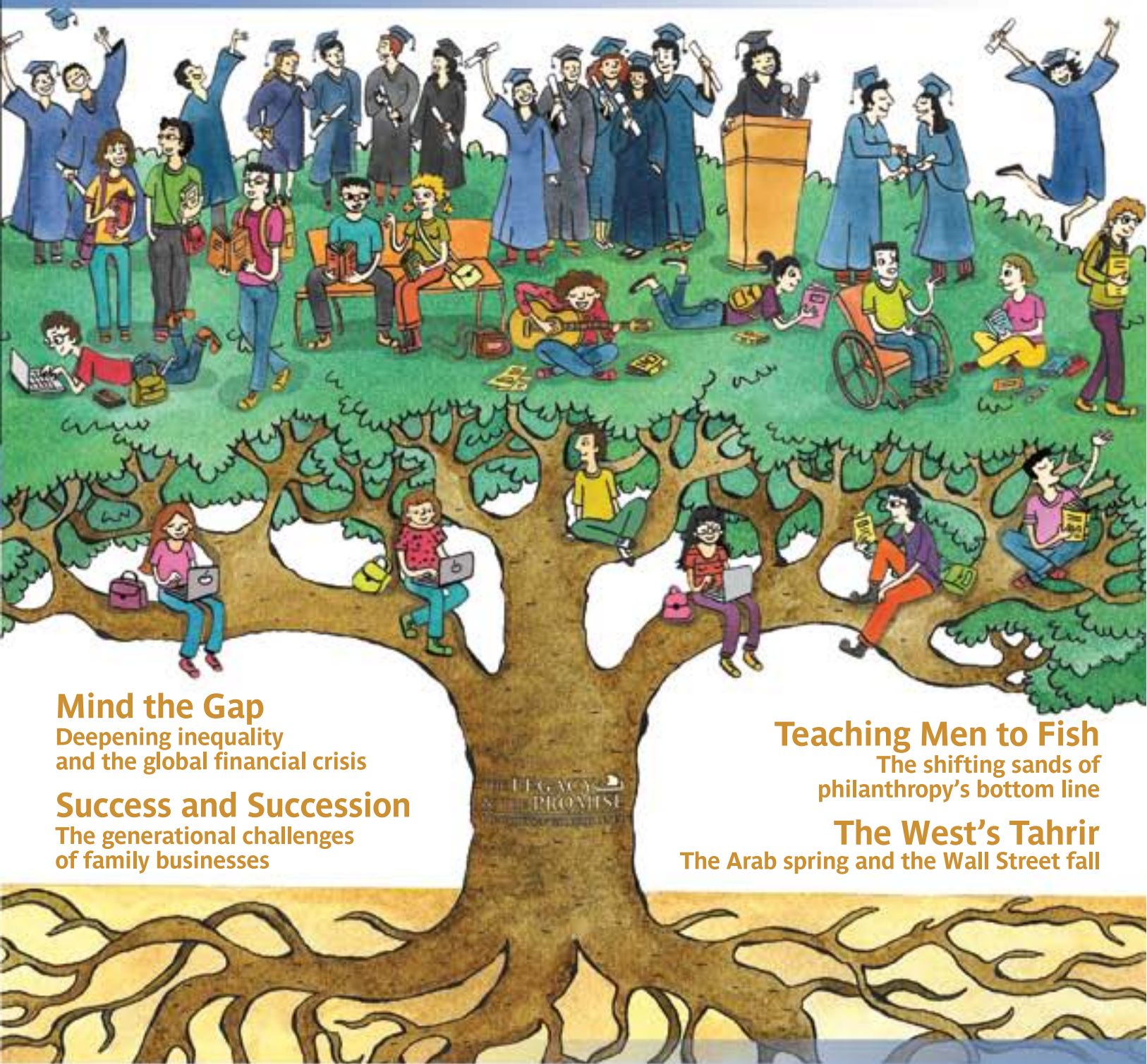


LAU magazine

VOLUME 14 | issue n° 1 | Spring 2012

& ALUMNI BULLETIN



Mind the Gap

Deepening inequality
and the global financial crisis

Success and Succession

The generational challenges
of family businesses

Teaching Men to Fish

The shifting sands of
philanthropy's bottom line

The West's Tahrir

The Arab spring and the Wall Street fall

Wealth and Commonwealth



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FEATURES

4



Mind the Gap

Deepening inequality and the global financial crisis

The concentration of wealth in the hands of the few has only continued to accelerate in the wake of the recent economic meltdown. Emily Morris provides a status report.

12 Success and Succession

The generational challenges of family businesses

A huge number of Lebanese businesses — large and small — are family-owned, but blood ties present unique challenges in the world of commerce. Jessica Hollows brings a spotlight to the work of LAU's Institute for Family Business and Entrepreneurship.



20



Teaching Men to Fish

The shifting sands of philanthropy's bottom line

What happens to charitable giving in a severe economic downturn? Olga Habre sheds light on the survival strategies seeing NGOs through a long winter.

40 The West's Tahrir

The Arab spring and the Wall Street fall

Even as Europe and the United States cheer the Arab spring, the winged seeds of rebellion reach their own shores. Marc Abizeid reports on the West's season of economic discontent.



CONTENTS

- 8 Major theater production *Al Shaghila*
- 9 Exploring the politics of urban space
- 10 Unveiling the Veil: LAU photography exhibit
- 11 Healing history's wounds through dialogue
- 14 UMC-RH's Dialysis Center
- 16 IWSAW wins Open Society Institute grant
- 17 Op-Ed: Change is in the Air
- 18 Institute of Banking and Finance
- 19 Alumni Profile: Ahmad Farroukh
- 24 CEP capacity-building program for NGOs
- 25 New offices and partnerships for CEP
- 26 Center for Arab American Philanthropy
- 27 *Leadership and U Magazine*
- 28 GNK Foundation tackles sickle cell disease
- 29 Legacy and the Promise fulfilled
- 33 Faculty Profile: Makram Ouass
- 34 LAU hosts 18th annual IEEE conference
- 35 Alumni Profile: Nadine Mokbel
- 36 Jawdat R. Haydar Memorial Study Room
- 37 UMC-RH Appointments
- 39 Faculty Profile: Garene Kaloustian
- 44 Campus Notes
- 47 E.M.B.A. program draws busy professionals
- 48 Student Profile: Khaled Kabbara
- 49 Staff Profiles
- 50 Social medicine in Shatila clinic
- 51 Faculty on the Move
- 54 Yalla! Sweeps through North America
- 55 Alumni Events
- 57 Alumni News
- 59 Staff Promotions
- 60 Why I Give Back



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Letters to the Editor

"The last issue of LAU Magazine dealt with a topic very dear to me: women's issues and LAU's unique history with respect to higher education for women. Little did I know as I began browsing that I would be immersed in it for a full hour. I literally could not put the issue down.

