AUBMC experience into the national tumor registry and is currently finalizing some issues for that purpose. It had a publication in the Lebanese Medical Journal summarizing the AUBMC experience from 1983 till 1995. The tumor board meetings were complemented with audiovisual support in the pathology conference room. A monthly journal club was established and the Committee is working on establishing cancer protocols for breast cancer, leukemia, colon cancer and skin cancer.

6. The Housestaff Committee, the platform to present and discuss all housestaff problems, did not meet.

7. The Infection Control Committee reviewed the monthly reports which show the infection rate remains in the range of 5.6-7%. The Committee alerts all staff of the isolation of 4 *P. aeruginosa* strains from different patients resistant to all antimicrobials. A protocol for pre-employment screening of health-care workers is under way and the Committee has devised a mechanism to regulate patient isolation requests. The Infection Control Manual is being revised.

8. Improvement of Patient Care Committee did not meet during the past year because most of its function was taken up by a task force appointed by the Dean, chaired by the same chairperson of this Committee. Recommendations of the task force were discussed and approved in the Medical Board.

9. The Intensive Care Committee stressed the need to expand ICU and the shortage of nurses. A code team is under preparation and ACLS training, under the leadership of the American Heart Association, is being investigated. The Committee has discussed the administration of the future respiratory unit and recommends that it be chaired by a pulmonary physician.

10. The Medical Records Committee reviewed and finalized several medical records forms including the pre and post anesthesia sheets, the order sheet, the prescription forms and is in the process of studying the cancer national registry form, and kidney donation consent. It is also revising the Medical Records Manual. It has recommended an increase in transcriptionists and coding technologists and has discussed the code master and recommended continued microfilming.

11. The Operating Room Committee has debated issues of O.R. scheduling, angioplasty standby, optimizing the use of O.R. time and space, one day surgery, pain therapy procedures and problems in temperature control with the operating theaters. Recommendations of this Committee were addressed and carried out.

12. The Pharmacy and Therapeutics Committee has approved 21 new drugs for addition to the formulary. Three drugs were approved for clinical trials. The Committee analyzed the medication incident reports for this year. An updated drug formulary was distributed to all staff members and the feasibility of an on-line formulary available in all nursing units is being studied. Also, the Committee is preparing a standardized protocol for handling, preparing and administering oncology drugs.

13. The Quality Assurance Committee carried a utilization review on 101,912 medical records; as well as 100 mini audits in critical care areas. 815 medical records were reviewed as medical mini-audits and 375 records as nursing mini-audits. This is in addition to four major audits (2262 cases), peer and case reviews (263 cases) and ongoing monitors (1250 cases). The Quality Assurance Committee reiterated its previous recommendation that the approach to Quality Assurance should be changed and upgraded.

14. The Radiation Survey and Safety Committee surveyed radionuclide handling in the different labs and made periodic checks. One spillage incident in the endocrinology lab occurred and this lab was cleaned and closed for 8 days upon the Committee's recommendation. Policies for safe handling of radioactive material were all revised and updated. The Committee also monitored the absence of contamination in patients' rooms treated with I-131. A lecture was given to head nurses about safe handling of patients treated with Cesium or Iodine.

15. The Tissue Committee reviewed tissue cases, one of which was cited while seven were referred to the respective Chairmen. The Committee reviewed the procedures of handling and transporting tissues and stressed the need to reinterpret all tissue specimens brought from outside before finalizing the treatment plans. The Committee recommended to have an additional member from General Surgery Division.

Ad-Hoc Committees:

1. The Bioethics Committee was formed and approved by the Medical Board in October 1997, to become a Standing Committee. Its purpose is to foster awareness of ethical issues within the hospital environment and to serve as an advisory body in complicated ethical issues. Two cases were reviewed and recommendations were formulated and approved.

2. The Dietary Committee has revised the Dietary Manual and conducted a study which revealed the adequacy of the "home-made" N.G. formula and recommended its continued use. The Committee expressed its concern about the shortage of personnel within the Dietary Department.

3. The Hyperalimentation Committee discussed the use of hypercalorie formulas, special formulas and encouraged the use of NG feeding when possible. The TPN Manual is being revised and the Committee recommends the appointment of a specialized nurse for administration of TPN.

4. The Physical Medicine Committee studied the implementation of the cardiac rehabilitation project, discussed the upgrading of existing facilities and suggested the initiation of new services like occupational therapy and care of neuro-muscular and vascular disorders.

5. The Social Service Committee worked on increasing the awareness of the staff and housestaff about the social service facility; it has supported the social workers activities and updated its manual.

This concludes the report of the activities of the Medical Board Committees. This year we have acquired a state of the art PICU and CCU. We have a fully operational Epilepsy Unit and two linear accelerators. Oncology staff are preparing for the eighth case of bone marrow transplantation and the lithotripsy suite is beginning to get busy. Our Kidney Transplant Program needs to attract more patients, through increasing or altering the kidney dialysis patient population or by reaching out to the community. There are plans to remodel the Emergency Room and to launch the Liver Transplantation Program; laser technology have been acquired in many fields and the Ministry of Health has promised us the U-classification.

Several shortcomings remain, including the limitation on the number of nurses, which is a matter of crucial importance in the health care cycle. The freeze on employment lines is affecting several programs and functions within the Medical Center, and the housestaff emigration constitutes a drain that cannot be remedied except by ensuring some kind of an accreditation system. The high cost of health care delivery at our Center needs to be addressed in a rational and professional way. The Medical Center has to ensure a patient-friendly atmosphere, both through the physical setting and through human contact. We have to reach out to the community at large through satellite clinics and affiliations which will help to promote our mission of service and teaching, and provide our Center with a broader referral base.

See Appendix D for Medical Center Statistics.

SCHOOL OF NURSING

Overview: The goal of completing all objectives set forth by the Four Year Plan has been met and the report was sent to Dr. Gail Rosettie, Coordinator of Professional Education, State Education Department, Albany. The positive response received from Dr. Rosettie is a recognition of Faculty achievements in meeting standards of the State Education Department.

Future plans include recruitment of faculty with Ph.D. backgrounds in nursing, establishment of a Master Program in Nursing, increasing student scholarships/enrollment, and conducting the First International Nursing Conference in Lebanon June 22- 23, 1999. These initiatives will help to provide quality BSN programs that prepare professional nurses of the future and to meet the educational needs of graduate nurses in Lebanon and the Region.

Administration: The Four Year Plan Report was submitted to New York State Education Department in the Fall 1997-1998. The Search Committee on Faculty Appointment met in June to examine the CVs of applicants and the search has been extended to January 1999. A two day faculty retreat was conducted to explore the concept of critical thinking. Dr. Louise Fitzpatrick, Dean of the College of Nursing, Villanova University, was the Faculty Facilitator.

Professors Azouri and Arevian conducted recruitment for Fall 1997-1998, visiting 26 high schools. A total of 120 applicants applied to the School of Nursing this year compared to 60 last year. Faculty and students were involved in the UB/Hariri Career Guidance Event and the Career Open House. The Admission Committee had recommended the admission of 113 applicants with specific conditions. The Student Aid Committee selected candidates to receive the limited financial aid. Faculty expressed their concerns regarding the limited AUBMC Scholarships available for the 1998-1999 A.Y. with 113 new applicants accepted to the BSN program.

The Curriculum Committee examined prerequisites and presented the revised BSN program to the State Education Department, Albany. The Faculty approved the recommendations of the Curriculum Committee, namely to: accept the RN-BSN revised curriculum which was updated to meet the educational needs of the LAPHAS graduates; allow cross-registration of student nurses from Balamand University; accept the proposal drafted by the Director and Curriculum Committee regarding the establishment of a BSN program in Riyadh (due to AUB administrative difficulties the project did not materialize); and, to consider the request of Dr. Fariba Darazi, Director of Training, to establish the Nurse Practitioner's Role and Services in a Nurse-Run Diabetic Clinic at the Primary Health Center in Bahrain.

Education: Faculty accomplished the following tasks: revision of all prerequisites and unit outlines for all nursing courses; selection of theoretical content and learning experiences that are consistent with course/level/program objectives and with organizing/learning principles. The updated BSN curriculum, endorsing the new conceptual framework, was finally revised October 1997 and was fully implemented during the 1997-1998 A.Y. Both revised nursing programs, BSN and RN-BSN are viable and provide a sound foundation for Graduate Study in Nursing.

The New Regulation on Colloquium Examination from the Director General of Culture and Higher Education was critiqued by Dr. S. Makarem, Faculty of the School of Nursing, and Professor Sawsan Ezzeddine, President of the Federation of Lebanese Nurses' Associations.

Faculty: The number of faculty remains 15 with Professor Samar Noureddine on educational leave to pursue her doctoral study for the second year at the University of Michigan. Two instructors are continuing their graduate work at AUB.

Budget: The ARAMCO contribution has been used to: cover the tuition of one faculty member pursuing doctoral studies in the States and two instructors continuing graduate studies at AUB; pay the expenses of two consultants; pay the expenses incurred during the two-day Faculty Retreat; fund the First International Nursing Conference in Lebanon; and to purchase a modem, books and audiovisual materials.

Students: Students as of Spring 1998 were as follows: BSN I and II 40, BSN III 20, and BSN IV 10. The number of BSN I and II had increased due to the open spring registration 1998. Many of the 113 applicants accepted in Nursing this year requested financial aid. The competition for the AUBMC Bursary scholarships is tight, causing great concern to faculty. The Director and the Faculty of the School of Nursing call for serious consideration by Administration to increase the AUBMC Scholarships in order to improve the student enrollment.

SAAB MEDICAL LIBRARY

1. Library Hours:

<u>Normal Library Hours:</u>		<u>Summer Library Hours:</u>	
Monday - Friday	8:00a.m. - 8:00pm	Monday - Thursday	7:00am - 6:00pm
Saturday	8:00a.m. - 1:00pm	Friday	7:00am - 4:00pm
Sunday	CLOSED	Saturday	8:00am - 1:00pm
		Sunday	CLOSED

2. Automation:

SML Library and Building were wired to install TCP-IP wires and hooked on to the AUB INTRANET and on the INTERNET at the end of October 1997. Three PCs from PC Support & Networking Unit were installed in SML Reading Room for INTERNET browsing by the Medical Faculty and Residents and Students. SML Database was installed on the OLIB system. SML 'Lebanese Corner' Database was installed on the AUB Digital Documentation Center Project.

Following negotiations between Director General Lebanese Ministry of Public Health, World Health Organization Representative in Lebanon and AUB-SML Medical Librarian, a proposal for "*A Project for Health and Biomedical Information Network for Lebanon*" was signed by WHO and SML on June 28th, 1997. \$100,000 was donated to SML to execute the project (\$50,000 from WHO and \$50,000 from the Ministry of Public Health). The MEDLINE ERL Database is installed and being tested. By the end of September all the CD databases available at SML will be installed, and the network will be functional and available for the users from outside SML.

3. Personnel Activities:

The Medical Librarian, Ms. H.T. Nassar delivered a paper on "*How New Technology Moved Saab Medical Library Towards the Future*" at the Symposium "*Communication Technologies Applied to Information, Documentation and Higher Education*" organized by UNESCO, the Lebanese Univ. and BibliothÈque Publique d'Information Centre Georges Pompidou, Paris, and held in Beirut October 1997.

Ms. A. Farha, Asst. Reference Librarian, attended a workshop on "**WHO-CEHA Extended Training Course on CEHANET Procedures and Other Information Exchange Tools**" held in Amman, Jordan in November 1997. Her trip was funded by UNDP.

The Medical Librarian attended the International Federation of Library Associations (IFLA) 63rd Conference in Copenhagen, Denmark from August 30 - September 6, 1997. She was elected to serve for 2 years on the board of the Standing Committee of Biological and Medical Sciences Libraries and was also elected for 2 years on the board of the Standing Committee of Asia and Oceania.

The Medical Librarian attended the first WHO/EMRO Inter-country Meeting of Emlibnet Focal Points in Alexandria, 25-28 May 1998. She was asked to chair the meeting and to speak about the "Project for Health and Biomedical Information Network for Lebanon".

4. Classes:

FM 301 class was given to graduate medical students at the Faculty of Medicine during the first semester. A one week orientation was given to the Med I students at the Faculty of Medicine during the second semester.

DEAN, FACULTY OF ENGINEERING AND ARCHITECTURE

148 applications were received for graduate study and 1134 for admission to first year in October 1997. 292 new undergraduates were admitted in October 1997 and 46 in February 1998. Enrollment in the undergraduate and graduate programs was, respectively, 1041 and 118 during the Fall Semester, and 1045 and 111 during the Spring Semester. Out of 1003 undergraduates evaluated at the end of the spring semester, 786 graduated or were promoted clear, 79 were promoted on academic probation, 76 were required to repeat the year, and 23 were dropped. Over the academic year 28 first year students requested to change major to the Faculty of Arts and Sciences and one to the School of Nursing. 24 of these students had low averages. 14 first-year students decided to change major within the Faculty. Degrees were awarded to 229 undergraduates and 22 graduate students. Of 219 graduates surveyed, who participated in the July 1998 Commencement Exercises, 61 planned to continue graduate study, 65 planned to work, 41 planned to do their military service, and 52 were undecided as to plans for the immediate future.

The graduate program leading to the degree of Master of Urban Planning or the degree of Master of Urban Design was started in the Spring Semester, 1997-1998. There were major revisions of the Graphic Design curriculum, of the Academic Rules and Regulations of the Department of Architecture and Design, of the FEA Rules and Regulations on Disciplinary Action, and the Procedure for Thesis Proposal and Defense. An extensive review of the engineering curricula and of the educational approach of the Faculty was launched, based on Criteria 2000 of the Accreditation Board for Engineering and Technology in the US. A special interdepartmental Total Quality Management Committee was set up to research, plan, and coordinate various aspects of this activity. The Faculty approved the Vision and Mission statements of the FEA. Educational Goals and Educational Outcomes were approved by the departments for each of the Engineering programs offered by the FEA.

