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**THE PRESIDENT'S ANNUAL REPORT**

**TO THE  
BOARD OF TRUSTEES**

**July 1, 1998 – September 30, 1999**

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**American University of Beirut  
Beirut, Lebanon**

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## ANNUAL REPORT OF THE PRESIDENT

This report covers some of the main events and changes taking place at the AUB over the last several months. There is good news and not so good news.

Unquestionably the single most important and uplifting event of the recent past was the re-opening of College Hall on June 22, 1999 and the near-simultaneous holding of the International Alumni Convention. The re-opening ceremony, with guest of honor, Elias Hraoui, and Daniel Bliss's great grand daughter, Eleanor Dorman Johnson, was very well attended. So too was the alumni convention. During the week Trustees Ali Ghandour, Ann Kerr, Myrna Bustani, Leila Sharaf, Abdul Mohsen Al-Qattan, Hutham Olayan and, of course, Mohammad Machnouk, all were present on campus. The President's Symposium on Liberal Arts Education in the 21<sup>st</sup> Century brought together Henry Bienen, President of Northwestern University, John Gerhart, President of AUC, Riyadh Nassar, President of LAU, and myself. At the end of the week, the AAA ran a series of well-attended panels, a pinning ceremony under the auspices of PM Abdur-Raouf Rawabdeh of Jordan (AUB class of 1962) and a gala dinner. Not even the devastating air raids launched by Israel during the night of June 24 could fully disrupt these events.

The academic review, funded by the Ford Foundation, got underway in January 1999 and was mostly completed by July. Additional visitors to the Faculty of Agricultural and Food Sciences came in early October, and more visitors are being scheduled for the FEA, the masters in environment sciences, and the English Department. The Provost and I have drafted summaries of the reviews, and proposals derived from them. These have been distributed to the BOD and will be available to the faculty as a whole.

We have successfully filled a number of key, senior positions in the University. We now have a VP for Finance, John Bernson, resident with his family in Beirut. John Wilkinson has filled the Vice Presidency for Development, resident in New York, while Deputy Vice President, Sarah Thayer and her family, are resident in Beirut. Dean Kevlin in mid-October took up his duties as the new Dean of Student Affairs. Ibrahim Hajj will take over as Dean of FEA, starting January 1, 2000. David Gribble has accepted the position of Comptroller, and Michael Donohue as Assistant Comptroller. Gribble will be resident in Beirut while Donohue will work in the New York Office. Mary Kasparian has become the new Registrar, replacing Waddah Nasr, and Salim Kanaan, as Director of Admissions, has begun redesigning our admissions procedures and recruiting.

We owe special thanks to a number of people who have taken on interim positions of a crucial nature: George Tomey who stepped in as Acting VP for Finance following Frank Crosby's resignation, Mohamed Harajli who has filled in as Acting Dean of FEA, Nizar Hamzeh who has been Acting Dean of Student Affairs, Nellie Abdelbaki who is Acting Comptroller and Marina Hajj who is Acting Director of the Hospital.

Our new Banner Student Information System was given its trial by fire during pre-registration and registration at the end of September and up to October 5. As with any new program, there were some “glitches”, but Mohamed Manasfi, Peter Abi Abdallah, and Samia Azar are to be congratulated on the great job they did. So too must we thank the student guides, all unpaid volunteers organized by the Dean of Student Affairs office, for their hard work and extraordinary ingenuity in dealing with numerous challenges. We have learned from this experience, and future registrations should be much smoother. Some 5306 students registered and paid their fees.

University finances are strong although there are some indicators that bear close watching. During the 1998/99 fiscal year, the University’s investment portfolio and investment income have continued to perform well beyond our expectations. The University, according to our estimate, more or less broke even in the period July 1, 1998 – June 30, 1999, versus a \$5 million deficit during the comparable prior year period. AUBMC shrank its net deficit from \$5.5 million in 1997/98 to \$1.3 million in the period July 1998 to June 30, 1999, due to a 17% growth in revenues. Unfortunately the growth in Hospital revenues was offset by an unsustainable growth in receivables. We are working very hard to bring the receivables down, and we are happy to report the AUBMC’s receivables, for the first time in recent memory, dropped during the final quarter of the fiscal year (July – September 1999).

Giving to the University has been somewhat flat over the period of May 1998 to June 1999. It may be that some fatigue has set in after the long campaign to rebuild College Hall. Foundation support has registered a notable increase, which is heartening.

We are probably at a strategic cross roads with respect to the AUBMC, one that we will have to begin to deal with even in the absence of a VP for Medical Affairs. There is preliminary evidence that a substantial deficit in the Hospital’s operating budget for 99/00 is a distinct possibility. It is not clear how best to structure a business plan to deal realistically with our market and patient mix. It is also not clear how best to avoid a new accumulation of government receivables even if we receive further (discounted) government payments for those outstanding. These developments do not come as surprises. Indeed their presence was part of the impetus that led to the JCWW Report and the search for a VP for Medical Affairs.

On a more positive note, real authority, as recommended in the JCWW report, has been delegated to the AUBMC in matters of personnel, purchasing, and budget implementation. We have several good candidates for the position of Hospital Director and VP for Medical Affairs. I very much hope that we can bring positive news to the BOT on both appointments at the March meeting.

John Waterbury  
President

## PROVOST

My first goal on beginning work at AUB on September 1, 1998 was to become acquainted with the University, especially its administrative leadership and faculty. I therefore held meetings with the Deans and with managers of administrative departments. I also began to attend the Senior Staff meetings, which was of great importance in helping me to learn about departments and services that are key to the functioning of AUB. Beginning with October, I devoted time over a period of four months to meet with the members of every academic department and program, in all over four hundred faculty in some fifty-five departments and programs. These meetings lasted anywhere from one hour to two and a half hours, and they proved to be an invaluable introduction to the mood, morale, and concerns of the faculty at AUB.

A second major concern has been academic strategic planning. With Ford Foundation support, six academic visiting committees, consisting of 21 eminent professors from American universities, conducted academic assessments of departments and interdisciplinary areas in Arts and Sciences, Medicine, Engineering and Architecture, Agriculture and Food Sciences, Health Sciences, and the Division of Education. All the reviewers are prominent in their fields and have had significant experience in similar assessment visits. Their task was to evaluate all realms of the academic mission at AUB: curriculum, teaching and student advising; departmental and interdisciplinary academic structures; and the research profiles, activities, and support environment of the faculty. We are still in the midst of this review process; we expect 7-8 more reviewers to visit AUB during the first semester of the 1999-2000 academic year. Nevertheless, we have already received reports from those who have come, and they provide a vivid and remarkably coherent picture of the current state of academics at the University. These reports are a significant resource that will help to guide our efforts for academic improvement at AUB.

External review must necessarily be accompanied by internal assessment. From October, each Dean, and the Director of DEP, worked with his/her department chairs and faculty members to conduct an internal review of their academic operations.

All of this information provides data crucial to the process of academic strategic planning. This planning is evolutionary in that the emerging goals and strategies are by necessity both long-term and short-term. At this point, we can already identify five core goals of a general nature around which our activities will be based:

1. **Excellence in Education:** To provide world-class and fully accredited liberal arts and professional education for students from Lebanon, the Middle East, and the world.
2. **High-Quality Research:** To promote a high-quality faculty and student research environment, with centers of excellence in areas of comparative advantage and regional and international need.
3. **Leadership and Integrity:** To foster within the university community the values of strong leadership, intellectual curiosity, ethical behavior, mutual cooperation, civic responsibility, and social tolerance.

**4. Commitment to Service:** To offer outstanding clinical, training, consultative, and outreach services for Lebanon, the Middle East, and the world.

**5. Continual Quality Improvement:** To develop within the institution efficient, effective, service-oriented, and continually improving academic and administrative processes.

These general goals must be broken down to more specific aims that are thereafter prioritized and then carried out. It is important to note that such work has already begun. Of prime importance to the fourth goal of commitment to service, for example, is to improve student services. To this end, we have established a new, independent Office of Admissions, hired a new Director and Associate Director, hired an outside consultant with a wealth of admissions experience in the U.S., reorganized the operations and staff responsibilities of the office, and done much to revise our processes and procedures. With the recent hiring of a new Dean of Students, the Office of Student Affairs is due for similar reorganization. A new Office of Financial Aid has also been created and a new Director chosen. In the future, similar attention will be paid to the areas of student counseling and career services. In selecting capital projects this past year, we included needs related to improving student services, such as air-conditioning classrooms and dormitories and renovating West Hall. Much remains to be done, but during this last year we have made a good start.

This is not the only goal that we are pursuing. In the area of academic excellence, we have hired excellent faculty in key areas. We have also received three years of funding from the Andrew W. Mellon Foundation that will allow us to launch an initiative to improve undergraduate teaching. The goals of this initiative include creating a University-wide Task-Force for Excellence in Teaching, exposing faculty to new and diverse instructional methods through a series of teaching workshops, and providing training in incorporating technology into the classroom.

Another major area of effort and activity has been attracting and hiring a new leadership team. During this past year, I have been involved in search committees for a Director and an Associate Director of Admissions, a Dean of Student Affairs, a Dean of Engineering and Architecture, a Vice President and Associate Provost for Medical Affairs (continuing), and the appointment of a new Registrar and a new Director of Financial Aid. Given that we have also attracted a Vice-President for Financial Affairs and a Vice-President and a Deputy Vice-President for Development, it is clear that recruitment of a strong team of new managers has been a high priority this past year.

After a year of planning, the time is drawing near when we must present a draft version of a strategic plan to members of the faculty, who must have occasion to discuss and react to it so that their input and contributions can be integrated. It is similarly necessary for members of the Board of Trustees to have an opportunity for reaction, comment and recommendation. No single plan can please everyone, but it will be more effective if important constituencies have an opportunity to suggest improvements. For establishing a set of common goals and agreeing on how to achieve them will enable AUB to move strongly toward the future.

Peter Heath  
Provost

## CENTER FOR ADVANCED MATHEMATICAL SCIENCES

During this period CAMS' many activities included organizing international conferences, attracting new faculty, hosting visitors, and providing facilities for associates from Lebanon and outside. These are summarized as follows:

### Conferences

A Conference on "Flow, Friction and Fracture" was hosted during the period of July 1-7, 1998, at AUB. There were 33 speakers coming from countries such as Algeria, Argentina, Denmark, France, India, Iran, Italy, Lebanon, Norway, Russia, Turkey, and the USA. Flow and fracture are of immediate importance in the seismically active densely populated Middle East region. Two immediate concerns are earthquakes and the flow and recuperation of underground water. The local participants, especially the geophysicists from the Lebanese National Council of Scientific Research (LNCRS), benefited from the talks and discussions. During this conference contact was established between the Feza Gürsey Institute in Istanbul (Turkey) and the Center.

The Inaugural conference "The Mathematical Sciences after the year 2000: A Prospective View" was held from January 11-15, 1999 at Hotel Al-Bustan and Issam Faris Hall at AUB. The conference had 23 invited foreign speakers with international reputations, including a Nobel Laureate and two Fields Medallists, who gave surveys covering different areas and aspects of mathematical sciences.

The conference was successful and drew media attention to the importance of mathematics and sciences in the progress of modern societies. Attendance of the conference events was very encouraging with many participants from universities inside and outside Lebanon, including Bahrain, Cyprus, Egypt, Finland, France, India, Italy, Jordan, Lebanon, Morocco, Turkey, UK, and the USA. Many of the visiting scholars expressed interest in organizing exchange programs between their institutes and CAMS.

### Administration and Staffing

CAMS provided an incentive for highly regarded young scientists to join the Physics and Mathematics departments at AUB:

#### Faculty

In October 1998, Dr. Wafic Sabra joined the Physics Department and as faculty in CAMS. Before moving to AUB, he held postdoctoral positions at the University of London and Humboldt University, Berlin. He was then appointed as a Lecturer at Queen Mary College, London University. His field of interest is string theory.

In February 1999, Dr. Jihad Touma joined the Physics Department and as faculty in CAMS. Before moving to AUB, he did postdoctoral research at the Canadian Institute of Theoretical Astrophysics and at the University of Texas at Austin. His research interests are non-linear dynamics and chaos.



In August 1999, Dr. Kamal Khuri-Makdisi joined as faculty in CAMS and will join in October 1999 the Mathematics Department. Before moving to AUB, he has been an assistant professor at Harvard University and a member of the Institute for Advanced Study at Princeton. His fields of interest are number theory and automorphic forms.

### **Other**

Miss Rim Jaber (M. Sc. in Systems Science) joined CAMS as a part time Instructor on July 1, 1998, becoming a full time Instructor for the period of July 1 - August 30, 1999. She will join the Center as Assistant to the Director starting October 1, 1999.

In May 1999, Dr. Hikmat Farhat (Ph.D. in Physical Chemistry) joined the Center as a full-time Systems Administrator. Starting October 1, 1999 he will be working on a half-time basis, ensuring that scientists can perform highly demanding computations on the clustered workstations.

### **Associates**

Letters were sent to all scientific faculty at AUB, as well as universities in Lebanon and the region inviting them to apply to join the Center as Associates. Such applications were collected and we have selected associates from different departments and universities. They are:

#### **Associates within AUB**

Dean, Faculty of Arts and Sciences: Professor Khalil Bitar.

Department of Physics: Professor Michel Abou Ghantous, Professor Mounib El-Eid, and Professor Leonid Klushin.

Department of Mathematics: Professor Nassar Haidar, Professor Abdallah Lyzzaik, Professor Ahmad Nasri, and Professor Ahmad Shamsuddin.

Graduate School of Business and Management: Professor Hassan Ghaziri

Department of Chemistry: Professor Mazen Al-Ghoul

#### **Associates within Lebanon**

Dr. Fadi Tueini (Director, Dar An-Nahar)

Lebanese American University: Professor Ghassan L. Dibeh (Chair, Economic Department), Professor Issam Moghrabi (Natural Science Division), Professor Mazen Tabbara (Department of Civil Engineering), and Professor Ramzi Haraty (Natural Science Division).

Lebanese University: Professor Maha Monla (Faculty of Engineering).

Department of Mathematics: Professor Mohamed Cheaito, Professor Mohamed Mehdi, Professor Mustapha Jazar, Professor Khalil Noureddine, and Professor Raafat Talhouk.

Department of Physics: Professor Hassan Dandach, Professor Riad Shamseddine, and Professor Nasrallah Nasrallah.

University of Saint Joseph: Professor Wehbeh Farah (Faculty of Sciences).

#### **Foreign Associates**

Professor Peter Coveney	Department of Chemistry	Queen Mary and Westfield College, University of London, U.K.
Professor Ramzi Khuri	Department of Physics	Baruch College, CUNY, USA
Professor Mikhael Balabane	Department of Mathematics	University of Paris XIII, France

Professor Oussama Hijazi	Department of Mathematics	Universite Henri Poincare, France
Professor Mina B. Abd-el-Malek	Department of Mathematics	Alexandria University, Egypt
Professor Ali Benhissi	Department of Mathematics	University of Tunisia , Tunisia
Professor Waël Imam	Department of Biomedical Engineering	University of Damascus, Syria
Professor Maha Nabhan	Department of Mathematics	University of Damascus, Syria
Professor Abid Jazaa	Department of Computer Science	University of Qatar, Qatar
Professor Roshdi Khalil	Department of Mathematics	University of Jordan
Professor Fathi Mahmoud Allan	Department of Mathematics and Computer Science	Birzeit University, Palestine
Professor Ali Mohamed Awin	Department of Mathematics	University of Alfateh, Lybia
Professor Khalid M. Al-Tawil	Dean, College of Computer Science and Engineering	King Fahd University of Petroleum and Minerals, Saudi Arabia

### **Miscellaneous**

Our application to join the Regional Office for Science and Technology for the Arab States (ROSTAS), UNESCO, as a regional center, was approved. \$10,000 was transferred to our accounts, money which will be used by nine Arab associates whose names are listed above.

On March 22 we moved to College Hall. A big effort was made in installing the basic equipment and getting supplies, as well as listing missing furniture, telephones, etc., and following up on these requests.

In May CAMS began a program of weekly seminars. Those seminars were given by CAMS associates, foreign associates and foreign visitors such as Professor Paul Beaumont (Florida State University, USA), Professor Nicola Khuri (Rockefeller University, USA), Professor Edgar Choueiri (Princeton University, USA), Professor Charles Baroud (University of Texas, Austin, USA), Professor Mina B. Abd-el-Malek (Alexandria University, Egypt), Professor Majed Chergui (Universite de Lausanne, Switzerland), Professor Oussama Hijazi (Universite Henri Poincare, France), (Professor Rached Mneimne (University of Paris VII, France), and Professor Peter Coveney (Queen Mary and Westfield College, University of London, U.K.).

CAMS faculty produced ten publications during this period.

Ali Chamseddine, Director  
Center for Advanced Mathematical Sciences

## JAFET LIBRARY

### Services and Activities

The Automation Project continued with an increased impetus and several phases were achieved successfully: bar-coding of the Arabic collection, migrating to OLIB 7.05 and then to OLIB 7.07, launching of the Arabic database, implementing the funds and acquisitions module and acquiring several CD-ROMs and online databases. The many bugs and problems encountered were slowly solved.

During April - July 1999 free access to 200 full text electronic journals for which we have print subscriptions was achieved despite many technical problems. The University Librarian and the Archives and Special Collections Librarian, with the help of the Automation Librarian, created the University Libraries Website.

Equipment and networking: a Meridian TNT server supporting 28 CDs was acquired to host several databases. Twelve new PCs for OPAC were installed to meet the growing number of searchers and a Web Room for internet users was opened in Jafet. More internet browsing is available in the Audio-visual section, Reference Department and in the Science and Agriculture and Engineering and Architecture Libraries.

The Archives and Special Collections Department updated the thesis manual; this second edition was issued in January 1999 with the approval and compliments of the Board of Graduate Studies, incorporating feedback from students who have used it these past three years.

An SOS memo on the status of the Archives was presented to the Vice-President for Academic Affairs for action. Hopefully solutions and remedies will be forthcoming. ASC collections (archives, theses, closed area volumes, and manuscripts) were moved to the new stacks located in College Hall basement. All collections were completely reshuffled and reorganized in order to obtain the best layout and secure a larger space for future expansion as well as the most efficient servicing of these materials.

The Cataloging Department had one of its busiest and most successful periods. For the first time in years it has no backlog material. It processed 15,741 titles in 18,531 volumes. In addition, the Department identified and solved problems emanating from the conversion and the bar-coding of the collection, i.e. 2000 bilingual records were re-cataloged, 1089 available titles with no barcodes were sorted, etc.

The Acquisitions Department processed and paid for 9745 titles and spent the entire allocated budget of \$2,034,476 and \$66,395.68 from restricted funds. Department staff were trained to go live on the acquisitions module.

The Serials Department was very busy in contacting dealers and publishers for price quotations related to online databases and CD-ROMs. The library ended up subscribing for a total of \$100,156.09. This was done at the expense of rejecting requests for new periodical subscriptions and reducing the back file expenditure from \$48,177 (last year) to \$16,312 (this year).

The Reference Department has added 636 titles in 1013 volumes and weeded 207 titles in 311 volumes. AUB and non-AUB users, recognizing reference employees' courteous and efficient service, have given commendations and expressed their appreciation and admiration for the richness in quality and quantity of the library's collections.

Two major problems are being faced by the Department: 1) staff are unable to prevent repeated acts of vandalism by students, mainly consisting of tearing pages from source materials; and 2) reference employees must continually remind students that cellular phones are forbidden in the reading room.

The Circulation Department has spent this summer moving the Arabic periodicals and large folios from the fifth floor to the basement to provide more room for the expansion of the three book stacks floors. The latter have also been reorganized. The Library has succeeded in collecting L.L. 24,972,000 in fines from students and faculty with overdue and lost books. The Circulation Librarian conducted tours of the Library for new English course students, Makassed teachers, and groups of students brought by the Visitors Bureau.

The Gifts and Exchange Section has added 930 books received as gifts or exchange; has mailed 437 packages of exchange material: "Silent revolution in Lebanon" and "Al Abhath" vol. 46; and has donated 26 boxes of discarded material to local institutions.

The Micrographics Section has added 953 reels of "master copy" and 1014 reels of "positive user copy".

The Science and Agriculture Library staff weeded 600 books. The Engineering and Architecture Library staff have also discarded quantities of material from their store room in order to gain space. The space problem in both libraries remains serious.

At the request of the President, the Serials Librarian conducted a study of the feasibility of converting backfiles of periodicals into CD-ROMs for both libraries. The results were disappointing: only 15 units could be saved, at the cost of \$131,906.

In the fall of 1998 the library opening hours were extended till 11:00 p.m. in the readers services department. In addition the library opened on Sunday afternoons.

The survey on the use of the Library by outside clients without a library card conducted for the month of June showed a total number of 2014 users.

### **Personnel**

Two replacement Library Assistants II in grade 8 in the Reference Department for evening duties were hired. An Automation Librarian and a Library Assistant I (Librarian's secretary) were hired in September 1999. Two vacancies, one in the Cataloging Department and one in the Reserve Reading room, have not yet been filled due to unsuitable candidates from within.

## **General Statistics**

Budget spent on books, periodicals and binding: \$2,180,979.68  
Number of newly acquired monographs: 10,675 (including 930 as gifts and exchange).  
Number of cataloged items: 15,741.  
Number of circulated items: 33,1544.  
Number of bound items: 13,933.  
Number of serials currently received: 2,874.

## **AUB MUSEUM**

### **Lectures at the Museum**

November 1998 by Mr. Raoul Vitale on: Déchiffrement de la tablette musicale d'Ougarit (14<sup>th</sup> c. B.C.)  
December 1998 by Leila Badre on: Tell Kazel: Ancient Symira? Capital of the Amorite Kingdom and a Phoenician City  
January 1999 by Mr. Charles Mazloum on: Chinese Porcelain of the Tsing Period  
February 1999 by Dr. Philip Mansel on: European Travellers to the Ottoman Empire (1699-1826)  
March 1999 by Mr. Cesar Nammour on: Human Figures in Ancient & Modern Sculpture  
April 1999 by Professor Erica Cruikshank Dodd on: Medieval Frescoes in the Lebanon. Renaissance of Syriac Speaking Churches in the 13<sup>th</sup> century  
June 1999 by Professor Jacques El-Hakim on: The plan of Old Damascus

### **International Meetings and Conferences**

October 1998 Dr. L. Badre attended the triennial conference of the International Council of Museums in Melbourne. L. Badre was elected Vice-President of the Executive Committee of the International Council of Museums for History and Archaeology  
January 1999 L. Badre was invited to present a paper on "Urban Archaeology in Beirut: Excavations, Problems and Solutions" for the Middle East Symposium in the context of the World Archaeological Congress, at the University of Cape Town  
March 1999 L. Badre attended the Board meeting of the International Council of Museums for History and Archaeology in Barcelona.  
April 1999 L. Badre presented a paper on "The Late Bronze Age of Ancient Beirut" at the ARAM international conference on Beirut Through the Ages, held at AUB.  
May 1999 L. Badre was invited by Le Monde de la Bible, to participate in the international colloquium held at the UNESCO Paris. Her paper was entitled "La Via Maris en Syrie du Nord". Dr. Badre was invited in consultation to the Musée d'Agen, France, to publish the Museum collection of Terra Cotta Figurines.

### **Exhibitions**

The exhibition of “Chinese Porcelain of the Tsing Period (1730/1850) from a private collection continued at the AUB Museum from January 20 – February 15, 1999. In October 1998, L. Badre was invited to the inauguration of the International Exhibition: Liban, l’autre Rive at the Institut du Monde Arabe in Paris. The AUB Museum has lent 50 objects to this exhibition.

### **Publications**

Publications included four articles contributed by L. Badre to the Exhibition Catalogue: Liban, l’autre rive; the Newsletter of the AUB Museum Vol. XI, No. 1 and 2; the Proceedings of the International Symposium: Eastern Mediterranean: Cyprus-Dodecanese-Crete 16<sup>th</sup> c. – 6<sup>th</sup> c. BC.; “Late Bronze and Iron Age Imported Pottery from the Archaeological Excavations of Urban Beirut”, by L. Badre; a publication on the internet by L. Badre, Bey 003. Preliminary Report. The Third Preliminary Report on the Excavation on Tell Kazel 1992-98 is in preparation to be published in the next issue of Berytus.