Thanks for a job very well done! You have made a difference by highlighting — with quality writing — LAU's role in higher education for women."

—Dima Dabbous-Sensenig, Ph.D. Director Institute for Women's Studies in the Arab World (IWSAW)

"You left me breathless. LAU Magazine and Alumni Bulletin, Winter 2011 issue is an outstanding one. Best Christmas gift ever. Thank you!"

—Anita Nassar, Assistant Director Institute for Women's Studies in the Arab World
Lebanese American University

Corrections for LAU Magazine, Volume 13, Number 4, Winter 2012 issue.

A brief profile of Dr. Rose Ghurayeb ("Achievements of LAU Women Graduates throughout its History," page 29) was accompanied by a photograph of Dr. Francis Grey, BUC President 1960–1963. Grey was misidentified as Ghurayeb.

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From the President's Desk

Dear Friends,

Our world is more connected than ever before, a fact we feel most acutely in times of crisis. These are the most economically uncertain times in recent memory, and no one reading the latest headlines — whether about a new round of stock market turmoil, or the sovereign debt crisis in Europe, or the first class-based mass protest movement in the United States in many decades — has the luxury of detachment or indifference.

Nor should they. Interconnectedness works both ways: if financial markets know no national borders, neither do the webs of social and ethical responsibility. The multifaceted economic crises of recent years have unfolded against the backdrop of a diminishing middle class and a widening gap between the rich and the poor, in the first world no less than in developing countries. If nothing else, this has served to focus the mind on the relationship between wealth and commonwealth, between private capital and the public good.

Universities have a fundamental role to play — culturally, economically, and ethically — in times like these. As sustainable institutions of knowledge production, they nourish class mobility and foster ideals of social justice and civic engagement. We at LAU are offering more full scholarships than ever before to brilliant but economically disadvantaged students from Lebanon's rural regions, from Palestinian refugee camps and from developing countries in the region at large. Our School of Business is one of the largest and best-known in the country, with four active affiliated institutes, and its scholars are producing cutting-edge research on the most pressing global and regional economic issues.

The dynamics of philanthropy change in times of economic duress, as do the challenges of fundraising. LAU has navigated these straits with intelligence and resolve, and we're very proud to announce successful completion of the university's five-year comprehensive Campaign for Excellence — the Legacy and the Promise. Indeed, the campaign was completed a full year ahead of schedule, and exceeded its original goal of \$45 million to reach over \$65 million.

This issue of LAU Magazine thus marks a moment of both sobriety and celebration. LAU's star is rising, and its financial position is stronger than ever. And so — in challenging times regionally and internationally — is our sense of social mission.



Joseph G. Jabbara
President





Mind the Gap

Deepening inequality and the global financial crisis

By Emily Morris



Girl walks through the Kibera slum in Nairobi, Kenya

A staggering number of people — half of the world's population, according to recent World Bank data — live on less than \$2 a day. Of these, 1.4 billion are living in extreme poverty, below the international poverty line of \$1.25 a day.

Since the early 1980s extreme poverty, defined as living on the edge of subsistence, has declined by almost half, and continued economic growth in regions most afflicted by poverty has given economic and development experts cause to hope that policy reforms and openness to markets and competition are working. Africa's economies are consistently growing faster than those of almost any other region of the world, according to The Economist, and China and India are well-known success stories of economic transformation.

The numbers can be misleading, however, and strong regional disparities persist. China, for example, accounted for an impressive 75 percent of global poverty reduction, lifting 400 million people out of extreme poverty since 1980. But a third of the Chinese population still lives on only \$2 a day. In sub-Saharan Africa, the number of people living in extreme poverty has increased by almost 100 million and future projections predict that one of two poor people will be from the region.

Despite economic growth, poverty remains. While more and more of the world's poor may be living above the defined line, many of them aren't reaping the benefits of this economic development.

The 2008 global financial crisis has brought terms such as "wealth gap" and "redistribution of income" back into daily discussion in developing and developed countries alike. The story is familiar by now: over decades a wealthy few see incomes skyrocket while those in the middle and lower income brackets see salaries stagnate. The U.S. housing bubble bursts, exposing the underbelly of the American financial system. The Wall Street fiasco affects world markets, sparking widespread outrage and instability.

"In the States, for example, the income level of the rich has increased a hundredfold over the past decade, while those of the middle and working classes have increased by just 20 or 30 percent"

More than three years on, global unemployment remains at record highs, and more people are slipping below national poverty lines. The richest one percent of adults control 43 percent of the world's assets, according to a 2011 Global Wealth Report by Credit Suisse, while the bottom 50 percent controls only two percent. It's a mess of David-and-Goliath proportions.

"In the States, for example, the income level of the rich has increased a hundredfold over the past decade, while those of the middle and working classes have increased by just 20 or 30 percent," says Dr. Khalil Gebara, a professor of political economy at LAU Beirut. Gebara describes the widening gap as, in part, "the cost of globalization."

"It is the cost of more and more people getting into finance, working on capital markets and banking," he says, and goes on to stress that the impact of the economic crisis varies widely according to economic sector and educational levels.



Growing income inequality and unemployment sparked protests worldwide

"If you work in industrial or agricultural sectors your income has been depressed over the past decade," Gebara says, "but if you work in the services sector you've probably seen your income shoot up."

"There is growing awareness that the way economies have moved in the world has favored certain classes at the expense of others," says Dr. Jad Chabaan, assistant professor of economics at the American University of Beirut. Chabaan adds that these growing disparities in turn have implications for the proper functioning of markets.

"Capitalism says markets should work so as to guarantee minimal state intervention, with prices acting as a clearing mechanism," he says. "The problem is that for markets to work properly, people have to have equal access to them, in terms of information, physical access, and so on."