Research projects initiated, in progress, or completed during the year: 30 funded by the URB, 13 by the NCSR, and projects for Hans-Knoll Institute (Germany), IDRC (Canada), and USIA.

Ten Faculty members went on faculty development awarded by the URB during Summer 1997, and Faculty members participated in 25 conferences and professional meetings in the U.S., Europe, and the region. Assoc. Prof. Isam Kaysi was invited by ESCWA to participate in the ESCWA Expert Group Meeting on Intra- and Interregional Transport and Infrastructure, Beirut. The International Museum of 20th Century Arts (TIMOTCA) selected Assist. Prof. Mohamad Rawas to represent Lebanon in the TIMOTICA/UNESCO exhibition, Art Beyond Boundaries, Paris. Dean Sabah was invited to participate in panel discussions organized by the Professional Computer Association.

Assoc. Prof. Mounir Yehia was invited to participate in the Arab Electricity 98 Programme Committee Meeting, Cairo, and Assist. Prof. Karim Abdel-Malek was invited to participate in the 2nd Jordanian International Conference on Mechanical Engineering, Amman. Associate Dean Albert Kuran attended the IAESTE General Conference held in Wales; as a result, the Faculty arranged for 14 international students for summer training in Lebanon, and 23 FEA students went abroad for summer training.

Seven Academic Perspectives Seminars and 13 lectures by outside speakers were organized, in addition to three exhibitions of paintings and architecture work. Upon a request by the Civil Service Board, Assist. Prof. Mezher and Assoc. Profs. Abboud, Assem Abdul-Malak, Chaaban, and El-Fadel gave training workshops organized by the National Institute for Administration and Development to government engineers on Engineering Economy, Environmental Engineering, and Project Management.

The Second International conference on Computer Simulation (ICCS '97) took place in the Faculty. A one-day conference was held entitled The Ministry of the Environment: A New Vision, a new Outlook. The Department of Mechanical Engineering held The Second Mechanical Design Contest: Amphibious Vehicles. 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 held its annual reception for graduating students and their parents and its annual orientation program and acquaintance party for new students.

The cornerstone of the Raymond S. Ghosn Building was laid by H.E. Prime Minister Hariri. The Raymond S. Ghosn Wing was completed in time for the Fall Semester. \$100,000 was contributed to the endowment of the Dar-Al-Handasah (Shair and Partners) Fund for the support of the FEA. Donations were also received from the following: Bechtel Foundation \$50,000 for equipment and renovation, \$10,000 from the Lakeside Foundation, the Charles F. Kettaneh Foundation, and Mr. Nabil Azar, \$5,000 from the International Pipe Line and Offshore Contractors Association, \$60,000 worth of computer equipment and peripherals for architecture from Messrs. Nuhad and Nafiz Jundi, Saudi Arabia. Leica Heerburg/Switzerland supplied a Global Positioning System valued at \$27,412 for \$6,000, donating the balance. Messrs. IDEP Consult donated \$30,000 worth of ArchiCAD software. Messrs. Solahart Lebanon donated a solar collector valued at \$2,000. Messrs. Kettaneh donated \$1,700 worth of computer software and peripherals for use in student projects.

Nassir H. Sabah, Dean
Faculty of Engineering and Architecture

DEAN, FACULTY OF AGRICULTURAL AND FOOD SCIENCES

I. Academic Affairs and Teaching Activities

Student enrollment figures in FAFS for 1997-1998 were as follows: 145 students during summer 1997; 298 students during Fall 1997 and 305 students during spring of 1998. Eighty of these were graduate students. During 1997-98, 97 students graduated, 34 with a B.S. in Agriculture, 30 with a B.S. in Nutrition and Dietetics, and 33 received M.Sc. degrees. Undergraduate and graduate courses offered in the various departments included 11 courses in the Agricultural Economics and Development (AED) Department, 15 courses in Animal Sciences Department, 23 courses in the Crop Production and Protection (CPP) Department, 20 courses in the Food Technology & Nutrition (FTN) Department and 15 courses in the Soils, Irrigation & Mechanization (SIM) Department.

II. Personnel Affairs

Dr. S.A. Yau, Visiting Associate Professor of Plant Breeding, joined FAFS In September 1997. Dr. R. Zurayk was promoted to the rank of Associate Professor, effective July 1, 1997. Dr. Imad Toufeili, Associate Professor of Food Technology, is on sabbatical leave at the Rheology Laboratory in the Food Science Department at Rutgers University, Rutgers, New Jersey. Dr. Ayed Amr, Professor of Food Technology from University of Jordan in Amman, spent his sabbatical year in the FTN Department. Dr. Teffera Betru, Assistant Professor and Chairperson of the AED Department, submitted his resignation effective April 30, 1998.

III. Research Activities

During this period, research at FAFS was funded by several agencies. The University Research Board (URB) provided funds for 19 faculty members, while the Lebanese National Council for Scientific Research (LNCSR) supported projects for 17 faculty members. Funds were also received from the following International and Regional agencies: The International Plant Genetic Resources Institute (IPGRI); The European Community (EEC); The International Foundation for Science (IFT); UNICEF; USAID and the Lebanese Council for Development and Reconstruction (CDR). Members of the Faculty attended a total of 14 conferences during the year where they presented papers and actively participated as session chairmen or keynote speakers.

IV. Development Projects

Dairy Project:

The United States Department of Agriculture (USDA) provided the Lebanese Ministry of Agriculture credit to finance the import of 3,000 dairy cows to be provided to Lebanese farmers on a credit basis. USAID is providing AUB funding in the amount of \$650,000 for program support in Lebanon. In that regard, AUB is in charge of receiving the heifers in the port, transporting them to the quarantine

farms, providing the needed vaccinations, and managing the care of the animals throughout the quarantine period. AUB is also in charge of the technical support for Lebanese farmers who are receiving the heifers. This includes the training of the farmers on proper management of the dairy herd. Training sessions for applicant farmers started on November 3, 1997, with 20 sessions held so far and over 800 farmers trained. Dean Daghir is the coordinator of this project.

Yammouneh Extension Project:

In the context of the World Bank Irrigation Rehabilitation Project of the Lebanese Government, the FAFS was selected to implement the Technology Transfer and Extension (TTE) component of the Project in the Yammouneh region. In May 1998 a contract was signed between AUB and the Council for Development and Reconstruction (CDR) representing the Lebanese Ministry of Agriculture. The purpose of this project is the sustainable improvement of agriculture in the region served by the Yammouneh Irrigation Project by increasing production, improving productivity, reducing production costs and adopting environmentally sound practices. Dr. Rami Zurayk is the coordinator of this project and the allocated budget amounts to \$228,126.

Socio-Economic Study:

A new agriculture proposal funded by the AID Bilateral Assistance Agreement entitled "A Decision-Making Model for Profitable and Sustainable Agriculture in the Yammouneh Region of Lebanon" was signed effective June 4, 1998 through June 3, 2000. The allocated budget of the project amounts to US \$158,633 for year I and US \$109,286 for year II. Dr. Ragy Darwish is the coordinator of this project.

IRSAL Project:

Work is continuing on the research project "Sustainable Improvement of Marginal Lands in Lebanon: Irsal, a case study", which was funded by IDRC from May 1, 1995 till December 31, 1998. Total budget for this project amounts to US \$167,312 and Dr. Shady Hamadeh is the coordinator.

Promotional Publications:

The FAFS produced a 12 minute promotional video on its academic programs for use by administration and faculty. An alumni Newsletter "The Link" was revived after 23 years and sent out to all FAFS Alumni. A leaflet on FAFS programs was also produced and distributed during the October 1997 career day.

V. Workshops and Outside Visitors

In collaboration with ICARDA, The AED Department conducted a workshop at FAFS on "Whole-Farm Analysis Training", from March 23-27, 1998. Six participants from the Lebanese Ministry of Agriculture and ten FAFS graduate students and research assistants participated in this workshop.

Dr. R. Tannous organized a workshop on "Aspartame" in collaboration with the Nutra-Sweet Kelco Company, at FAFS, in October 1997. He also organized a workshop on the technical capabilities of Food Laboratories in Lebanon, February 1998 at AUB.

A workshop on "Ecologically-Sound Pest Management", funded by the Makhzoumi Foundation, was held at AREC in November 1997. Over 200 farmers from different regions of Lebanon attended these sessions which emphasized new, environmentally safe methods for applying chemicals in agriculture.

Dr. Barbara Burlingame visited the FTN Department in December 1997, representing Dr. Nevin Scrimshaw, Director of the Food & Nutrition Program for Human and Social Development of the United Nations University. She assessed the research and training possibilities at AUB and her visit resulted in approval of FAFS as an Associated Institution of the UNU in Food Science and Nutrition.

Dr. Guy Demolin, Research Director at the Institute National de la Recherche Agronomique - INRA - France and Mr. Charles Derex, forestry expert from the European Community, visited the Entomology Laboratory and worked on the identification of the insect pests of The Cedars of Lebanon. Dr. Demolin presented also a seminar in April 1998.

VI. AREC

Farming operations and routine operations in the Animal Division were carried out according to established management practices. AREC provided produce to AUB pilot plant and AUH throughout the year. Five new wells have been drilled at AREC and a fence has been installed around the irrigation pool. The workshop area has been completely rehabilitated allowing all machinery to be placed under cover. The paving of AREC roads and athletic courts was completed and the tennis court fenced.

The annual Aggie Olympics took place at AREC in May 1998. FAFS students and faculty participated in the day-long event, and prizes were distributed. FAFS also revived its annual sweet corn day at AREC in August 1997. FAFS faculty, staff, and alumni, as well as AUB administrators and their families, participated in activities. In addition, AREC participated in the September 1997 "Zahle '97 Agricultural Fair".

T.K. Exports Company donated one registered Holstein bull (Locust-Ridge Casper-ET) for use in the AREC dairy herd.

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

ACTING DEAN, FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences (FHS) serves to educate and train 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/health promotion and medical laboratory technology. FHS also serves as a Department of Preventive Medicine for the Faculty of Medicine.

Academic Programs

A Faculty Retreat held in May 1998 under the chairmanship of Dr. Huda Zurayk, Dean-designate, and attended by Acting Dean Makhluif Haddadin, focused on goals and mission of FHS (including academic excellence and degree programs), public health needs in Lebanon and the Region, regional outreach involvement of the Faculty and market for FHS graduates. The main concerns of the Faculty include a review of its present academic programs and role in Lebanon and the Region. As a result of the Faculty Retreat, all faculty members stressed the importance of continuing the process of evaluation especially in view of emerging "similar" programs at other universities in Lebanon.

In February 1998, five students graduated from FHS and sixty-two graduated in July 1998. Sessions were held in October 1997 for all new students, in order to orient the students and introduce the Acting Dean, chairpersons, coordinators, advisors and faculty members. Each chairperson gave a brief description of the programs under his/her direction followed by question and answer sessions.

Weekly faculty seminars were attended by FHS faculty, students and staff in addition to interested members from the University community. The topics covered various health related issues and recent research in areas of concern.

Extra-Academic Activities

The Faculty is active 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.

FHS participated in the Hariri sponsored Career Fair held in Expo Beirut between October 23-25, 1997. Brochures describing the various programs were prepared, in addition to a self-run animated computer program on the Faculty and its activities. The Faculty also participated in the "Open House" (for high school students) organized and held at AUB in January 1998.

Visiting Senior Faculty

Visiting senior professionals identified for each of the disciplines in public health give support to the academic and research programs in FHS. This allows the Faculty to maintain excellence in its academic programs and stimulates academic growth and development. During 1997-98, four professors visited FHS and gave lectures in graduate courses, presented faculty seminars, and assisted in on-going research and service projects: Dr. Aida Azar (WHO Collaborative Center for Quality Assurance in Health Care, The Netherlands); Dr. Oona Campbell (London School of Hygiene and Tropical Medicine); Professor Tim Dyson (London School of Economics) and Dr. Cynthia Myntti (WHO Consultant).

Faculty Recruitment & Promotion

Recruitment of qualified faculty continues to be a concern. Offers were accepted by Drs. Leila Barraaj (Epidemiology and Biostatistics) and Mustafa Steve Harakeh (Environmental Health) to join the Faculty effective October 1998, while Dr. Rima Afifi-Soweid (Health Behavior and Education) was offered a full-time contract for two years effective August 1, 1998. Dr. Iman Nuwayhid was promoted to the rank of Associate Professor effective July 1, 1998.

Research Activity

The University Research Board (URB) approved (for AY 1997-98) five new applications for funding of research projects submitted by FHS faculty. The URB also approved the renewal of one research project started in 1996-97.

The Mellon Foundation also approved the proposal submitted by Dr. Huda Zurayk, for support of on-going research on population and reproductive health. The total amount of the new grant is \$225,000 - for the period January 1, 1998 till December 31, 2000. During the past academic year, the grant supported the trips of Drs. Oona Campbell and Cynthia Myntti. The grant is also funding projects on reproductive morbidity which are conducted by faculty in the Departments of Epidemiology and Biostatistics and Health Behavior and Education.

The agreement between FHS/AUB and the Zakat Fund of Dar al Fatwa was extended effective December 15, 1997. The Zakat Fund is reconsidering its decision to construct a hospital, and the Department is currently evaluating the cost implications of having an ambulatory care center instead. The proposed budget for the three years is LL. 170,882,750 (approximately \$113,000 at the current rate of exchange).

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 \$98,450) effective September 1, 1996 for a period of 33 months. 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 Palestine. Data collection and preliminary analysis of Phases I and II of the project have been accomplished. Three collaborators (Drs. Kasturi Sen and Lawrence Measey from the U.K. and Dr. Myriam Khlat from France) are visiting FHS this summer for the planning of Phase III.