### **Excavations**

Downtown Beirut: Bey 125: The An-Nahar Excavation project in Beirut Central District, undertaken by AUB Museum team, was completed at the end of June when bedrock was reached everywhere on the parcel. Four main periods were uncovered, including Byzantine-Roman, Hellenistic and Persian levels. After formal approval of the Ministry of Culture, the site was handed over to the developer for construction.

Tell Kazel: The 18 member AUB Museum team resumed its 15<sup>th</sup> campaign between July 15 and August 30, 1999. The program was this season was divided into a study period (July 15-30) followed by excavations (August 1-30). A new project for the conservation of the excavated walls was undertaken by an expert restorer.

### **Children’s Program**

November 1998 “Learn to be an Archaeologist” outdoor program at Tell el Ghassil (AREC) Bekaa.

December 1998 “Restoration is Recovering the Past” at the AUB Museum

February 1999 “A Short Story of Chinese Porcelain” at the AUB Museum

April 1999 “Secrets of the Pyramids” at the AUB Museum

### **Donations**

The Joukowsky Foundation paid the second of three installments of \$50,000 each toward the renovation of the Museum. Mrs. Anette Eleftheriades donated, for a second time, 20 archaeological objects to the AUB Museum.

Leila Badre, Museum Curator

## **VICE PRESIDENT FOR ACADEMIC AFFAIRS**

### **University Research Board**

Faculty Development: During the period May 15 – September 10, 1999, the Board approved:

A) short-term applications: FAS: 14 (1 declined), FEA:7, FAFS:6, FHS:1 and DEP (1 declined)

B) long-term applications: FAS:3, FEA:2.

All applicants for short-term Faculty Development presented research findings, at international conferences held mainly in the USA.

The Board approved a total of 102 research applications: FAS: 26, FEA: 28 (2 declined), FAFS: 18, FHS: 5, FM: 20 (3 declined) and DEP: 5.

### **University Committee on Financial Aid**

The University Committee on Financial Aid considered requests from the Faculties/DEP Financial Aid Committees in support of applications of current students, for the academic year 1999-2000. The recommendations from FAFS, DEP and Nursing were approved as submitted. The Committee requested the Financial Aid committees of FAS, FEA and FM to reconsider their recommendations and lower their requests to meet available budgeted funds. The number of applicants for financial aid has increased by 17% over 1998-1999.

The Committee took note of the fact that ten merit scholarships were awarded and another ten more were promised by H.E. Rafic Hariri. Effective October 1, 1999, a Director for Financial Aid will assume the responsibilities of financial aid at AUB.

### **Other Committees**

The Vice President for Academic Affairs participated in meetings of the Budget Review Committee, the Search Committee for a Dean of Student Affairs, and the award of merit scholarships. He was a member of a committee of referees for choosing the winners (Chemistry section) of the Abdul-Hamid Shouman prizes for young Arab scientists, in Amman, Jordan.

### **A Personal Note**

Effective October 1, 1999, and after twelve years of service as Vice President for Academic Affairs, I gladly and satisfactorily leave my administrative position. Although I have taught one course per semester during my years in administration, I now resume full-time duties as Professor of Chemistry and initiate it with a sabbatical leave (1999-2000) at the University of California at Davis.

I wish to take this opportunity to thank the Chairmen, the members of the Board of Trustees and all the Presidents under whom I served, for their guidance and support during these years, some of which can be viewed as unusually challenging in the recent history of AUB and Lebanon. I am grateful for this unique and rewarding experience.

Makhluf J. Haddadin, Vice President, Academic Affairs

## VICE PRESIDENT FOR ADMINISTRATION

### Personnel Matters

During this reporting period and due to the policy on freeze on employment of non-academic employees, the total number dropped from 906 to 887 at the University and from 1429 to 1404 at the Hospital. Therefore, the grand total number dropped from 2,335 to 2,291.

The 4% salary increase for non-academic personnel in grades 1 through 12 was implemented in August 1999, retroactive to July 1, 1999 in compliance with the Syndicate Agreement. The number of employees who have reached the maximum on the scale and whose salaries were therefore not increased is 487.

The negotiations with the Syndicate started in July 1999. The University's demands included the elimination of the 4% automatic increase and its replacement with merit based salary adjustments. It also included a demand to increase the working hours from 40 to 45 per week to coincide with the academic teaching and research programs at the University. The Syndicate demands included an advance on the cost of living and an increase in educational allowances. Negotiations are still on going with no agreement so far on any of the points.

The National Social Security Fund, NSSF, signed a new per capita agreement for calendar year 1999. The per capita flat amount per eligible member was set at L.L. 165,000 per annum for a total of LL. 850 million that were paid for calendar 1998. This resulted in an NSS loss of \$ 1.5 million per year.

The University paid \$3.5 million during 1998-99 in support of educational benefits of eligible children of academic and non-academic employees. This figure includes \$1 million of tuition fees at AUB. The pre-university educational benefits may be summarized as follows:

	Number	Amount in \$	% of total educational benefit	Av. Cost per Student
Children of Academic Employees	341	1,473,357	61%	4,320
Children of Employees above Grade 12	61	217,381	9%	3,563
Children of non-academic Employees 1-12	1155	724,602	30%	627
Total	1,557	2,415,340	100%	

On the training side, 200 non-academic employees from various departments have completed Beginning and Intermediate Windows, Word and Excel sessions and 16 have completed the Advanced level at the New Horizons Center.



## **Pension Plans**

The statement of contributions and earnings for Plan B participants for calendar year 1998 were issued by Information Technology and audited by the Benefits Coordinator Supervisor and distributed to all participants in June 1999. A new tax deferred annuity program, Plan C for US citizens and resident alien employees, was implemented on July 1, 1999. Eleven employees opted to participate in the program.

The Employee Benefits Committee approved the transfer of the employees' 5% contribution from ALICO to Merrill Lynch through a fiduciary trust in the United Bank of Lebanon. The trust will be administered by an external consultant, Omnimu. The employees will select their investment portfolio following four presentations scheduled for late October 1999 by Merrill Lynch to introduce them to the different investment vehicles.

## **Information Technology**

During this period, Information Technology undertook the following tasks:

- Upgraded the Mainframe System Hardware and Software to Year 2000, both in Medical Center and Campus Computers.
- Upgraded the Financial Software Package to Year 2000 compliant, and converted the files.
- Worked on planning the migration of the Financial Applications from mainframe to Client Server Platform (60% of the RFP completed).
- Changed the Fiscal Year boundary from June to September.
- Developed a modeling software for the Budget Plan, participated actively in the preparation of the budget.
- Acquired a new Student Information System, launched successfully in September 1999.
- Resolved the issue of Lebanese Currency on the SIS without incurring additional expenses. (SCT quoted modification to the core system \$650,000 then dropped to \$80,000.)
- Conducted intensive training for all users on the SIS Academic and Administrative Modules.
- Supervised and participated in the Student Billing Operation (as a transient phase).
- Developed new programs for Plan B and MPP.
- Continuous support for the Medical Center.
- Launched the X-ray Project with Hansamed and Intermedic.
- Refurbished an old utilities room and turned it into a modern training room, with computer stations.
- Trained IT staff on Oracle Developer 2000, Oracle Reporting and SCT Banner.
- Deployed and promoted statistical packages on dedicated servers for both the Medical Center and Campus.

## **Year 2000 Compliance**

The University and its Medical Center completed all tasks necessary for Year 2000 compliance. As mentioned above, the mainframe financial system was upgraded. Hospital equipment is over 95% compliant and will be ready by the target date.

## **Business Services**

**Food Service/Bookstore:** Efforts to increase revenue and reduce costs include an agreement with Abela to run the Mary Dodge Hall Cafeteria for a trial period of one year, as well as the enhancement of the lower Campus food kiosk by moving it to larger and more pleasant area, and a plan to open more food kiosks near College Hall, the Green Oval and Medical Gate. Following a survey of students, changes in the menu and introduction of more fast and healthy food will be tried. In order to provide a clean and healthy area the Cafeteria has become smoke free and has banned the playing of cards at its tables.

Gross Sales at the Bookstore have increased by about 20% this year. As this was offset by an increase in book purchases, increase in net revenue is about 7%. While the Bookstore continues to be a losing operation the increase in book movement is desirable as it indicates more services to the students. With the opening of the new Bookstore, the University should turn this operation into a revenue generating service.

**Vending Machines:** These have produced net revenue of \$33,500/year. Two new vending machines have been installed at AREC.

**Insurance:** Negotiations of last year's insurance have resulted in savings of over \$140,000 while doubling the malpractice coverage to \$10,000,000 and improving other coverage. Insurance bids for the next three years should provide savings of about \$180,000 per year, provided no serious accidents occur. Risk Management negotiated a favorable settlement for one malpractice case at AUBMC.

**Travel:** Through the introduction of simple controls and agreements with airlines the University has saved \$4,000/month or about \$50,000 last year. An additional \$15,000/year may be saved if additional procedures are introduced. These include preventing personal travel at University expense, reducing last minute booking, providing more accurate information on travel requests and obtaining lower fares on international travel.

**Purchasing:** Two forms were introduced to be sent in relation to purchase requisitions, namely: The Non-Catalogued Request Status and the How Are We Doing forms. These keep the customer informed of the status of the request and invite feedback on the services provided in order to improve them. Purchasing is expected to further improve its services by setting up a customer service program.

**Motor Pool:** Introduced new shuttle service with over 45 trips/day between lower Campus, Green Oval and Medical Gate. Introduced Valet Parking at Dale Home on a trial basis. This will be improved to help provide adequate parking for visitors to AUBMC as well as generate revenue to cover expenses.

**Airport Clearance Charges:** The Supply department has adopted bidding for agents to clear goods from airports. This resulted in a reduction of charges equal to \$12,000 for the first three months.

**Environmental Health and Safety Center:** A new radiation monitoring service was initiated to properly monitor radiation workers. This replaces the old (TLD) service, which was found to be

inaccurate. Proper monitoring is required to assure personnel safety and control University liabilities.

For the first time in more than 25 years the Center successfully disposed of about 8 tons of chemical wastes. This waste was shipped to France for treatment. Insurance for \$10,000,000 was obtained to protect the University against liability resulting from accidents during transit across international water and boundaries.

The Hospital has repaired its Fire Alarm System. New Fire Extinguishers have been installed throughout the AUBMC, University and AREC. The Center has provided a list of items that must be addressed to comply with the Life Safety Code and JCAHO requirements. A plan must be put in place to achieve these requirements ASAP. Thirteen fire drills at AUBMC and four fire fighting training sessions were conducted.

The Center is working to affect the adoption of the draft for Emergency Response Plan and the formation of an Emergency Response Team. These are urgently needed so that we are prepared to effectively respond to emergencies.

The Center received budget approval for installing water filters at drinking fountains to improve the quality of consumed water. Similar improvements are in progress for faculty apartments. Future improvement plans include campus residences and dormitories.

AUB Beach seawater was checked weekly to assure its suitability for swimming.

Power Plant: The Center is working with Physical Plant on reducing noise and emissions pollution from the power plant.

The customer service improvement project, started two years ago, has been revitalized. About 40 key staff attended a 12-hour Customer Care Seminar provided by REP. Another Seminar for Managers is expected soon. BS&RM has pioneered customer care and stresses the goal of providing service that will meet or exceed the expectations of the people served.

### **Physical Plant**

Utilities: The dispute with the water authorities regarding dues unpaid since 1989 was negotiated and settled. A direct water feed line from the main city reservoir to the University was opened on January 15, 1999 and henceforth the University has its own supply line and does not rely on the city network as has been the case for the last 20 years. Total water consumption during this period was 685,000 m<sup>3</sup> @ an average of 1,500 M.C./day.

City power was not available during the summer season due to the air raids on the EDL transformer stations. The Power Plant had to be run at full capacity and production peaked @ 9MW during daytime in the months of July and August, thanks to the new generators which operated effectively. An old Ruston generator that was emitting vibration to the Architecture Building was dismantled from its concrete base overhauled and mounted on a skid base with anti-vibration isolators. It is now running smoothly.

The table below summarizes the distribution of electric power generated or purchased from the Electricité du Liban (EDL):

Total generated KWH from the plant	24,851,934KWH	71.4%
City power purchased from EDL	9,945,762KWH	28.6%

Steam production was normal. Steam flow meters were installed in the Medical Center, Laundry and Dodge Hall buildings. Old condensate lines were replaced around the Faculty Apartment II and III buildings. Steam production was 72,058 tons.

Campus telephone lines were transferred to the new city telephone network. An automated attendant was installed in the telephone exchange. This allows callers from outside the University to directly call AUB extensions without going through the telephone operators. The billing system for the usage of DIAL 90 is now fully operational. All calls, whether departmental or personal, are now accounted for. The telephone operators are now provided access to an online database of total patient room occupancy. Software has been developed in-house to allow easy search in this database with high tolerance to spelling differences.

**Capital Projects: See Appendix A.**

**Personal Computing & Networking Services (PCNS)**

Fiber Optic Backbone: Completed the installation and termination of the fiber optic links from the appropriate data equipment rooms to the following satellite concentrator nodes: Van Dyck, College Hall backbone, MC phase I and phase II backbone, Main Gate, Old Pharmacy, Building 56, Dodge Hall, West Hall and Post Hall. Completed the installation and termination of the redundant fiber optic links between the following data equipment rooms: Nicely-College Hall, College Hall-Jafet Library, Jafet Library-DTS and Jafet Library-Architecture.

ATM Backbone: Added an extra ATM switch to the AUBnet semi-meshed ATM backbone. Migrated and/or added 42 concentrator nodes to the redundant 155Mbps ATM network. Added four layer three switching routers to the backbone.

Structure Wiring: Completed the wiring of all academic and administrative buildings including two dorms, around 3,600 networked points in 48 buildings. During the reported period PCNS added around 1,900 new networked points in Biology, Chemistry, Van Dyck, North and West Wings, Medical Center Phase I and II, Dodge Hall (Economics), Building 56, Dale Home, Old Pharmacy, Main Gate, lobbies of all dorms and public web rooms, and activated College Hall.

Internet Services: Completed phase I of the Internet servers' automatic redundancy project. Added 50 Gbytes redundant RAID disk storage to the institutional Internet servers. The new setup doubled the web publishing and mailbox disk capacity for AUBnet 6,800 active users. Replaced the web proxy caching server with the Library HP server providing 10 Gbytes of online cache and AUBnet wide authentication.

AUBnet Internet Services Performance:

Service	Unit of Measure	Fiscal 97-98	Fiscal 98-99	% Growth	Servers Capacity
Email	Maximum processed message per day	8,200	17,800	217%	100,000
Web (Internal)	Maximum processed request per day	12,000	60,000	500%	500,000
Web (External)	Maximum processed request per day	7,700	17,000	221%	40,000
Web (Proxy)	Maximum processed request per day	20,000	140,000	700%	500,000
Users	Maximum number of simultaneous logged in users	400	600	150%	1,800

End Users Support: PCNS received, on average, 17 service calls per day during the reported period and the contractor was able to complete around 15 work orders per day, with 58% of the calls completed within three working days. The contractor was not held accountable for around 21% of the service calls, as he is not responsible for the transportation delays. Attempts, with the assistance of the Security Office, to work around the parking/transportation problem near Van Dyck improved the situation, but we still believe that we need to create a delivery spot around the Business School area close to the Van Dyck ramp. During the reported period the average number of service calls received per day increased from 10.5 to 17, a 162% increase.

AUB purchased 10 departmental servers, 550 PC and 180 printer.

Digital Documentation Center: AUB's home page highlighted eight new themes and the AUB web site experienced a large increase in the number of visits with 500,000 hits per month from 10,600 unique hosts.

Dr. Børre Ludvigsen visited the DDC between April 14 to May 15 and during his visit initiated three new projects, the Museum, Economics and Arabic calligraphy, and completed and/or worked on the Herbarium, Archaeology PCD, Nizar Qabani and new panoramas Campus Tour projects. Dr. Ludvigsen and Mrs. Sbaiti, our new Web Master, offered two one-day workshops to faculty and trained three new web developer students.

**Environmental Concerns:**

Two public environmental issues are facing the University. The first is the effluent from the Hospital incinerator. This old incinerator has proven to be inefficient in the incineration of medical wastes. The result is noxious fumes that spread in the Hospital neighborhood during incineration. Purchase of a new incinerator is now in the process of evaluation.

Second, the University Power Plant emits both a high level of noise, and gases and fumes emanating from the combustion of gas oil. We are dealing with the noise and expect to reach acceptable levels for the neighborhood in several phases. The first will be a major reduction before the end of October 1999. Based on those results, we will determine the subsequent phases. Studies are presently being conducted by a noise abatement consultant from the USA.

An environmental consultant from the USA was commissioned to evaluate the emissions. They were tested visually and by calculations, but not by actual measurement. Except for nitrous oxide, gas emissions from the power plant were found to be within acceptable norms. Adjustments were made on the engines at the advice of the consultants to further improve combustion, and we are investigating the addition of filters to completely eliminate the soot.

Local authorities recently requested that the University draw all its power from the Lebanese Electric Company (EDL). So far EDL has failed to supply us with more than 30% of our requirement, although we submitted an official request to purchase our power needs from them.

### **Taxes:**

This year, the University sought the consultation of Moghaizel Law Office concerning the payment of Municipal and Built Property Taxes.

**Municipal Taxes:** The Municipality levies two taxes, one for municipal services and one for rental value. The lawyer advised us to pay the municipal services taxes, which are taxes against actual services rendered, including garbage collection and disposal, which the University did. He advised against paying the rental value tax for which the University is exempt. Actually, the Municipality did not request the University payment of this tax.

**Built Property Taxes:** Moghaizel's Office investigated the state of the University buildings with respect to vulnerability for payment of Built Property Tax. It turned out that two categories of University buildings are liable for Built Property Tax.

The first is Built Property Tax for residential buildings, which the University never stopped paying. An amount of LBP 133,000,000 was paid to cover this tax up to the end of 1996. For this, the University benefited from a law exempting payments for taxes from delay penalty if effected before the end of September 1999.

The second category includes all buildings for which no request for tax exemption was filed. Buildings of this category remain to be determined from the records of the Ministry of Finance. Once determined, Built Property Tax shall have to be paid. Nevertheless, Moghaizil Law Office filed a request for exemption of all University buildings to prevent any such tax that might still be applicable. We target the payment of this tax, where applicable, before the end of December 1999 to benefit from an 80% exemption of the penalty for payment delay.

### **Financial Matters:**

With the new added responsibility for finance, this office supervised the Comptroller's Office operation until a new V/P for Finance was appointed. The year 1999 – 2000 budget was prepared in collaboration with Information Technology and the Comptroller's Office. A soft closing was completed as of June 30, 1999 to be followed by a hard closing for the 15-month period ending September 30, 1999. The year-end audit procedures were initiated according to the usual pre-set schedule of tasks, responsibilities and target dates.

This office continued to chair a Hospital Collection Steering Committee that supervised the financial and contractual relations with third party payers. Following the departure of its director, the Hospital administration was restructured and downsized from six to three assistant directors. They were given the Comptroller's office responsibilities and authority and the Collection Department was integrated with Billing under the Financial Assistant Comptroller, hence fulfilling one major recommendation of the JCW team.

An allocation study was awarded to KPMG to evaluate the methodology and policy of allocations at the University and its Medical Center. Work was delayed by the late arrival of the KPMG NY team leader to the University. It is expected to have a preliminary draft report to the BOT November 1999 meeting.

### **Search Committees:**

I am involved in three search committees, for a new Hospital Director, a new Comptroller and a Vice President for Health and Associate Provost.

### **Service Quality Training:**

I am involved with Vice Presidents Bernson and Najjar in developing a Service Quality Program. This program will be required of all non-academic and some non-academic staff in an attempt to enhance their quality and efficiency of service. The employees will be accountable to successfully complete and implement their training, and the credits acquired will count in their promotion or merit evaluations.

### **Systems and Procedures:**

Policies and procedures started in 1997 as a project supervised by the Office of Internal Audit and eventually moved to the office of the Vice President for Administration. Students assisted in the start-up procedure, which involved writing the available departmental manuals of AUB and AUBMC in HyperText Markup Language known as HTML. During this period, many manuals were converted from Word Documents to HTML, following a predefined format and allowing links between documents and within documents themselves, a matter which facilitates browsing and search for a specific policy or procedure.

With the appointment of the Systems and Procedures Analyst, policies and procedures began to be published on the web. This task involved reviewing and editing of many policies to ensure their conformity with the required formats. In September 1999 a new home page was created for Policies and Procedures on the AUB web site under Administrative Units. More improvements and suggestions for improvements are still underway. The Systems and Procedures Analyst is closely working with the Provost to finish the Academic Manual and the Faculties Bylaws and put them on-line. Progress notices on these documents will be announced soon.

Plans for the future involve online production of all AUB and AUBMC manuals, which will be made available to all network users.

George Tomey  
Vice President for Administration

## VICE PRESIDENT FOR FINANCE

### Appointments:

On July 19, 1999 the Vice President for Finance began work at AUB. In November 1998, Claude Dubois, previously the Finance Officer at AUBMC, was appointed AUB's Director of Financial Planning and Budgets. On June 1, 1999 Martin Mueller resigned as Comptroller. His replacement, David Gribble, is expected to start work on November 15, 1999. In the New York Office, Michael Donohue was appointed Assistant Comptroller, effective September 13, 1999.

### Budgets:

The Budget Office, after a hiatus of 2-3 years, was formally re-established in November 1998 with the appointment of a Director of Financial Planning and Budgets. The service was further supported by the engagement of a Financial Analyst effective May 1, 1999. Prior to the re-establishment of the Budget Office, the service had been incorporated into that of the Comptroller's Office.

The re-establishment of the Budget Office in November 1998 coincided with the revelation of a substantial 1997/98 deficit at the AUBMC at a time when the 1999/2000 budget process was underway. Because the carry-over impacts of this deficit significantly compromised the AUBMC's projected balanced position in 1998/99, and therefore its ability to present a balanced position in 1999/2000, virtually all of the Director's attention was focused on the 1998/99 deficit, working on solutions with the AUBMC Director, and drafting a viable AUBMC 1999/2000 budget. Mr. Tomey kindly retained the responsibility of drafting the 1999/2000 campus budget for this first year. As an afternote, the AUBMC achieved some fiscal success by reducing the \$5.5 million 1998/98 deficit to \$1.3 million in 1998/99, albeit with a substantial increase in accounts receivable.

The Director moved to College Hall in early May, 1999 and began the tedious process of collecting data for the purpose of developing forecasts and conducting regular performance analyses. With the arrival of the undersigned, the service assumed responsibility for the regular monthly reporting of financial results, including regular forecast updates using the financial reporting tool initially developed for the Hospital. The service issued its first General Overview reports for senior administration review in June, 1999 based upon YTD May/99 results (with monthly reports issued thereafter) and its first departmental reports to campus Faculty/Departments in August, 1999 based upon YTD July/99 results.



**Accounts Receivable:**

During the period June 30, 1998 through September 30, 1999 accounts receivable movements at AUBMC were as follows: (in billions of LL)

	<u>Balance 6/30/98</u>	<u>Billing</u>	<u>Payments</u>	<u>Balance 9/30/99</u>
Total Government	40	47	33	54
Private Insurance	11	44	40	15
Self Payers	4	34	34	4
HIP	-	14	14	1
TOTAL	55	139	121	74

Very active measures have been taken to reduce the growth of AUBMC's receivables since June 1999. We have implemented increasingly stringent policies concerning all public and private insurers. We have also made our case to a various Government officials and others, advising that the recent collection rates from the Government are unsustainable.

We are happy to report that for the final quarter of the fiscal year (July - September 1999), total receivables, as well as total Government receivables, declined for the first time since June of 1998.

John Bernson  
Vice President for Finance

## VICE PRESIDENT FOR REGIONAL EXTERNAL PROGRAMS

### Highlights

The period July 1, 1998 through September 30, 1999 was one of strategic refocusing and expansion to new markets, particularly Saudi Arabia. The broad headlines include new projects in Riyadh and Jeddah, an expanded presence at the University of Sharjah and a plethora of activities, both consulting and research in Lebanon and the Region.