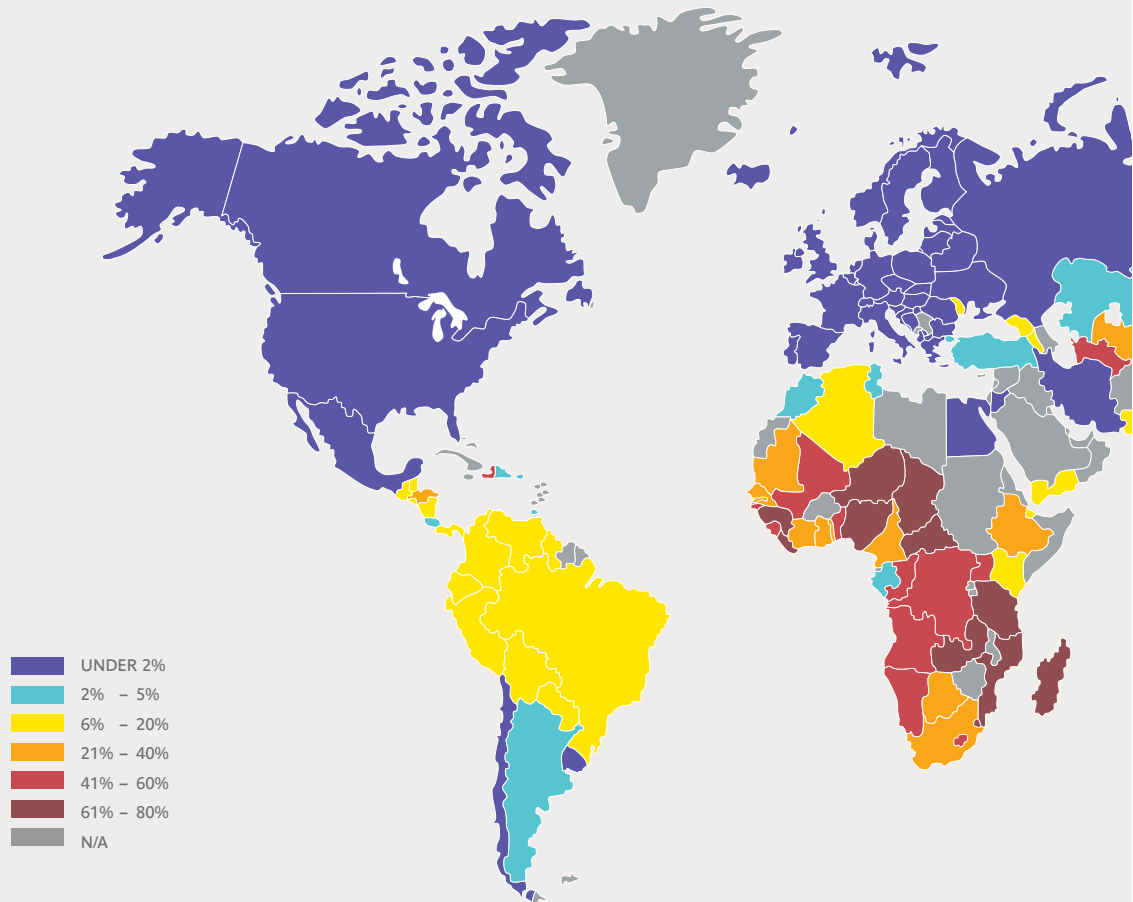
Unequal distribution of income, says Chabaan, is a result of abuses to the system, including monopolies and low access to markets. "This is why you need state intervention," he argues, adding that elite privilege results from a vicious cycle.

In countries like Lebanon, Chabaan says, "to attain a higher income, you need a better job; to have a better job you need to graduate from a better university; to go to a better university, you need to go to a better — in other words private — school."

The converse is equally true, he points out. "If you're born into a system unfavorable to you, or in a disadvantaged region, you end up going to poor schools, you end up unable to attend a good university or find a good job," with the consequences passed on to your children and their children. "This phenomenon is present in all countries where there is no recognition of the need for wealth redistribution and social intervention."

Countries with the least income inequality, such as Norway and Sweden, says Chabaan, have intervened to give poorer

Percentage of population living on less than \$1.25 per day,



families access to better services by taxing the richer ones, which is the core concept of redistribution. “If the educational market doesn’t work — if only some people can afford the education they need — what do you do? You intervene, you create public schools that provide good education and you subsidize teaching. A lot of countries did this but some cancelled it in the name of budget cuts.”

Budget cuts and tighter restraints on social programs have indeed risen across member countries of the Organization for Economic Co-operation and Development (OECD), according to 2011 recent report called “Divided We Stand: Why Inequality Keeps Rising.” The report found that the gap between rich and poor in OECD countries had reached its highest level in over 30 years.

“This study dispels the assumptions that the benefits of economic growth will automatically trickle down to the disadvantaged, and that greater inequality fosters greater social mobility,” the report concluded.

In lieu of continued reliance on trickle-down theory, the report called for inclusive growth, an “upskilling of the workforce” in order to counter rising income inequality, investing in people “in early childhood” and following through “into formal education and work.”

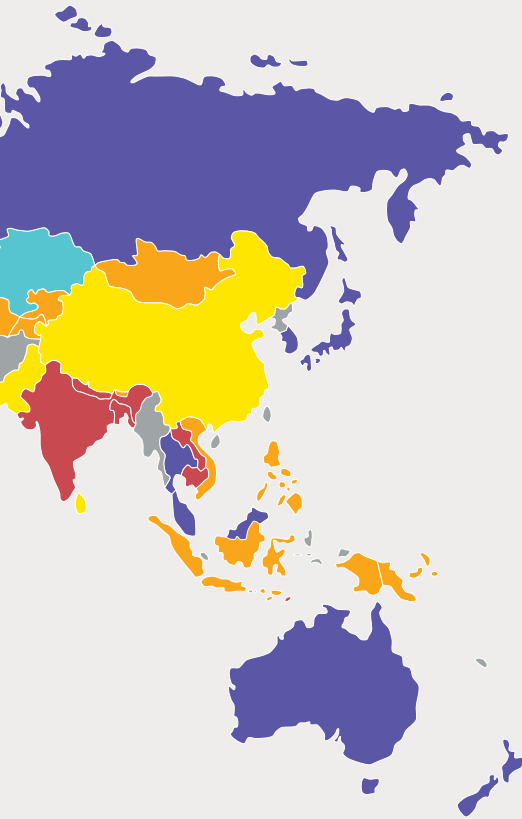
Most studies that have emerged in the wake of the financial

crisis have focused on rich and poor; how to ensure the wealthy are paying their fair share of the tax burden and how to increase access to basic needs to the poor to help them ascend the socioeconomic ladder. But the question remains, what awaits them at the next level. Elizabeth Warren, a Harvard Law School professor and 2012 U.S. Senate candidate, framed the issue pointedly in her 2007 article *The Vanishing Middle Class*, “lifting the poor out of poverty means finding a place for them in middle.”

So how is the middle faring these days? Is it indeed vanishing? It depends on whom you ask and where they hail from. The poor aren’t the only ones facing quality-of-life crises these days, though their suffering is the most acute. In the U.S. and many European countries, the middle class is feeling some of the worst effects of the global credit crunch, and seeing once sacrosanct opportunities slip away under budgetary pressure and political agendas.