UNFPA allocated \$7,000 in support of data collection for the project on "Postpartum Depression: Prevalence and Risk Factors in Beirut" which is conducted by the Department of Epidemiology and Biostatistics.

UNICEF allocated \$8,160 for a study on "Women's Experiences of Childbirth in Lebanon" which is conducted by the Reproductive Health Group in the Faculty.

The World Health Organization (WHO) allocated \$11,000 in support of the project proposal entitled "National Health Provider Study in Lebanon." It is conducted by faculty in the Department of Health Services Administration from April 1, 1998 till March 31, 1999.

The Lebanese National Council for Scientific Research allocated LL. 5,000,000 in support of the project "Situational Analysis of Health Human Resources in Lebanon" effective July 1, 1998 for one year. This is part of the on-going project on the National Health Provider Study which is conducted by the Department of Health Services Administration.

The Italian Embassy is supporting a project at AUB that provides "Training of Selected Health Care Professionals" for the period March 1, 1998 till June 30, 1999. This includes in Group I (March-August 1998) the training of two medical doctors in hospital administration (as observers) which is carried out by the Department of Health Services Administration.

The grand total of research grants obtained by FHS faculty members over the past two years, with the exception of the Italian Embassy grant, is around \$464,610 - a record high in the history of FHS.

Makhluf Haddadin
Acting Dean
Faculty of Health Sciences

DEAN OF STUDENT AFFAIRS

I. Student Affairs and Developments

1. Student Orientation and Career Counseling

The Office of Student Affairs, assisted by approximately 80 student volunteers, organized and implemented a "New Student Orientation Program". Four general sessions were held to acquaint new students with the facilities available on campus and the process of registration, followed by tours on campus, training sessions on e-mailing, receptions, a trip to Baalbeck and the AUB Farm, and a party. The program was well received by the students.

The University participated in a National Career Fair sponsored by the Hariri Foundation. This was followed by an AUB Open House which was held in West Hall. Around 5400 students from 84 secondary schools participated. The event acquainted potential student applicants with AUB programs and setting.

A Job Fair was held at West Hall in June 1998, with approximately 80 firms and educational institutions participating. This Fair afforded AUB graduating students the opportunity of face-to-face contact with potential employers and the world of work.

2. Student Representation and Participation

For the fifth consecutive year general student elections were held to form individual Faculty Student Representative Committees (SRCs) and the University Student Faculty Committee (USFC). The election process was exemplary. An average of 68% of the student body participated in the voting.

Early in the school year, the student representatives reacted bitterly to the 7% increase in tuition fees for 1997-98, but the matter was settled without disruption to University programs. The USFC addressed several student concerns, and its recommendations were duly considered by the concerned departments. Students elected to the USFC are often affiliated with outside political groups, and these students sometimes promote political activities. The same students, unhappy with the present constitution, would prefer an independent student council which gives them more authority and prerogatives. Accordingly, they often contravene the present constitution and the University rules and regulations. Furthermore, the 6% increase in tuition which was announced in May 1998 was not well received by student representatives, who held a one day strike. The protest called for a boycott of major activities such as "Outdoors 98", the traditional football game, and University facilities such as the cafeteria. Student representatives had several meetings with the President and Dean of Students, and the matter was settled with approval of some of the student recommendations regarding student aid.

3. Outlook

A new editorial board was elected for 1997-98. A total of six issues of this student publication were published.

II. Student Financial Aid

A total of 1819 students applied for financial aid and 1,307 students were awarded scholarships amounting to L.L. 5,104,153,535. University scholarships were awarded to 26% of AUB students, and 6% received loans, mostly equal to 100% of tuition fees, from the Hariri Foundation. The following table shows financial aid status for the past five years.

<u>Tuition Fees / Semester</u>			<u>Financial Aid per Year</u>		
<u>Year</u>	<u>Amount* in L.L.</u>	<u>% of Increase</u>	<u>No. Of Students Awarded</u>	<u>Amount in L.L.</u>	<u>% of Increase</u>
1993-94	3,551,000	0	1505	3,691,753,100	- 14 (decrease)
1994-95	4,101,400	15.5	1398	3,600,712,465	- 3 (decrease)
1995-96	4,511,500	10	994	3,348,130,214	- 7 (decrease)
1996-97	5,052,900	12	1177	4,488,977,920	+ 34
1997-98	5,406,600	7	1307	5,104,153,535	+ 14

* Tuition of Sciences - Undergraduate.

It is our conviction that there will be an increase in applications for AUB financial aid in the future. Also, the number of students who applied for Student Work Scholarship has increased. Of 1154 students who applied, 637 were placed in various departments of the University. Since this program is vital to both the University and the students, we appealed to departments to provide new job opportunities for our students.

III. Student Housing

Several measures were effected to improve living conditions at the dormitories. Thanks are due to the President's Club for approving the project of air conditioning all lounges in all dormitories. The Physical Plant refurbished most of the dormitories. However, the dormitories require major modifications, including private toilets and central air conditioning, in order to compete favorably with off-campus housing facilities which attract male students in particular.

IV. Student Activities and Sports

The Office of Student Affairs issued four colorful brochures relating to student activities and athletics, housing, financial aid and counseling to acquaint all concerned people with our services. Student clubs, societies and student representatives sponsored a variety of social, educational and cultural activities, including science films, debates and educational trips. The sports activities were equally diversified. Some 18 varsity teams were formed and several tournaments involving other universities and professional teams were held. The West Hall auditoriums and athletics facilities were booked almost daily throughout the year. An AUB sport delegation of eighty athletes representing most sports visited AUC and Marine Academy in Egypt and won most of the matches.

Fawzi M. Hajj
Dean of Student Affairs

DIRECTOR OF INTERNAL AUDIT

During the year Internal Audit issued 38 Final reports. (See Appendix E)

The work of the Internal Audit Office was based on the 1997/1998 Internal Audit Plan developed in cooperation with the major administrative departments and reviewed with the External Auditors and the Board of Trustees Audit Committee. The reports covered diverse issues, including faculty and student housing, ancillary operations, electrical power consumption and hospital supplies consumption tests. A common theme which emerged was the need for policies and procedures to be documented, management information systems to be updated and the need for better long range planning.

Internal Audit participated at major tender openings for construction contracts and capital equipment purchases. Periodic and year end inventory counts were attended and the disposal of obsolete inventory and capital assets was investigated and approved.

1998/1999 Audit Plan

The Audit Plan for 1998/1999 was discussed with the President, the Board of Trustees Audit Committee and the External Auditors, KPMG. The plan will focus on ancillary services and client service as well as Internal Audit's continuing review of internal controls and procedures.

Policies and Procedures

Internal Audit is administering a special project to document all AUB & AUBMC policies and procedures electronically and to make them accessible through the AUB computer network. The three year project that started in October 1997 will result in the creation of a separate Policies Office responsible for maintaining the electronic manuals. During the year Internal Audit documented the student application, admission, advising and registration processes, and the AUBMC billing process. The documentation of the processes will facilitate the identification of weaknesses in internal controls and may highlight areas of redundancy or inefficiency. In addition it will enable Internal Audit to verify that no necessary steps in the process have been omitted when the proposed new MIS (Management Information Systems) are implemented.

Staffing and Professional Development

The Internal Audit Office has a full complement of seven staff. In addition to the Assistant Director who successfully completed the CPA examination during the year three of the audit staff are engaged in post graduate studies. The Office is in the process of accumulating a reference library and training materials. All staff participated in workshops aimed at upgrading computer skills and in training seminars on audit techniques organized in house.

Maurice B. Carlier
Director of Internal Audit

COMPTROLLER'S OFFICE

Staff Development:

For the second year, as part of the continuing staff development program, in July 1997 a member of the administrative team participated in Cornell University's annual University Administrator's workshop. The interaction with administrators from other universities has been beneficial to the department managers.

Managers and staff also participated in a series of Windows 95, MS Excel and MS Word training courses sponsored by the University. The courses were beneficial and the staff appreciated the University's continuing support of ongoing development.

Hospital Accounting:

The Hospital staff undertook a major clean up project in the records retention and storage area. Unneeded records were purged and others were properly filed. Reorganization of the Hospital Patients Receivables Section was completed early in the year. Operations quickly returned to normal even with the reduced number of employees. A manager was recently assigned to head this section. The Hospital group now consists of an assistant comptroller, two managers and various accounting and clerical staff. Strengthening of the group is planned to allow more time to devote to other areas of Hospital operations, particularly results reporting and analysis.

Annual Budget Preparation:

For the second year the Comptroller's Office was responsible for the compilation of the University's annual budget presentation. The past two years have seen significant improvement in budget preparation, with better preparation of budget instructions and better documentation in support of the University's budget request. Capital budgeting was also introduced and, although much remains to be done particularly with respect to improved supporting analysis of budget requests, the entire budget process has been improved. This was accomplished with a net reduction in University staff and as well as significant cost savings due to the elimination of the Budget Office.

General Operations:

As well as normal accounting operations, the Comptroller's Office participates in the ongoing work of the Hospital Accounts Receivable Steering Committee. The current year has seen a slight reduction in the total gross receivables position. A number of new contracts were signed. Government guarantors seem more cooperative and there appears to be a general improvement in the relation between the University and the public sector.

The Comptroller's Office also participates in the work of the University's Systems Committee. Over the last year, this committee has reviewed a number of computerization issues and software solutions as the University moves to improve its information systems infrastructure and meet the challenge of the new millennium.

The University has recently acquired a new Student Information System, and the Comptroller's Office is active in the users group implementation committee. Although still early in the implementation process, we have participated in a very useful training session at the vendors premises.

During the year, actual results and projected full year results were prepared and presented to the November, March and June meetings of the Board of Trustees. The University's operation and capital budgets were also presented for approval at the March meeting.

Several interim inventory counts were held over the course of the year. No major adjustments were noted. For the year end, after discussion with the University's external auditors, an improved count methodology was introduced. Based on the interim count results, the year end inventories were counted on a sample basis rather than on a full count of quantities on hand. This allowed for a significant reduction in time and in the personnel involved in the count effort. Over the last four years there has been a reduction of at least 50% in the time and effort taken on this year end task with no decrease in count accuracy or coverage.

Registration for the Summer, First and Second terms progressed uneventfully. Statements of fees were produced by the Information Technology group early in the process and were sent to the students' mail boxes. Statements of fees for new students (without mail boxes) and reprints (as required) of issued statements were produced on line.

Conclusion:

Overall, the year has been marked by continued steady improvement in the operation of the Comptroller's Office. The staff continue to be enthusiastic in their work. The new responsibilities of budget preparation, SIS implementation, management of patient credit authorization etc., have all been accepted eagerly.

Continued (and continuous) improvement in computer software and hardware systems is required. Staff development must also continue with particular emphasis on analytical, accounting and investigative skills. The Comptroller's Office has made very real, revolutionary progress from the mere recording function fulfilled in the past. The foundation has been laid, and we will continue to build, to meet the full responsibilities of the Comptrollership function as called for in the University charter.

Martin J. Mueller
Comptroller

DEVELOPMENT OFFICE - Beirut

Visits to the Gulf and Europe during the period of this report included one with former President David S. Dodge, three with President John Waterbury and two by myself. In Larnaca, Cyprus on August 20th, 1997 I met former President David S. Dodge to discuss future fund raising efforts Mr. Dodge's visit to the Gulf. This 2 week visit began on November 28th. It covered the three major cities in Saudi Arabia (Jeddah, Riyadh and Dhahran), Bahrain, Doha, Abu Dhabi and Dubai and had a very positive effect on the existing relations between the University and AUB alumni and friends in these locations.

During a two-day visit to Jeddah, Mr. Dodge and I met with alumni and friends, including: Sheikh Yahya Binladin, Sheikh Abdul Aziz Suleiman, Sheikh Walid Juffali, HE Dr. Alawi Kayyal, Mr. Mohamed Alfadl, Mr. Nafez Jundi, HE Dr. Mohamad Abdo Yamani, Sheikh Talal Al-Zahid, Sheikh Saleh Al-Turki, Mr. Henry Sarkissian. Mr. Samir Kreidie, Chairman of AUB Alumni Branch in Jeddah, held a reception and dinner at his home which was attended by about 400 alumni and spouses.

In Riyadh, we met with HRH Prince Waleed Bin Talal Bin Abdel Aziz and his academic advisor, Dr. Anabtawi. We asked Prince Waleed to consider a major gift, either to support a new Faculty of Management and Finance in his name, or a Sports Center. We also met with HE Sheikh Turki Al-Sudairy, Mrs. Lubna Olayan, and Mr. Amir El-Hoshan, to thank them for previous support and to request their endorsement of the scholarship program. In a meeting with HRH Prince Talal Bin Abdel Aziz and his advisor, Dr. Badreddine, Prince Talal promised to donate \$50,000 per year for five years. Dr. Mustafa Ghandour, alumni coordinator in Riyadh, held a well attended reception at the Sheraton Hotel.

In Dhahran, we met alumni and their spouses at the International Hotel to bring them up-to-date on AUB's plans. We visited Dhahran Ahliyyah Schools, which are run by Mrs. Sally Khalid Alturki. Sheikh Khalid and his wife presented us with a check for \$25,000, as a first payment on a \$100,000 pledge in support of the Department of Education.

In Bahrain, we met with Dr. Dhafer Alumran, President, and Dr. Adnan Bseisu, Coordinator, Bahrain Alumni Branch. Two press conferences were held where Mr. Dodge spoke about AUB. A meeting was held with Dr. Bader Al-Sada, undersecretary of the Ministry of Education, to encourage Bahraini students to come to AUB. We also met with HE Dr. Faisal Al-Mousawi, Minister of Health. An alumni reception was held at Gulf Hotel.