### **I. New**

**Contracts:** The following contracts, signed during the period above, are listed based on contract value by descending order:

Kingdom Schools Technical Assistance (US\$5,135,572)  
Technical Assistance II – University of Sharjah (US\$1,120,750) to supersede and replace the Amendment of Technical Assistance I - University of Sharjah (US\$164,708) and Monitoring of Academic Programs – University of Sharjah (US\$80,000) signed during this interim as well.  
Improvement of the Dairy Stock in Lebanon – USAID: additional budget of US\$350,000  
Training of Civil Servants in Lebanon – Phase II , Arab Fund (US\$327,241.49)  
MENA Flagship Program – Economic Development Institute of the World Bank (US\$152,962)  
Provision of Technology Transfer and Extension to Complement the Irrigation Rehabilitation Project – Yammouneh, 2<sup>nd</sup> year (US \$60,500)  
Revamping & Development of Public School Curricula, Production of Teaching Materials & Training of Teachers – Derivative III (US\$60,500)  
Middle East Aviation Diploma – AACO (US \$55,320)  
Health & Biomedical Information Network – Ministry of Public Health (US\$51,666.65)  
Workshops on Reorientation, Training and Monitoring for Health Care Professionals in Selected Health Centers in North Lebanon – AVSI (US\$31,950)  
Assistance to the Islamic College for Education and Teaching – Islamic Charitable Association (US\$27,851.50)  
Intensive English Course for Students of the Hariri Canadian University College of Technology – Hariri Foundation (US \$27,335)  
Special English Program for Al-Makassed Teachers – Al Makassed Association (US \$22,785)  
The Environmental Master Plan for the Litani River and Lake Qaraoun Catchment Area – Ministry of Environment (US\$17,500)  
Summer Journalism Program – Ohio University (US\$9,550)  
Modern Lebanese Farms : Current & Potential Farming Activities - Abela Group (US\$7,380.65)  
Development of a Workplan for a Collaborative Problem-Solving and Consensus Building Program in Lebanon – Forward Ltd. (US\$5,292)

**Face value of contracts in this sub-category: US \$7,475,400**

**Workshop Contracts:** The following workshop contracts were signed and administered during the period above:

Chief Executive Officers' Seminar on 'Best Practices' (US\$15,720)

REP Seminar on Risk Management (US\$10,000)

Technical Assistance Workshops: PROMIS (US\$9,497)  
CD ROM and Internet Searching & Medline Searching Workshops (US\$9,000)  
Customer Care Workshops to AUB MedCent Supervisors – at cost

**Total participation fees from the workshop contracts in this sub-category: US \$44,217**

REP signed a five-year agreement with the Jeddah Chamber of Commerce on 'Development and Administration of Certificate Programs'. The first program to be implemented is budgeted for US \$107,340.

### ***Contracted Research***

Support to the Center for Behavioral Research – Mellon Foundation (US\$455,000)  
Strengthen the Teaching, Research, Community Outreach Capacities and the Regional Role of the Faculty of Health Sciences – Ford Foundation (US \$400,000)  
Feasibility and Effects of Shifting the Mix of Tertiary Care, and Prevention and Promotion in Dealing with Cardiovascular Disease in Lebanon and Turkey – European Community (US\$214,302.85)  
Lebanese National Council for Scientific Research – new contracts initiated to the investigators in the various Faculties (US\$164,135)  
The Darwin Project in Coastal Vegetation Survey and Conservation in Lebanon – Royal Botanic Gardens, Kew (US \$124,384)  
The AMI-SK Study: the Safety and Efficacy of Subcutaneous Enoxaparia and Streptokinase in Patients Presenting with Acute Myocardial Infarction – Rhone-Poulenc Recherche-Developpement (US \$36,000)  
Reproductive Health – MEAWARDS/Population Council (US\$28,050)  
Community Based Intervention Program; its Impact on CVD Risk Factors in Lebanon – WHO (US \$20,000)  
Study on Reproductive Morbidity in the Beka'a Region – WHO (US \$20,000)  
Investigation of the Effectiveness of the Control Additive DP034 under Field and Controlled Conditions – Feedwater (US \$17,000)  
Survey, Collection & Diagnosis of Diseases Associated with Almond Germplasm in Lebanon – IPGRI (US \$17,000)  
Multi-Center Study to Evaluate the Safety and Tolerability in Patients Undergoing Intracoronary Stent Placement – Merck (US\$15,200)  
Software Module Development – National Instruments (US \$15,130)  
Health Promotion among University Students in Lebanon – Population Council (US \$14,750)  
Evaluation of the Integrated Pest Management Approach using D-C-Tron Plus on Citrus and Olives in Lebanon – Caltex Al Khalij (US \$14,727.50)  
Distribution and Characterization of Cell-Wall Synthesizing Enzyme in the Golgi Apparatus of Flax & Pea – Third World Academy of Sciences (US \$6,000)

Workplan for the Genetic Diversity Analysis of *Ceratonia Siliqua*-IPGRI (US \$6,000)  
Layer Trial with Replamin Powder – Albion Laboratories (US \$5,150)  
Accelerated Radiation Therapy for Head & Neck Surgery – International Atomic Energy Agency (US \$5,000)  
Participation in the STD Surveillance Study – WHO (US \$5,000)  
Behavioral Risk Factors among University Students – UNICEF (US \$4,500)  
Use of AREC Facilities for Vegetables Seed Trial – UNIFERT (US \$3,666.65)  
Soil Solarization: an Alternative Method for Soil Disinfestation – UNIFERT (US \$2,090)  
Management of Local Network for Technical and Scientific Documentation – WHO (US \$1,756.25)

**Face value of research contracts in this sub-category: US \$1,594,842.25**

### ***Continuing Education Programs***

Administered the summer program for the Alumni Association of North America to 16 participants in 1998 and 29 participants in 1999, at a total fee of US \$83,500.

A total of 510 students were enrolled in extension courses during the fiscal year 1998-1999 and summer 1999 in the following certificate programs or special courses: English Language, Essentials of Business, Accounting Studies, Marketing Management, Information Technology, Office Management, Arabic Language, Photography, Conversational French, Conversational English & Japanese Language. Total revenue from course fees is US \$204,691.

**Total revenue from course fees in this sub-category: US \$288,191.**

## **II. On-Going Activities**

REP continued to administer the on-going contracts in the face value of US \$6,141,764.85 in addition to the already existing contracted research in the face value of US \$2,087,776.57 and the continuing workshop contracts with a balance of US \$59,356.28

As part of the Civil Service Training Program, REP conducted 17 workshops and seminars which were attended by 417 participants from the various ministries and government offices in Lebanon.

**Face value of REP administered on-going contracts: US \$8,288,897.70**

### **A. Phased Out**

Contracts Face Value	US\$	1,425,336.20
Contracted Research Face Value	US\$	216,135.73
Workshop Contracts	US\$	30,500.00
<b>Face value of phased out contracts: US \$ 1,671,971.93</b>		

<b>B. Consolidated Summary: (US\$)</b>		<b>1997/1998</b>	<b>1998/1999</b>
<i>New</i>	Contracts	3,744,031.40	7,475,400.00
	Workshop Contracts	109,946.60	151,557.00
	Contracted Research	709,723.75	1,594,842.25
	Continuing Education	<u>175,226.20</u>	<u>288,191.00</u>
	Sub-total	4,738,927.95	9,509,990.25
<b><i>On-going Activities</i></b>			
	Contracts	3,733,552.79	6,141,764.85
	Contracted Research	1,775,407.82	2,087,776.57
	Workshop Contracts	<u>94,052.00</u>	<u>57,455.71</u>
	Sub-total	5,603,012.61	8,286,997.13
<b><i>Phased Out</i></b>			
	Contracts	2,383,764.32	1,425,336.20
	Contracted Research	348,932.35	216,135.73
	Workshop Contracts	<u>-----</u>	<u>30,500.00</u>
	Sub-total	2,732,696.67	1,671,971.93
<b>VOLUME OF REP OPERATIONS</b>		<b>13,074,637.23</b>	<b>19,468,959.31</b>
Including work phased out during the Period of the report			<b>increase 49%</b>

**C. Note on Performance**

The actual income generated by REP administered contracts in all the categories above amounts to US \$810,844 for the period July 1, 1998 through September 30, 1999 as per the Comptroller's financial reports. The face value of closed (non-performing) contracts during this period was US \$1,671,971.93 as against US \$2,273,696.67 for the period July 1, 1997/1998 where total actual income was US \$728,621. This should be recognized as a critical indicator of the steady rise in the level of performing income.

**D. Final Comments**

During the period of this report, REP operated on the basis of consulting activities only, without field secondments to any project. The next reporting period should witness a revenue increase with the resumption of secondment as of October 1, 1999.

George Najjar, Vice President  
Regional External Programs

## DEAN OF THE FACULTY OF ARTS AND SCIENCES

### **I. Student Admissions**

557 applicants, out of 688, were accepted for the Freshman class for the first semester of 1998-99. For the second semester, 54 applications to the Freshman class were received, and 21 applicants were accepted. From 1,824 applications for the Sophomore class, 1,337 applicants were accepted for the first semester of 1998-99. For the second semester, 208 applications to the Sophomore class were received, and 112 applicants were accepted.

The number of students registered in FAS for the first semester of 1998-99 was 2,988, and 2,945 for the second semester.

For the first semester of 1999-2000, 649 applications for the Freshman class were received, and 496 applicants were issued letters of acceptance. 1,261 out of 1,877 applicants for admission to the Sophomore class were issued letters of acceptance for October 1999.

### **II. Faculty Recruitment**

A total of 26 applicants to faculty positions (out of 415 applicants) received offers of appointment starting October 1, 1998. Of these, 20 have assumed their duties on campus; three postponed their acceptances, one until October 1999 and two until February 15, 2000; and three candidates turned down the offer. In terms of nationalities and departments, the 22 newly-recruited faculty members are distributed as follows: eight Lebanese (Arabic, Business, Chemistry, History, Physics, and SBS), one Iranian (Arabic), six USA (Biology, Chemistry, C.S., History, and PSPA), one Canadian (Business), one Greek (Economics), one Sudanese (Geology), one Swiss (Mathematics), and three British (Philosophy, Physics, and SBS).

474 applications were received for faculty positions advertised as available starting October 1, 1999. After consultation with the departments and the Advisory Committee, 22 offers were made. 16 offers have been accepted and contracts have been processed. Two faculty members on visiting appointment will continue for a second year. The national distribution of those who accepted our offer is: four Lebanese, seven USA, one Canadian, one Australian, one Irish, two British.

### **III. Current Faculty Numbers and Composition**

Budgeted full-time lines in the Faculty remain at 191 lines, all of which have been used for academic appointments during the first semester of 1998-99. 188 were used for academic appointments during the second semester. The number of full-time contracts was 165 and 161 during the first and second semesters respectively, with the balance used for part-time contracts. Full-time faculty were distributed as follows: 114 in the Professorial ranks (Assistant, Associate and Full Professors) in each semester; 49 in the ranks of Instructor and Lecturer during the first semester, and 45 during the second semester; and two Assistant Instructors in each semester.

#### **IV. Professors on Leave**

Two professors were on leave without pay and three on sabbatical leave during the first semester. One professor was on leave without pay and three on sabbatical leave during the second semester.

#### **V. Applications for Promotion**

Eleven applications for promotion and one application for a long-term contract were received. One application for promotion and the application for a long-term contract were then withdrawn. Of the applications remaining under consideration, six were for promotion to the rank of Associate Professor and four for promotion to the rank of Full Professor. As a result, two professors were promoted to the Associate Professor rank.

For promotions effective October 2000, twenty applications have been received, equally divided between promotions to Associate Professor and Full Professor.

#### **VI. General Remarks**

Following consultations with departments concerned and the Arts & Sciences Advisory Committee, several department chairs and program directors and coordinators were appointed.

In response to the recommendations of the committee appointed to study the computing and networking needs of all departments in the Faculty, 43 personal computers were purchased for faculty offices and connected to the AUB networks. This should also enhance inter-departmental communications and coordination among all units of the Faculty.

Student advising at the Freshman level has been assigned to six advisors (three for Freshman Arts and three for Freshman Science students) with an expanded role to advise, follow up on student performance, and be the point of reference until the student chooses a major department and is taken up by that department's advisors. Two additional advisors are needed to accommodate the increased number of Freshman students. These advisors typically handle about sixty students each, for which they are released from teaching one 3-credit course a year.

Recruitment in departments such as Economics and the Graduate School of Business and Management has improved, primarily because the level of remuneration offered now includes a differential pay scale.

The "Science Core Lab" in the Faculty has received initial funding and a committee to consider and recommend suggestions concerning all aspects of its establishment has been appointed.

Khalil M. Bitar, Dean  
Faculty of Arts and Sciences

## DEAN OF THE FACULTY OF MEDICINE AND MEDICAL CENTER

### The Medical Program

**Admissions:** The total number of applicants to the Medical Program was 153, 129, AUB applicants with a B.A. or B.S., five applicants with M.S. degrees and 19 applicants from outside AUB. Sixty eight students were accepted from the B.A.-B.S. programs and two from the Graduate Program in the Basic Medical Sciences. Five applicants were accepted from abroad as international students whose tuition fees of \$25,000 each are earmarked for student aid scholarships. Four of these students enrolled.

**Enrollment at registration.** The total number of medical students was 279.

**Assessment of academic performance.** Minimal academic problems were encountered. Ten students were asked to have re-examination or repeat clerkships and two students were asked to repeat Medicine I.

**Graduation.** The number of students who graduated with the degree of Doctor of Medicine was 68. Six students were granted the M.D. degree with distinction. The Penrose Award was granted to Ms. Abeer Moanna.

**The Curriculum.** The curriculum of each of the four years of the program was updated and compiled under objectives, structure, content, evaluation of student performance and evaluation by the students. The curriculum content of the four years of the program was sorted out and compiled under each system.

### The Graduate Program in the Basic Medical Sciences

**Enrollment.** The total number of students was 27.

**Graduation:** Twelve students completed their programs and received the M.S. degree.

### Financial Aid

229 students applied for financial aid and 188 were awarded scholarships, amounting to L.L. 1,710,304,085. The average scholarship per student was L.L. 9.1 million, which is about 32.5% of the tuition fee.

### The Graduate Medical Education Program

**Internship.** The total number of interns was 77, fourteen of whom were non-AUB graduates.

**Residency and Fellowship.** The total number of residents was 169, including 22 fellows and 57 non-AUB graduates.



**Graduation.** A total of 52 residents and fellows completed their training at the end of June 1999.

### **Research Activity and Faculty Development**

Research grants were from the following sources: LNCSR (LL 176,000,000), M.P.P. (\$86,000, U.R.B. (\$114,000), DTS (\$74,000), R.E.P.P. (\$291,000, the total being (LL 176,000,000) and (\$565,000).

**Recruitment.** Nine new faculty members joined the Faculty during the academic year, broken down as follows: associate professor 1; assistant professor 6; instructor 1; research associate 1. At the end of the academic year the faculty consisted of 135 full-time, 67 clinical, 75 clinical associates, and 19 emeritus and honorary, totaling 269.

**Promotion.** Twelve faculty members were promoted.

### **Faculty Development Grants**

A total of 165 travel grants for scientific meetings were awarded, amounting to \$509,000, \$410,000 being from the M.P.P.

### **Saab Medical Library**

#### **Library Hours:**

##### Regular Library Hours:

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

##### Summer Library Hours:

Monday & Wednesday	7:00a.m. - 6:00p.m.
Tuesday & Thursday	7:00a.m. - 7:00p.m.
Friday	7:00a.m. - 4:00p.m.
Saturday	8:00a.m. - 1:00p.m.
Sunday	CLOSED

#### **Automation:**

SML is migrating its collection and its holdings from the Data Trek, Inc. Library Integrated System to the OLIB system.

SML has introduced an Electronic Reference Services at its Homepage under:

**<http://www.aub.edu.lb/libraries/medical/>**

#### **Staff:**

Mr. Ziad Kaj was transferred from Nursing Services to SML Acquisitions Department on January 4, 1999. Two vacant positions include professional librarian and circulation clerk.

**Classes:**

FM 301 class was given to graduate students at the Faculty of Medicine during the 1st Semester, by Ms. H.T. Nassar, Medical Librarian and Miss Aida Farha, Assistant Reference Librarian. Orientation Classes on the effective use of the different SML Databases were given to Nursing and Med. I students.

Upon the recommendation of Dr. Thurayya Arayssi, Interns/Residents from the Department of Internal Medicine were given 1 and ½ hour orientation session on MEDLINE and INTERNET, in different groups for several weeks. These sessions were repeated with each rotation group.

**Personnel Activities:**

Four SML staff members attended computer classes at New Horizon on Microsoft applications. The Medical Librarian attended:

The International Federation of Library Associations (IFLA) 64<sup>th</sup> Annual Conference in Amsterdam, Holland, August 14-22, 1998.

The International Federation of Library Associations (IFLA) 65<sup>th</sup> Annual Conference in Bangkok, Thailand, August 19-28, 1999.

The Medical Librarian and the Reference Librarian attended:

The Canadian Health Library Assoc. Annual meeting in Halifax, Canada, May 24-29, 1999.

**Workshop:**

A Workshop on “The Effective searching of MEDLINE and INTERNET” was given to all the physicians in Lebanon through the REP Office, by Ms. A. Farha and Ms. H. Nassar.

**Training:**

Mr. Ahmed Hajji from the Moroccan Ministry of Public Health, Information Center, was trained from March 18 – 25, 1999, at SML with the help of the PC Support and Networking Unit on building a Biomedical and Health Information Network similar to the one at SML. This training was supported by WHO/EMRO.

**Publications:**

SML Newsletter, Volume 3, issues 1 - 4, 1998 & 1999. (Also available online at SML Homepage)

Acquisitions List # 1 & 2 1998-1999

Acquisitions list # 3 & 4 1998-1999

Publications of the Faculty of Medicine of the American University of Beirut, v 42, 1997 and v. 43, 1998.

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

## AMERICAN UNIVERSITY OF BEIRUT MEDICAL CENTER

### Hospital Finances

During the fiscal year 1998-99 there was a marked increase in both the Hospital revenue and accounts receivable, as seen in Appendix B.

Collection of the outstanding receivables remains a major challenge in the prevailing economic situation. Despite the fact that there was no payment from the Governmental third parties of dues related to 1999, the receivables will be lower at the end of September 1999 compared to the end of June 1999. The two main reasons for this are the success of collection efforts exerted in the Private Insurance Sector, and payment of a portion of the Government receivables through Treasury Bonds. The main challenges in the Hospital finances for next year include maximizing the Hospital collectable revenue, focusing on areas that generate substantial cash flow, and keeping the expenses under control.

### Operational Changes

#### Hospital Beds Distribution

Effective July 1, 1999, the number of third class beds was reduced by 15%; however, the third class occupancy in July and August was 121%. In order to be on target with the reduction in third class beds, a major change in the management of third class bed admissions and transfers. Effective October 4, 1999, these beds will be under the control of the Admitting Office and not the Chief Residents of medical specialties.

#### Customer Service

Efforts to make the Hospital more patient friendly were undertaken at multiple levels, including improvement in telephone access through auto-attendant on all city lines, shortening when possible the process of admitting patients, and piloting a valet parking program in the Dale Home area with a subsequent increase in capacity. This responds to the need for parking space next to the Medical Center. Substantial work and effort should be exerted to improve communications skills, offer value added services and make the Hospital more customer friendly.

#### Housekeeping Managerial Contract

This started in May 1999 with the expectation of saving \$ 175,000 for the contract period over and above the contract price. The objective is to improve services and make the Hospital cleaner, utilizing 15 to 20 fewer employees.

#### JCAHO – PIP

The Performance Improvement Program was initiated last year. A consultant, Dr. Sona Jeridjian, was hired for 6 months to help in its implementation. Training of staff is in

progress. The objective of meeting JCAHO standards is pursued actively. This major endeavor involves the entire Medical Center and requires planning and resource allocation. Progress was achieved along the line of Safety. A plan to update the fire fighting system is underway in accordance with modern standards, and fire drills are conducted regularly.

#### Reorganization/JCW Recommendation

As recommended in the JCW report, the financial services were reorganized in August 1999 with a realignment of financial responsibilities under the jurisdiction of an Assistant Hospital Director. In parallel, downsizing of the Hospital Administration was effected with redistribution of Departments and responsibilities among three Assistant Directors, one of whom is acting as Interim Hospital Director.

#### Y2K Issue

The Y2K issue was addressed in the Medical Center. The equipment compliance is more than 95% completed and will be ready for that date.

### Construction Update

#### Radiology Department

The patients' waiting area and the ultrasound site were renovated to be more functional and attractive. Construction in room 5 and 6 was completed and the new DSA machine is operational. The donated mammography machine will be functional within one month, after completion of the site preparation.

#### Respiratory Care Unit (RCU)

Preparations for the 4 North renovation into RCU were completed. The works will start in November 1999.

#### Cardiac Catheterization Laboratory

Redevelopment of the space was completed. The newly installed donated machine started functioning during September 1999.

#### Emergency Unit (EU)

The colonnade space in front of the EU will be included in its redevelopment. Work is in progress on the redevelopment plan.

#### Delivery Suite

The LDR project was put on hold. A facelift of the present Delivery Suite is being planned.

#### ATM Machine

HSBC has installed an ATM machine in the Hospital lobby. In addition to the service provided to our employees and visitors through this machine, HSBC will collect the money from the Hospital Cashier and take it to the Bank daily instead of it being done by AUB Internal Security Forces.

### Hospital Incinerator

This remains a major problem, as the macerator brought from the US is not functional. Our present incinerator is old beyond repair and may break down at any time. We receive multiple complaints from the Hospital neighbors about the pollution caused by the present incinerator.

Marina Hajj, M.D.  
Interim Hospital Director

## SCHOOL OF NURSING

**Overview:** The First International Nursing Conference took place in Lebanon in June 1999. The Faculty retreat in July 1998 exemplifies Faculty commitment to meeting the National League for Nursing (1998) requirement to promote critical thinking in nursing curricula .

**Administration:** The First International Nursing Conference in Lebanon was held in collaboration with the University of Michigan School of Nursing and the University of Villanova College of Nursing, and was co-sponsored by the National Council for Scientific Research (NCSR). The theme “Global Collaboration: Route to Excellence in Nursing” reminds nurses of their role in fostering global research and scholarship. In preparation for the conference, an organizing committee used a modified version of the MEMA By-laws. The Conference opening ceremony was attended by 52 international nurses and 560 nurses from Lebanon. The program consisted of six concurrent sessions with a total of 47 papers and 6 poster presentations. Continuing Education Units (CEUs) were available. The three keynote speakers for the gala dinner were Dean Ada Sue Hinshaw, Dean Louise Fitzpatrick, and Dr. Shake Ketefian, an alumnus of the AUB School of Nursing.

Other administrative decisions and activities were as follows: Dr. Makarem and Deans of Schools of Nursing in Lebanon met with the new Director General of the Ministry of Higher Education and Culture to discuss concerns about the Colloquium. Dr. Makarem met with the team from Jordan University of Science and Technology, Irbid, and discussed the role of faculty in preparation for the opening of a new medical center. Dr. Makarem met with the Minister of Public Health to discuss with representatives from three European countries the possibilities of initiating a National Nursing Education Program. She also met with the Director of the Lebanese University Hospital to discuss possible resource sharing and preparing BSN students for the new government hospital.

Samar Nouredine’s educational leave was approved for a third year. Due to the absence of two faculty, three part-time instructors were hired, Fall 1998-1999. Professor Sana Marini and Mrs. Dina Shehab were appointed to attend the workshops on Student Information System (SIS) and “Train the Trainer for Smoking Cessation” respectively.

Committee decisions and actions included: In terms of curriculum, faculty were advised to increase faculty student ratio in the clinical area. Suggestions to combine N. 200, 201/202 and 203 and to reduce the credits from 12 to 6 were not finalised. In collaboration with the Nursing

Service, a decision was made to re-examine the RN-BSN Program to encourage career mobility of working LAPHAS graduates. An evaluation of current BSN graduates took place to strengthen the BSN program. L. Farhood was appointed as consultant to AUBMC Psychiatric Unit RNs and Professors Nuhad Azoury and Sossy Balian were appointed representatives to Nursing Service Policy and Better Care Committees respectively.

The Admissions Committee suggested a cut off score of 400 for applicant selection. The Faculty approved a motion drafted by the Admissions Committee regarding residence requirement for applicants admitted to "Advanced Standing." Furthermore, the recommendation of the Curriculum and Academic Committees to delete Chem. 200 - Basic Physical Chemistry - for Philosophy students admitted to the BSN Program was unanimously approved. The Continuing Education Committee planned eight presentations/seminars. The Student Aid Committee processed 58 applications for financial aid and recommended consideration of 47. The Library Committee received a computer and a printer, and seeks access to the Internet. The Research Committee held monthly Journal Club meetings and approved two faculty research proposals. The chair of Recruitment and Publicity Committee met several times with the AUB Organising Committee to organise the Hariri Career Fair and the AUB Open House.