According to Chabaan, the dwindling of the middle class is one of the structural causes of the collapse of several markets and economies. When there are two extreme groups, he says, one that is very rich and one that is very poor, each group will act in its own self-interest. The result has grave implications for both the economic and political health of society. “Without a middle class, there is no democracy,” he says.

2007 – 2008 estimates



"In developed countries, however, the middle class tends to disappear at a slower rate than in developing countries because at some point in time, at least, they have had good social policies in place," says Chabaan.

The problem is much more serious in developing countries, where "dictatorships and poorly functioning governments create populist policies to get re-elected, with no long-term vision to redistribute wealth and help the poor," Chabaan says.

On the other hand, there is the burgeoning "global middle class," a buzz word coined in a 2009 Economist report, in emerging economies in East Asia, India, Latin America and other rapidly developing areas. The Economist predicts enormous growth between now and 2030, but it remains to be seen how this emerging class will change the global landscape.

A great deal depends on how far governments in both developed and emerging countries are willing to go to reduce poverty, in both absolute and relative terms, and to bolster their middle classes. Global population growth may indeed exacerbate income inequality and global instability, unless leaders and people alike are willing to expend the capital — financial and political — to ensure equal access to services and redistribution of income, with the ideal of someday attaining equality of opportunity. ■



A Trickle Between the Banks

Lebanon's missing middle

The shockwaves from the 2008 financial meltdown have largely bypassed Lebanon's banking sector, as years of operating in a high-risk, politically unstable environment have resulted in conservative banking practices (banks must have 30% of their assets in cash, for example).

"The Lebanese financial sector essentially functions in a primitive way, which has helped insulate it from unstable global markets," says Dr. Khalil Gebara, political economy professor at LAU. "But if we're ever to catch up with modern times, it will require a lot of reforms, legislation and better regulations regarding new investments," he adds.

While the country's banks and bankers may be thriving, other sectors of the economy indicate that Lebanon is subject to less favorable regional trends, including high youth unemployment and large income disparities between rich and poor. The same *ad hoc* nature of the Lebanese economy that has helped its banks stay afloat has hindered development, stalling important legislation for fair wages, social programs, and basic services.

A 2008 UNDP report found that 28 percent of the Lebanese population qualifies as poor, while 8 percent are living under conditions of extreme poverty, with approximately 300,000 Lebanese citizens unable to meet basic food and non-food needs.

Experts point to a climate that is no longer conducive to a flourishing middle class, which typically bolsters the standards of a nation's poor. The middle class in Lebanon took a huge hit during the civil war, and "hasn't really recovered," says Gebara.

"Remember here, because of corruption, you might pay a double bill for water and electricity, or a high fuel bill, and all of these fixed costs really affect the middle class at the end of the day," he says. "At least by fixing the delivery of public services there is hope we can protect what remains of Lebanon's middle."

Through a Prism, Darkly

Major theater production reworks Edward Albee's *Occupant*

By Muriel Kahwagi

"Who are you?" the incognito interviewer asks the specter of Badiaa Nakhle, the fictional Palestinian sculptor and main protagonist of *Al Shaghila*.

"I am many people," comes the whimsical, provocatively puzzling reply.

Every artist is many-sided, much like a Rubik's cube, says Lina Khoury, stage director and theater instructor in the Department of Communication Arts, and the director of *Al Shaghila*.

"An artist can be many things and many personages at the same time: creative, rebellious, devilish, good. Versatility is what makes him or her unique," she notes.

Fittingly, Nakhle is portrayed on stage by a number of thespians — including even a male actor, in order to shed light on the sculptor's masculine side.

Al Shaghila is based loosely on Edward Albee's play *Occupant*, which stages an interview with the late American sculptor Louise Nevelson. In Lina Khoury's version, however, Louise Nevelson is transformed into the fictional — and deceased — Badiaa Nakhle, a Palestinian sculptor who grew up in Tripoli, later settling in Beirut.

Like *Occupant*, *Al Shaghila* is structured as a posthumous interview with the sculptor, chronicling her endeavors, failures and accomplishments. Badiaa is dead but her wit and sensibility are pungently alive, even effervescent, as she looks back on her life with nostalgia and sporadic regret.

Badiaa's versatility is not only the key to her personality; it also suffuses the roles she takes on in her life. She is a daughter, a mother, a lover, a traveler, and an artist, playing each of these roles with varying degrees of mastery.

"*Occupant* is a play that addresses an artist's suffering, something we're not very familiar with," says Khoury. We like to focus on the artist's work and fame, but we don't always know much about what's happening inside."

The young Badiaa's inner conflicts are indeed at the core of *Al Shaghila*, catalyzing her transformation into an accomplished and renowned sculptor. Flamboyant but authentic, Badiaa reflects on love, art, sex and depression with such candor that it's almost impossible for the audience not to identify with her.



Sects and the City

International symposium explores the politics of urban space

By Muriel Kahwagi

"How are politics and architecture related?" asked Dr. Elie Badr, interim dean of the School of Architecture and Design (SArD), in his opening remarks at the Fourth International Symposium on Architectural Theory. "By mankind," he went on to answer.

Organized in mid-November by the School of Architecture and Design, "Architecture and the Political" brought together 19 scholars from all over the world to explore the connections. The two-day symposium featured presentations both on the Beirut campus and at the Beirut Art Center.

SArD Assistant Dean Dr. Elie Haddad, who served as chair of the symposium's organizing committee, described its goal as that of "promoting reflection about architecture in its larger scope."

The committee was co-chaired by Haddad and Dr. Nadir Lahiji, an architectural critic who has taught intermittently at LAU since 2000. Lahiji and Haddad, who have collaborated on the symposium in previous years, decided this year to highlight themes tackled in a recent collection of essays edited by Lahiji, *Political Unconscious of Architecture: Re-opening Jameson's Narrative*.

The call for the symposium drew over 60 abstracts from architects and theorists all over the world, including Europe, the Middle East and the United States.

"It's a topic that a lot of people are interested in, and we wanted to address it in a way that would apply globally, not just to the region," Lahiji says.

The symposium examined the discourse of the political in contemporary architecture, the politics of aesthetics, and the role of the city as an emancipatory space where social ideals can be expressed and realized.

It tackled various contemporary architectural issues, ranging from social housing and political urbanism to the politics of renovation, generic architecture, and architectural environmentalism.