In Qatar, we met with HH Sheikh Khaled Bin Hamad Al Thani and asked him to consider a major donation. At the University of Qatar we met with President Ibrahim Al-Naimi and all the Deans. We also met with Mr. Hassan Darwish who hosted a luncheon in honor the of AUB delegation. Meetings were also held with Messrs. Salah Hawila and Khalid Racy, with the Minister of Education and his

undersecretary, with the Director of the Ministry of Public Health and with the US Ambassador.

We also had lunch with the alumni committee in Doha. An alumni reception was held at Doha Club where Mr. Dodge addressed the audience.

In Abu Dhabi, we met Mr. Samir Rached who presented us with a check for \$20,000. Mr. Ramzi Kteily, President, Mr. Jirji Bsheer, member of the Abu Dhabi Alumni Committee, and a group of alumni held a farewell luncheon to honor Mr. Dodge.

We joined the alumni in Dubai in their annual "day out" function which was attended by over 600 people. Mr. Shadi Refai, new President of Alumni Branch in Dubai, invited us to dinner with AUB graduates and friends.

Mr. Dodge went to Sharjah and proceeded to Geneva. In coordination with Geneva alumni, a program of visits was arranged to include Hewlett Packard, Barclay's Bank, and Philip Morris. Mr. Dodge was invited to dinner by Salim Lawi, an alumnus who promised a major donation.

President John Waterbury's three visits covered Dubai, Muscat, Doha, Abu Dhabi and Bahrain. The purpose of these visits was: 1- to introduce the new AUB President to alumni, friends and government officials in the region, 2- to attend alumni functions and talk to the AUB community, and 3- to solicit funds from prospective donors for the support of AUB programs.

Dr. Waterbury and I visited Sharjah and Dubai (April 21-24). On April 22 we had an audience with HH Sheikh Dr. Sultan Bin Mohamed Al Qasimi, the Ruler of Sharjah, to thank him for his million dollar donation to AUB, \$750,000 of which will be used for endowed scholarships in his name and the balance for the rehabilitation of West Hall. We then met with the President of the American University of Sharjah, Dr. Frederick French, and a number of deans and officials of the university. In the evening Mr. Hameed Jaafar, Head of Crescent Petroleum Company, hosted a dinner party for us.

On Thursday we had lunch with the President of the Dubai Alumni Association, Mr. Shadi Refai, and three other scholarship sponsors: Mr. Maroun Simaan, Mr. George Shidiac and Mr. Majid Farha, as well as Mrs. Najat Zarour, the Vice Chairperson of the alumni branch in Dubai. That evening we attended the annual alumni dinner along with about 400 people. We received a check for \$23,000 from the previous committee, earmarked for scholarships.

We flew to Muscat on April 27 and had lunch with a small group hosted by Mr. Simon Karam, a strong supporter of AUB. We attended the alumni gala dinner in the evening with 400 other people, including the Lebanese Ambassador and the American Charge d'Affaires.

Thursday in Doha we had lunch with alumni committee members and their spouses. In the evening we attended the annual alumni gala dinner, attended by

around 400 people. We received a check for \$32,000 for scholarships. Saturday morning we met with the Minister of Education, HE Dr. Mohamed Abdul Raheem Kafoud, and his undersecretary to discuss how to encourage Qatari students to return to the University and allowing students to do graduate work at AUB, as well as consideration of accepting Qatari MD graduates for Residency Training at AUH. We visited the University of Qatar and met the President, Dr. Ibrahim Al-Naimi, and his senior officers. We also met with Dr. Hajar Hajar, Chairman of the Board and Managing Director of Hamad Medical Corporation. In the evening we called on HH Sheikh Khalid Bin Hamad Al Thani to thank him for the recent donation to the University for scholarship support and to use his good offices for encouraging students to come to AUB.

I also represented the University in Geneva, May 7-10, at the invitation of alumni in Switzerland, and followed up on previous contacts made by Mr. Dodge, D/President Samir Makdisi and myself during previous visits. A major contact, Mr. Salim Lawi, committed to give \$100,000. I also saw the former President of Pepsi Cola, Mr. Samir Ayyache, who is considering support of our scholarship program. Alumnus Ala' Khannak from Dar Al-Mal Al-Islami promised a cheque for \$10,000 for scholarships. I also spoke to Mr. Abdel Rahman Tabbara who will consider a major scholarship gift in the name of his late father. The alumni function, attended by about 200 people, was held Saturday evening.

On our third visit, Dr. Waterbury and I left for Abu Dhabi on Wednesday May 13 accompanied by HE Mr. Fouad Siniora, Lebanese Minister of Finance, and his wife who were invited by the Abu Dhabi alumni chapter. We called on HH Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Higher Education and Acting Minister of Information. An alumni lunch with approximately 70 invitees was hosted by Mr. Ramzi Kteily. The alumni 11th annual ball was held in the evening. Dr. Waterbury and Minister Siniora addressed the audience of approximately 350. On Friday Sheikh Nahyan hosted a lunch at his home. In the afternoon, we met Mr. Samir Rached, a strong supporter of AUB. Alumnus Albert Matta held a dinner at his restaurant, Al-Birki, for over 100 people. Dr. Waterbury addressed the audience.

We were received at Bahrain airport by a representative of the University of Bahrain, Dr. Dhafer Alumran, President of the AUB alumni in Bahrain, and Dr. Adnan Bseisu. On Saturday we had an audience with HH the Emir of Bahrain, Sheikh Issa Bin Salman Al-Khalifa, and with HH the Prime Minister, Sheikh Khalifa Bin Salman Al-Khalifa. Afterwards we met with the Undersecretary of the Ministry of Health, HE Abdul Rahman Bu-Ali. We also met with HH Sheikh Salman Bin Hamad Bin Issa Al-Khalifa, Undersecretary of Defense and Chairman of the Board of Trustees of the Bahrain Centre for Studies and Research. Later we visited Beit Al-Quran which was founded and run by Dr. Abdul-Latif Kanoo, and met with local Bahrain press. In the evening the alumni had a reception and a buffet dinner at the Sheraton Hotel where Dr. Alumran and Dr. Waterbury addressed the audience. Sunday we met with the Minister of Education, HE Abdulaziz Mohammed Al-Fadhel, and with the President of the University of Bahrain and the University Senior Officials.

We met with Mr. Hassan Al-Husseini, representing the Alumni Branch of the Eastern Province of Saudi Arabia. Hassan came with a number of suggestions which we will consider to increase support to the University. We agreed that our next visit to Dhahran will be in October 1998.

We continued our efforts to raise funds for the scholarship program, a high priority on our fund raising list. Gifts received for the scholarship program totaled \$1,529,408, \$1,093,163 for endowed scholarships and \$436,245 for current scholarship funds. Gifts for scholarships accounted for 53% of the total funds raised during fiscal 1997-98 (\$1,529,408 out of \$2,868,298). Total gifts received this year increased by 32% over the same period last year. In addition, we have been able to fully match the two matching grants, from Dr. Kamal Shair of \$250,000 and from Cleveland H. Dodge Foundation of \$200,000, with a small amount remaining to match Mr. Ali Ghandour's matching gift of \$150,000. Many major donors visited the AUB campus to present their donations to Deputy President Makdisi or to President Waterbury.

In a letter addressed to the College Hall Fund Raising Committee, Former President David S. Dodge thanked committee members for their instrumental role in raising funds for College Hall. Committee members also agreed to continue their efforts, now raising funds for the scholarship program. This new committee held several meetings during this year and agreed on a plan to approach major prospective donors. The President's Club held also several meetings during this year.

On April 20th a dinner at the Alumni Club was held in honor of President Waterbury, and a number of AUB alumni who occupy high ranking positions in the Lebanese Government and Administration were invited. The President was introduced to this important group of government officials.

The AUB Alumni Association held general elections on May 17. A new committee headed by Mr. Mohammad Machnouk replaced the interim committee which was headed by Mr. Nadim Dimechkie. We look forward to a three-year period of smooth cooperation with the new committee.

A "Job Fair Committee" was established to help bring together alumni and graduating students with prospective employers. The committee organized a two-day activity on June 11, 12 in West Hall where hundreds of alumni and students met with representatives of various firms.

Nazih Zeidan
Office of Development, Beirut

DEVELOPMENT OFFICE - New York

Financial Results

Through the end of June total amounts received were \$4,764,768 compared to \$2,902,463 for the previous year, an increase of approximately \$1,862,305. New pledges amounted to \$608,000. Total gifts and pledges for FY 1997-98 came to \$5,472,768 compared to \$3,622,463 for FY 1996-97. The increase was across the board with the exception of bequests. Of special note was alumni and Trustees' giving. Alumni contributions doubled from the prior year. Number of donors also rose, from 1552 to 1830.

Scholarship Funds

The year saw a determined effort to strengthen cooperation between the Development Office and the North American Alumni Association. We continued to emphasize scholarships to meet the need for more financial aid and to partially offset the increase in tuition fees and the decline in student applications. Several six figure endowed scholarship funds were established. Among others, these include the David S. Dodge Endowed Scholarship Fund in honor of Trustee and former president, David S. Dodge, the Nicola A. Ziadeh Endowed Scholarship Fund, in honor of Professor Ziadeh of the history department, the Maximilian E. and Marion O. Hoffman Foundation Endowed Scholarship Fund and the Taft Antoun Endowed Scholarship Fund.

College Hall Gifts and Pledges

College Hall gifts (in New York and Beirut) totaled \$15,915,397. Outstanding pledges totaled \$1,270,519. The total combined figure is \$17,185,917. The pledge figures do not include pledges deemed unpayable - approximately \$1.3 million - in line with the recommendations of the Board of Trustees Development Committee.

New Major Requests

A number of major requests were made to foundations and corporations. The Ford Foundation awarded AUB \$236,000 to fund an academic review and assessment of AUB Faculties. The Andrew W. Mellon Foundation made a \$455,000 grant for the Center for Behavioral Research and a \$225,000 grant for the Population and Reproductive Health Program in the Faculty of Health Sciences. Investcorp also contributed \$50,000 for scholarships.

Raja Khuri Endowed Deanship Fund

Raja Khuri's family and Chairman Richard A. Debs have made pledges and gifts of approximately \$460,000. Friends and medical alumni will be invited to participate in the new fund.

Alumni Visits

In late March, Dr. Waterbury, accompanied by Nimr Ibrahim and Miyada Musharbash, attended alumni functions and visited major donors in San Diego, Los Angeles, San Francisco and Chicago. In early June, Dr. Waterbury visited London and Paris to attend alumni chapter annual events and meetings with friends and Trustees. In London, he was accompanied by Nimr Ibrahim.

Nimr Ibrahim
Director of Development
New York

Appendix A

TABLE I.

FACULTY	RANK	APPLIED FALL 98	ACCEPTED FALL 98	PERCENT ADMITTED FROM THOSE APPLIED FALL 98	APPLIED FALL 97	ACCEPTED FALL 97	PERCENT ADMITTED FROM THOSE APPLIED FALL 97
DEP	SO	102	76	74.51	102	89	87.25
FAFS	SO	61	75	122.95	92	99	107.61
FAS	FR	684	519	75.88	577	517	89.60
FAS	SO	1778	1231	69.24	1470	1183	80.48
FEA	SO	1305	296	22.68	1016	582	57.28
FHS	SO	182	84	46.15	230	100	43.48
FM	SO	121	105	86.78	62	52	83.87

TABLE 2.

VERBAL STATS BY FACULTY: APPLICANTS 1998-1999

FACULTY	RANK	COUNT	MINIMUM	AVERAGE	STANDARD DEVIATION	MAXIMUM
FAS	FR	628	200	453.06	89.34	720
FAS	SO	1693	200	418.33	86.02	800
FAFS	SO	160	200	401.88	87.52	640
FEA	SO	1241	200	420.68	85.22	740
FHS	SO	171	200	419.65	87.78	640
FM	SO	110	200	368.73	76.83	590
DEP	SO	93	260	410.97	81.37	680

*.