The faculty discussed with Provost Heath the need to increase financial aid/scholarship, the need for a Master's program, and concerns about the future site of the School of Nursing. The designated site was assessed and recommendations presented for improvement and safety.

Drs. Semaan, Khogali, and Makarem examined CVs of applicants for Faculty appointment. The Director will interview two candidates at the AUB New York office this Fall. The search is extended until February 2000.

**Students:** Student enrollment in the BSN program continues to rise. Student status Fall and Spring 1998-1999 was as follows: Fall - BSN I (0), BSN II (43\*), BSN III (19), BSN IV (20), and Spring - BSN I (1), BSN II (46\*\*), BSN III (19), BSN IV (20) respectively. Sponsored students include: AUBMC 36, Hariri 2, Women's Auxiliary 1 and 47 privately sponsored. All twenty BSN IV students who graduated July, 1999 passed the Colloquium.

**Faculty:** Faculty decreased to 14 with the resignation of Professor Azouri effective October, 1999. Professor Nouredine is pursuing her doctoral studies in the States. Two instructors are continuing their graduate work at AUB and two Assistant Professors are enrolled in the TD Program.

**Budget:** Two major gifts were received this year: The Terry and Pierre Abou Khater Scholarship gift of \$480,000 and the World Presidents' Organization gift of \$10,000. The ARAMCO gift of \$30,000 for Faculty development has been used to cover the tuition of four faculty, expenses of Faculty retreat, and Nursing Conference.

Selwa Makarem, RN, Ed.D.  
Director, School of Nursing

\*New admissions Fall: 7

\*\*New admissions Spring: 3

## ACTING DEAN, FACULTY OF ENGINEERING AND ARCHITECTURE

### Academic Affairs

222 undergraduate students were awarded the Bachelor's degree, and 8 graduate students were awarded the Master's degree in the summer of 1998. 196 undergraduates were awarded the Bachelor's degree, and 9 graduates were awarded the Master's degree in the summer of 1999. October graduates included 8 for the Master's degree and 8 for the Bachelor's degree. February graduates were 10 for the Master's degree.

FEA received 1421 applications for admissions to first year for the fall semester 1998 and 179 undergraduate applications for the spring semester 1999. 100 applications were received for graduate studies for fall 1998. Student enrollment includes 996 (238 new) undergraduates and 114 (8 new) graduates for the fall semester 1998, and 996 undergraduates and 106 graduates for the spring semester 1999, in addition to 47 students accepted in the spring as Special. 1557 undergraduate and 88 graduate applications were received for fall 1999.

Out of 957 undergraduate students evaluated at the end of the spring term, 817 graduated or were promoted clear, 52 were promoted on academic probation, 69 were required to repeat the year, and 19 were dropped. Over the academic year, 14 first year students requested a change of major to the Faculty of Arts and Sciences, and 16 first year students changed major within the Faculty.

The results of a survey conducted on 195 graduates who participated in the July 1999 Commencement Exercise indicated that 48 graduates (25%) planned to continue graduate studies, 43 (22%) planned to work, 45 (23%) planned to do their military service, and 59 (30%) were undecided as to their plans for the immediate future.

The TQM committee continued to prepare for the major review of Engineering curricula to meet the ABET 2000 accreditation criteria. Major revisions of the academic rules and regulations for engineering students were proposed in the summer 1999 for possible implementation during the academic year 1999-2000.

### Academic Personnel

Assoc. Prof. N. Ghaddar was promoted in 1998, and Assoc. Prof. M. Yehia was promoted in 1999 to the rank of Professor. Assist. Profs. S. Karaki, A. Kayssi, T. Mezher, and F. Mrad were promoted in 1998, and Assist. Prof. M. Rawwas was promoted in 1999 to the rank of Associate Professor. Assist. Professor M. Hijazine was terminated. M. Nasri was terminated as full-time lecturer. Assist. Prof. K. Abdel-Malak, Assoc. Prof. J. Biln, Assist. Prof. M. Lozanovska, and Assist. Prof. M. Piasecki resigned from the Faculty. New faculty recruits: R. Becherer (Assoc. Prof. ARD Dept.), H. Mashmoushi (Visit. Assist. Prof. ME Dept.), and M. El-Taha (Visit. Prof. EM program). Administrative appointments: Prof. G. Ayoub (Assoc. Dean, Aug. 1998 – Aug. 1999); Prof. M. Harajli (Chair CE dept. Aug. 1998, A/Dean FEA, July 1999); Prof. H. Diab (Chair ECE dept., Aug. 1998); Assoc. Prof. J. Abed (A/Chair dept. of ARD, Aug. 1998); Assoc. Prof. B. Hamad (A/Chair CEE dept., July 1999); and Prof. M. Salameh (Assoc. Dean, Aug. 1999). Assoc. Prof. A. Kayssi took 6-month leave without pay effective July 1, 1999. Prof. N. Sabah stepped down as Dean of the Faculty effective July 1, 1999 and took one-year sabbatical leave effective September 1, 1999.

### **Research, Conferences, and Seminars**

Eight faculty members were awarded Faculty Development Grants by the URB during the summer 1998, and seven during the summer 1999. The Lebanese National Council for Scientific Research (NCSR) approved and/or renewed seven research grants by faculty members for 1999-2000. The URB awarded 28 research grants to faculty members for summer 1999 and an additional 28 research grants for 1999-2000. Faculty members participated in 38 conferences and professional meetings in the U.S.A., Europe, and the Region. 11 faculty members were invited to participate in academic, research, and professional related activities in the USA, Canada, Europe, and the Region. 12 seminars by outside speakers were organized by the Research Committee, and 7 seminars and lectures were organized by the Department of Architecture and Design. Three one-week seminars (short courses) were given by faculty members in Dubai, UAE, as part of REP agreement with *PROMIS* in the areas of Environmental Engineering, Mechanical Engineering, and Architecture.

Two scholars were invited on a URB-sponsored visit: Prof. Edward Robbins, Graduate School of Design, Harvard University, who conducted a workshop for Architecture students and delivered a public lecture on the *City Multiple*; and Michael Atallah from Purdue University, who met with students and delivered three lectures in the field of Computer and Communications Engineering.

### **Faculty and Alumni News**

A program for high school students was held in the summer of 1998 on trial basis, to provide students with a better understanding of the different fields of specialization offered by the Faculty. This would help them in selecting majors should they apply to the FEA. As the national secretariat for IAESTE in Lebanon, the Faculty arranged, over the summers 1998 and 1999, for 36 international students to conduct summer training in Lebanon, and 55 FEA students attended summer training abroad in exchange.

The Department of Civil and Environmental Engineering held its 3<sup>rd</sup> *Structural Contest* in June, 1999. The Engineering and Architecture Alumni Chapter held its annual reception for graduating students (July 1998), annual *Career Week* for graduating students (April 1999), and organized its 3<sup>rd</sup> *Annual Job Fair*, July 21-23, 1999 to which prospective employers from Lebanon and the Middle East were invited to interview AUB engineering graduates for employment opportunities. The Faculty held its annual reception for graduating students and their parents, and its annual orientation program and acquaintance party for new students. The Department of Architecture and Design held its annual Student Exhibit (Nov. 28-Dec.4) as well as a two-day exhibition, in collaboration with the Technical University of Berlin and the Goethe Institute in Beirut, entitled *Recovering Shweifat*. The IEEE Student Branch organized an *Internet Rally'98* among CCE and EE students sponsored by New Horizons Co., and held a seminar week, during which five seminars were given by external speakers on technical topics of interest to engineering students.

The *Fawzi W. Azar Award* was received by two 4<sup>th</sup> year Architecture students: Karim Nader (\$7000) and Michele Maria (\$3000). The *Areen Projects Awards* of Excellence in Architecture for 1997-1998 were awarded to the Raja Abillama and Michael Habib (2<sup>nd</sup> prize), and Mustapha Madi and Mohamad Taha (3<sup>rd</sup> prize). The 1998 Charlie S. Korban Award was received by Youssef Abbas (CCE'98) and Mohammad Mansour (CCE Grad.). The *Distinguished Graduate Award*, 1999, was awarded to Francois Farah (ME) and Ola Ayaso (ECE). The *Dean's Award for Creative Achievement*, 1999, was awarded to Raya Khawwan (GD); Moussa Berry, Nader Hakim, and Fadi Hamdan (EE); and Ziad Azzi, Faycal Bayoun, and Ghassan Salloum (CCE). Students Rania Ramadan (Grad.EPE) and Elie Abou Zeid (Grad. EWRE) were awarded prizes by



the *Friends of Ibrahim Abdel-Al Society*. Student Rania Hashem (EE'98) was awarded an annual scholarship by the *Geospatial Information and Technology Association*.

The following donations were received: \$10,000 from Engineering Development Corporation, annual donation of \$10,000 from Lakeside Foundation, annual donation of \$10,000 from Charles Kettani Foundation, and \$10,000 from Bechtel. Wabco Standard Trane B.V. donated a split system heat pump TWE/TWA030 valued at \$2,000 to our Mechanical Engineering Laboratories, in addition to HVAC manuals, educational materials and catalogues that were contributed to the Engineering Library.

Trustee James Wei visited the Faculty in September 1998 and met with the Deans, Chairmen of Departments, faculty, undergraduate and graduate students. Trustee Philip Khoury visited the Faculty in January to work on the Engineering Dean's search and met with the individual departments and the Engineering Management group. Professor John Dracup from UCLA visited the Faculty for a week in March to conduct external review of the FEA with particular emphasis on the environmental and water resources engineering program and the Inter-Faculty environmental sciences program.

Mohamed Harajli, Acting Dean  
Faculty of Engineering and Architecture

## DEAN OF THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

### Student Affairs

FAFS Student enrollment figures for 1998-1999 were as follows: 116 students during summer 1998; 274 students during the first semester of 1998 and 266 students during the second semester of 1999, of which 71 were graduate students. During 1998-1999, 91 students graduated; 30 with a B.S. in Agriculture; 30 with a B.S. in Nutrition and Dietetics and 31 received their M.S. degrees. 110 students enrolled during summer 1999.

### Personnel Affairs

Dr. Shady Hamadeh spent a six month sabbatical leave at the Department of Animal and Range Science at Montana State University, effective April 1999, and resumed his work at FAFS as of September 28, 1999. Dr. Imad Toufeili completed his sabbatical leave at Rutgers University in New Jersey and returned to FAFS on September 23, 1998. Dr. Isam Bashour, new visiting Associate Professor of Soil Science, joined FAFS on July 1, 1998.

Drs. Riad Baalbaki and Moatasim Sidahmed were promoted to the rank of Associate Professor, effective July 1, 1998 and Dr. Salma Talhouk was promoted to the rank of Associate Professor, effective July 1, 1999.

During this academic year, 13 faculty members were granted short-term faculty development leaves in order to present papers at regional and/or international meetings. Two faculty members spent long-term faculty development leaves at Colorado State University and at the University of Maryland.

New FAFS chairpersons were appointed as of October 1998: Dr. Riad Baalbaki, CPP Department; Dr. Ragy Darwish, AED Department; Dr. Shady Hamadeh, ASC Department; and Dr. Moatasim Sidahmed, SIM Department. Dr. Raja Tannous continued as chairman of the FTN Department.

### Research Activities

During this period, research at FAFS was funded by several agencies. The University Research Board (URB) provided funds for 20 faculty members, while the Lebanese National Council for Scientific Research (LNCSR) supported projects for 8 faculty members. Funds were also received from the following international and regional agencies, as well as from private Lebanese companies: The International Plant Genetic Resources Institute (IPGRI), Feed Water Limited, Albion Laboratories Inc., Caltex Al-Khalij, and Unifert.

The US-AID Dairy Stock Improvement Project was extended to September 30, 1999 with an additional budget of U.S. \$350,000. An agreement of cooperation between FAFS and the International Center for Agricultural Research in the Dry Areas (ICARDA) was signed in February 1999. An agreement of cooperation between FAFS and Earth College in Costa Rica was signed in April 1999, for exchange of students and faculty and for Earth students to come to AUB for graduate study.

### **Outside Speakers**

Dr. Constantin Rebeiz, visiting scholar from the University of Illinois and an FAFS alumnus, presented lectures on the “Biochemistry of the Greening Process”, “Photodynamic Pesticides” and “ALA-Dependent Photodynamic Radiation Therapies” on February 16-19, 1999.

Dr. Joseph Masabni, FAFS Alumnus, presented a lecture on “Linuron Resistance in Common Purslane”, February 23, 1999.

Professor Verron Heywood from Reading University presented a seminar at FAFS, on “Changing Perceptions of Biodiversity of Conservation” in August 1998.

Dr. Mike Maunder of the Conservation Project Development Unit, Royal Botanical Gardens, KEW, U.K. presented a seminar at FAFS on “Approaches to the Management of Threatened Plant Species” in September 1998.

### **Faculty Seminars**

During the first and the second semesters of this academic year, faculty seminars held at FAFS. covered areas of research in which these faculty members are involved. Seminars were presented by Drs. Adib Saad, Shady Hamadeh, Elie Barbour, Efat Abou Fakhr Hammad, Imad Toufeili, Ramy Zurayk; Ragy Darwish, Bassam Hamdar, Moatasim Sidahmed and Musa Nimah.

### **AREC**

The AREC 1999 spring semester and summer session took place as scheduled. AREC continued to provide assistance to faculty members engaged in teaching and research. Committee meetings were held to discuss the cropping plan as well as the budgets for ongoing projects at AREC. Meetings were held with AUB Physical Plant personnel to discuss ongoing projects at AREC.

On May 23, 1999, the annual Aggie Olympics and AUB Field Day were held at AREC. FAFS faculty and students participated in the daylong event. Prizes were distributed to the winners at the end of the day. In August 1999, FAFS held its annual Sweet Corn day at AREC. 400 FAFS Faculty, alumni, and AUB administrators and families participated in the days' activities. AREC also participated in the “Zahle 1998 Agricultural Fair” that was held in September 1998.

Over 500 Pine and Cypress trees were planted at AREC during the year. A pilot apple orchard of about one hundred trees was established for educational, research and demonstration purposes at AREC as part of the existing fruit orchard.

Nuhad Daghir, Dean  
Faculty of Agricultural and Food Sciences

## DEAN OF THE FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences (FHS) serves to educate and train professionals to help meet the needs of Lebanon and the Region for competent leaders in the field of health. Currently, 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

**Internal Review.** The main concerns of the Faculty during AY 1998-99 focused on a review of its present academic programs and role in Lebanon and the Region. The internal review process involved: a) departmental reviews, b) two faculty retreats, c) meetings of professorial rank faculty, d) survey of graduates, and e) meetings with employers.

**External Review.** Drs. Abdelmonem Afifi (University of California at Los Angeles) and James McCarthy (Columbia University) spent the week of May 24<sup>th</sup> meeting with FHS faculty and students as part of the external review process undertaken by the University.

**Graduates from Degree Programs.** Fifty-four students graduated from FHS during AY 1998-99. Thirty-four with a B.S. in Health Sciences (20 from Environmental Health and 14 from Medical Laboratory Technology); eighteen with the M.P.H. degree (5 from the one-year program and 13 from the two-year program) and two with the M.S. degree in Population Studies.

**Summer Training and Summer Interns.** Undergraduate students majoring in Environmental Health fulfilled their field training requirement during the summer months while MPH students started their residency work in a health-related institution. Four students from academic institutions abroad spent the summer months at FHS as interns working on research with faculty members. Two are medical students at Johns Hopkins University, one is a medical student at the Universidad Autonoma in Madrid and the fourth is a master's student at Harvard University.

### Faculty Activity

FHS faculty continue to be active on the local and regional levels. Joint activities, meetings and consultations were made with the following institutions: Ministries of Public Health, Social Affairs and Environment, Lebanese National Council for Scientific Research, WHO, UNICEF, UNDP, UNFPA, World Bank and the Population Council.

### New and Visiting Faculty

**New Faculty.** FHS continues to expand its faculty resources by appointing qualified faculty. Dr. Steve Harakeh joined the Department of Environmental Health as Assistant Professor in October 1998; Dr. Sami Ramia joined the Medical Lab Technology Program as Visiting Professor in June 1999. Dr. Monique Chaaya was appointed Assistant Professor effective November 1, 1998 after

successfully completing all requirements for the Doctor of Public Health from Johns Hopkins School of Hygiene and Public Health.

**Recruitment.** Recruitment of qualified faculty remains to be one of the concerns of the Faculty. Offers to join FHS were made to: Drs. Bonda Abide (Dean's Office), Pierre Barakat (Health Services Administration), Robin Heath (Health Behavior & Education), Judy Makhoul 50% (Health Behavior & Education), Cynthia Myntti (Dean's Office) and Vito Tanzi (Health Services Administration). All except Dr. Pierre Barakat will be joining FHS during AY 1999-2000. Urgent need remains to recruit qualified faculty for the Departments of Epidemiology and Biostatistics and Health Services Administration.

**Visiting Faculty.** As it builds its resources, FHS relies on visiting senior professionals identified for each of the disciplines in public health to give support to the academic and research programs in the Faculty. During 1998-99, five professors visited FHS and gave courses or lectures in graduate courses, presented faculty seminars and assisted in on-going research and service projects. Dr. Khalil Mancy (Environmental Health), Dr. Ali Mokdad (Epidemiology & Biostatistics), Dr. Cynthia Myntti (Health Behavior & Education), Dr. Srinivasan Krishnamurthy (Population Studies) and Dr. Mustafa Younis (Health Services Administration).

### **Sponsored Research Activity**

**Research Projects.** The University Research Board (URB) approved (for AY 1998-99) two new applications for funding of research projects submitted by FHS faculty. The URB also approved the renewal of four research projects started in 1997-98.

Research interests of FHS faculty focus on specific dimensions of health of relevance to Lebanon and the region including reproductive health, occupational health, health of the elderly, dental health and mental health. Research is also ongoing on the epidemiology and prevention of cardiovascular diseases and of injuries. Among determinants of health, areas of interest include: the environment focusing on water resources and quality in particular, as well as lead and neurotoxicity; health services and health providers; and health awareness and risk behaviors particularly of youth. Demographic patterns in Lebanon and the region are also areas of research concern. Interdisciplinary collaboration is encouraged and the research on reproductive health on the prevention of cardiovascular diseases at the community level and on health awareness and risk behaviors are interdisciplinary and interfaculty (with FM) efforts.

**Research Grants.** Dr. Jocelyn DeJong (Ford Foundation Program Officer, Reproductive Health Regional Office, Cairo), Dr. Virginia Floyd (Director, Human Development & Reproductive Health, Ford Foundation, NY) and Mr. Steven Lawry (Regional Representative, Cairo) visited FHS on May 13, 1999. They met with FHS faculty and with faculty active in research on reproductive health. The Ford Foundation approved the Faculty's proposal for a new grant to strengthen teaching and research at FHS effective October 1, 1999 (for three years) with a total budget of \$ 400,000.

Dr. Carolyn Mackinson (from the Mellon Foundation) visited FHS in December 1998 and met with faculty involved in research supported by the Mellon Foundation grant on Population and Reproductive Health. Dr. Mackinson was impressed with the research results and discussed possible continued future funding of the program at FHS.

The Population Council awarded Dr. Huda Zurayk a grant (\$ 28,050) to support research on reproductive health. The award is effective October 15, 1998 till December 31, 1999.

The European Commission approved the Faculty's request to extend the EEC funded project on "The Impact on Families and State of Traumatic Injury related Disabilities among Adults in Lebanon and Palestine" to September 30, 1999.

### **Training Courses and Workshops**

The agreement between the World Bank and AUB was signed on January 21, 1999 for the period ending July 20, 2002. The objective of the program is to undertake at FHS regional training as part of the Flagship Course on Health Sector Reform and Sustainable Financing for the Middle East and North Africa (MENA) Region. The first Flagship course was held at FHS between June 7-18, 1999 and attended by high-ranking officials representing Ministries of Health and Finance from 9 countries of the Region. A second Flagship module was offered to professionals working in the health field from the public and private sectors in Lebanon. It was held at FHS between September 27-October 1, 1999.

The Regional Reproductive Health Working Group (RHWG) held its annual meeting in Lebanon between July 16-20, 1999. It was attended by country teams from Lebanon (FHS), Egypt and Jordan. A one-day workshop (July 19<sup>th</sup>) entitled "Reproductive Health Issues: Policy Implications for Lebanon" was organized by FHS jointly with the RHWG and supported by the Ford Foundation and Mellon grants to FHS. It included participants from various ministries, universities, research institutions and NGOs in Lebanon.

Huda Zurayk, Dean  
Faculty of Health Sciences

## ACTING DEAN OF STUDENT AFFAIRS

Because my appointment as Acting Dean of Student Affairs started July 1, 1999, the bulk of this report is based on two interim reports submitted previously by F. Hajj, former Dean of Student Affairs. However, views on the various issues stated in this report are mine and do not necessarily reflect the opinion of the former Dean of Student Affairs.

### Student Affairs and Developments

#### New Students Orientation Program (NSOP)

The Office of Student Affairs, with the help of 80 student volunteers, implemented for the second consecutive year the NSOP. Four sessions were held to acquaint new students with university life, followed by several activities which included on and off campus tours, e-mail sessions, a trip to AUB Farm (AREC), acquaintance party and the President's reception at Marquand House. Although NSOP has proved to be of great assistance to new students, fewer than 200 of the 1,200 new students attended orientation sessions. A major reason for such low attendance is that the dates of pre-registration and English and Arabic placement tests coincide with orientation dates (September 20-24). To make NSOP more effective, orientation for new students should precede pre-registration and placement tests, as is the case in most U.S. universities.

#### Career Fair and Open House

The University participated in a national career fair sponsored by the Hariri Foundation. This was followed by an AUB Open House which was held at AUB - West Hall, November 24-27, 1998. Around 127 schools and 8,403 secondary students participated. The purpose of the Open House was to acquaint potential applicants with University programs and student life. I believe that AUB Open House has proven to be an excellent mechanism for student recruitment and that it should be part of AUB's calendar and fiscal budget. In addition, a Job Fair was held at West Hall in June 1999, to afford graduating students the opportunity for direct contact with potential employers. Around 85 firms, representing various sectors of the economy, participated.

#### Student Representation

The sixth general Student Representative Committees (SRCs) elections were held on November 18, 1998. This was followed by a second stage election to the University Student Faculty Committee (USFC). Nearly 66% of students participated in the voting. The SRCs addressed several issues pertaining to student life. The President and the Provost met with the USFC on several occasions. At present, some capital projects are being considered by the University, such as renovation of West Hall and major modifications in student dormitories and athletics facilities. Although student representation is an essential element of democratic practices, I believe that our students should not fall under the illusion of "Student Governance."

### **Financial Aid**

The number of students benefiting from AUB Financial Aid has increased from 1307 students in 1997-98, awarded L.L. 5,104,153,535, to 1510 students in 1998-99, awarded L.L. 6,056,784,000. This is an increase of 16% over last year. It is worth noting that 29% of AUB students received financial aid and 2% received loans from the Hariri Foundation. At present, this trend seems to prevail. Of 1,684 continuing students applying for financial aid for the academic year 1999-2000, 1,330 received awards, amounting to 6,056,611,346. This process will continue until October 22, 1999, the deadline for financial aid applications for new students. In addition, of 1260 students who applied for Student Work Scholarship, 845 were given jobs in various departments of the University. Since financial aid and work study scholarship are vital to both students and the University, I believe that policies for administering financial aid and work scholarship should be reconsidered to make them more effective.

### **Student Housing**

There was a decline in the number of students who requested campus residence. The occupancy rates were 88% and 56% for the female and male dormitories respectively. However, several projects were approved to upgrade facilities in three dormitories (Penrose, New Women's, Bustani), including Internet, air conditioning, laundry and kitchen facilities. Thanks to the President, the Provost and the President's Club for supporting such projects. Although it was stated in previous reports that improved living conditions might lead to an increase in the demand for on-campus housing, it is my conviction that the increase wouldn't be significant, particularly in the men's dorms, because off-campus housing provides personal privacy to students that is not allowed by the dormitory rules and regulations.