"Our designed buildings and streets are a reflection of our multifaceted culture and politics," said Badr, "but politics and architecture should agree on one thing: green. Compromising green will compromise the maker of politics and architecture: mankind."

Keynote speaker David Cunningham, Deputy Director of the Institute for Modern and Contemporary Culture at the University of Westminster and editor of the journal *Radical Philosophy*, discussed the importance of urban space in mediating architecture and politics, highlighting the impact of capitalism on the former.

"Architecture is radically transformed by the growth of the metropolis. All architecture is political," said Cunningham, prompting the audience of the symposium to ponder the larger forces shaping and transforming architecture.

The symposium's very setting resonates with its theme, several speakers suggested.

"A 15-minute drive from the airport to downtown Beirut takes you from one political context to another," said Badr, noting that the architectural identity of Beirut correlates with its cultural identity.

Lahiji agrees. "There's a certain peculiarity that makes Lebanon, and Beirut specifically, significant in terms of the relationship between architecture and politics, especially when it comes to the politics of reconstruction of the center of city," he said.

Haddad stresses that Lebanon in particular has suffered adversely from the "impact of the political on urban and architectural frameworks, as evidenced by chaotic development, a lack of coherent urban policy, and a growing social housing problem." He adds that academia's role is precisely to put such issues under the spotlight and propose alternatives.



Unveiling the Veil

LAU photography exhibit prompts interfaith panel discussion in New York City

By Greg Houle



Manhattan's Interchurch Center hosted a panel discussion in December with three veiled women of different religious and cultural backgrounds, in an event co-sponsored by LAU and Prepare New York, a community-based coalition of interfaith organizations working to counter religious intolerance.

Against the backdrop of *Veil(s): a photographic overview*, an exhibit of photographs originally curated by LAU's Institute for Women's Studies in the Arab World (IWSAW), the three women — one Christian, one Muslim, and one Jewish — engaged in a candid, freeform discussion about their decision to wear the veil, and what it means to each of them.

The panel, entitled "Three Women, Three Faiths, Three Choices to Cover," was an extension of the exhibit itself, which, according to IWSAW's former director Mona Chemali Khalaf, was designed to help "lead to a better understanding of the universality of the veil," and result in "more genuine freedom of expression and choice." Khalaf produced the original *Veil(s)* exhibit in 2005.

"The veil is an outward sign of an inward reality, of my dedication to God and my brotherhood," said panelist Sister Chala Marie Hill, a Catholic nun of the Franciscan Handmaids of the Most Pure Heart of Mary in Harlem, New York.

Sister Chala chose her congregation partly because they wore the habit. Sister Chala explained to the audience that wearing the habit, and being recognizable visually as a Catholic nun, has given her the opportunity to publicly minister to people she might not otherwise have reached.

Wearing it has also placed her in a position, she says, where she must address questions and challenges in the public sphere, where the significance of the veil is often ill-understood. She told the audience that this experience has strengthened her faith and improved her ability to help others.

Dr. Sarah Sayeed, a program associate with the Interfaith Center of New York and a veiled Muslim, focused her remarks on addressing what she says is a misconception: that women who wear the veil have no say in the matter.

"The veil doesn't always have one meaning, even for a single individual. Some aspects we like, and some we don't," conceded Dr. Sayeed, who stressed that this doesn't mean that a woman who covers herself isn't free. In fact, she pointed out, many women find the veil to be liberating.

This sentiment was echoed by the third panelist, Mrs. Bronya Shaffer, a scholar with the organization Chabad and a Hasidic Jew who covers her hair.

"There is a misconception that women cover their hair to make themselves unattractive, but this is simply not the case," Mrs. Shaffer said. "In fact I would suggested that most people are decidedly more attractive dressed than undressed," she added, sending a ripple of laughter through the highly engaged audience.

"The *Veil(s)* exhibit and panel helped provide a window into some of the most misunderstood and mischaracterized faith-based practices in our time," said Prepare New York's Annie Rawlings, who moderated the discussion. "Assumptions abound among people who do not wear

any head coverings about those who do — particularly women who do."

Rawlings said the panel and exhibit help to "bring the practice of 'covering', and the voices of the women who choose it, out of the shadows and out of silence," which she described as vital to her organization's mission.

The New York office of LAU, which happens to be located in the Interchurch Center where the event took place, has played an instrumental role in showing the *Veil(s)* exhibit throughout the United States, including in Connecticut, Washington, D.C. and elsewhere in New York City.

The exhibit will make its next appearance in March in Los Angeles, where it will be accompanied by another panel discussion.



Talking Cure

Major international conference aims to heal the wounds of history through dialogue

By Emily Morris



Dr. Hassan Diab speaks during the opening ceremony while the event's organizers look on

Patrick Magee and Jo Berry sat before a rapt audience of conference participants at LAU Byblos late last year, calmly recounting the convergence of their fates, first in a single moment of mayhem, then in two difficult decades of forgiveness.

Magee, a former Irish Republican Army member, planted a bomb in 1984 that killed a conservative British Member of Parliament. The parliamentarian was Jo Berry's father.

After his release from prison in 1999 Magee met Berry. The pair has met regularly since then and shared their experience with others, as "an example of what can happen through dialogue and compassion," Magee says.

Magee and Berry's presentation was a dramatic climax to a three-day conference addressing the roots of violence in Lebanon and elsewhere, and exploring new ways of fostering reconciliation.

Held at the Byblos campus in mid-November, "Healing the Wounds of History: Addressing the Roots of Violence" brought together historians, psychologists, psychiatrists, sociologists, political scientists, educators, activists, professors and students — 160 participants in all — to share personal and professional perspectives over three days of plenary discussions and group sessions.

Organized by the Centre for Lebanese Studies (CLS) at Oxford University's St. Antony's College and the Guerrand-Hermes Foundation for Peace (GHFP), in partnership with LAU's Institute of Diplomacy and Conflict Transformation (IDCT), the conference highlighted

psycho-social approaches to historical grievances and cyclical violence.

Alexandra Asseily, co-founder and member of the board of Governors of CLS, stressed the distinction between forgiveness and forgetting. We must remember, she said, so as not to let atrocities happen again. She challenged the audience to "embark on a journey different from the one we seem to have been programmed for."

Dr. Walid Moubarak, director of IDCT and associate professor of political science at LAU Byblos, said the conference reflected the institute's "progressive definition of diplomacy," which aims to "create a culture of peace that will reduce violence, increase justice and respect for human rights."

"This is acutely important in a country like Lebanon, where deep-rooted cycles of conflict have passed from one generation to the next," Moubarak said.