MATHEMATICAL STATS BY FACULTY: APPLICANTS 1998-1999

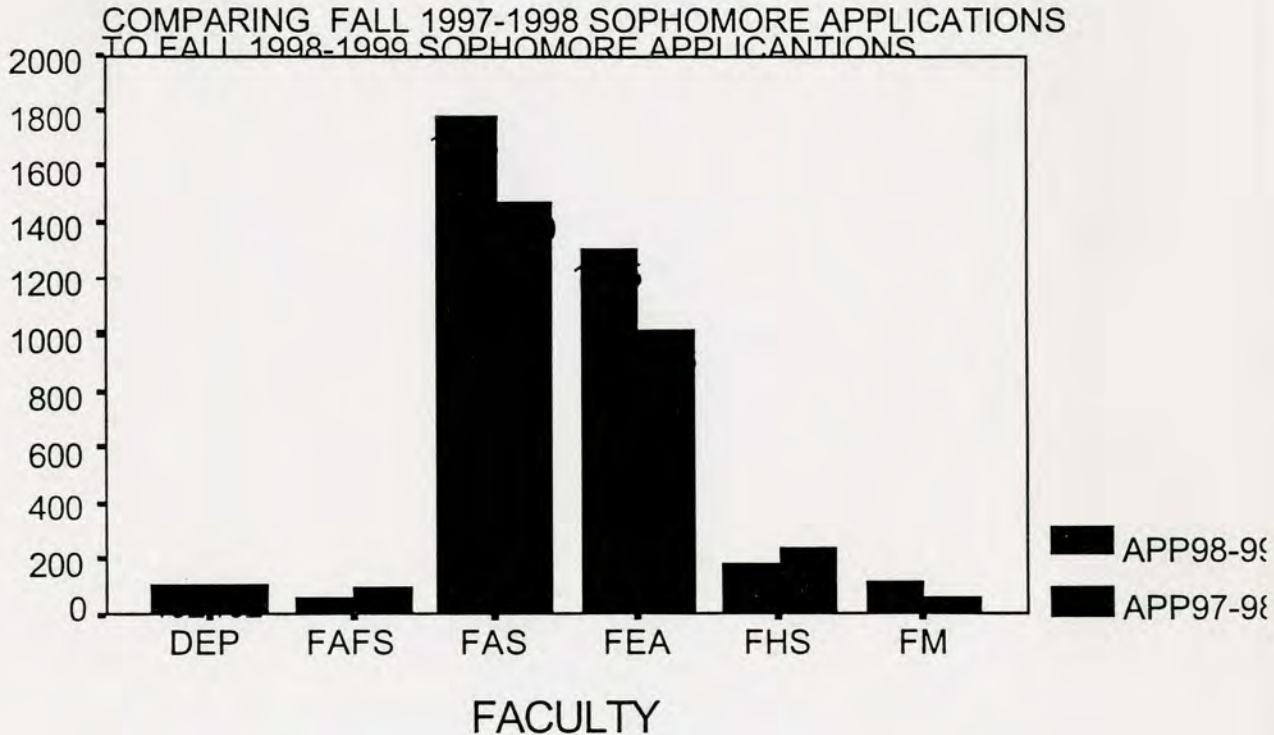
FACULTY	RANK	COUNT	MINIMUM	AVERAGE	STANDARD DEVIATION	MAXIMUM
FAS	FR	628	230	561.58	84.78	800
FAS	SO	1693	310		81.12	800
FAFS	SO	160	390	591.94	67.16	750
FEA	SO	1241	340	632.85	75.41	800
FHS	SO	171	350	599.65	67.40	780
FM	SO	110	320	548.55	87.51	760
DEP	SO	93	320	573.66	85.62	760

VERBAL STATS BY FACULTY: ADMITTED 1998-1999

FACULTY	RANK	COUNT	MINIMUM	AVERAGE	STANDARD DEVIATION	MAXIMUM
FAS	FR	502	240	475.52	79.20	720
FAS	SO	1267	200	444.09	75.61	800
FAFS	SO	147	210	412.24	80.83	640
FEA	SO	293	260	495.97	70.08	740
FHS	SO	83	250	426.27	78.22	610
FM	SO	101	240	375.74	74.31	590
DEP	SO	75	260	421.73	76.31	

MATHEMATICAL STATS BY FACULTY: ADMITTED 1998-1999

FACULTY	RANK	COUNT	MINIMUM	AVERAGE	STANDARD DEVIATION	MAXIMUM
FAS	FR	502	350	582.77	73.82	800
FAS	SO	1267	420	636.09	68.20	800
FAFS	SO	147	420	601.97	58.99	750
FEA	SO	293	600	711.91	46.09	800
FHS	SO	83	440	599.04	57.73	730
FM	SO	101	390	561.58	77.05	760
DEP	SO	75	430	592.67	76.45	760



DISTRIBUTION OF RANKS OF 2026 1998-1999 APPLICANTS

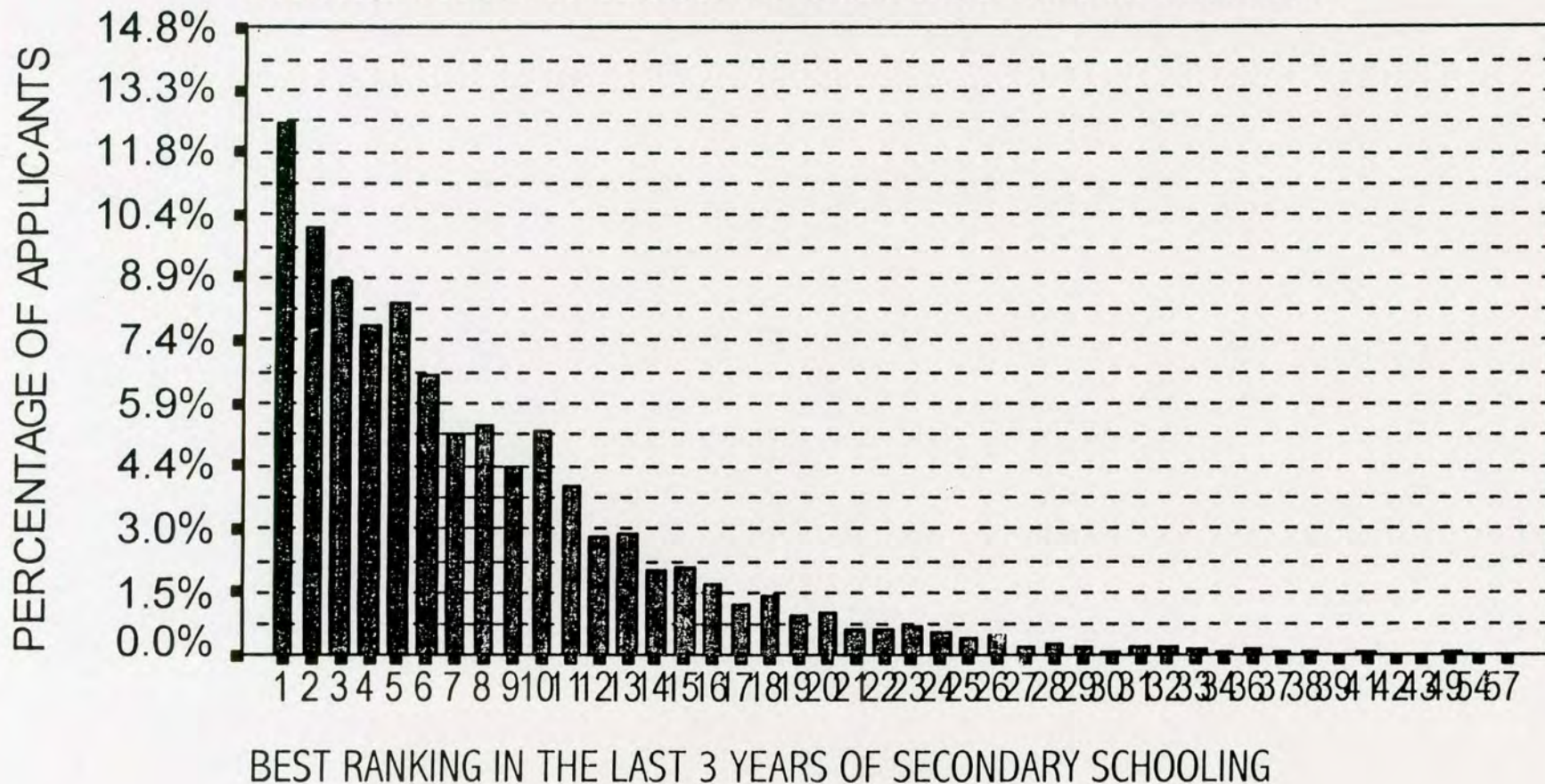


TABLE 4. Statistics on Undergraduate Admissions for the academic year 1997-1998 BY MAJOR

FACULTY	CLASS-DESC	MAJOR-DESC	APPLICATION	ADMISSION	REGISTRATION
ALL	Univ.Orienta.Program	Univer.Orient.Program	0	0	319
FAS	Freshman Arts	Majorless	262	281	149
FAS	Freshman Science	Majorless	315	236	154
FAS	Sophomore Arts	Arab. Lang.& Lit.	4	4	2
FAS	Sophomore Arts	Archaeology	17	24	7
FAS	Sophomore Arts	Biology	1	0	0
FAS	Sophomore Arts	Economics	132	112	78
FAS	Sophomore Arts	English Language	9	11	7
FAS	Sophomore Arts	English Literature	4	14	4
FAS	Sophomore Arts	History	9	13	6
FAS	Sophomore Arts	Philosophy	2	7	2
FAS	Sophomore Arts	Political Studies	35	68	40
FAS	Sophomore Arts	Psychology	26	28	14
FAS	Sophomore Arts	Public Administration	53	94	50
FAS	Sophomore Arts	Sociology-Anthropology	3	9	2
FAS	Sophomore B. Ad	Biology	1	1	0
FAS	Sophomore B. Ad	Business Administration	480	241	146
FAS	Sophomore Science	Biology	261	202	191
FAS	Sophomore Science	Business Administration	1	0	0
FAS	Sophomore Science	Chemistry	104	116	59
FAS	Sophomore Science	Computer Science	255	147	35
FAS	Sophomore Science	Economics	1	1	0
FAS	Sophomore Science	Geology	7	10	2
FAS	Sophomore Science	Petroleum Studies	12	21	2
FAS	Sophomore Science	Physics	53	60	18
FAS	Junior Arts	Economics	3	4	2
FAS	Junior Arts	English Literature	1	0	0
FAS	Junior Arts	Political Studies	3	3	1
FAS	Junior Arts	Psychology	3	1	0
FAS	Junior B.Ad.	Business Administration	11	7	7
FAS	Junior Science	Biology	5	2	3
FAS	Junior Science	Computer Science	3	2	0
FAS	Junior Science	Physics	0	1	0
FAS	Arts Special	Majorless	4	5	1
FAS	B. Ad. Special	Business Administration	0	0	2
FAS	B. Ad. Special	Majorless	1	1	0
FAS	Science Special	Computer Science	0	1	1
FAFS	Agriculture I	Agricultural Economics	0	2	0
FAFS	Agriculture I	Agriculture General	91	97	22
FAFS	Nut. & Diet. I	Agriculture General	1	0	0
FEA	Arch 1,2	Architecture	102	63	57
FEA	CCE 1-2	CCE	315	87	109
FEA	ENG'G 1-2	Civil Engineering	193	114	101
FEA	ENG'G 1-2	Electrical Engineering	61	121	84
FEA	ENG'G 1-2	Mechanical Engineering	151	122	97
FEA	Graph.Des.1,2	Graphic Design	194	75	41
FEA	ENG'G 3,4,5	Electrical Engineering	1	0	0
FEA	M.E. Special	Mechanical Engineering	1	1	1
FM	Nurs.Degree I	B.S. in Nursing	1	1	3
FM	Nurs.Degree II	B.S. in Nursing	62	52	16
DEP	Soph.Arts/Educ.	Educ./Elem.	102	89	10
TOTAL			3356	2551	1845

TABLE 5. Statistics on Undergraduate Admissions for the academic year 1997-1998 BY CLASS

FACUL	CLASS	APPLICATION	ADMISSION	REGISTRATION
ALL	Univ.Orienta.Pro	0	0	319
FAS	Freshman Arts	262	281	149
FAS	Freshman	315	236	154
FAS	Sophomore Arts	295	384	212
FAS	Sophomore B.	481	242	146
FAS	Sophomore	694	557	307
FAS	Junior Arts	10	8	3
FAS	Junior B. Ad.	11	7	7
FAS	Junior Science	8	5	3
FAS	Arts Special	4	5	1
FAS	B. Ad. Special	1	1	2
FAS	Science Special	0	1	1
FAFS	Agriculture I	91	99	22
FAFS	Nut.&Diet.I	1	0	0
FEA	Arch 1,2	102	63	57
FEA	CCE 1-2	315	87	109
FEA	ENG'G 1-2	405	357	282
FEA	Graph.Des.1,2	194	75	41
FEA	ENG'G 3,4,5	1	0	0
FEA	M.E. Special	1	1	1
FM	Nurs.Degree I	1	1	3
FM	Nurs.Degree II	62	52	16
DEP	Soph.Arts/Educ.	102	89	10
TOTAL		3356	2551	1845

TABLE 6. Statistics on Undergraduate Admissions for the academic year 1997-1998 BY RANK

FACULT	RANK	APPLICATION	ADMISSION	REGISTRATION
ALL	EEE	0	0	319
FAS	FRESHMAN	577	517	303
FAS	SOPHOMO	1470	1183	665
FAS	JUNIOR	29	20	13
FAS	SPECIAL	5	7	4
FAFS	SOPHOMO	92	99	22
FEA	SOPHOMO	1016	582	489
FEA	JUNIOR	1	0	0
FEA	SPECIAL	1	1	1
FM	FRESHMAN	1	1	3
FM	SOPHOMO	62	52	16
DEP	SOPHOMO	102		10
TOTAL		3356	2551	1845

TABLE 7. Statistics on Undergraduate Admissions for the academic year 1998-1999 BY MAJOR

FACULT	RANK	CLAS	MAJR	APPLICATIO	ADMISSION
FAS	FR	Freshman Arts	Majorless	344	252
FAS	FR	Freshman	Majorless	340	267
FAS	SO	Sophomore Arts	Arab.L	4	2
FAS	SO	Sophomore Arts	Archaeology	18	14
FAS	SO	Sophomore Arts	Economics	155	159
FAS	SO	Sophomore Arts	English Language	7	3
FAS	SO	Sophomore Arts	English Literature	10	4
FAS	SO	Sophomore Arts	History	3	1
FAS	SO	Sophomore Arts	Philosophy	1	1
FAS	SO	Sophomore Arts	Political Studies	35	38
FAS	SO	Sophomore Arts	Psychology	30	24
FAS	SO	Sophomore Arts	Public	55	73
FAS	SO	Sophomore Arts	Sociology-	13	11
FAS	SO	Sophomore B.Ad	Business	674	275
FAS	SO	Sophomore	Biology	339	275
FAS	SO	Sophomore	Chemistry	66	62
FAS	SO	Sophomore	Computer Science	293	229
FAS	SO	Sophomore	Economics	2	0
FAS	SO	Sophomore	Geology	2	2
FAS	SO	Sophomore	Petroleum Studies	16	11
FAS	SO	Sophomore	Physics	55	47
FAS	JR	Junior Arts	Economics	0	1
FAS	JR	Junior Arts	Political Studies	2	2
FAS	JR	Junior Arts	Psychology	2	0
FAS	JR	Junior B.Ad.	Business	6	1
FAS	JR	Junior Science	Biology	1	1
FAS	SR	Senior Arts	Majorless	1	0
FAS	SR	Senior Arts	Political Studies	1	1
FAS	SR	Senior B.Ad	Business	1	0
FAS	SR	Senior Science	Biology	1	0
FAS	SPE	Arts Special	Majorless	4	6
FAS	SPE	B.Ad.Special	Business	0	1
FAS	SPE	B.Ad.Special	Majorless	1	0
FAFS	SO	Agriculture I	Agriculture	61	75
FEA	SO	Arch 1,2	Architecture	145	58
FEA	SO	CCE 1-2	CCE	485	66
FEA	SO	ENG'G 1-2	Civil Engineering	159	48
FEA	SO	ENG'G 1-2	Electrical	83	52
FEA	SO	ENG'G 1-2	Mechanical	187	47
FEA	SO	Graph.Des.1,2	Graphic Design	246	37
FEA	YR4	CCE 9,10,11	Civil Engineering	1	0
FEA	SPE	C.E. Special	Majorless	1	0
FHS	SO	P.H.I	Environmental	58	48
FHS	SO	P.H.I	MLT	123	36
FHS	SO	P.H.I	Public Health	1	0
FHS	TEC	P.H.Lab.Tech.II	Environmental	1	0
FM	SO	Nurs.Degree II	B.S. in Nursing	121	105
DEP	SO	Soph.Arts/Educ.	Educ./Elem.	102	76
LAU	TRAN	LAU	Majorless	1	1
TOTAL				4257	2412