### **Student Activities and Sports**

Student activities were diversified and of high quality. Receptions, plays, exhibitions, concerts, educational trips, debates and lectures were held by clubs and societies throughout the year. In addition, the International Folk Dance Festival and the Annual Spring Festival (outdoors) were held during which all student groups participated. The sports activities were equally diversified. Some 18 varsity teams were formed. They participated with 12 other university teams in the Winter and Spring tournaments which were held on campus. Also, an AUB sport delegation of 95 athletes representing most sports visited Egypt and participated in various tournaments.

A. Nizar Hamzeh  
Acting Dean of Student Affairs



## DIVISION OF EDUCATION PROGRAMS

Each of the four units in DEP is reported on separately first, followed by a summary of joint activities contributed to by members from different Units.

### Department of Education

Fall enrollment was 232, and 230 in the Spring; in summer 1999 a total of 52 students were enrolled. Enrollment in the two semesters is classified in three categories as below. Comparisons with the previous year show a stable total, with an appreciable increase in the undergraduate (B.A.) and a decrease in the graduate.

	1997/98		1998/99	
	Fall	Spring	Fall	Spring
Graduate	62	55	61	53
Special (Diploma)	97	103	90	97
Majors (B.A.)	<u>61</u>	<u>66</u>	<u>81</u>	<u>80</u>
Total	220	224	232	230

In the course of the year, 6 students were graduated with MA's, 53 with Diplomas, and 27 with BA's (compared with 13, 50 and 19 consecutively the year before 1997/98.)

A new computer lab was installed for instructional and research purposes. Partial funding for the lab was obtained from the Al-Turki grant to the Department given last year. The Al-Turki grant was also used for scholarships, tests and other educational resources.

The Education Forum (Faculty) sponsored three public lectures. The Education Society (students) organised an acquaintance party and a science fair. The Practice Teaching Committee continued to place students in co-operating schools for training, and held a professional day for teachers in co-operating schools.

### Science and Math Education Center (SMEC)

The 3<sup>rd</sup> Science & Math Teachers' Conference, held on May 15, 1999, was attended by approximately 350 teachers and administrators from different parts of Lebanon.

Three issues of the SMEC NEWSLETTER were published. Two SMEC faculty members participated in workshops in the US, one on Science Education for Public Understanding at the U of Berkeley, and another on Co-operative Learning at the University of Minnesota. SMEC faculty members co-ordinated and participated in 1998 and 1999 Summer Teachers' Workshops organised by the Division; they also continued their involvement in curriculum development activities of the Lebanese Ministry of Education.

A number of public lectures and activities were offered: one by a SMEC faculty member on History and Views on the Nature of Science; another by a visiting scholar sponsored by Harcourt

International Group on Higher Order Thinking Skills at the Elementary Level; and two others by a visitor from Pittsburgh University for Middle School Math teachers. The last two were in the form of workshops.

Under the Environmental Education Project: Three workshops were conducted: one on Environment and Health; a second on Water Pollution, and a third on Air Pollution for 35 teachers from 20 schools in Lebanon. Two professors from the Department d'Enginyeria Quimica, Universitat Rovira i Virgili, Tarragona (Spain), Dr. Magda Medir and Dr. Francesc Giralt, conducted four workshops, three at AUB, and the fourth in the Beka' region (AUB farm). Environmental Curriculum units aligned with the new Lebanese curriculum were developed, and are presently reviewed in some schools.

### **Office of Tests and Measurements (OTM)**

A total of 1450 tests were administered (compared to 1316 last year), the majority in AUB ENG (1382). Also around 300 SAT 1 and 141 MCATs were administered. An additional 617 tests were recently administered (July – September 99).

Two OTM reports were issued: No. V on the Effect of Item Revision on Item Difficulty and Discrimination, and No. VI on Reliability of Gain Scores on the AUB English Entrance Exam.

The Teaching Effectiveness Scale was administered in various courses of the Department of Education and the UOP.

The OTM Director visited ETS, Princeton (May 1999), to discuss the possibility of re-instating AUB as an ETS testing center.

### **University Orientation Program (UOP)**

119 students were enrolled during the Fall semester, and 49 during Spring (compared with 205 and 68 in 1997/98). Three Instructors presented papers at the 22<sup>nd</sup> annual convention of TESOL, Spain, in April 1999. Two issues of the UOP Times were published. The UOP Director coordinated a special DEP workshop for 67 Makassed School teachers, August 1999.

### **Outreach and R&D Activities**

These are activities coordinated and directed by the Office of the Director, with members of different DEP units contributing.

Nine workshops were held during summer of 1998 and 10 during summer of 1999 with 141 participants in the first and 235 in the second. These have become standard features during summer (September) activities of DEP, attracting teachers from schools in Lebanon and beginning to attract some from other Arab countries.

Two workshops were offered for Makassed Foundation upon their decision to revert to English in teaching science and math; 67 of their teachers were trained during a two week summer workshop. 32 teachers attended the Armenian Relief Cross in Lebanon five-day summer workshop on Health Education.

The Teacher as Advisory support program at International College (I.C.) was concluded. This was a three-year activity, culminating in an advisory program at International College assisted by DEP.

A number of faculty members continued their work on textbooks/teacher training under a REP contract with the Lebanese Ministry of Education.

The Director of DEP was appointed as “Convenor” of the Academic Track and the Standards Track in the Kingdom School Project, Saudi Arabia. The Chairman of the Department of Education was appointed as “co-convenor” of both tracks.

Munir Bashshur, Director  
Division of Education Programs

## OFFICE OF THE REGISTRAR

The academic year 1998-1999 was a period of important transitions for the Office of the Registrar. After the establishment of an independent Office of Admissions, the Office of the Registrar was reduced essentially to the Records Section. The Registrar helped in the search for a Director of Admissions to head the new Office of Admissions. It was particularly important that Dr. Salim Kanaan, the new Director of Admissions, become acquainted with our alumni in the region and with the counselors and school officials at the schools from which we draw applicants. Dr. Kanaan and I went on several recruitment trips in the region. We visited Cyprus, Kuwait, Jordan, Saudi Arabia, the United Arab Emirates (Dubai, Sharjah and Abu Dhabi), Qatar, and Bahrain, where we met with students and conducted individual interviews.

During the past year the Registrar visited most of the major schools in Lebanon from which we draw a good number of applicants; he also tried to accommodate those schools that called the Office of the Registrar and expressed a desire that we meet with their students. With the establishment of the Office of Admissions, it will now be possible to recruit more systematically and more extensively in Lebanon and in the region.

In March the Office of the Registrar moved to the rebuilt College Hall. The staff of the former Admissions Section at the Office of the Registrar became the core of the Office of Admissions. Duties needed to be defined and administrative accountability established. Matters pertaining to the assignment of duties to the staff of the former Student Information and Services Section also had to be addressed.

During the academic year 1998-1999 the entire University was preoccupied with the transition from the old Student Information System (SIS) to the new Banner 2000 SIS. The new SIS institutes significant improvements, particularly in the Office of the Registrar and the Office of Admissions. If, however, this system is to be used effectively and yield the anticipated benefits, staff members should be trained in those aspects of the system which pertain to their work. The process of training members of the staff, which has begun under the supervision of Information Technology, should be intensified. The Office of the Registrar, as it is presently constituted, needs at least one person who could be trained on the use of the new SIS. Only two of the full-time members of the staff of the Office of the Registrar hold a University degree (not counting the Registrar and the Associate Registrar). Mrs. Sylvia Malek Labban has a B.B.A. degree (1988) and Miss Randa Nawwam has a B.S. degree in Statistics (1991). Mrs. Labban and Miss Nawwam need a qualified and reliable person to help in maintaining and updating student records, providing information requested by the various faculty committees and officers of the University, supervising the entry and verification of grades, and preparing lists of graduates for the Faculties and the Senate for the voting of degrees.

The Registrar, with assistance from the Associate Registrar, edited and updated the sections of the 1999-2000 University Catalogue pertaining to admissions, registration, and graduation requirements. The Registrar in coordination with Dr. Salim Kanaan, also edited and updated the Admissions Manual for Undergraduate and Graduate Study for the Academic Year 2000-2001.

Three different University Calendars were proposed for Senate to consideration. The Calendar which the Senate approved lists June 28, 2000 as Commencement Day, returning the University

to 'June Graduation'. The July Commencement exercises for the academic year 1998-1999 went very smoothly. The joint efforts and careful planning of all those represented in the Commencement Committee made this fairly complicated event look simple and straightforward. The staff of the Office of the Registrar contributed significantly to the success of this event.

Prospective applicants for admission to the freshman class ask "what sort of credit transfer policy does the American University of Beirut have?" The honest but embarrassing answer is that we do not have such a policy, for the simple reason that **we do not allow the transfer of credits at the freshman level!** The Provost of the University has been presented with a set of recommendations which, when put together, constitute a policy for the transfer of credits at the freshman level. These recommendations are now being considered by the Board of Deans.

Once a clear and well-defined policy on the transfer of credits is adopted, it will be possible to produce transcripts of academic record that are far more informative than our current transcripts. I have recommended that:

1. The transcript of grades of a student admitted to the sophomore class in the Faculty of Arts and Sciences or to equivalent classes in the other faculties shall list under Transfer (TR) all acknowledged freshman level subjects and corresponding credits that were earned by the student prior to enrollment at AUB. The transferred credits should amount to 30 semester credit hours, otherwise admission should be to the freshman class.
2. The transcript of grades of students who have been granted freshman transfer credits, and admitted the Freshman class, shall include under Transfer (TR) a list of all acknowledged freshman level subjects and corresponding credits that were earned by the student prior to enrollment at AUB. The source of the transferred credits (such as: IB, GCE, AP, University of \_\_\_\_\_, etc...) should also be indicated on the transcript.

In both cases (A and B) grades or scores obtained on the transferred subjects or courses will **not** be indicated on the transcript. Conditions that should be met in order to allow transfer of courses for credit (such as subject, minimum grade or score, etc.) will be set by the appropriate academic units and committees.

The University hosted the Twentieth Annual meeting of the Arab Association of Collegiate Registrars and Admissions Officers (Arab ACRAO). The meetings were held on Campus during the period of April 12-16, 1999. The meetings were very well organized and the whole conference proceeded very smoothly. The conference was attended by around 90 delegates representing 40 institutions of higher education located in the Arab World.

My term as Registrar ended on September 30, 1999. Dr. Marie Kasparian has been appointed Registrar of the University. I am grateful to the staff of the Office of the Registrar for their support during the past six years, as we attempted to discharge the duties and obligations of the Office and served the University to the best of our abilities.

Tables showing figures on application, enrollment, and graduation are attached as Appendix D. Data on Admissions for Fall 1999-2000 will be included in the Annual Report of the Director of Admissions.

Waddah N. Nasr, Registrar

## DIRECTOR OF ADMISSIONS

The Office of Admissions, established February 1999, is responsible for identifying, recruiting and matriculating a talented and diverse student body. It implements policies and procedures regarding the admission process for the selection of students based on University approved criteria. It implements a marketing plan to recruit students, handles everything related to prospective students, applicants, high schools and guidance counselors. It consists of a director, an associate director, a secretary, an assistant director for information, two assistants for admissions, two clerk typists, a statistician (on a 50% basis), a consultant on admissions (on a 50% basis) and an intern helping to establish a new international student office.

During the last few months, the Office of Admissions was in a state of initiation and transition. Five staff members of the Registrar were transferred to Admissions, others were appointed at different intervals and the Admission staff relocated to College Hall. Admission staff, within a short period of time, were trained on the admissions module of the new student information system (Banner 2000) and efficiently processed the applications for 1999-2000 (entering biography data, checking admission decisions, issuing letters of admissions).

The Director of Admissions has been acquainting himself with the procedures and operations involved in recruitment and admissions. He and the Registrar traveled extensively, visiting universities and schools in Cyprus, Saudi Arabia, Kuwait, Jordan, Qatar, United Arab Emirates and Bahrain. He participated in the Arab Association for Collegiate Registrars and Admissions Officers (AACRAO) hosted this year by AUB, and attended the American AACRAO in North Carolina. He visited visitor centers and the offices of admissions of a number of American Universities, discussing their criteria for admissions and recruitment operations.

In June 1999 the Director of Admissions presented to the Board of Trustees a brief report on his preliminary observations and data gathered during the recruitment trips, identifying factors affecting recruitment. Among the factors influencing recruitment were:

- a. Late admission decisions (June-September)
- b. Late financial aid applications and decisions (end of first semester for new students)
- c. Late timing for the recruitment trips (they started around the end of January)

He also presented to the members of the Board the strategies for recruitment he intended to follow.

The Director of Admissions proposed to the Board of Deans and the University Senate a number of important changes concerning deadlines and submission of secondary school records, aimed at encouraging students to apply earlier and enable the Admissions office to send the admissions letters at an earlier date. The proposal was discussed and approved. Accordingly,

1. Application deadline. The deadline for undergraduate applications for the first semester of the academic year 2000-2001 has been changed to January 15, 2000 (instead of February 28).
2. SAT I deadline. Applicants for admission to the first semester of the academic year 2000-2001 must take the SAT I not later than the December, 1999 testing session (instead of the January testing session).
3. Secondary School Records. Applicants for the first semester of the academic year 2000-2001 should submit official transcripts of their first and second secondary years (10<sup>th</sup> and 11<sup>th</sup>

grades) only. The third year will not be considered for admission, but enrollment will be conditional on satisfactory completion of secondary school.

4. Notification date. Applicants will be notified that they have been admitted for the fall semester 2000-2001 by April 30, 2000.
5. Reply Date. Admitted applicants will be required to inform the Office of Admissions of their decision in enroll at AUB, indicating a choice of major in the event that they are accepted to more than one major, not later than June 30, 2000. A non-refundable deposit of \$300 must be paid in order to ensure a place at AUB.
6. New policy on early admission: Applicants for admission to undergraduate study will qualify for early admission if: (1) they rank in the top 40% of their class in each of the last two years prior to application for admission, and (2) they obtain a minimum total SAT I score as follows:

Applicants to freshman arts	1050
Applicants to freshman sciences	1100
Applicants to sophomore arts, nursing or education	1100
Applicants to sophomore sciences, first year agriculture, food sciences, health sciences, graphic design	1200
Applicants to first year engineering or architecture	1250

The deadline to apply for early admission is November 30, 1999, and students admitted under early admission are guaranteed their first choice of major. Selection decisions for early admission applicants will be mailed by January 15, 2000, and candidates must confirm plans to enroll no later than June 30, 1999.

These approved changes would encourage students to apply early, thus improving on the yield in terms of registered students versus accepted applicants.

The Director of Admissions, in coordination with the Admissions staff, introduced a new undergraduate application for the academic year 2000-2001 to fit better the Banner 2000 system, and a new biography card to be completed by prospective applicants so that a more personal follow up can be made. In addition, in coordination with the Registrar, he edited and updated the Admissions Manual for undergraduate and graduate study for the Academic Year 2000-2001. He initiated the formation of a publication committee headed by Deputy VP Sarah Thayer aimed to unify the logos and themes of the publications to follow.

An early and new recruitment plan for both Lebanon and the Middle East was established. Alumni and heads of schools were contacted to prepare for the visits. The Director of Admissions began recruitment tours on September 25, visiting 6 schools and 2 universities in Egypt. The early recruitment schedule allowed the counselors and prospective applicants to know at an earlier date the changes in deadlines and new admissions criteria. In addition, the Associate Director of Admissions started a heavy recruitment plan in Lebanon during which 22 schools, most of the schools from which AUB draws its applicants to AUB, would be visited during the month of October. Presentations by the Associate Director use a laptop and projector to show AUB and student life at AUB, to encourage prospective students to visit the AUB campus. In addition, a letter was sent by the Director of Admissions to the schools, introducing the Office of Admissions, the staff members, and the changes in deadlines and new admissions criteria.

The Admissions Office organized, in coordination with the Office of Student Affairs, the pre-registration that took place on September 20<sup>th</sup>. Ms Tracy Morrison (Coordinator for International Student Services of the Office of Admissions) formatted the pre-registration process in a clear and attractive document that was distributed to students. The pre-registration was very well received by new admitted students. In addition, an information packet was sent to new international students to facilitate their arrival and registration; this service will be expanded this year to cover all regional students as well. Ms Morrison is currently researching other offices of international student services, and research programs at other institutions with study abroad programs and Middle Eastern studies.

Finally, tables showing figures on applications and admissions are shown in Appendix E. Information pertaining to students who went through final registration was not available at the time of writing this report.

Salim A. Kanaan  
Director of Admissions



## DIRECTOR OF INTERNAL AUDIT

### Overview

During the 15-month period Internal Audit issued 21 final reports. At September 30, 1999 four draft reports were awaiting management responses and eight assignments were in progress.

The work of the Internal Audit Office was based on the 1998/1999 Internal Audit Plan which was developed in cooperation with the major administrative departments and reviewed with the External Auditors and the Board of Trustees Audit Committee. A common theme, noted in the Reports' recommendations, was the need for policies and procedures to be documented, management information systems to be updated and the need for long-range planning.

Internal Audit attended at major tender openings for construction contracts, capital equipment purchases and periodic and year end inventory counts. A number of special assignments, including an extensive investigation of prescription fraud, were undertaken at the direction of the President and Board of Trustees Audit Committee.

The principal issues addressed were:

### **Policies, Procedures and Systems Documentation**

A recurring recommendation in the Internal Audit reports is the need to update and document policies and procedures. A project initiated by Internal Audit in 1997 resulted in the creation, in January 1999, of a separate Systems and Procedures Office within the Office of the Vice President for Administration. During the period Internal Audit documented a number departmental procedures including billing at AUBMC, gift receipts at the New York Office and student registration. Based on such documentation, procedures may be reviewed by management and policies can be developed.

### **Financial and Budgetary Matters**

The Reports are generally critical of the University's current Financial Information System, the quality, and the timeliness of the financial data provided by the Comptroller's Office. The absence of bank reconciliations during the first nine months of the period was raised as a major concern. It was also noted that, for the second successive year, AUB was operating without a detailed budget for salaries and benefits. In the absence of departmental budgets, whereby actual salary expenditures can be monitored against budget, there is no assurance that these costs are within budget nor of determining if the budget has been correctly calculated in the first instance.

### **Subsidized Housing**

Reports on subsidized housing for Faculty and Staff, Medical Residents and Student Dormitories were issued or updated. The reports recommend a re-examination of the University's housing practices and the implementation of changes which will generate significant financial savings. A handbook of rules and regulations for occupants of University Housing was developed and will be provided to the occupants.

### **Employee Fraud**

Between February and September 1999 a considerable amount of time was spent by Internal Audit on the investigation of false prescription claims (initially estimated at \$200,000) that had been reimbursed to employees between 1992 and 1998. To date 37 employees implicated in the fraud have resigned or had their employment terminated. A full report on the fraud will be issued when the investigation is complete. Allegations of employee fraud in relation to \$26,000 in unpaid supplier invoices and an unquantified amount of Hospital billings were also investigated during 1999. The final reports on these incidents have not yet been issued.

### **Physical Plant**

Internal Audit attended all major tender openings at Physical Plant and certain capital projects were selected for detailed review. In August 1998 Internal Audit selected the contract for the construction of a faculty residence at Agricultural Research and Educational Centre for review. As at September 30<sup>th</sup>, 1999 the contract was six months behind the original schedule. Internal Audit has, over the past year raised a number of concerns including the absence of minutes of site meetings, the quality and testing of concrete and the standard of supervision by AUB Physical Plant. A report on the project will be issued on completion of the contract.

### **Operational Audits**

At the request of the Director of AUBMC operational audits were conducted on the Laundry and Sewing room operations. The Central Duplicating Center was also the subject of a detailed review. In each case the recommendations which were accepted by management, if implemented, will lead to greater efficiency and savings within these Operational Units.

### **Staffing and Professional Development**

As at September 30, 1999 two of the seven positions in the Internal Audit Office were vacant pending Budget Review Committee approval of replacement staff.

During the period two staff members attended seminars organized by the Institute of Internal Auditors and the MIS Training Institute in the United States and two others were engaged in post graduate studies at AUB. All Internal Audit staff participated in external training aimed at upgrading computer skills. Two workshops on “Audit Working Papers” and “Fraud Recognition and the Auditor’s Responsibility” were developed in house and attended by all Internal Audit Office staff.

At different times four AUB Business students and two graduate assistants worked part time in the Internal Audit Office, on various assignments, and were thus able to gain work experience and skills while performing valuable work within the Office.

Maurice Carlier  
Director of Internal Audit

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

During the span of this report, the Information and Public Relations Office covered important events at AUB such as the reopening of College Hall, the Commencement Exercises of 1998 and 1999, the International Alumni Convention, the 34<sup>th</sup> MEMA, the First International Nursing Conference in Lebanon, and the establishment of the Visitors' Bureau and Campus Tours Office.

Equally highlighted were the ceremonies marking the start of the Academic Year 1998-99 and the traditional celebrations on campus such as Founders' Day and Christmas.

The Office also helped in the publication of leaflets and forms required by other units in AUB, as well as for various cultural activities on campus such as the Folk Dance Festival and the MEMA Gala Dinner.

The Office also took part in the efforts to design unified stationery for the University. It coordinated and organized events which took place at Assembly Hall, and handled the required paper work for the Lebanese Ministries of Finance and Interior. It fulfilled the role of maintaining the University's positive relations with the community, and arranged for press interviews with AUB officials and faculty members, at the request of journalists. Ads for various departments of AUB were placed in local newspapers.

The Office has increasingly been relying on the student workforce to assist in the AUB Bulletin. The AUB Visitors' Bureau and the Campus Tours office, located at AUB's main gate, are staffed by students. The Office produced a three-dimensional map of the Campus, with the help of Physical Plant, for use by the student guides.

Major press releases are shown in Attachment F. Major public relations activities are shown in Attachment G.

Ibrahim Khoury  
Director of Information and Public Relations

## UNIVERSITY PUBLICATIONS

### Books

Two new books were published by the AUB Press during this period. Editing was performed on both books. Liaison with printers for both books was done by this office.

The first book, *The Silent Revolution in Lebanon: Changing Values of the Youth*, by Muhammad Faour, is a sociological study based on surveys of Lebanese students at the Lebanese University and the AUB during the period of 1993-1996. The book focuses on the transformation of the social values of the youth of Lebanon, notably, in the direction of individualism and gender equality. Published in 1998.

The second book, *An American Nurse Amidst Chaos*, by Gladys Mouro, is the author's personal account of working at the AUBMC during Lebanon's civil war. Ms. Mouro was a nurse at the AUBMC after graduating from the AUB School of Nursing in 1975 and never left. The book is a record of her life and work during those turbulent years. Published in 1999.

### Al-Abhath

The publication's office continues to deal with the printers and orders for *Al-Abhath*, although the editing is done outside this office. We have just published volume 46 (1998) and we continue to receive new orders for the journal, which are all sent out from this office.

### AUB Catalogue 1999-2000

The 1999-2000 Catalogue was successfully delivered to the AUB in mid-July. Most of the contributors submitted their material according to the deadlines provided at the beginning of the year. However, last minute changes from the Registrar resulted in minor delays and the issuance of errata labels for the change in application dates and SAT scores. As in the past, a graphic design student designed the cover of the catalogue. The photographs inside were scanned in by the editor.

The AUB Catalogue Web site was updated with the help of PC Support.

### Book Orders

Book orders continually come into the Publication's office, facilitated by the office's connection to the Internet. The Internet has made the AUB Publication's office more accessible internationally and has allowed for more rapid delivery of the books ordered. To further increase sales, extensive research is underway regarding sales and improvements in the marketing of AUB books. Several Internet sites have already been contacted. A major obstacle has been the lack of ISBNs on AUB books. Therefore the international agency for ISBN has been contacted. An ISBN agency is under development in Lebanon. As soon as it opens, we will be better able to promote our books over the Internet.

### **23<sup>rd</sup> Research Report**

Preparations for the 23<sup>rd</sup> Research Report are completed and the manuscript has been sent to the printers. Delivery to the publications office is expected in November 1999. Obstacles were encountered during the compilation of the Research Report as several Faculties did not follow the instructions and guidelines provided, resulting in delays and making the editing process more complex than necessary.

### **Research Report on the Web**

Preparations are underway for the 22<sup>nd</sup> and 23<sup>rd</sup> Research Report to be made available on the AUB home page. Currently only the 21<sup>st</sup> Research Report is available. A new design is being prepared to improve the layout. The Research Report site should be ready by the end of this month.