Minister of Education and Higher Education Dr. Hassan Diab, representing the President of the Council of Ministers Mr. Najib Mikati, echoed the need for a holistic approach to conflict transformation, one committed to social justice, human rights, social and economic stability and educational reform.

The keynote address was delivered by Dr. Vamik Volkan, Professor Emeritus of Psychiatry at the University of Virginia, Charlottesville and a renowned expert in psychoanalytic approaches to conflict resolution. Volkan explored shared reactions to large-group conflict and traumas such as victimization,

dehumanization and humiliation.

The final two days of the program consisted of group breakout sessions. The groups then shared their ideas for a more unified and peaceful Lebanon during the final plenary session of the conference. Suggestions ranged from the general, such as sharing conflicting narratives as well as educating and empowering children, to the specific, such as increasing Beirut's public spaces to facilitate daily encounters of difference and diversity.

Finally, participants drafted a 10-point "Declaration for Healing Our Wounds of History," to be presented to Prime Minister Najib Mikati.

The conference ended with a trip to the "Garden of Forgiveness" in Beirut's downtown district. Participants left copper tags with written grievances on an olive tree outside the garden, symbolically letting them go.

"This message of optimism confirms my belief in a bright future for this country," said Moubarak.

Dr. Makram Ouais, assistant professor of political science, chairperson of the Department of Social Sciences at LAU Byblos and an organizer of the conference, concurs.

"Participants openly shared their fears, hopes and concerns, and as a result were energized to find ways to move forward together," he says, adding that these local acts of reciprocal understanding are precisely what is needed at the national level.



Success and Succession

Institute addresses the generational challenges of family businesses

By Jessica Hollows

When the Gucci family attempted to devolve assets associated with its *haute couture* brand to its scions, the ensuing feuds embroiled the luxury business in personal lawsuits and prison lockups.

The ensuing debacle inspired a recent workshop at LAU's Institute for Family Business and Entrepreneurship. Founded in 2000, the institute is dedicated to sustaining family firms, which account for a vital 95 percent of Lebanon's private sector economy, and yet routinely face serious — sometimes fatal — challenges of succession. Education and mediation programs empower consanguineous colleagues to recognize those challenges and pool their resources to overcome them.

Though scholars continue to deliberate the exact definition of a family business, the field embraces enterprises ranging from large-scale, fully professionalized corporations to smaller entities with exclusively kindred boards.

According to Sreih, this myriad of outfits shares critical characteristics. "A big portion of the capital, together with the long-term direction of the business, is in the hands of a single family," she says. "So you see family dynamics affecting the business."

Family Business emerged as a distinct branch of study about 15 years ago, as scholars began to recognize that blood ties kindle unique challenges in the cutthroat world of commerce. "The main problem is the meshing of emotions with objective thinking," says Sreih, who was in the van of research developments.

Sreih's research reveals a direct correlation between kindred trust and business expansion. Extended to management and employees, such confidence stimulates an outperformance of non-family businesses.

The converse, however, is equally true. Any erosion of trust will negatively affect business growth, dynamics and financial performance. "When family businesses are unable to deal with negative inner tensions, it becomes hell," Sreih cautions.

The succession and inheritance disputes so vividly dramatized in the case of the Gucci family are in fact a classic source of friction in family businesses. "A business often cannot support multiple families in the next generation," Sreih explains. "You need to find a leader for the business and cater to the rest of the family, who all have a stake in the estate."

Some international family firms, such as Germany's Aldi group, have opted for a non-family CEO capable of monitoring checks and balances. Sreih says this also happens — albeit to a lesser extent — in Lebanon, where firms prefer to pair figurehead family CEO's with qualified assistants.

"Most younger generation family members are psychologically prepared to take over the business even if they are not professionally qualified," she notes. But incompetent leaders can quickly alienate skilled personnel and thwart a business. "When you are stuck with a family member, you cannot adapt easily if things start to go wrong."

In an attempt to forestall such crises of leadership, the Institute

for Family Business and Entrepreneurship has established a social and educational network for young family business heirs. A base annual fee of \$500 equips budding entrepreneurs to recognize, avoid, and when necessary resolve prospective mishaps.

"Most Lebanese family businesses do not really plan for succession," says Sreih, citing a rash of destructive court cases. The statistics indeed give pause. Recent figures suggest only 30 percent of family businesses successfully bequeath holdings to a second generation. Fourteen percent of firms advance to a third generation, after which a mere three percent survive.

LAU's institute houses an interdisciplinary "arbitrage chamber" to adjudicate such quarrels. "We have experts in finance, psychology, and management," Sreih says. Conflict resolution requires a nuanced understanding of specific family cultures.

In Lebanon, where inheritance procedures hinge on religion, evolving gender roles further complicate matters. "Some Sunnis are moving towards becoming Shi'ite so that they can write a will and make their daughters inherit," Sreih says.

Persistent gender bias also fuels strife. When asked if they would accept a female CEO in an Institute survey, the majority of Lebanese family businesses replied positively. In practice, Sreih says, this is not the case, notwithstanding exceptions like Saudi businesswoman Lubna Olayan, CEO of the Olayan Group. "Women are generally denied inheritance rights and their right to take on leading positions in a business."

Succession can also become thorny in the case of polygamous family structures. "Half-brothers may hate each other as a result of jealousy between their mothers," says Sreih.

At the institute, one-on-one counseling addresses such matters and can purge bad blood. Seminars prompt families to discuss points of contention in a convivial environment, mitigating clashes and preempting Gucciesque maelstroms. "We believe we can learn from each other's experiences in this field," says Sreih. Past conference topics range from conflict management to asset reinvestment and corporate governance.

A forthcoming Family Business Certificate program will offer courses on family business dynamics. "I think at least one member of every family business should be certified so that they can help to sustain the business," says Sreih.

By cultivating a practical understanding of business issues, finance and management education inspire individuals to relinquish personal grudges. "We encourage a broader view," says Sreih. "We try to educate people to look at the more important goal, which is to preserve the family business."

The institute also assists family businesses in establishing governance plans. "We want to create owners aware of their rights and responsibilities," says Sreih. "If you create a governance plan



at the level of the family, heirs can all have their role and be heard in a systematic way."

Despite the challenges, a number of Lebanese groups have effectively endured multiple successions. "The Fattal group is in their fourth generation, and the Obegi group in their fifth," says Sreih. Car manufacturers and jewelers display unusual tenacity, regularly surviving for three and five generations respectively. The Debbane family is currently negotiating a handover with LAU's support.

Before the global financial crunch, promises of heightened liquidity and growth lured Middle Eastern family businesses towards public financial markets. Sreih says such development comes at a cost. "When a family business enters the public market, it spends 60 percent of the time reporting on checks and balance, which it would not have to do otherwise," she explains. "This time could be used for productivity."