TABLE 8. Statistics on Undergraduate Admissions for the academic year 1998-1999 BY CLASS

FACULT	RANK	CLAS	APPLICATIO	ADMISSION
FAS	FR	Freshman Arts	344	252
FAS	FR	Freshman Science	340	267
FAS	SO	Sophomore Arts	331	330
FAS	SO	Sophomore B.Ad	670	275
FAS	SO	Sophomore Science	777	626
FAS	JR	Junior Arts	4	3
FAS	JR	Junior B.Ad.	6	1
FAS	JR	Junior Science	1	1
FAS	SR	Senior Arts	2	1
FAS	SR	Senior B.Ad	1	0
FAS	SR	Senior Science	1	0
FAS	SPE	Arts Special	4	6
FAS	SPE	B.Ad.Special	1	1
FAFS	SO	Agriculture I	61	75
FEA	SO	Arch 1,2	145	58
FEA	SO	CCE 1-2	485	66
FEA	SO	ENG'G 1-2	429	147
FEA	SO	Graph.Des.1,2	246	37
FEA	YR4	CCE 9,10,11	1	0
FEA	SPE	C.E. Special	1	0
FHS	SO	P.H.I	182	84
FHS	TEC	P.H.Lab.Tech.II	1	0
FM	SO	Nurs.Degree II	121	105
DEP	SO	Soph.Arts/Educ.	102	76
LAU	TRA	LAU	1	1
TOTAL			4257	2412

TABLE 9. Statistics on Undergraduate Admissions for the academic year 1998-1999 BY RANK

FACULT	RANK	APPLICATION	ADMISSIONS
FAS	FR	684	519
FAS	JR	11	5
FAS	SO	1778	1231
FAS	SPE	5	7
FAS	SR	4	1
FAFS	SO	61	75
FEA	SO	1305	308
FEA	SPE	1	0
FEA	YR4	1	0
FHS	SO	182	84
FHS	TEC	1	0
FM	SO	121	105
DEP	SO	102	76
LAU	TRA	1	1
TOTAL		4257	2412

TABLE 10. NUMBER OF GRADUATE APPLICATIONS SUBMITTED FOR THE FIRST SEMESTER OF THE ACADEMIC YEAR 1997-1998

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Total
<u>Faculty of Arts & Sciences</u>				
Arabic	1	1	0	2
Archaeology	2	0	0	2
Biology	7	2	4	13
Business Administration	29	31	43	103
CAMES	0	0	1	1
Chemistry	0	0	2	2
Economics	6	1	4	11
English Language	1	1	2	4
English Literature	6	0	1	7
History	1	2	0	3
Mathematics	3	2	2	7
Money and Banking	30	9	11	50
Physics	1	2	1	4
Political Studies	5	2	3	10
Public Administration	4	3	2	9
Sociology	2	1	0	3
Psychology	2	0	1	3
Geology	2	0	0	2
Total	102	57	77	236
<u>DEP Graduate</u>				
Educational Administration	2	3	1	6
Educational Psychology	6	1	3	10
Science Education	5	0	2	7
TEFL	4	1	2	7
Math Education	0	0	1	1
Total	17	5	9	31
<u>DEP Special (TD)</u>				
TD (Arabic)	1	0	0	1
TD Science Education	28	0	1	29
TD Health Education	10	0	0	10
TD (Teaching of Mathematics)	7	0	0	7
TD (Social Sciences)	1	0	0	1
Diploma in Special Education	12	0	0	12

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Total
	13	0	1	14
Diploma in Education Management & Leadership				
TD (elementary Education)	9	0	1	10
TEFL	8	0	0	8
Total	89	0	3	92

**Faculty of Agricultural and Food
Sciences**

Agricultural Extension	9	0	1	10
Food Technology	8	2	2	12
Irrigation	3	0	1	4
Nutrition	9	5	6	20
Animal Science	2	1	1	4
Crop Production	1	1	1	3
Plant Protection	3	0	1	4
Poultry Science	1	0	0	1
Soils and Mechanization	3	0	1	4
Total	39	9	14	62

**Faculty of Engineering and
Architecture**

Engineering Management	28	2	4	34
Electronics, Devices and Systems	6	0	0	6
Environmental and Water Resources Engineering	4	0	2	6
CCE	9	0	2	11
Civil Engineering	10	5	4	19
Mechanical Engineering	4	0	1	5
EPE	3	0	0	3
Applied Energy	2	0	1	3
Material and Manufacturing	3	0	1	4
Thermal Fluids	2	0	0	2
Total	71	7	15	93

**Faculty of Health
Sciences**

MPH	55	3	4	62
MS Population Studies	6	1	3	10
Total	61	4	7	72

	Accepted Graduate	Accepted Prospective	Refused	Total
Biochemistry	7	1	3	10
Human Morphology	0	0	1	1
Microbiology	17	5	5	27
Pharmacology and Therapeutics	4	4	12	20
Physiology	6	1	3	10
Medicine I	70	0	94	164
Total	104	11	118	233

Interfaculty Programs

Neuroscience	2	0	4	6
Ecosystem Management	7	0	3	10

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Total
Environmental Technology	14	2	2	18
Environmental Health	10	2	2	14
Total	33	4	11	48
GRAND UNIVERSITY TOTAL	516	97	254	867

TABLE 11. NUMBER OF GRADUATE APPLICATIONS SUBMITTED FOR THE FIRST SEMESTER OF THE ACADEMIC YEAR 1998-1999:

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Pending/Incomplete	Total
<u>Faculty of Arts and Sciences</u>					
Arabic	3	0	0	1	4
Archaeology	1	0	0	0	1
Biology	2	0	5	1	8
Business Administration	27	40	44	10	121
CAMES	10	1	5	2	18
Chemistry	1	0	0	1	2
Economics	3	0	1	0	4
English Language	1	0	0	0	1
English Literature	7	0	1	0	8
Geology	5	0	0	1	6
History	0	0	2	0	2
Mathematics	6	0	1	0	7
Money and Banking	35	8	21	7	71
Philosophy	1	2	1	0	4
Physics	4	0	0	0	4
Political Studies	4	1	3	0	8
Psychology	3	1	1	0	5
Public Administration	9	1	4	2	16
Sociology	2	0	1	0	3
Total	124	54	90	25	293

Division of Education Programs:

	Accepted Graduate	Refused	Total
<u>DEP Graduate</u>			
Educational Administration	1	1	2
Educational Psychology	1	0	1
Math Education	0	1	1
School Guidance	0	1	1
TEFL	0	1	1
Total	2	4	6

DEP Special (TD)

	Accepted	Refused	Total
Diploma in Education Management & Leadership	9	0	9
Diploma in Special Education	5	0	5
Educational Psychology	2	0	2
School Guidance	1	0	1
TD (Arabic)	1	0	1
TD (Elementary Education)	6	0	6
TD (Science Education)	24	1	25
TD (Social Sciences)	24	0	24
TD (Teaching of Mathematics)	8	0	8
TEFL	15	0	15
Total	95	1	96

MAJOR	Accepted Graduate	Accepted Prospective	Refused	Pending/Incomplete	Total
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Faculty of Agricultural & Food Sciences

Agricultural Economics	2	0	2	0	4
Animal Science	4	0	1	3	5
Crop Production	4	0	1	0	5
Food Technology	8	4	2	0	14
Irrigation	4	0	1	0	5
Nutrition	15	1	5	0	21
Plant Protection	1	0	0	0	1
Poultry Science	1	0	0	0	1
Soils and Mechanization	2	1	0	0	3
Total	41	6	12	0	59

Faculty of Engineering and Architecture

CCE	6	0	1	1	8
Civil Engineering	10	0	3	1	14
Electric Power Engineering	2	0	0	0	2
Engineering Management	28	6	0	5	39
Environmental & Water Resources Eng'g	1	0	2	0	3
Material and Manufacturing	1	0	1	0	2
Mechanical Engineering	3	0	2	0	5
Urban Design	2	0	0	0	2
Urban Planning	1	0	3	0	4
Total	54	6	12	7	79

	Accepted Graduate	Accepted Prospective	Refused	Pending/Incomplete	Total
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Faculty of Health Sciences

Health Education	1	0	0	0	1
Special Health Sciences	1	0	0	0	1
MPH	44	0	0	3	47
MS Epidemiology	1	0	0	1	2
MS Population Studies	9	3	0	3	15
Total	56	3	0	7	66

Faculty of Medicine

Biochemistry	2	0	8	1	11
Human Morphology	7	1	0	2	10
Microbiology	11+5 WL	0	9	1	26
Pharmacology and Therapeutics	6+3 WL	0	5	1	15

MAJOR

Physiology	11	1	1	1	14
Total	45	2	23	6	76

	Accepted Graduate	Accepted Prospective	Refused	Pending/Incomplete	Total
<u>Interfaculty Programs</u>					
Neuroscience	4	1	0	0	5
Ecosystem Management	5	0	5	0	10
Environmental Technology	6	0	4	0	10
Environmental Health	7	0	0	2	9
Total	22	1	9	2	34

**GRAND UNIVERSITY
TOTAL**

TABLE 12. NUMBER OF DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN OCTOBER 1997:

<u>DEGREE</u>	<u>MALES</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>Faculty of Arts & Sciences</u>			
BBA	4	1	5
BA	7	15	22
BS	2	1	3
MBA	3	1	4
MA	3	3	6
MS	0	3	3
Total	19	24	43
<u>Division of Education Programs</u>			
MA	0	5	5
Total	0	5	5
<u>Faculty of Agricultural & Food Sciences</u>			
BS (Agriculture)	1	1	2
Diploma of Ingenieur Agricole	1	1	2
BS (Nutrition & Dietetics)	0	1	1
Total	7	6	13
<u>Faculty of Engineering & Architecture</u>			
B. Graphic Design	0	2	2
B.E. (CCE)	1	0	1
B.E. (ME)	1	0	1
ME (Civil)	1	0	1
ME (CCE)	0	1	1
Master of Engineering Management	1	1	2
Total	4	4	8

Faculty of Health Sciences

BS (MLT)	1	0	1
MS	0	1	1
Total	1	1	2

Faculty of Medicine

MS	5	6	11
MD	2	1	3
Total	7	7	14
GRAND UNIVERSITY TOTAL	38	50	88

TABLE 13. NUMBER OF DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN FEBRUARY 1998:

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>FACULTY OF ARTS & SCIENCES</u>			
B.B.A.	24	13	37
B.A.	23	26	49
B.S.	35	14	49
M.B.A.	6	2	8
M.M.B.	1	2	3
M.A.	3	3	6
M.S	-	1	1
TOTAL	92	61	153

DIVISION OF EDUCATION PROGRAMS

B.A.	-	7	7
M.A.	-	4	4
TEACHING DIPLOMA	-	6	6
DIPL. EDUC.MANAG.&LEADER.	1	-	1
DIPLOMA IN SPEC. EDUCAT.	1	-	1
TOTAL	2	17	19

FACULTY OF AGRICULTURAL & FOOD SCIENCES

B.S.IN AGRICULTURE	2	-	2
DIPL.OF INGENIEUR AGRIC.	2	-	2
B.S.(NUTRITION & DIETETICS)	1	6	7
M.S.	5	7	12
TOTAL	10	13	23

FACULTY OF ENGINEERING & ARCHITECTURE

B.GRAPHIC DESIGN	-	1	1
B.E.(CIVIL ENGINEERING)	1	1	2
M.E.(CIVIL ENGINEERING)	1	-	1
M.E.(C.C.E.)	2	-	2
M.E.(ELECTRIC POWER ENG'G)	2	-	2
M.E.(ENVIR.&WATER RES.ENG.)	2	-	2
M.E.M.	-	3	3
TOTAL	8	5	13

FACULTY OF HEALTH SCIENCES

B.S.(ENVIRONM. HEALTH)	1	1	2
B.S.(MEDIC.LAB.TECHNOL.)	2	1	3
TOTAL	3	2	5

FACULTY OF MEDICINE

M.S.	-	3	3
M.D.	-	2	2
TOTAL	-	5	5

GRAND TOTAL	115	103	218
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TABLE 14. NUMBER OF DEGREES AND DIPLOMAS BY FACULTY AND SEX AWARDED IN JULY 1998:

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>FACULTY OF ARTS & SCIENCES</u>			
B.B.A.	49	33	82
B.A.	31	93	124
B.S.	96	48	144
M.B.A.	6	11	17
M.M.B.	4	2	6
M.A.	4	15	19
M.S.	2	3	5
TOTAL	192	205	397
<u>DIVISION OF EDUCATION PROGRAMS</u>			
B.A.	-	12	12
M.A.	-	4	4
TEACHING DIPLOMA	10	29	39
DIPL.IN ED.MAN.&LEADERSHIP	1	7	8
DIPL.IN SP.EDUCATION	-	11	11
TOTAL	11	63	74
<u>FACULTY OF AGRICULTURAL & FOOD SCIENCES</u>			
B.S.IN AGRICULTURE	14	14	28
DIPL.OF ING.AGRICOLE	14	14	28
B.S.(NUTRITION & DIETETICS)	4	27	31
M.S.	4	10	14
TOTAL	36	65	101
<u>FACULTY OF ENGINEERING & ARCHITECTURE</u>			
B.ARCHITECTURE	9	-	9
B.GRAPHIC DESIGN	8	6	14
B.E.(CIVIL)	39	9	48
B.E.(C.C.E.)	47	8	55
B.E.(ELECTRICAL)	45	11	56
B.E.(MECH.)	40	-	40
M.E.(ELECTRIC POWER ENG'G)	1	-	1
M.E.(ELE.DEV.&SYSTEMS)	2	-	2
M.E.(MECH.)	2	-	2
M.E.M.	1	1	2
M.M.E.	1	-	1
TOTAL	195	35	230

FACULTY OF HEALTH SCIENCES

B.S.(ENV.HEALTH)	4	16	20
B.S.(MED.LAB.TEC.)	7	9	16
M.P.H.	8	15	23
M.S.(POP.STUD.)	-	3	3
TOTAL	19	43	62

FACULTY OF MEDICINE

B.S.NURSING	2	8	10
M.S.(BIOCHEMISTRY)	1	-	1
M.D.	57	15	72
TOTAL	60	23	83

GRAND TOTAL	513	434	947
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TABLE 15. ENROLLMENT FIGURES BY FACULTY AND SEX FOR THE FIRST SEMESTER OF 1997-1998:

<u>FACULTY</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Faculty of Arts and Sciences	1356	1239	2595
Faculty of Agricultural & Food Sciences	106	192	298
Faculty of Engineering & Architecture	934	227	1161
Faculty of Health Sciences	60	140	200
Faculty of Medicine	228	75	303
School of Nursing	11	53	64
Division of Education Programs	137	267	404
TOTAL	2832	2193	5025

TABLE 16. ENROLLMENT FIGURES BY FACULTY AND SEX FOR THE SECOND SEMESTER OF 1997-1998:

<u>FACULTY</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Faculty of Arts and Sciences	1396	1262	2658
Faculty of Agricultural & Food Sciences	106	199	305
Faculty of Engineering & Architecture	944	213	1157
Faculty of Health Sciences	53	140	193
Faculty of Medicine	228	72	300
School of Nursing	14	64	78
Division of Education Programs	64	217	281
TOTAL	2805	2167	4972

TABLE 17. ENROLLMENT FIGURES BY FACULTY AND SEX FOR THE SUMMER SESSION OF 1997-1998:

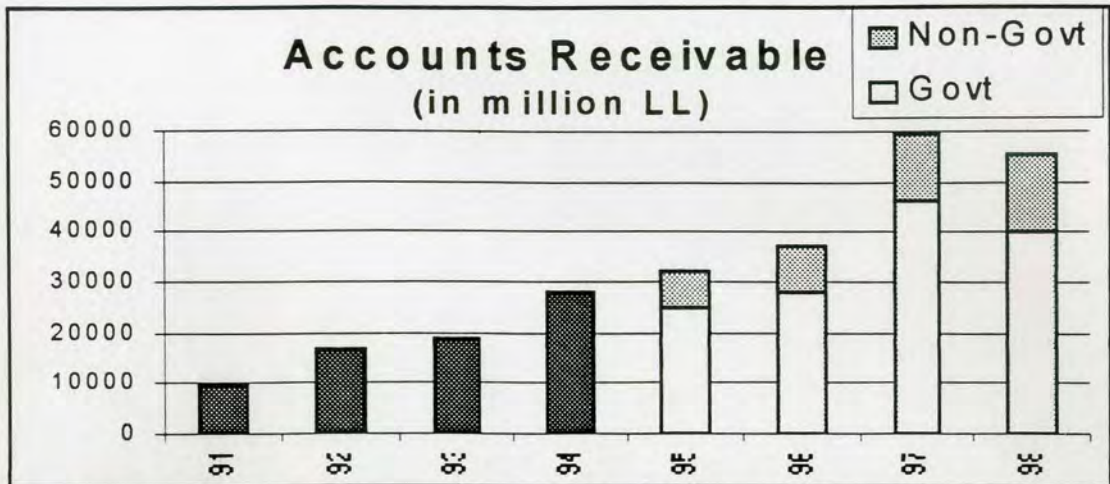
<u>FACULTY</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Faculty of Arts and Sciences	543	350	893
Faculty of Agricultural & Food Sciences	53	64	117
Faculty of Engineering & Architecture	605	147	752
Faculty of Health Sciences	20	45	65
Faculty of Medicine	217	65	282
School of Nursing	12	41	53
Division of Education Programs	7	24	31
TOTAL	1457	736	2193

UNIVERSITY STATISTICIAN Studies and Reports

- 1. School Performance in the Official BAC II Examinations:** A study that examined the performance of a limited number of Lebanese secondary schools in the Official BAC II examinations of 96. The average of the school is reported along with the distribution of scores. Available data was obtained from the Ministry of Education. All three choices (Math, Sciences and Philosophy) were combined.
- 2. Performance in the BAC II Examinations of AUB Applicants, Admitted Applicants and Enrolled students:** This study examines the performance of 1996-1997 AUB applicants and admitted applicants for the purpose of determining the quality of the pool. It also reports minor correlation study results, between performance in the BAC II and AUB performance for registered students. Further studies are possible but are logistically time consuming.
- 3. Student Performance at AUB by School:** The performance of AUB registered students is examined. Students are grouped by the secondary school they graduated from and the average performance along with other statistics is calculated for the various schools.
- 4. Examination of the Performance Predictors at AUB.** A short paper that explores the strength of the three University Performance predictors used in admissions: The School Record, the SAT and the SQ. All three are correlated with university performance. The paper refers to other papers on the subject, and presents results that confirms widespread findings that the school record is the best available predictor for performance in post secondary education.
- 5. Applicant Quality:** Usually requested by the vice President for Academic Affairs on a yearly basis. Three reports with appendices. One for each of the years 1996-1997, 1997-1998 and 1998-1999. The distribution of the secondary school ranking of applicants to AUB is reported. The distribution of the ranking of admitted students is also reported. Also other admission criteria such as the SAT and the SQ are examined and analyzed. Includes some statistics on applications and admissions by school and country. In some instances, a comparison is made amongst the different admission criteria.
- 6. Freshman Performance Study:** This study explores the performance of AUB registered freshmen. It reports demographics by country and school of origin. It also reports promotion rates, drop-out rates and overall general freshman achievement statistics. The report investigates the survival rate of our freshman student during the freshman year and beyond. It also examines the performance of entry-level freshmen in the sophomore and latter years. In this report we also compare secondary schools and countries of origin by looking at the performance and statistics of their freshman students who entered AUB as freshmen.

7. **SAT Report by School:** This is a yearly report on all secondary schools who's graduates apply to AUB. It reports the average SAT I score of all takers from a certain school along with the minimum score, the maximum score and the standard deviation.
8. **SAT Report by Faculty and Class:** In these yearly reports we detail statistics and determine the distribution of SAT I and Sat II scores by Faculty and Class. The average SAT score along with other meaningful SAT statistics are reported for all the faculties by class.
9. **Early Admission Reports:** When the question of Early Admission arose, we were asked to report detailed admission scores by Faculty and Class. We reported Distribution and Frequency tables for the SAT I Verbal, SAT I Mathematical and the secondary school ranking of applicants and admitted applicants for the Year 1997-1998.
10. **AUB Grading:** Grading conversion schemes are paraded in this report. Several proposals for conversion from the numerical to the letter grade system were displayed numerically and graphically. A final version was recommended by the Senate's Ad Hoc Committee on Grading and was presented to the Senate.
11. **Comparison of the Performance of the Four Undergraduate Classes in the 200-level courses:** The Faculty of Arts and Sciences requested that we supply them with evidence they suspected existed to the fact that freshmen students are at a disadvantage when competing in the 200-level courses right along sophomore and more academically advanced students. The study clearly showed the suspicions to be well founded.
12. **Admission Proposal, Freshman Results:** Further developed, conducted data analysis, and presented to the Senate
Freshman Results: Regression analysis, results and conclusions.
Sophomore Results: Regression analysis, results and conclusions.

Accounts Receivable



The high levels of accounts receivable continued to be a major challenge for the hospital, particularly that related to Government guarantors. However, significant improvements were achieved in 1997-98:

Governmental (in million LL)

	Outstanding Receivables	Collections Received in 97/98
Cooperative	2,815	2,217
Ministry of Defense	10,021	4,968
Ministry of Health	16,102	13,903
N.S.S.F.	7,114	8,701
Internal Security	2,160	1,413
Other	1,860	1,369
Sub-Total	40,072	32,571

With the exception of the Cooperative (with which we have severely curtailed services as a result of difficulties in settling their accounts) all government agency collections exceeded levels of 1996-97.

Non-Governmental (in million LL)

	Outstanding Receivables	Collections Received in 97/98
Commercial Insurance	11,311	23,186
Self and HIP	4,281	32,670
Sub-Total	15,592	55,856

Although outstanding non-governmental receivables increased to 15,592 million L.L. in 1997-98 from 13,001 million LL in 1996/97, such is largely the result of increasing services to the private sector in the latter part of the year.

Patient Service Statistics

Patient Activities

Admissions	1997-98	1996-1997	1995-1996	%Change 96/97 to 97/98
Emergent	6,443	6,387	5,746	0.9%
Non emergent	12,068	13,105	12,485	-7.9%
Total	18,511	19,492	18,231	-5.0%
Deliveries	1,877	2,219	2,327	-15.4%
Surgeries	14,292	15,210	16,332	-6.0%
% Private	61	65	67	-6.5%
% Ward	39	35	33	11.4%
Days of Care	98,057	100,980	102,128	-2.99%
Occupancy Rate %	69	74	73	-6.8%
Average Stay in Days	5.35	5.27	5.60	1.5%

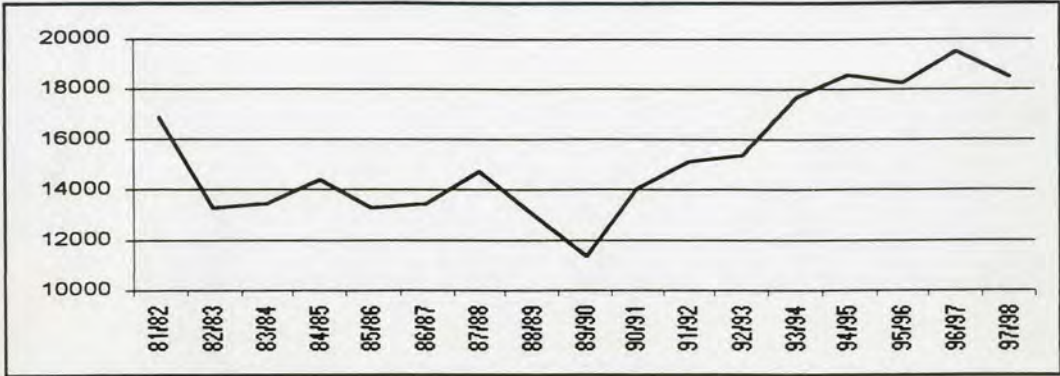
The overall number of patients admitted to AUBMC decreased by 5.0% largely due to the decrease in surgeries and deliveries. Conversely, the average length of stay increased marginally suggesting a higher acuity of patients.

Staffing

	1997-98 Total	1996-1997 Total
Residents	136	143
Fellows	22	23
Interns	78	80
Total Employees	1,460	1,421
Inpatient direct	685	653
Outpatient direct	169	168
Support services	606	600

Overall staffing in 1997/98 increased substantially as a result of the increase in RNs.

ANNUAL ADMISSIONS (Excluding Nursery)



Inpatient admissions have steadily increased since 1989/90. AUBMC admissions represent approximately 4.4% of total hospital admissions in Lebanon (1995).

ANNUAL ADMISSIONS BY SERVICE AND CLASS

Service	1997-1998		1996-1997		1995-1996	
	Private	Ward	Private	Ward	Private	Ward
Surgery	3,122	1,904	3,309	1,808	3,307	1,757
Medicine/CCU	5,347	1,815	5,652	1,777	4,964	1,653
Pediatrics	1,174	598	1,182	547	672	525
OBS/GYNE	1,498	1,412	2,029	1,522	1,945	1,654
ENT	490	354	511	390	502	392
EYE	282	515	321	444	343	517
Total	11,913	6,598	13,004	6,488	11,733	6,498

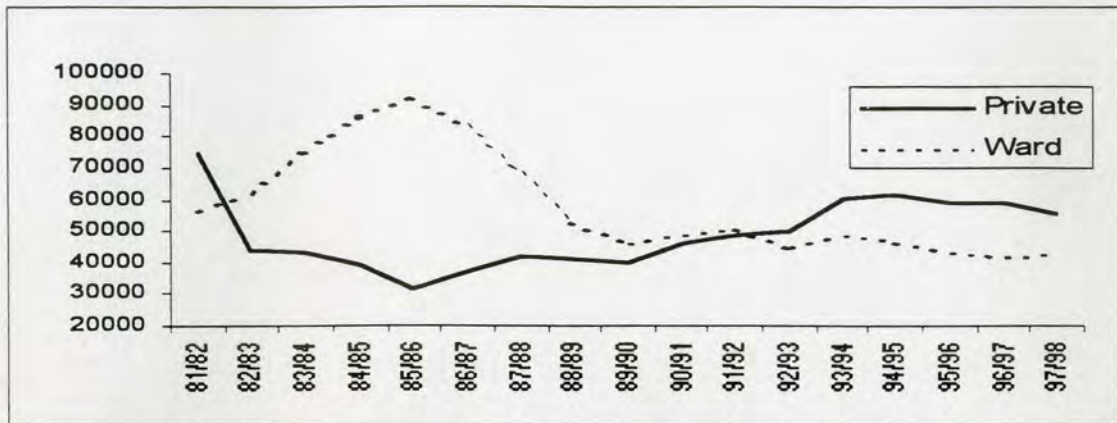
Overall ward admissions increased marginally in 1997-98 by 1.5% (110 cases), while private admissions decreased by 8.4% (1091 cases). Decreases in admission of private cases were experienced in all services, but particularly that of OBSE/GYNE by 26.2% (531 cases), Medicine/CCU by 5.4% (305 cases) and Surgery by 5.7% (187 cases).