### **Publications Catalogue**

Preparations have also begun for the new Publication's Catalogue in order to include the two newly published books. Delivery to the Publications Office is expected in December 1999. Updates are already underway for the Publication's Catalogue on the Web; the two new books should be posted within the week.

Anissa Rafeh, Editor

## ACTING COMPTROLLER

### **Organization**

Several organizational changes took place during the year. On June 1, the Comptroller resigned and Nelly Abdel Baki was appointed Acting Comptroller. A search for a permanent replacement was completed, and the new comptroller, David Gribble, is expected to join AUB on November 15. Mr. Gribble comes to AUB following 33 years of experience with US Government, primarily in the Office of Management and Budget and N.A.S.A.

This summer the AUBMC administration was reorganized. As a result, certain billing and receivable functions previously handled by the Comptroller's Office will be managed directly by the Hospital director.

### **Annual Budget Preparation**

With the re-establishment of the Budget and Planning Office, responsibility for the preparation of the budget request for the coming year was delegated outside the Comptroller's Office. Our involvement this year was limited to the preparation of tuition fee estimates based on enrollment projections received from the faculties, and participation in the preliminary round of budget discussions.

### **Student Information System**

The Banner 2000 SIS was implemented for the fall registration period. During registration the system's academic components were fully utilized (course calendar, academic advising, course selection), but the financial component was not. The incomplete utilization of the Accounts Receivable Module has highlighted the need for better training, especially on the reporting section of this module. This section aids in determining tuition income, enrollments and dorm occupancy.

### **Closing Cycle**

We have moved the fiscal year end to September 30<sup>th</sup>. The three months of July, August and September are being handled as a "13<sup>th</sup>" period in the accounting system. Year-end analysis is currently underway. Because of the change in fiscal year ends, the current fiscal year is unusual and presents some extra challenges associated with the closing. These are issues only for the current period however and the process will return to normal in the next fiscal year.

Beginning in July of this year, the normal monthly closing cycle has been dramatically shortened. We have instituted new accounting procedures to better accrue charges as they are incurred rather than waiting for the monthly closing. We hope that improved accruals will make financial analysis and planning easier.

### **Recommendations**

The Comptroller's Office continues to need help in the following areas:

1. Automation of the cashiers operations. The Campus cashiers office is experiencing difficulties due to the manual procedures employed in the office.
2. A new Fixed Asset program to help in balancing the fixed asset additions per the general ledger with the sub-ledger asset listing.

Nelly Abdel Baki  
Acting Comptroller

## DEVELOPMENT OFFICE, BEIRUT

President Waterbury's arrival on campus in early 1998 created hope and satisfaction that an American president is finally steering the university from its base. This was clearly felt during the number of visits which the President and I made to the region, and the meetings we had with government officials, business leaders, alumni and individuals through the Middle East and part of Europe. These visits included the following:

President Waterbury and I visited Dhahran, Riyadh and Jeddah, Saudi Arabia October 29 - November 6, 1998. In Dhahran we met with senior officers of Saudi ARAMCO, and a number of business and government leaders including HRH Prince Saud Bin Nayef Al-Saud, Deputy Governor of the Eastern Province; Sheikh Khaled Alturki and his wife Sally; Sheikh Abdel Aziz Al-Turki and Sheikh Saad AlSaneh. We also attended the AUB alumni reunion dinner of the Eastern Province Branch.

In Riyadh we met with important government, business and alumni leaders including the Lebanese Ambassador in Saudi Arabia, Mr. Zuhayr Hamdan; HE Sheikh Jamil Al-Hujaylan, the Undersecretary of GCC countries; HE Dr. Ahmad Al-Malik, the Former Deputy Governor of the Saudi Arabian Monetary Agency; Mr. Harb Al-Zuhair, Sheikh Turki Al-Sudayri, Dr. Abdul-Latif Ghaith, HE Omran Omran and Mr. Amer Al-Hoshan. Finally, we attended the alumni reception where Dr. Waterbury addressed the audience.

In Jeddah we called on HRH Prince Majed Bin Abdel Aziz, Governor of Mecca-Western Province; HRH Prince Mishaal Bin Majid Bin Abdel Aziz, the Governor of Jeddah Province; Sheikh Khaled Juffali, Sheikh Mohammad Basamh, HE Mr. Hisham Nazer, former Minister of Planning and Petroleum; Dr. Ghazi Madani, President of King Abdel Aziz University; Sheikh Saleh Turki, Mr. Nehme Tohme, HE Sheikh Ahmad Zaki Yamani, Sheikh Yahya Binladen and Sheikh Khaled Taher. We also attended the alumni dinner hosted by Mr. Samir Kreidie, Coordinator of the Alumni Committee in the Western Province.

President Waterbury and I visited Kuwait December 5 - 8, 1998, where we met with HH Sheikh Sabah Al-Ahmad Al-Sabah, Minister of Foreign Affairs. We also met a number of key alumni and business leaders including Mr. Faisal Mutawa, head of our alumni in Kuwait; Sheikh Salem Saud Al-Sabah, Mr. Abdul Latif Al-Hamad, Mr. Abdul Aziz Al-Bahar and Mr. Abdullah Al-Ghanem. We called on officials of the Ministry of Higher Education who handle scholarships for bursary students, Mr. Rashed Al-Rashed, Former Minister of Foreign Affairs and Dr. Abdul Rahman Al-Awadi, Former Minister of Health and Planning, who presently heads a number of Educational and Medical Organizations. Finally, we attended the alumni annual reunion dinner during which Dr. Waterbury emphasized the value of alumni support to AUB.

During the first part of 1999 I made visited six countries with President Waterbury and Dr. George Najjar and one by myself. The purpose of these visits was to follow up on contacts made during previous visits and to attend the annual functions organized by the respective alumni committees in those countries.



The first visit was to Dhahran, Riyadh and Jeddah, Saudi Arabia, with Dr. George Najjar in February 1999. In Dhahran we met with ARAMCO officials to explore the possibility of further cooperation. We also called on Sheikh Khaled and Sally Al-Turki to plan the program of cooperation between them and our Department of Education. We also met with Sheikh Abdul Aziz Al-Turki and his management team to discuss programs in management and engineering which AUB could offer to their organization. In Riyadh our main objective was to follow up with Dr. Abdul Latif Al-Gaith, Director General of The Institute of Banking, to discuss training programs which AUB can provide to them. Likewise, we met with Dr. Samir Anabtawi, Prince Al-Waleed Bin Talal's Academic Advisor. VP Najjar discussed the revised proposal which was submitted to them earlier and confirmed that the final agreement will be signed on May 27. Our final stop was in Jeddah where we met with the President of the Chamber of Commerce and the Director of Training Programs, Mr. Ghassan Suleiman, to discuss training programs which AUB can provide to their staff. Mr. Suleiman visited us later on, and it seems that arrangements have been made to start implementing those programs. We also followed up with Mr. Mohammad Al-Fadel on the potential cooperation between AUB and the newly approved private men's college.

President Waterbury and I visited Cyprus in April, 1999. We met the President of the University of Cyprus, the Director of the Fulbright Commission, the Director of the Intercollege, the Former Minister of Commerce and Industry, the Minister of Education and Culture, the Former Minister of Economics. As in other places, an alumni reception was held during which Dr. Waterbury addressed the group.

I also visited Amman to represent the University in the alumni annual dinner which was held on April 10. This was the first activity which the newly elected alumni committee organized at the end of a three day AUB Alumni Medical Conference. HRH Prince Hamzah, Crown Prince, and Mr. Ali Ghandour attended the dinner. I addressed the audience, conveying Dr. Waterbury's greetings and outlining the recent developments at the University.

I accompanied Dr. Waterbury to Geneva, April 15 - 18, 1999. The highlight of the trip was the luncheon with Mr. Nicolas Hayek, President and CEO, Swatch Group. We also met with Prof. Kamran Kashani of the International Institute for Management Development at Lausanne, whose extensive knowledge and expertise will be helpful in our planning for the new model business school. A meeting was also held with Mr. Salim Lawi, a businessman and alumnus who pledged to contribute \$100,000. We attended the annual alumni dinner on April 17 where Dr. Waterbury addressed the audience, briefing them on recent developments at AUB and thanking them for their continued support.

The last visit which President Waterbury and I made was to Muscat and Dubai, April 27 - 30, 1999. The main purpose of the visit was to attend the AUB alumni annual activities in both cities. Both functions were well attended and yielded good financial proceeds. In Muscat, we met a number of dignitaries, both at the dinner hosted by HE Abdul Aziz Mohd. Al-Rowas, Minister of Information, and at the lunch hosted by HE Sheikh Adib Alameddine, Ambassador of Lebanon, who has since been transferred to Jordan. In Dubai, the only function was the alumni annual dinner in which around 500 people attended.

The latest visit during this academic year was to Abu Dhabi and Riyadh, May 27-30. I represented the President on the annual dinner, which was attended by HE Minister Najib Mikati.

This year's annual dinner yielded over \$100,000. In Riyadh I joined President Waterbury as he signed an agreement between AUB and HRH Prince Waleed Bin Talal Bin Abdel Aziz.

These visits gave the President the opportunity to meet many potential supporters of the University; to hear their concerns; to encourage students to join AUB; to discuss the possibility of exchange programs between AUB and other educational and business institutions; to discuss with government officials the possibility of reinstating bursary students; to keep them up-to-date on development plans of the University and its role in the 21<sup>st</sup> century; and to enhance fund-raising opportunities on various grounds. As a result of these visits, interaction between our office and the various alumni branches, collectively, or individually, has been taking place. This is not restricted to fund raising specifically, but covers several areas which involve admissions, scholarships, registration, dorms, admission to campus, student academic problems, counseling, advising, course selection, deferred payments, recruitment, placement and employment opportunities. We were able to contribute to improving the image of the institution vis-à-vis the outside world and in certain cases within the University itself.

In fiscal year 1998-99 (July 1, 98 - Sept. 28, 99) funds raised totaled \$3,466,392 of which \$1,626,730, 47% of the total, was designated for the scholarship program. Major gifts received included \$26,000 from Swiss Branch Alumni, \$80,000 from Pharmatec, \$90,000 from Dubai Branch Alumni, \$30,000 from Philips Medical Systems, \$70,000 from Abu Dhabi Branch Alumni, \$36,200 from HH Sheikh Sultan Al-Qasimi, \$30,000 from Faisal Al-Mutawa, \$25,000 from Khaled and Sarah Alturki, \$40,000 from Abdul Hadi Debs Foundation, \$200,000 from Nehme Tohme and Fouad Rizk, \$25,000 from Ali Ghandour, \$91,151 from Karim Rida Said Foundation, \$25,000 from Riad Sadik, \$74,000 from friends at UAE, \$50,000 from Investcorp International, \$30,000 from the Ousseimi Foundation, \$100,000 from Saleh Alturki, \$35,000 from Marwan Ghandour, \$30,000 from Pepsi Cola International, \$25,000 from Citibank, \$25,000 from Chafic Haddad Memorial Scholarship Committee, \$100,000 from Osmane Aidi, \$23,000 from AUB Alumni Eastern Province Saudi Arabia, \$25,000 from Sawsan Fahoum, \$30,000 from Munib Shahid Foundation, \$600,000 from Andrew Mellon Foundation, and \$105,000 from Dubai & Northern Emirates Alumni. Following a visit to Mr. Issam Fares by President Waterbury and myself, the Fares Foundation contributed \$60,000 in addition to \$20,000 received earlier. Moreover, Mr. Pierre Abou Khater contributed \$25,000 for medical research and \$480,000 to establish an endowed scholarship fund for Nursing students.

During the period of this report a number of donors have presented checks to the University. To mention only a few: the Chartouni Family, the Farouk Idriss Family, Nehme Tohme, Pepsi Cola, British Bank, and alumni branch representatives from the Middle East.

Our relationship with the Alumni Association in Lebanon has been irregular. While we offered our services to help them do a better job vis-à-vis their Alma Mater, they have shown reluctance in coordinating with the University. We offered the Association our assistance to make the Alumni Convention successful.

The latest activity which our office was deeply involved in was the organization, planning and overseeing the execution of the College Hall Festivities. This included the preparation of lists of major donors with the respective dedicated spaces, the invitations to these activities, the

preparation for lunch for major donors, follow up on who was attending the opening ceremony, the seating of major donors and official guests.

We have worked closely with the President's Club in several areas. We also have been involved with the final decision and the transformation of the former College Hall Fund Raising Committee to the AUB Scholarship Fund Raising Committee incorporating the scholarship committee which the Alumni Association had reinstated after a long period of being dormant.

On July 10, 1999 President Waterbury, Vice President Wilkinson and I visited HE Rafik Hariri to discuss our request to establish the new business school. Mr. Hariri confirmed his willingness to fully support this project and to underwrite the entire costs, which may reach \$40 million. In addition, I met several times with Dr. Mustafa Zaatari, Director of Hariri Foundation, to discuss the funding of full tuition scholarships to outstanding students who are joining AUB. The Hariri Foundation is prepared to provide full tuition scholarships to students who ranked high in their secondary schools, to match the merit scholarships AUB is providing to outstanding entering students. Since need as well as merit is important to the Foundation, they decided to grant full tuition scholarship to six continuing students.

Nazih Zeidan  
Director of Development, Beirut

## DEVELOPMENT OFFICE, NEW YORK

### Financial Results (FY 1998-1999)

Through the end of September, 1999 total gifts received were \$5,210,515. Additionally, we received \$820,000 in new pledges.

### Major Commitments and Requests (Year's Summary) (Foundations, Corporations and Organizations)

The Elmer and Mamdouha Bobst Foundation made a contribution of \$400,000 to the AUB Medical Center for the purchase of a state-of-the-art mammography/biopsy unit and to assist with diagnostic tests for indigent patients. The Foundation also expressed interest in further cancer education and treatment development at AUB. The William and Flora Hewlett Foundation approved a multi-purpose grant of \$225,000 for University priorities and the Diana Tamari Sabbagh Foundation contributed \$100,000 for medical research. The Andrew W. Mellon Foundation made a new grant of \$600,000. Renewed support was received from Saudi Aramco (\$80,000), Richard Lounsbery Foundation, Inc. (\$75,000), The Cleveland H. Dodge Foundation (\$45,000), Arthur Andersen LLP (\$25,000), The Olayan Foundation (\$25,000), The Frances Asbury Palmer Fund (\$22,000), Bechtel and Lakeside Foundations (\$20,000), Citicorp Foundation (\$17,970), George Frederick Jewett Foundation (\$15,000), Chase Manhattan Bank (\$12,500), Sidney Weinberg Foundation (\$10,000), J.P. Morgan (\$10,000), World Presidents' Organization (\$10,000) and the North Texas Alumni Chapter (\$10,000).

### Major Individual Gifts \$10,000+

A number of individuals, including several Trustees, contributed \$10,000+ in support of the scholarship program, the Raja Khuri Deanship Fund and the Center for Advanced Mathematical Studies. The largest gifts were donated by Mr. Nabil Chartouni, Mrs. Lorraine Idriss Ball, Dr. Kamal Shair, Dr. Richard Debs, Mrs. Phoebe Stanton, Dr. Edward Seinfeld and the Estate of Philip DuBois.

### Annual Giving Program

New York Development Office continued to concentrate its efforts on building an annual alumni giving program to ensure a steady and reliable income in support of the University's programs. The central piece of this program is the Daniel Bliss Society. Additionally, we have begun introducing a similar program to our Arab-American constituency.

### College Hall Gifts and Pledges

College Hall gifts (in New York and Beirut) totaled \$16,715,721.49. Outstanding pledges totaled \$575,519.86. The total combined figure is \$17,291,241.35. The pledge figures do not include pledges deemed not payable - approximately \$1.3 million - in line with the recommendations of the Board of Trustees Development Committee.

## Alumni Affairs

**College Hall/International Convention 1999, Beirut** - A number of events celebrating the completion of College Hall were held on June 22 and 23, 1999. These included a candlelight procession on June 22, a panel discussion on Liberal Arts Education in the 21st Century on June 23 and a special luncheon to honor the major donors to the campaign. The International Convention followed on June 24-28. A full program was organized for these four days. Approximately 600 attended the various activities.

**The AUB-AANA Second Summer Program**, administered by REP- The Campus received students from June 29-July 30, 1999.

## Piano for Assembly Hall

A new Steinway Grand piano for Assembly Hall was donated by AANA and was shipped to Beirut in May, 1999. The AANA Board, Chaired by Dr. Shukri Khuri, believes that this will help AUB maintain its place as a leading cultural institution in Lebanon. AANA is donating the piano to AUB as a gift to celebrate the completion of the new College Hall.

## Communications

The Spring issue of the AUB Magazine (New York) was published in May as well as a new Fact Sheet.

The spring edition of the AUB Bulletin (Beirut) was mailed to all alumni in North America.

Ms. Lynn Mahoney was appointed as Associate Director of Communications effective June 1, 1999.

Nimr Ibrahim  
Director of Development & Alumni Affairs  
North America

## APPENDIX A

### Capital Projects

#### Completed Projects:

##### Campus:

- Van Dyck - basement: remodeling and furnishing computer room.
- Van Dyck – West wing: remodeling and installing chilled water system.
- Post Hall: stepped platform in Room 203.
- Dodge Hall: enlarge post office.
- Jafet Library: Cover for mechanical equipment, aluminum louvers and steel stairs.
- Marquand House: gate room and entrance gates, repairs to arches and roof tiles.
- Nicely and DTS buildings: Lightning protection systems.
- UHS: Signage system and furniture in first and second floors.
- Fisk Hall: computer lab. In Room 102.
- Bechtel Engineering Building: furniture in Room 101B, modification in Room 101B and office furniture in fifth floor.
- Raymond Ghosn Building: concrete works only.
- Engineering lab refurbishment:
- Architecture fourth floor: wooden partition and computer bench.
- Power and signal duct bank and manholes.
- Chemistry building: renovation of facades.
- Physics: Computer lab Room 102; and remodeling of rooms 202, 204, 301, 305 and 207.
- Agriculture: renovation of the faculty lounge in wing A; labs 410, 509, 511 in wing B.
- Biology: Lab 310 and annex 310A; remodeling rooms 103 and 105; heating/ventilation of animal room.
- Residence 37 roof tiles and terrace, “abat-jour” shuttering, aluminum works, kitchen, bathroom and toilets; and internal rehabilitation.
- Bustani Hall: general painting and electrical cabinets.
- Faculty II room 402: kitchen cabinets.
- Faculty III: rehabilitation of entrance canopy.
- Penrose Hall: civil works for the elevator.
- Faculty apartment gate.
- New Women’s Dormitory: A/C system: Phase I.

##### Medical Center:

- Diagnostic Radiology: modifications in x-ray room 11 and CB 140.
- Cardiac Catheterization Lab.
- Basement: remodeling of X-ray rooms 5 & 6; alterations in room C109 in bronchoscopy; pharmacy dispensing area.
- Dietary: repairs in the meat room, second floor.
- Radiology: endoscopy and brachytherapy room.
- Pathology and Laboratory Medicine: Modifications in area 300.

- Receiving area: garbage area platform.

Arec:

- Painting Athletic Playground: tennis and basket ball courts.
- Goat Shed.
- Street Lighting.
- Chain Link Fence.
- Feed Silo Repairs.
- Gas Station Canopy.

Work in Progress:

Campus:

- Van Dyck – East Wing: rehabilitation of first floor.
- Bechtel Engineering Building: Renovation of the main lobby at third floor; and waterproofing.
- Raymond Ghosn Building.
- Agriculture – Wing B: Lab 502.
- Engineering Alumni Hall: replacement of skylight.
- New Women's Dormitory: Phase II, supply and installation of chillers and fan coil units.
- Remodeling of Faculty of Health Sciences.
- Jesup Hall: remodeling Dean's office.
- Boiler Plant: steel stairs and access to Roof.
- Sound Barrier Wall for Power Plant Radiator.
- Agriculture – Wing B: remodeling of Room 520.

Medical Center:

- Basement: partition in MRI suite.
- Cafeteria rehabilitation.
- Signage, part 2.
- PGME Basement, BT nursing program: remodeling of seminar rooms.
- Renovation of Delivery Suite, 7<sup>th</sup> floor.
- CEC Building: relocation of school of nursing.
- Building 56 – St. Jude Wing.
- Dietary: cafeteria counter.
- Four North inhalation therapy renovation works in patient area of phase 2.
- Widening the corridor in fifth floor leading to Phase 1.
- Delivery suite, 7<sup>th</sup> floor, facelift.
- Mammography, rehabilitation of X-ray Room 7.
- DTS: renovation of the animal house.
- Building 56 – ground floor: relocation of the emergency unit.

Arec:

- New Faculty Residence.
- Discharge System for Five Wells.
- Cold Storage and Seed Bank.
- Potable Water Network.
- Slaughter House.



AUBMC Financial Summary

	July 98	Aug.98	Sept. 98	Oct.98	Nov.98	Dec.98	Jan.99	Feb.99	March 99	April 99	May 99	June 99	July 99	August 99
Gross revenues	7,468,543	6,486,362	6,990,944	7,291,598	6,991,293	7,150,058	6,439,628	6,816,871	7,767,910	7,354,194	6,890,127	7,206,629	7,615,527	6,964,886
Less: Allowances & adj	1,279,328	1,111,085	1,197,517	1,249,018	1,197,577	1,224,773	1,103,079	1,167,699	1,330,608	1,259,740	1,180,248	1,234,463	1,302,962	1,296,536
Hospital revenues, net	6,189,215	5,375,277	5,793,427	6,042,580	5,793,716	5,925,285	5,336,549	5,649,172	6,437,302	6,094,454	5,709,879	5,972,166	6,312,565	5,668,350

Hospital costs before allocation	5,224,774	4,891,192	5,040,046	5,217,171	4,994,391	5,086,417	4,858,635	5,032,629	5,300,920	5,189,385	5,055,001	5,138,620	4,940,258	5,243,642
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Net contribution before allocation	964,442	484,085	753,380	825,409	799,325	838,868	477,913	616,543	1,136,382	905,069	654,878	833,546	1,372,307	424,708
Allocated costs	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469	884,469
Net contribution	79,973	400,383	131,088	59,059	85,143	45,601	406,555	267,926	251,913	20,600	229,591	50,923	487,838	459,781
Hospital receivables (million L.L.):	57,859	60,413	61,291	61,018	61,243	63,931	67,987	69,363	71,627	74,424	76,088	76,985	78,157	77,675
(\$)	38,572,667	40,275,333	40,860,667	40,678,667	40,828,667	42,620,667	45,324,667	46,242,000	47,751,333	49,616,000	50,725,333	51,323,333	52,104,667	51,783,333

**Medical Center APPENDIX C**

During this year, the Y2K issue at AUBMC, the Faculty of Medicine and nation wide required major efforts. On the national level, Mr. Bassam Tabshouri was appointed as the only technical member on the national Y2K task force of the health sector. We have also been instrumental in the performance improvement efforts at AUBMC. Mr. Samer Zabad and Mr. Joe Wakim spent one month training about TQM and are helping in preparing workshops. In addition, we acquired special material on equipment management and medical engineering performance improvement from the American Hospital Association. Mr. Tabshouri was, and continues to be, a member of the Performance Improvement Program. Finally, much of the work that was carried out was geared towards meeting JCAHO requirements. This included internal presentations about the standards as well as working towards a better Environment of Care.

**A. Major Projects**

***Hospital***

- Radio-surgery system was installed in Radiotherapy Dept.
- Digital Angiography Philips V-5000 in x-ray room 5.
- The donated Toshiba unit was installed in Cardiac Cath. No major problems were faced despite the long delay due to site preparations.
- The software of the CCU monitors was upgraded to allow for color display & Y2K compliance.
- Remote epilepsy patients monitoring in PICU.
- MRI compatible monitor and anesthesia machine in MRI.
- Installation of the new Hemodynamics Mac-Lab the Cardiac Cath Lab.
- New Central Station in CSU.

**B. Hospital Issues**

Mr. Tabshouri was appointed as the chair of the Environment of Care group that deals with Medical Equipment. This group is preparing policies and training systems for users. The work will continue in this direction during the coming year.

This year marked the first anniversary of the Technology Review Committee (TRC). Most of the efforts were concentrated about learning the concepts of Technology Review and defining the mandate of the TRC. It is hoped that the TRC will be more effective during the coming year.