One might envisage increased corruption in tight-knit private firms, but Sreih puts such qualms in perspective. "Triple-A rated public corporations have fallen overnight," she says. "What is important is to find the right ethics and people with a high level of integrity and knowledge. You can have an equally good governance plan outside public markets."

The Institute plans to address and support this vision of integrity with a conference on business constitutions and governance this spring. The conference will bring together multiple generations of family entrepreneurs to brainstorm strategies and solutions for the future. ■





UMC-RH's Dialysis Center

A pioneer in comprehensive care

By Muriel Kahwagi



The harnessing of over 40 years of expertise in the field of dialysis has made the dialysis center at University Medical Center–Rizk Hospital (UMC–RH) a pioneer in the sphere of treatment of chronic kidney disease and dialysis patients.

Chronic kidney disease, a progressive disease that gradually degenerates the kidneys' filtering capacity, if left untreated often requires afflicted individuals to undergo dialysis in order to restore the kidney's functions.

By virtue of UMC–RH's solicitous and adept medical team, dialysis patients receive optimal, all-embracing healthcare, with their wellness at the core of the treatment.

"There is an unfortunate trend in medical care nowadays to focus only on technical aspects while sometimes ignoring the patient's experience," notes Dr. Albert Karam, head of the center and an assistant professor in LAU's Gilbert and Rose-Marie Chagoury School of Medicine. "We believe a patient should finish the dialysis session feeling healthy and ready for social reintegration."

The dialysis center was founded in 1971 (when UMC–RH was known as Rizk Hospital) by Dr. Antoine Stephan, a nephrologist on the faculty of the School of Medicine. Led by a multidisciplinary team of physicians and nurses, it was the first comprehensive center for dialysis in Lebanon.

UMC–RH's dialysis center now currently conducts around 750 dialysis sessions a month for a total of 60 patients.

As crucial as dialysis is for those who undergo it, Stephan believes the ultimate goal for end-stage renal disease patients goes far beyond the treatment.

"Treating dialysis patients is indispensable, but our key objective is to help them get a new kidney and lead a normal life again. This can best be achieved through kidney transplantation," says Stephan.

Stephan indeed founded the hospital's first kidney transplant

center in 1985. It conducted over 350 kidney transplants before discontinuing its activity in 2008, due to financial constraints resulting from a lack of third-party funding.

Hassan Badreddine, a 44-year-old former dialysis patient at UMC-RH, commends the center for its trustworthy team and invaluable delivery of healthcare. In 2006, he finally received a kidney transplant in Egypt, where a compatible donor had been found.

Badreddine stresses, however, that he couldn't have gone through with the transplant without the Rizk medical team's mental and emotional support.

"I underwent dialysis at UMC-RH for seven years before my transplant was due. The medical team here was very helpful and gave me the push I needed. They gave me hope," says Badreddine.

"I was expecting pain, hardship and a difficult life, but there were no problems whatsoever. Once I returned here after my transplant, I came to the dialysis center right away and they followed up on me. I felt reborn," he warmly recalls.

The dialysis center at UMC-RH has recently been revamped to include open space premises, newly installed televisions and comfortable couches and beds. State-of-the-art equipment soon to be installed will allow the medical team to closely monitor patients' vital signs, while avoiding the undesirable secondary effects of the treatment and drugs.

However, the patients' wellbeing and a humane approach to caring for them remain at the core of the dialysis center's mission at UMC-RH.

"End-stage renal disease is not a condition that is going to disappear overnight. It's something you have to live with everyday," remarks Stephan.

"With chronic patients, the quality of equipment — although essential — is not as important as the quality of patient care. What drives the team at UMC-RH is not the state-of-the-art technical



equipment they have, but rather how much they care about their patients,” he adds.

Karam concurs. “What counts the most for us is whether a patient is comfortable, or for example feeling any distress between dialysis sessions,” he says.

The multidisciplinary medical team at the dialysis center at UMC-RH comprises four nephrologists: Dr. Albert Karam, a nephrologist who heads the center; Dr. Antoine Stephan, a kidney transplantation specialist; Dr. Hala Kilani, who handles nephrology in-patients; and LAU Assistant Dean for Clinical Affairs Dr. Sola Bahous, a hypertension specialist.

The team also includes six practical nurses, six registered nurses headed by R.N. Nicole Nader, clinical coordinator Mirna Nader, and supporting staff members.

“Teamwork is the heart of the whole operation,” Nader emphasizes. “Its success doesn’t rely on one person, but on effective coordination and management, which secures patient safety and staff satisfaction.”

Karam echoes Nader’s observation. “We work as a unit, and split the responsibilities among us so that there is no competition. We all learn from one another — this is why it works.”

Indeed, both the competence of the medical team and the considerable experience they have working together have allowed them to develop trust and a strong personal relationship with their patients. The center is now capitalizing on this experience and expertise and securing its own advancement by providing the team with new machinery.

Future plans that will continue to improve and distinguish the center from others of its kind include patient education, the creation of a patient support group allowing patients to share their fears and experiences with each other, and the provision of psychological and social support to patients, which will help them and their families to cope with their illness.

“Third-year medical students at LAU have a two-month rotation in internal medicine at UMC-RH, and many teaching activities are related to nephrology,” says Bahous.

“Students have access to the center’s facilities, and will gain hands-on knowledge and experience about chronic kidney disease and dialysis, which will be an enriching experience for them,” she says.

Bahous adds that fourth-year medical students will be offered a one-month elective rotation in nephrology, the basis of which will be end-stage renal disease and dialysis.

Dr. Albert Karam, head of the center, comforting a dialysis patient



IWSAW Wins Backing from Open Society Institute

Soros' foundation pledges support for LAU initiative on detainee rights

By Greg Houle

LAU's Institute for Women's Studies in the Arab World (IWSAW), which has worked to improve the prospects of women throughout the Middle East since the 1970s, recently received renewed support from the Open Society Institute (OSI), George Soros' grantmaking foundation.

Previous OSI grants have enabled IWSAW to provide legal counsel to female prisoners, produce a brochure outlining the rights of female domestic workers in Lebanon, and translate *Al-Raida*, the institute's quarterly academic journal, into Arabic.

OSI's recent grant, awarded late last year, secures over \$200,000 for IWSAW's efforts to train Lebanese law enforcement officials on the treatment of detainees and prisoners. The project, Capacity Building for Law Enforcement Personnel in Lebanon, draws on international treaties and agreements on human rights and detainee rights.