ANNUAL DELIVERIES

1997-1998		1996-1997		1995-1996	
Private	Ward	Private	Ward	Private	Ward
926	951	1,317	902	1,271	1,056

At 1,877 deliveries, the AUBMC experienced 342 (or 15.4%) fewer deliveries in 1997/98 than in the prior year, all in private cases.

ANNUAL DAYS OF CARE BY CLASS (Excluding Nursery)



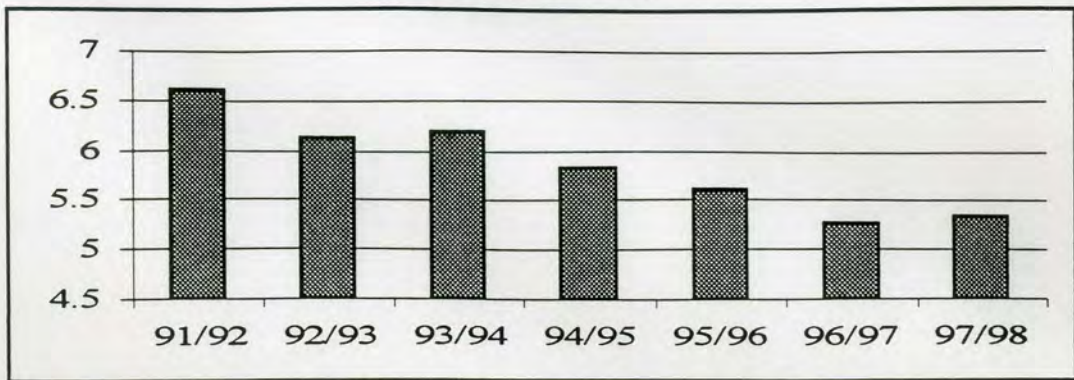
Overall annual days of care have steadily decreased since 1993/94, with the 1997/98 fiscal year posting a reduction of 2.9% (2,923 days) from the prior year. Private care patient days decreased by 3,531 days, largely with the OBS/GYNE service (1588 days) but also in Surgery (839 days) and Pediatrics (844 days).

ANNUAL DAYS OF CARE BY SERVICE AND CLASS (Excluding Nursery)

Service	1997-1998		1996-1997		1995-1996	
	Private	Ward	Private	Ward	Private	Ward
Surgery	15,505	13,164	16,344	12,724	18,854	14,236
Medicine/CCU	29,455	17,034	29,595	17,181	28,323	16,611
Pediatrics	4,422	5,902	5,266	5,753	3,510	5,445
OBS/GYN	4,441	4,224	6,029	4,306	5,831	4,642
ENT	1,184	1,091	1,249	938	1,412	1,328
EYE	613	1,022	668	927	884	1,052
Total	55,620	42,431	59,151	41,829	58,814	43,314
% from total	57%	43%	59%	41%	58%	42%

The increase in ward admissions contributed a 1.4% increase in days of care. Conversely, the decrease in private admissions contributed to a 6% decrease, particularly in the Surgery and OBS/GYN days of care. Overall days of care decreased 2.9% in 1997/98.

**ANNUAL AVERAGE LENGTH OF STAY (in days)
(Excluding Nursery)**



The overall hospital average length of stay (ALOS) has steadily decreased with the 1997/98 fiscal year averaging 5.35 days, nominally higher than the prior years likely as a result of increasing patient acuity.

**AVERAGE LENGTH OF STAY BY CLASS (in days)
(Excluding Nursery)**

	Class I	Class II	Class III	All Classes
ALOS 1997-1998	4.37	5.14	6.14	5.35
ALOS 1996-1997	4.34	4.95	6.45	5.27
ALOS 1995-1996	4.77	5.23	6.66	5.60

Class III patients, representing the highest overall ALOS, continue to post a modest improvement.

**AVERAGE LENGTH OF STAY BY SERVICE (in days)
(Excluding Nursery)**

Service	1997-98	1996-1997	1995-1996
Surgery	5.60	6.10	6.80
Medicine/CCU	6.19	6.50	6.76
OBS/GYN	3.00	2.91	3.03
Pediatrics	5.91	6.85	8.45
EENT	2.41	2.44	2.75

Medicine/CCU cases were generally responsible for the higher ALOS.

**ELEVEN-YEAR SUMMARY ANNUAL COMPARISON
(Excluding Nursery)**

	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
Admissions	14,690	13,038	11,357	14,015	15,131	15,388	17,681	18,523	18,231	19,492	18,511
% Occupancy	71	61	56	72	76	68	80	77	73	74	69
Average Length of Stay	7.45	7.21	7.55	6.77	6.61	6.14	6.20	5.84	5.60	5.27	5.35
Days of Care	109,484	93,982	85,787	94,816	100,009	94,439	109,603	108,135	102,128	100,980	98,057
Emergency Unit Visits	35,263	28,784	28,488	30,543	28,440	27,088	30,235	34,133	35,061	35,953	35,405
Outpatient Visits	39,445	34,548	39,445	39,974	40,299	39,686	42,467	43,158	42,181	43,625	51,082
Private Clinics Visits	31,634	32,784	31,484	37,213	47,844	48,412	50,033	50,439	53,696	58,621	65,932
Family Medicine Visits	-	-	3,565	4,017	6,341	2,617	3,793	4,324	4,426	4,181	5,470

OPERATING ROOM

SURGERIES

	1997/98	1996/97	1995/96
Cardiac	565	575	602
General	1,764	1,958	1,872
Neurological	462	452	493
Orthopedic	1,564	1,476	1,505
Peripheral Vascular	168	233	251
Plastic	416	405	309
Thoracic	112	127	114
Urology	549	583	594
Pediatric	126	185	98
ENT	1,041	1,037	1,046
Gynecology	973	1,222	1,177
Delivery	256	224	240
Ophthalmology	898	869	962
Total Cases	8,891	9,346	9,263
%Inc/(Dec)	(4.9%)	0.9%	

Need to comment?

	1997/98	1996/97	1995/96
Inpatient	8,329	8,917	8,680
Outpatient	565	419	583
Total	8,894	9,346	9,263
% Outpatient	6.4%	4.5%	6.3%

The overall percentage of day surgery cases to total surgeries increased to 6.4% in 1997/98.

OPERATING ROOM

During fiscal 1997/98, a total of 14,319 surgical procedures were performed. These included:

	1997/98	1996/97	%Inc / (Dec)
Cardiac Procedures	1,266	575	120.0%
<u>Number of Cases:</u>			
Open heart	520	542	(4.1%)
Emergencies	2,002	2,131	(6.1%)
Laparoscopic:			
Cholecystectomy	253	255	(0.8%)
Appendectomy	53	66	(19.7%)
Herniorrhaphy	114	105	8.6%
Hydatid cyst of liver	2	4	(50.0%)
Splenectomy	5	4	25.0%
Thoracoscopy	11	10	10.0%
Hernia hiates	2	1	100.0%
Nissen funduplication	3	NA	-
Diagnostic	NA	9	-
Cholectomy	1	4	(75.0%)
Salpingoophrectomy	NA	4	-
Kidney Transplant	7	5	40.0%
Endoscopic Urethrolithotomy Lithoclast	8	8	0%
Endoscopic Mini Thoracotomy – LAST	42	10	320.0%
Endoscopic Harvesting of Sephanous Vein	NA	16	-
Electrocortigraphy, Cortical Stimulation	19	3	533.3%
Cochlear Implant	1	2	50.0%

Other statistics where the ratio of private: ward is 60/40:

	1997/98	%	1996/97	%
Emergency cases	2,002	22.5	2,131	23.0
Elective cases	6,907	77.5	7,221	77.0
Total	8909	100.0	9352	100.0
Private procedures	8,716	60.9	9,829	65
Ward procedures	5,603	39.1	5,388	35
Total	14,319	100.0	15,217	100.0

AMBULATORY SERVICES

PRIVATE CLINICS

The following table shows the total number of visits to the Private Clinics from July 1997 to June 1998 in comparison to the pervious fiscal year.

Department	1997-98	1996-97	% change
Dermatology	3,340	2,833	17.9
Internal Medicine	24,866	23,407	6.2
OBS/GYNE	8,677	6,786	27.9
Ophthalmology	5,563	5,211	6.8
Otolaryngology	950	-	-
Pediatrics	10,213	9,836	3.8
Surgery	12,073	8,893	35.8
Total*	65,682	56,966	15.3

* Does not include psychiatry and Family Medicine patients and those patients seen by part-time physicians.

EMERGENCY UNIT

	1997/98	1996/97	1995/96
Total Visits	35,405	35,945	35,061
% Increase/Decrease	-1.5%	2.5%	
% of ER visits that are admitted	18.2%	17.8%	15.4%
% of overall admissions originating from ER	34.8%	32.8%	31.5%

Visits to the Emergency Unit experienced a slight decrease (by 1.5%) with an increasing number being admitted (likely due to increased acuity of patients visiting the E.R.) Further, the AUBMC is becoming increasingly dependent on its E.R. for its admissions (now 34.8).

OUTPATIENT DEPARTMENT (OPD)

	1997-98	1996/97	1995/96
Total Visits	51,082	43,625	42,181
% increase	17.1%	3.4%	

The Outpatient Department services ward patients and its activity increased by 17.1% in 1997/98.

FAMILY MEDICINE PRACTICE CENTER

The following table shows the number of visits to the Family Medicine Practice Center during the fiscal year 1996-1997, and compares them to 1995-1996.

	1997-1998	1996-1997	1995-1996
Total		4,181	4,314
%Inc /(Dec)		(3.1%)	

The total number of visits to the Family Medicine Practice Center showed a decrease by 3% in 1997-1998 as compared to 1996-97.

Appendix E

Internal Audit Reports

REPORT #	TITLE	DATE ISSUED
HCAS1897	Comptroller's Office AUBMC Cashier Surprise Cash Count 25/03/97	6/26/97
GVEG9703	Purchasing Department Market Survey of Wholesale Prices for Perishables	7/25/97
AHSI9715	Housing Department Housing Stores Y/E Inventory	7/25/97
ACAS9703	Comptroller's Office AUB Cashier Surprise Cash Count 24/1/97	7/28/97
APPI9713	Physical Plant Power Plant Y/E Inventory	7/29/97
ASFI9708	Academic Affairs AUB Publications Store F Y/E Inventory	7/29/97
GHIP9702	Personnel Department HIP (Hospitalization Insurance Plan) Operational Review	8/6/97
HMSI9714	Supply Department AUBMC, A,B,C,D Stores, Main Supply Stores Y/E Inventory	8/6/97
APST9712	Supply Department Post Office Operational Review	8/11/97
GARI9704	AREC Y/E Inventory	8/18/97
HORI9715	AUMBC Operation Room Y/E Inventory	8/22/97
HMEI9717	AUBMC Medical Engineering Y/E Inventory	8/25/97
HPhi9713	AUBMC Pharmacy Dispensing Area Y/E Inventory	8/28/97
ABKI9716	Business Services Bookstore Y/E Inventory	8/28/97
ABKR9714	Comptroller's Office Bank Reconciliations March 1997	8/31/97
ACAS9717	Comptroller's Office AUB Main Cashier Y/E Cash Count	9/9/97
HCAS1897	Comptroller's Office AUBMC Main Cashier Y/E Cash Count	9/9/97
HLMI9716	AUBMC Laboratory Medicine Y/E Inventory	9/26/97
GRES9804	Student Affairs Student Housing	10/27/97
GPET9802	Comptroller's Office Petty Cash Count Y/E	10/27/97
GISS9806	ISS Procurement Cycle Review	11/28/97
GUTI9807	Electrical Power Consumption	1/8/98
HLMI9803	Laboratory Medicine Inventory Count November 27th, 1997	1/23/98
HORC9805	AUBMC Operating Room Consumption Test	1/13/98
GHOU9801	Subsidized Faculty Housing	2/28/98
N/A	Survey on Departmental Opening Hours	11/25/97
HORI9802	AUBMC Operating Room Periodic Inventory	1/8/98
GMPA9805	Motor Pool Operations	2/11/98
HCARC9804	AUBMC Cardiac Catheterization Consumption Test	2/13/98
HCARI9801	AUBMC Cardiac Catheterization Periodic Inventory Count	2/13/98
ABNK9803	Bank Reconciliation	2/27/98
GCAS9811	AUB & AUBMC Main Cashiers, Surprise Cash Counts	3/20/98
GMAL9808	Post Office, Internal Mail Services	4/16/98
GLGI9813	Losses and Gains inventories	4/23/98
ATFR9805	Tuition Fees Revenue	6/1/98
GNYO9815	Personnel and Payroll Administration at the New York Office	6/3/98
ASAR9804	Students Accounts Receivable	6/23/98