**C. Departmental Issues**

***a. Automation:***

The new PC program that was developed by Medical Engineering allowed us this year to issue monthly reports to the comptroller about Medical Engineering activities.

***b. Work Improvement:***

Job descriptions of the staff members were redefined and were submitted to Hospital administration. Several meetings were held within the Medical Engineering Department for this purpose.

Performance Improvement: training sessions were given by Mr. Tabshouri to Medical Engineering staff. The following topics were covered: change, self-assessment, conscientiousness, innovation, motivation, service orientation, leadership, and collaboration, "communication and perception" and "time management". Also a different format for Performance Appraisal was introduced and used in addition to the one used by AUB.

**c. Training:**

Training (Visits) (Abroad)	Country	Person	Training (In-Service)	Attended By
IV Pumps (Baxter)	USA	Hanna Khunaysir	Fire Safety	All Staff
RSNA Conference	USA	Raoul Chartouni	TQM	Joe Wakim & Samer Zabad
Ventilator (Sensor Medics)	Holland	Bassam Ghobril	Self-assessment, Conscientiousness, Change, Innovation, Motivation, Service Orientation, Leadership, Collaboration, Time Management Communication & Perception	All Staff
Anesthesia Machine (Datex)	Greece	Bassam Ghobril		
Lab. Equipment (H.P.)	Germany	Zouheir Khalili	JCAHO Requirements/ Electrical Safety	All Staff

**D. Comments About Charges**

1. The charges detailed in section E below reflect the contracted work, spare parts supplied by dealers and items used from Medical Engineering stock.
2. The figures do not reflect the leased equipment and the equipment whose service contracts are not processed by Medical Engineering.
3. There is an overall decrease of 4.44% (scaled over 12 months) compared to an increase of 12.36% last year.
4. The overall (scaled) increase in repair charges is 4.15%, and (scaled) decrease in spare parts (including Medical Engineering stock) of 8.62%. There is a substantial decrease in Lab. Medicine of 88.27% due to major maintenance carried in previous year.
5. The (scaled) increase in the Anaesthesia was only 8.93% compared to 115.69% during the previous year. On the other hand, there is a (scaled) decrease in Radiology of 27.17%.
6. The 6S total (scaled) charges increased by 49.5%. These charges are mostly spare parts.
7. There are major increases in R.R., ICU, O.R. Those of O.R. are mainly due to failures in cameras.

8. Seven kidney dialysis machines underwent major 5000 hours preventive maintenance and consequently this led to a scaled increase of 196.97%.
9. More ventilators had to undergo full preventive maintenance this year and consequently the charges increased for the Inhalation Therapy Department. This led to a scaled increase of 14.99%. The figure is expected to go down once the compressed air system is functional at AUBMC.
10. The P.C. Surgery underwent a major (scaled) increase of 270.96% while other OPD areas underwent a substantial decrease.

E. Details of Charges	Total Charges For Contracted Work			Detailed Breakdown of Charges			
	FY97_98 (12 months)	FY98_99 (15 months)	% Increase (for 12 months)	FY 97_98		FY 98_99	
				Repairs	Parts	Repairs	Parts
<b>Anesthesia</b>	\$18,400.79	\$25,055.70	8.93%	\$75.00	\$18,325.79	\$0.00	\$25,055.70
<b>Critical Care Areas</b>							
<i>C.C.U</i>	\$3,557.78	\$3,168.12	-28.76%		\$3,557.78	\$589.00	\$2,579.12
<i>C.S.U</i>	\$2,599.25	\$1,683.77	-48.18%		\$2,599.25	\$503.44	\$1,180.33
<i>I.C.U</i>	\$6,050.47	\$11,727.54	55.06%		\$6,050.47	\$2,400.00	\$9,327.54
<i>New Born Nursery/ICN</i>	\$13,759.26	\$14,796.80	-13.97%	\$1,188.00	\$12,571.26	\$2,884.00	\$11,912.80
<i>Operating Rooms</i>	\$27,235.27	\$43,001.56	26.31%	\$19,245.00	\$7,990.27	\$34,120.00	\$8,881.56
<i>Recovery Room</i>	\$3,113.59	\$4,613.70	18.54%		\$3,113.59		\$4,613.70
<b>Sub-Total</b>	\$56,315.62	\$78,991.49	12.21%	\$20,433.00	\$35,882.62	\$40,496.44	\$38,495.05
<b>Diagnostic Radiology Floors +E.R.</b>							
<i>Floors 4,5,6N,7,8,9,10 ***</i>	\$8,266.82	\$8,387.92	-18.83%		\$8,266.82		\$8,387.92
<i>Floor 6S</i>	\$5,331.01	\$9,962.03	49.50%		\$5,331.01	\$52.00	\$9,910.03
<i>Emergency Rooms</i>	\$6,102.55	\$6,250.03	-18.07%		\$6,102.55	\$490.00	\$5,760.03
<b>Sub-Total</b>	\$19,700.38	\$24,599.98	-0.10%	\$0.00	\$19,700.38	\$542.00	\$24,057.98
<b>Inhalation Therapy</b>	\$31,170.69	\$44,805.65	14.99%	\$340.00	\$30,830.69	\$315.00	\$44,490.65
<b>Kidney Dialysis</b>	\$7,038.55	\$26,127.66	196.97%		\$7,038.55		\$26,127.66
<b>Lab. Medicine</b>							
<i>Chemistry</i>	\$20,660.00	\$3,671.13	-85.78%	\$1,615.00	\$19,045.00		\$3,671.13
<i>Endocrinology</i>	\$11,201.15	\$1,518.08	-89.16%	\$850.00	\$10,351.15	\$308.08	\$1,210.00
<i>Hematology</i>	\$6,243.86	\$400.00	-94.87%	\$150.00	\$6,093.86	\$300.00	\$100.00
<b>Sub-Total</b>	\$38,105.01	\$5,589.21	-88.27%	\$2,615.00	\$35,490.01	\$608.08	\$4,981.13
<b>OPD, Diagnostic Areas</b>							
<i>NonInvasive Cardiac Cath</i>	\$1,322.00	\$786.00	-52.44%		\$1,322.00		\$786.00

OPD Ophthalmology	\$8,485.69	\$6,948.62	-34.49%	\$5,075.00	\$3,410.69	\$1,030.00	\$5,918.62
OPD OBS/GYN	\$1,187.51	\$403.00	-72.85%		\$1,187.51		\$403.00
Endoscopy	\$9,412.00	\$14,282.11	21.39%	\$9,412.00		\$13,085.00	\$1,197.11
P.C. Surgery	\$960.00	\$4,451.56	270.96%	\$960.00		\$4,412.00	\$39.56
Sub-Total	\$21,367.20	\$26,871.29	0.61%	\$15,447.00	\$5,920.20	\$18,527.00	\$8,344.29
Other Departments	\$13,209.48	\$27,528.08	66.72%	\$3,336.00	\$9,873.48	\$5,332.00	\$22,196.08
<b>TOTAL</b>	<b>\$255,767.08</b>	<b>\$305,505.90</b>	<b>-4.44%</b>	<b>\$83,714.50</b>	<b>\$172,052.58</b>	<b>\$108,987.10</b>	<b>\$196,518.80</b>
Total scaled over 12 months		\$244,404.72				\$87,189.68	\$157,215.04

**APPENDIX D**

**TABLE 1: Statistics on Admissions for the 2<sup>nd</sup> semester of the academic year 1998-1999 By Faculty, Rank & Class**

FACULTY	RANK	CLASS	SUBMITTED	ACCEPTED	REGISTERED
DEP	JR	Junior Arts/Educ.	1	0	0
DEP	SO	Soph. Arts/Educ.	18	12	5
FAFS	JR	Agriculture II	1	1	0
FAFS	SO	Agriculture I	7	7	1
FAFS	SO	Nut. & Diet. I	19	13	3
FAFS	SR	Agriculture III	1	1	0
FAS	FR	Freshman Arts	21	7	4
FAS	FR	Freshman Sciences	30	12	4
FAS	JR	Junior Arts	4	3	1
FAS	JR	Junior B.Ad.	8	3	2
FAS	JR	Junior Sciences	2	2	2
FAS	SO	Sophomore Arts	34	17	12
FAS	SO	Sophomore B.Ad	74	36	16
FAS	SO	Sophomore Sciences	105	66	21
FAS	SR	Senior Arts	1	0	0
FAS	SR	Senior B.Ad	1	0	0
FAS	SR	Senior Sciences	1	0	0
FEA	SO	Arch 1,2	3	0	0
FEA	SO	CCE 1-2	22	13	5
FEA	SO	ENG'G 1-2	74	38	15
FEA	SO	Graph.Des.1,2	9	3	2
FHS	SO	P.H.I	23	14	4
FHS	TEC	P.H.Lab.Tech.II	1	1	1
NURS	SO	Nurs.Degree II	29	22	3
<b>TOTAL</b>			<b>489</b>	<b>271</b>	<b>101</b>

**TABLE 2: Statistics on Admissions for the 2<sup>nd</sup> semester of the academic year 1998-1999 By Faculty and Rank**

FACULTY	RANK		ACCEPTED	REGISTERED
DEP	JR	1	0	0
DEP	SO	18	12	5
FAFS	JR	1	1	0
FAFS	SO	26	20	4
FAFS	SR	1	1	0
FAS	FR	51	19	8
FAS	JR	14	8	5
FAS	SO	213	119	49

FAS	SR	3	0	0
FEA	SO	108	54	22
FHS	SO	23	14	4
FHS	TEC	1	1	1
NURS	SO	29	22	3
<b>TOTAL</b>		<b>489</b>	<b>271</b>	<b>101</b>

**TABLE 3: Statistics on Admissions for the 2<sup>nd</sup> semester of the academic year 1998-1999 By Faculty**

<b>FACULTY</b>		<b>ACCEPTED</b>	<b>REGISTERED</b>
DEP	19	12	5
FAFS	28	22	4
FAS	281	146	62
FEA	108	54	22
FHS	24	15	5
NURS	29	22	3
<b>TOTAL</b>	<b>489</b>	<b>271</b>	<b>101</b>

**Table 4. Enrollment Figures By Faculty and gender for the First Semester of 1998-1999:**

<b>FACULTY</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Faculty of Arts and Sciences	1577	1413	2990
Faculty of Agricultural & Food Sciences	92	184	276
Faculty of Engineering & Architecture	867	240	1107
Faculty of Health Sciences	54	135	189
Faculty of Medicine	224	80	304
School of Nursing	18	56	74
Division of Education Programs	87	249	336
<b>TOTAL</b>	<b>2929</b>	<b>2357</b>	<b>5276</b>

**Table 5. Enrollment Figures By Faculty and gender for the Second Semester Of 1998-1999:**

<b>FACULTY</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Faculty of Arts and Sciences	1565	1383	2948
Faculty of Agricultural & Food Sciences	85	182	267
Faculty of Engineering & Architecture	872	236	1108
Faculty of Health Sciences	50	146	196
Faculty of Medicine	227	79	306
School of Nursing	24	62	236

Division of Education Programs	50	223	273
<b>TOTAL</b>	<b>2873</b>	<b>2311</b>	<b>5334</b>

**Table 6. Enrollment figures by Faculty and gender for the summer session of 1998-1999:**

<b>FACULTY</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Faculty of Arts and Sciences	603	380	983
Faculty of Agricultural & Food Sciences	41	69	110
Faculty of Engineering & Architecture	592	151	743
Faculty of Health Sciences	25	54	79
Faculty of Medicine	219	66	285
School of Nursing	18	44	62
Division of Education Programs	5	36	41
<b>TOTAL</b>	<b>1503</b>	<b>800</b>	<b>2303</b>

**Table 7. Number of degrees and diplomas by faculty and Gender awarded in October 1998:**

<b>DEGREE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
<b><u>Faculty of Arts &amp; Sciences</u></b>			
BBA	13	4	17
BA	5	9	14
BS	8	2	10
MBA	3	4	7
MA	2	6	8
MS	5	1	6
Total	36	26	62
<b><u>Division of Education Programs</u></b>			
MA	0	3	3
Teaching Diploma	0	3	3
Total	0	6	6
<b><u>Faculty of Agricultural &amp; Food Sciences</u></b>			
BS (Agriculture)	2	1	3
Diploma of Ingenieur Agricole	2	1	3
MS	3	6	9
Total	7	8	15
<b><u>Faculty of Engineering &amp; Architecture</u></b>			
B Arch.	6	1	7
B.E. (Civil)	1	0	1
ME (Electronics, Devices and Systems)	1	1	2



Master of Engineering Management	6	0	6
Total	14	2	16
<b><u>Faculty of Health Sciences</u></b>			
BS (Environmental Health)	0	1	1
BS (MLT)	1	0	1
MPH	0	1	1
Total	1	2	3
Faculty of Medicine			
MS	2	2	4
Total	2	2	4
<b>GRAND UNIVERSITY TOTAL</b>	<b>60</b>	<b>46</b>	<b>106</b>

**Table 8. Number of degrees and diplomas by Faculty and gender awarded in February 1999**

DEGREE	MALE	FEMALE	TOTAL
<b><u>Faculty of Arts and Sciences</u></b>			
B.B.A.	21	20	41
B.A.	19	27	46
B.S.	37	13	50
M.B.A.	2	3	5
M.M.B.		4	4
M.A.	1	5	6
<b>TOTAL</b>	<b>59</b>	<b>52</b>	<b>111</b>
<b><u>Division of Education Programs</u></b>			
B.A. Elementary/Education		9	9
TEACHING DIPLOMA		2	2
DIPL.ED.MAN.&LEADER.	1		1
<b>TOTAL</b>	<b>1</b>	<b>11</b>	<b>12</b>
<b><u>Faculty of Agricultural and Food Sciences</u></b>			
B.S.IN AGRICULTURE	5	1	6

DIPL.OF ING. AGRIC.	5	1	6
B.S.(NUTR. & DIETET.)	2	7	9
M.S.	2	7	9
<b>TOTAL</b>	<b>14</b>	<b>16</b>	<b>30</b>

**Faculty of Engineering & Architecture**

M.E. (CIVIL ENG)	2		2
M.E. (C.C.E.)	1		1
M.E. (ENV. & W. RES.ENG.)	1		1
M.E.M.	4	2	6
<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>10</b>

**Faculty of Health Sciences**

B.S.(ENVI. HEALTH)	2	6	8
B.S.(MED.LAB.TECH.)	1	1	2
M.P.H.	1	1	2
<b>TOTAL</b>	<b>4</b>	<b>8</b>	<b>12</b>

**Faculty of Medicine**

M.S. Pharmac. & Therap.	1		1
<b>TOTAL</b>	<b>1</b>		<b>1</b>
<b>GRAND TOTAL</b>	<b>87</b>	<b>89</b>	<b>176</b>

**Table 9. Number of degrees and diplomas by Faculty and gender awarded in July 1999**

<b>DEGREES</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
<b><u>Faculty of Arts and Sciences</u></b>			
B.B.A.	65	53	118
B.A.	34	103	137
B.S.	84	56	140

M.B.A.	11	15	26
M.M.B.	5	5	10
M.A.	5	9	14
M.S.	5	3	8
<b>TOTAL</b>	<b>209</b>	<b>244</b>	<b>453</b>

**Division of Education Programs**

B.A.(ELEMENTARY/EDUCATION)			14
M.A.		3	3
TEACHING DIPLOMA	5	34	39
DIPL.IN ED.MAN.&LEADERSHIP		6	6
DIPL.IN SP.EDUCATION		3	3
<b>TOTAL</b>	<b>5</b>	<b>60</b>	<b>65</b>

**Faculty of Agricultural & Food Sciences**

B.S.IN AGRICULTURE	11	10	21
DIPL.OF ING. AGRICOLE	11	10	21
B.S.(NUTRITION & DIETETICS)	3	18	21
M.S.	6	7	13
<b>TOTAL</b>	<b>31</b>	<b>45</b>	<b>76</b>

**Faculty of Engineering & Architecture**

B. ARCHITECTURE	3	11	14
B.GRAPHIC DESIGN	2	17	19
B.E.(CIVIL)	32	7	39
B.E.(C.C.E.)	39	8	47
B.E.(ELECTRICAL)	41	10	51
B.E.(MECHANICAL)	25	1	26
M.E.(CIVIL ENGINEERING)	1		1
M.E.(ELECTRIC POWER ENG'G)	1		1
M.E.(ENV.&WATER RESOURCES)			1
M.E.(C.C.E.)	4		4
M.E.M	2		2

<b>TOTAL</b>	<b>151</b>	<b>54</b>	<b>205</b>
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**Faculty of Health Sciences**

B.S.(ENV.HEALTH)		12	12
B.S.(MED.LAB.TECH.)	5	7	12
M.P.H.	3	13	16
M.S.(POPULATION STUDIES)		2	2
<b>TOTAL</b>	<b>8</b>	<b>34</b>	<b>42</b>

**Faculty of Medicine**

B.S.NURSING	5	15	20
M.S.(MICROBIOLOGY)	1	2	3
M.S.(PHARM.&THERAPEUTICS)		1	1
M.D.	53	15	68
<b>TOTAL</b>	<b>59</b>	<b>33</b>	<b>92</b>
<b>GRAND TOTAL</b>	<b>464</b>	<b>469</b>	<b>933</b>

**APPENDIX E**

**Admissions Report 1999-2000**

**American University of Beirut Totals**

LEVEL	APPLIED	ACCEPTED	PRE-REGISTERED	PERCENT ACCEPTED FROM APPLIED	PERCENT REGISTERED FROM
Graduate	154	114	60	74 %	53 %
Undergraduate	2808	2191	1251	78 %	57 %

**Faculty Total Applicants**

FACULTY / DEPARTMENT	APPLICANTS	ACCEPTED APPLICANTS	Registered (New 1 <sup>st</sup> time)	PERCENT ACCEPTED FROM APPLIED
Agricultural & Food Sciences	537	475	49	88.5 %
Arts & Sciences	2649	1840	863	70 %
Division of Education	333	270	128	81 %
Engineering & Architecture	1454	592	210	40.7 %
Health Sciences	533	308	31	57.8 %
Medicine	37	13	2	35 %
School of Nursing	180	161	19	89 %

\* New 1<sup>st</sup> time: First time applicants to AUB.

**Faculty Total Applicants By Level**

FACULTY / DEPARTMENT	GRAD/ UNDERGRAD	APPLICANTS	ACCEPTED APPLICANTS	PERCENT ACCEPTED FROM APPLIED	Registr. (New 1 <sup>st</sup> time)
Agricultural & Food Sciences	Graduate	8	7	88 %	3
Agricultural & Food Sciences	Undergraduate	529	468	88.5 %	46
Arts & Sciences	Graduate	87	62	71 %	36
Arts & Sciences	Undergraduate	2562	1778	69 %	827
Division of Education	Graduate	4	2	50 %	2
Division of Education	Undergraduate	329	268	81.5 %	126
Engineering & Architecture	Graduate	35	28	80 %	9
Engineering & Architecture	Undergraduate	1419	564	40 %	211
Health Sciences	Graduate	15	14	93 %	7
Health Sciences	Undergraduate	518	294	57 %	24
Medicine	Graduate	12	3	25 %	2
School of Nursing	Undergraduate	180	161	89 %	19

## Faculty Total Applications By Level

FACULTY / DEPARTMENT	GRAD/ UNDERGRAD	APPLICATIONS	ACCEPTED APPLICATIONS
Agricultural & Food Sciences	Graduate	8	7
Agricultural & Food Sciences	Undergraduate	875	508
Arts & Sciences	Graduate	100	72
Arts & Sciences	Undergraduate	5718	1802
Division of Education	Graduate	4	2
Division of Education	Undergraduate	345	281
Engineering & Architecture	Graduate	39	30
Engineering & Architecture	Undergraduate	3430	567
Health Sciences	Graduate	15	14
Health Sciences	Undergraduate	817	298
Medicine	Graduate	14	3
Medicine	Undergraduate	25	10
School of Nursing	Undergraduate	180	161

## Faculty Total Applicants By Major

*Undergraduate Applicants*

FACULTY / DEPARTMENT	MAJOR	APPLIED	ACCEPTED
Agricultural & Food Sciences	Agriculture	435	343
Agricultural & Food Sciences	Nutrition & Dietetics	480	189
Arts & Sciences	Arabic Language & Literature	10	2
Arts & Sciences	Archaeology	65	11
Arts & Sciences	Biology	532	266
Arts & Sciences	Business Administration	1231	291
Arts & Sciences	Chemistry	270	54
Arts & Sciences	Computer Science	771	275
Arts & Sciences	Economics	678	183
Arts & Sciences	English	98	21
Arts & Sciences	Geology	40	1
Arts & Sciences	History	40	4
Arts & Sciences		305	212
Arts & Sciences	<b><u>FRESHMAN Science</u></b>	388	286
Arts & Sciences	Mathematics	186	40
Arts & Sciences	Not Working for a Degree/Arts	9	9
Arts & Sciences	Not Working for a Degree/B.Adm	3	3
Arts & Sciences	Not Working for a Degree/Sci.	5	5
Arts & Sciences	Petroleum Studies	92	7
Arts & Sciences	Philosophy	34	4
Arts & Sciences	Physics	181	37
Arts & Sciences	Political Studies	261	41
Arts & Sciences	Psychology	150	25

Arts & Sciences	Public Administration	395	47
Arts & Sciences	Sociology & Anthropology	70	13
Arts & Sciences	Statistics	56	3
Division of Education	Education	318	248
Division of Education	University Orientation Program	104	102
Engineering & Architecture	Architecture	435	151
Engineering & Architecture	Civil Engineering	546	136
Engineering & Architecture	Computer & Communications Eng.	875	87
Engineering & Architecture	Electrical Engineering	642	80
Engineering & Architecture	Graphic Design	584	79
Engineering & Architecture	Mechanical Engineering	667	102
Health Sciences	Environmental Health	386	171
Health Sciences	Medical Laboratory Technology	469	142
Medicine	Radiologic Technology	27	11
School of Nursing	Nursing	187	168

### Graduate Applicants

FACULTY/DEPARTMENT	MAJOR	APPLIED	ACCEPTED
Agricultural & Food Sciences	Agricultural Economics	6	5
Agricultural & Food Sciences	Animal Science	2	2
Agricultural & Food Sciences	Crop Production	5	5
Agricultural & Food Sciences	Ecosystem Mgt. Agriculture	3	3
Agricultural & Food Sciences	Food Technology	7	7
Agricultural & Food Sciences	Irrigation	5	4
Agricultural & Food Sciences	Nutrition	21	9
Agricultural & Food Sciences	Plant Protection	4	4
Agricultural & Food Sciences	Poultry Science	1	1
Agricultural & Food Sciences	Soil and Mechanization	3	3
Arts & Sciences	Arabic Language & Literature	3	3
Arts & Sciences	Biology	25	19
Arts & Sciences	Business Administration	115	71
Arts & Sciences	Chemistry	2	1
Arts & Sciences	Economics	9	9
Arts & Sciences	English	15	13
Arts & Sciences	History	2	1
Arts & Sciences	Mathematics	3	3
Arts & Sciences	Middle Eastern Studies	12	11
Arts & Sciences	Money and Banking	47	37
Arts & Sciences	Philosophy	2	2
Arts & Sciences	Physics	7	5
Arts & Sciences	Physiology	35	19
Arts & Sciences	Political Studies	15	10
Arts & Sciences	Psychology	12	8
Arts & Sciences	Public Administration	15	12
Arts & Sciences	Sociology & Anthropology	4	4
Division of Education	Education	21	15
Engineering & Architecture	"Electronics, Devices &	4	4
Engineering & Architecture	Architecture	9	6
Engineering & Architecture	Civil Engineering	15	15
Engineering & Architecture	Computer & Communications	14	10
Engineering & Architecture	Electric Power Engineering	1	0

Engineering & Architecture	Engineering Management	32	26
Engineering & Architecture	Env. & Water Resources Eng'g.	6	5
Engineering & Architecture	Environmental Technology	9	9
Engineering & Architecture	Materials & Manufacturing	2	2
Engineering & Architecture	Mechanical Engineering	1	1
Health Sciences	Environmental Health	8	8
Health Sciences	Master of Public Health (I)	17	17
Health Sciences	Master of Public Health (II)	40	34
Health Sciences	Population Studies	4	3
Medicine	Biochemistry	17	4
Medicine	Human Morphology	15	12
Medicine	Microbiology & Immunology	20	10
Medicine	Neuroscience	1	1
Medicine	Pharmacology & Therapeutics	24	8

## SAT I Report 1999-2000

### Applicant Statistics

#### VERBAL REASONING

##### ALL FACULTIES

SO/FR	N	VERBAL MEAN	VERBAL SD
FRESHMAN	556	445	91
SOPHOMORE	1834	428	90

##### BY FACULTY

FACULTY/DEPARTMENT	N	VERBAL MEAN	VERBAL SD
Agricultural & Food Sciences	472	417	89
Arts & Sciences	2242	432	90
Division of Education	271	397	78
Engineering & Architecture	1275	430	88
Health Sciences	468	426	91
School of Nursing	128	392	83

#### MATHEMATICAL REASONING

##### ALL FACULTIES

FR/SO	N	MATH MEAN	MATH SD
FRESHMAN	556	550	88
SOPHOMORE	1834	608	84

##### BY FACULTY

FACULTY/DEPARTMENT	N	MATH MEAN	MATH SD
Agricultural & Food Sciences	472	597	81
Arts & Sciences	2242	592	88
Division of Education	271	566	83
Engineering & Architecture	1275	624	80



Health Sciences	468	614	79
School of Nursing	128	567	83

### *Accepted Applicant Statistics*

#### **VERBAL REASONING**

##### ALL FACULTIES

FR/SO	N	VERBAL MEAN	VERBAL SD
FRESHMAN	444	466	84
SOPHOMORE	1510	443	87

##### BY FACULTY

FACULTY/DEPARTMENT	N	VERBAL MEAN	VERBAL SD
Agricultural & Food Sciences	444	424	85
Arts & Sciences	1638	460	81
Division of Education	226	406	78
Engineering & Architecture	542	485	76
Health Sciences	275	436	89
School of Nursing	123	393	83

#### **MATHEMATICAL REASONING**

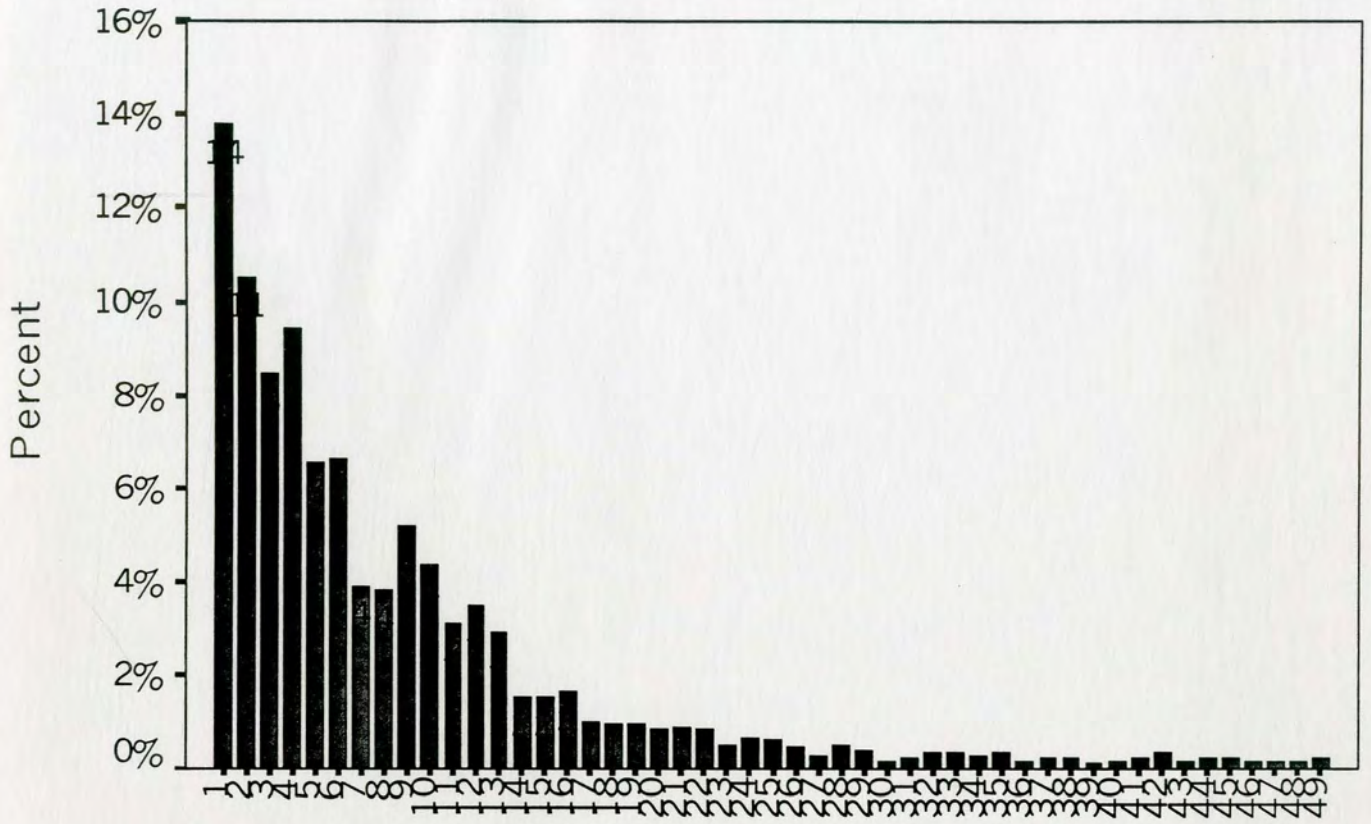
##### ALL FACULTIES

FR/SO	N	MATH MEAN	MATH SD
FRESHMAN	444	574	77
SOPHOMORE	1510	623	77

##### BY FACULTY

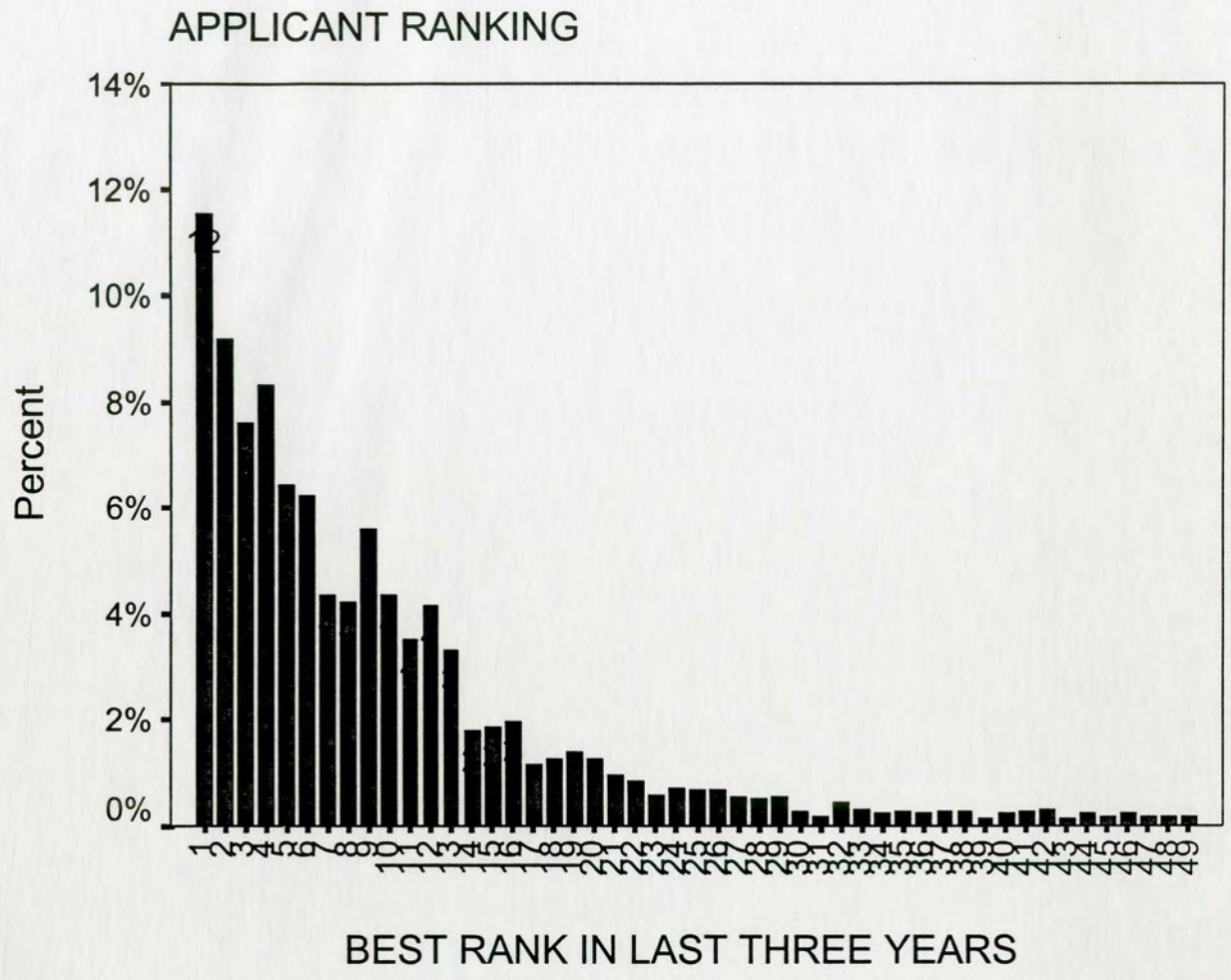
FACULTY/DEPARTMENT	N	MATH MEAN	MATH SD
Agricultural & Food Sciences	444	606	74
Arts & Sciences	1638	618	76
Division of Education	226	583	76
Engineering & Architecture	542	686	48
Health Sciences	275	618	70
School of Nursing	123	571	82

### ACCEPTED APPLICANT RANKING



### BEST RANK IN LAST 3 SECONDARY YEARS

# APPLICANT RANKING



## Major Press Releases

### July 1998

- 3 - Recycling campaign at AUB.
- 8 - Dr. Makdisi honored by AUB.
- 9 - Dr. Peter Heath appointed Provost.
- 10 - Farouc Kaddoumi in debate at West Hall.
- 15 - Commencement Exercises.
- 23 - Book donation from South Korea.
- 24 - International Irrigation Award to Professor Moussah Nimah.
- 28 - Extension Programs graduation.
- 29 - Dr. Hassan Idriss memorial pediatric medicine conference.
- 31 - South Korea ambassador at AUB.

### August 1998

- 2 - Dr. Hassan Idriss memorial pediatric medicine conference.
- 6 - Insecticide usage symposium.
- 10 - AUB and Aley honor Professor Emeritus Talhouk.
- 11 - FAFS memorial ceremony for the late Dr. Randa Smine.
- 19 - Corn Day at AREC.
- 27 and 31 - Nursing graduation.

### September 1998

- 1 - Dr. Huda Zurayk appointed Dean of FHS.
- 10 - Internet training session.
- 22 and 25 - Japanese drum music at Assembly Hall.
- 23 - Folk Dance Festival preparatory meeting.
- 30 - Year's first AUB Calendar released.

**October 1998**

- 1, 5 and 6 - Opening of the new academic year. Speech by President Waterbury included in the October 6 release.
- 7 - International award to Dr. Shukri Khoury.
- 12 - AUB Bulletin issued.
- 13 - Donation from Philips Medical Systems.
- 14 - AUB honors staff and employees.
- 16 - Eric Rouleau lectures on PLO history.
- 19 - Ann Kerr lectures at AUB.
- 19 - US Ambassador David Satterfield visits AUB.
- 20 - AUB Calendar is published.
- 20 - New Basketball court opened.
- 22 - Lucette Valenci lectures on the Algerian novel at the CBR.
- 23 - Abu-Dhabi Alumni Elections.
- 23 - Abu-Dhabi Alumni donate \$70,000 to scholarship fund.
- 23 - Medical Alumni elections.
- 23 - Lecture by Professor Herant Khatshadorian on sexual education.
- 26 - Arab dermatologists conference.
- 26 - Radiology graduation.
- 29 - Laith Shubeilat lectures at West Hall.

**November 1998**

- 3 - AUB Calendar published.
- 4 - EU Chamber Orchestra at Assembly Hall.
- 5 - Arab cinema festival at West Hall.
- 6 and 10 - Lecture by Japanese financial expert Tsutomu Shibata.
- 9 - Conference on the Age of the Renaissance.
- 10 and 18 - Student elections. Results in the latter release.
- 13 - Ciné Club debate with Ziad Douwairy, Director of the film West Beirut.
- 16 - AUB Calendar is published.
- 17 - Alumni launch tree planting campaign.

- 19 - FAFS and Ministry of Agriculture hold agricultural Workshop.
- 19 - Student Exchange program in the Faculty of Medicine.
- 20, 26 and 27 - Science, Technology and Society CBR conference.
- 20 - AUB observes Flag Day and Independence Day.
- 23 - AUB Founders Day ceremony.
- 23 and 24 - Open House at AUB.
- 24 - Panel discussion on the book Khalil Saadeh at Alumni Club.
- 26 - US congressmen visit campus.
- 27 - Syrian String Quartet at Assembly Hall.
- 27 and 30 - Founders Day; Dr. Ali Fakhro to be ceremony speaker.
- 30 - BOT decisions.

**December 1998**

- 1 - Education seminar at AUB.
- 1 - AUB Calendar published.
- 2 - Faculty Association elections. Dr. Abdu Jurjus president.
- 3 - AUB Founders Day ceremony. Speech of Dr. Ali Fakhro included.
- 4, 7 and 9 - World Press Photo Exhibition.
- 8 - US Secretary of Health Donna Shalala visits campus. Speech included.
- 9 and 10 - Risk Management workshop by REP.
- 13 - Alumni Association 75th anniversary celebration. Speech by Provost Heath included.
- 15 - Liver-transplant baby discharged from AUBMC in good health. Press conference.
- 16 - AUB Calendar published.

**January 1999**

- 8, 11 and 12 - The Mathematical Sciences after the Year 2000 conference and opening of Center for Advanced Mathematical Sciences.
- 8 - Wife of Japanese Minister of Foreign Affairs on Campus.
- 12 - Al-Abhath journal; special issue on Human Rights.
- 15 - AUB Calendar published.
- 21 - AUB remembers Malcolm Kerr.

- 27 and 29 - REP seminar on International Standards.
- 27 - US Assistant Secretary of State visits AUB.
- 28 - Death of FEA Professor Emeritus Robert Sloane.
- 28 - World Bank Senior Vice President Ibrahim Shihata lectures at Issam Fares Hall.
- 29 - Professor Pierre Azoury lectures on Chopin in Warsaw, 1810-1830.

### February 1999

- 2, 15 and 26 - AUB Calendar is published.
- 2 and 5 - Chopin in Paris: Lecture by Prof. Pierre Azoury.
- 5 - CNN airs documentary about Roman Banka Quintet performing at Assembly Hall.
- 8, 11 and 12 - Hiba Handoussa lectures on Euro Med Agreement.
- 10 - Panel Exhibition "Land Mines in the Arab Countries."
- 16 and 17- Professor Constantine Rubayz at AUB.
- 16 - Health education seminar at AUB.
- 17 - French Ambassador Daniel Jouanneau visits AUB.
- 26 - AUB receives handicapped visitors.
- 26 - Lecture by Prof. Oleg Grabar canceled.

### March 1999

- 1 - Wray Witten lectures on the Eritrean -Ethiopian conflict.
- 1 - Julia Andreeva at Assembly Hall.
- 2 - New book by AUB: Silent Revolution in Lebanon.
- 4 - Karol Gholebiowski at Assembly Hall (organ).
- 5 - Outlook celebrates 50th anniversary.
- 5 - Bach, Beethoven, Chopin and others in recital by Julia Andreeva.
- 5 - Arab Woman week at West Hall.
- 9 - Shafik Hout (PLO) lectures at West Hall.
- 10 - Dr. Nassif Hitti lectures at AUB: Europe and the Arab World.
- 10 - Exhibition at FAFS on the development program at Irsal (in the Beqaa).
- 13 - AUB Calendar is published.
- 22 - Dr. Hicham Basat lectures at Nicely Hall.

## April 1999

- 3 and 15 - AUB Calendar is published.
- 13 - Preparatory meeting for 25th Middle East pediatric conference.
- 13 - Bonardi Zulo duo at Assembly Hall.
- 13 - Conference: Admission and registration officers in the Arab world.
- 14 - Dr. Samir Najjar honored.
- 14 and 20 - Signs: lecture at FEA by noted Dutch designer.
- 19 - AUB exempts distinguished students from tuition fees.
- 27 - Pianist Walid Howrani honored at Assembly Hall.
- 28 - Prince Ali Bin Hussein of Jordan at AUB
- 30 - Students hold reception for AUB staff members.
- 30 - Seminar on the Asian economic crisis.

## May 1999

- 3 - AUB Calendar is published.
- 4 - Job Fair.
- 5 - University observes Lebanon's Martyrs Day.
- 5, 6, 7 and 9 - 34th Middle East Medical Assembly.
- 10 - A Flea in Her Ear (Drama Club Theatrical Presentation).
- 11 and 12 - Pain and the Neuroimmune System Symposium.
- 13 and 16 - Folk Dance Festival.
- 14 - British Bank Foundation Scholarship.
- 14 - The poetry of Antoun Saadeh.
- 17 - Third annual science and math education conference.
- 18 - AUB Syrian Cultural Club presents Duraid Lahham.
- 20 - Russian expert lectures on Russia and the Balkans.
- 21 - Vice President for Development appointed.
- 21 and 25 - Acquaintance party for University Environmental Federation.
- 21 - Village and Heritage Exhibition.
- 21 - First International Nursing Conference in Lebanon.



- 24 and 25 - Opening of Visitors Bureau at AUB.
- 24 - Sixth annual Science, Technology and Environmental conference.
- 26 - Outdoors'99.
- 27 - A Flea in Her Ear: Play extended one more day.
- 27 and 28 - Press conference for Professor Joseph Keith.

**June 1999**

- 1 - Professor Hershback (Nobel 1986, chemistry) visits AUB.
- 2 - Vice-President for financial affairs appointed.
- 3 and 8 - Workshop on reforming the health sector.
- 8 - Sixth annual Science, Technology and Environmental conference. Winners listed.
- 9 and 12 - Graduation of 52 specialist physicians.
- 10 - AUH honors Dr. Abdul-Hamid Hallab.
- 11, 17 and 18 - Reopening of College Hall - Schedule of activities.
- 16 - First International Nursing g Conference in Lebanon.
- 18 - AUB Calendar is published.
- 23 - Spine pathology conference.
- 27 - AUB in the Coming Millennium conference.

**July 1999**

- 1 - Professor Hershback (Nobel 1986, chemistry) visits AUB.
- 7 and 12 - Commencement Exercises for the 1998-1999 Academic year.
- 19 - New Trustee: Paul Collins
- 22 - Graduates of 1999 donate to needy students.
- 28 - AUBMC administration explains health insurance policy changes.

**August 1999**

- 6 - First cardiac battery implant at AUBMC.

**September 1999**

10 - Princess Haya of Jordan visits AUB.

24 - Folk Dance Festival meeting.

24 - Opening ceremony for 134th Academic year.

30 - Reception at Marquand House in honor of Vice Presidents Wilkinson and Bernson and Deputy Vice President Thyer.

**Major Public Relations Activities****July 1998**

15 - Commencement Exercises for the 1997-1998 Academic year. Green Field.

**August 1998**

No activities.

**September 1998**

24 - "Joshu Yoshioka Funao Taiko" a Japanese percussion ensemble.

**October 1998**

6 - Opening Ceremony of the new Academic Year at Assembly Hall.

**November 1998**

8 - The European Union Chamber Orchestra, at Assembly Hall, for the third year.

13 - Italian Chamber Orchestra "I Solisti Aquilani," presented by the Italian Cultural Center and the Young Women's Christian Association.

24 to 27 - Open House at AUB

27 - Concert by Nabil Mroueh (flute) and Tania Khoury (piano) presented by the Lebanese National Higher Conservatory of Music.

28 - Vocal Concert by Edgar Aoun (soprano), Johnny Yammine (piano) and Oussamah Rahbani; presented by Mouvement de Solidarite pour le Liban.

29 - Piano Audition by Mrs. Sultans' students.

30 - Concert by the String Quartet of the Syrian Higher Institute, presented by the Syrian Cultural Club at AUB.

### December 1998

- 2 - Concert by the "Geade Trio," internationally known for first performances of contemporary string-compositions. Presented by the Goethe Institut and AUB.
- 3 - Founder's Day Ceremony. Speaker: H.E. Dr. Ali Fakhro.
- 4 - Vocal Concert by Pilar Jorado (soprano), Manuel Rodriguez (flute), and Julio Munoz (piano); presented by the Spanish Cultural center in collaboration with AUB.
- 6 - Piano audition by Ms. Marielle Aboujaoude's students.
- 9 - Concert by Sabah Fakhri (traditional Arabic music), presented by the Syrian Cultural Club at AUB.
- 14 to 18 December: World Press Photo exhibition, in collaboration with the Royal Netherlands Embassy, at Issam Fares Hall
- 16 and 17: Annual Christmas Concert by AUB Choir.
- 18 - Piano recital by Tatiana Khoury; presented by the Lebanese National Conservatory of Music.
- 19 - International College (IC) Christmas Concert.
- 27 and 28 - Concert by Liz Mc Comb (Jazz - Blues - Soul - Gospel).

### January 1999

- 17 - Annual Polyphonic Concert; presented by the Armenian Grouping Choir
- 22 and 23 - Oriental Jazz Festival: Arabic instruments together with jazz instruments. Part I performed by the Roman Bunka Quartet (Oud, violin, piano, bass, percussion).
- 27 - Violin and piano concert; presented by the Lebanese National Higher Conservatory of Music
- 29 and 30 - Second part of the Oriental Jazz Festival "Part II" performed by the Steve Potts Quartet accompanied by Mohamad El Morabet (oud).

### February 1999

- 4 - Lecture by Professor Pierre Azoury in commemoration of the 150th anniversary of the death of Chopin.
- 6 and 7 - Oriental Jazz Festival continued with Charbel Rouhana and the Mada Group.
- 12 and 13 - Oriental jazz concert by Renaud Garcia Fons

### March 1999

- 4 - Piano recital by 14 year-old Julia Andreeva.
- 5 - Piano and an Oboe concert.
- 8 - Organ recital as part of Al Bustan Festival by Karol Golebiowski
- 21 - Choir Concert including Syriac, Byzantine and Islamic songs.

### April 1999

- 6 - Violin and piano concert.
- 7 - Flute, bassoon, oboe and harpsichord concert. O
- 10t - Vocal recital accompanied by piano.
- 15 - Duo piano concert.
- 22 - Beethoven's Duo Sonatas Concert (violin and piano)
- 23 - Piano recital by Walid Howrani
- 27 - Piano recital.
- 28 - Wissam Boustani (flute) and Nigel Clayton (piano)
- 29 - Jazz evening with two songs by Marcel Khalife.
- 30 - Armenian Choir Concert

### May 1999

- 3 - "Quatuor Damas A Cordes"
- 6 - 34th MEMA opening ceremony.
- 7 - Baroch Ensemble concert as part of the MEMA Program.
- 8 - Spanish Orchestra
- 9 - Piano audition by Mrs. Saba's students
- 12 - Four-oud instrument concert
- 14 - Violin and piano concert
- 18 and 19: Choir concert
- 20-22 - Play: A Flea in Her Ear, West Hall
- 21 - Concert by Eddie and Marie Ange Dorlian (guitar), Aurine Ramadan (flute), Alice Farhat (flute)
- 26 - Concert by Julia Boutros

27 - Jazz Concert by Petro Iturralde Quartet

28 - Piano Recital by Walid Moussallem

**June 1999**

3 - Oud Recital, West Hall

3 - Concert by Magar Yemalian

12 - Specialty diplomas distribution to graduating physicians.

22 and 23 - First International Nursing Conference on Lebanon, Issam Fares Hall.

22 - 24 - Reopening of College Hall festivities (candlelight procession, placing of original cornerstone box, dedication of memorial plaque for Munir Salha -- 22/6, President's Symposium for Liberal Arts Education, Oriental Jazz Concert by Charbel Rouhana -- 23/6, campus tour -- 24/6).

**July 1999**

1 - Duo Cantalia (harp recital: Julia Cunningham and Alessandra Magrini) .

12 - Commencement Exercises for the 1998-1999 Academic year.

**August 1999**

No activities.

**September 1999**

No activities.