Fittingly, the workshop will emphasize differences in psychological and physiological needs between male and female detainees. The program has also received support from the Restart Center for Rehabilitation of Victims of Violence and Torture.

IWSAW will distribute training material to all governmental agencies and NGOs working with the country's prison population. It will also select a core group from among the first group of law-enforcement trainees, who will serve to continue educating their colleagues about detainee treatment.

"This grant offers an opportunity for the institute to deepen and expand the valuable work it has done for so long in Lebanese prisons," said Susan Cergol, LAU's former Associate Director of Development, whose work helped to secure the grant. "I am pleased that such an esteemed organization as OSI is lending its support."

With the help of OSI, IWSAW has previously worked to improve the prospects of women in prison by offering income-generating workshops and securing legal assistance for inmates.



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Op-Ed: Change is in the Air

Dr. Walid Marrouch
assesses the shifting
economics of climate
change regulation



The distinctions between international environmental problems and national ones have crucial implications for their regulation. Nitrate pollution caused by fertilizer use in farming, for example, usually occurs within a given state's borders, and is therefore clearly subject to its regulations. By contrast, trans-boundary pollutants like manmade greenhouse gases (GHGs) constitute what are known as diffused and multilateral negative externalities, meaning they affect everybody, simultaneously and globally. A Lebanese driving her car to work directly contributes to the global stock of CO₂ — in effect, imposing as much damage on an American household as an American driver does. We all share the same atmosphere.

It has thus been natural to tackle GHGs within the framework of international environmental agreements (IEAs), which are necessary in the absence both of well-defined property rights over global commons (like the atmosphere) and of a supra-national institution to enforce policy (a world government). The need for a global forum for issues pertaining to the global commons was recognized at the first United Nations conference on the environment, which was held in Stockholm in 1972 and is now seen as a turning point in international environmental awareness.

Twenty years later, the Earth Conference in Rio de Janeiro established the United Nations Framework Convention on Climate Change (UNFCCC). A series of ensuing conferences culminated in the Kyoto

protocol in 1997, which called for “common but differentiated responsibilities” in tackling climate change. Developed nations set targets to reduce their emissions to pre-1990 levels, while developing nations were exempted.

The targets of the protocol, however, were never achieved. As the Kyoto protocol approached its expiration, complementary conferences were held in Copenhagen (2009) and Cancún (2010). Neither achieved much success, however, because the biggest polluters, such as the U.S. and China, refused to join a binding agreement.

Economic theory says that the global context of the climate change problem naturally leads to less global cooperation. Considerable research has been done on this question over the last 20 years, and the consensus predictions are grim indeed. For any given country, the economic benefits associated with excessive emissions will be reaped by that country alone, while the environmental costs will be shared by many countries. The fact that it is — economically speaking — rational to over-pollute leads predictably to widespread “free-riding.” It is only in light of this economic calculus that the meekness of global action can be understood.

After decades of regulatory failure and climate-change-induced catastrophes, a glimmer of hope emerged at the Durban conference in December 2011. For the first time, all countries agreed to share environmental responsibility regardless

of their development level: “common responsibilities” replaced “*common but differentiated responsibilities*.”

The Durban conference sets the stage for the 20th anniversary of the Rio summit, and calls for a completely new climate-change treaty by the year 2015. The proposed treaty's call for action by both developed and developing countries removes a key pretext used by major polluters not to join a binding agreement. These developments point to greater understanding among policymakers of the grave risks humanity faces if it fails to coordinate its response to global pollution, an understanding that in turn reflects changes in environmental perceptions of electoral constituencies around the world, as a shared “stock of knowledge” about the global commons accumulates.

The link between local knowledge and global action is at the heart of a sustainable solution. The more the world population is informed of the causes and consequences of a failure to reach a lasting agreement, the greater the chance of success. Humans tend to adjust their behavior at the brink of catastrophe; the hope is that when that moment comes, it won't be too late.

Marrouch is an assistant professor of economics at the LAU School of Business.

Money in the Bank for School of Business

BAF acts as regional hub of financial expertise

By Jessica Hollows

"The Institute of Banking and Finance validates our commitment to a vital role within the business community," says Business School Dean Dr. Said Elfakhani. A sustained outreach effort, IBAF has provided the local community with training, expertise, and exposure to research for almost 15 years.

Spearheaded by Dr. Elias Raad, the institute's director as well as associate professor and chair of the Department of Business Studies at the School of Business at LAU Byblos, the initiative to found the institute responded to a distinct need in the banking sector. "At the time, banks did not prioritize training and did not have training departments," Raad strove to help local bankers maximize their functional knowledge.

Raad relishes memories of IBAF's lavish 1997 inauguration, which featured a speech by the Canadian Secretary of State for International Financial Institutions Dr. Douglas Peters.

Times have changed since the late nineties. Most banks now conduct in-house training. IBAF seminars however, continue to be heavily attended by those in Lebanon's financial sector, because of the expertise they provide, as well as access and exposure to major figures in international finance. "I think banks are still in need of external trainers like us," says Raad.

Together with expanding their professional horizons, conference attendees reap concrete rewards. "Our fame comes from the fact that we issue academic certificates from our highly regarded School of Business," Raad points out.

Financial professionals from Jordan, Saudi Arabia, Kuwait, UAE, and Egypt also benefit from the institute's concentration of experience and expertise. Elfakhani emphasizes that the benefits of such regional ties are reciprocal. "By extending its wings to banking industries elsewhere in the region, IBAF boosts the image and reputation of the LAU School of Business," says Elfakhani.

Elfakhani underscores the institute's instrumental role in the School of Business's accreditation efforts. "Together



with the Institute for Family Business, IBAF exhibited the School of Business's ability to engage and interact with the surrounding professional community," he says.

The institute also promulgates Lebanon's longstanding reputation as a center of finance. "Since the Phoenician times, the Lebanese have been known as the entrepreneurs of the region," says the genially expansive Elfakhani. "Lebanon remains one of the leading countries in the Middle East in banking and finance, and the institute plays a significant role in promoting this role."

Last year's seminar attendees were thrilled to gain insight into bank credit analysis and risk management. Youssef Nasr, former president and chairman of HSBC in New York, Canada, Brazil, the Middle East and North Africa, lead the event.

In November 2011, IBAF devised three custom seminars for MTN Group Syria. Eighty-two executives and managers acquired exclusive training in executive strategy implementation, corporate social responsibility, and teamwork. The Damascus program's overwhelming success culminated in a long-term agreement with the highly regarded corporation.

Two-day seminars on communications and public relations, emotional intelligence, and negotiation skills will demystify the kind of interpersonal dilemmas that can jeopardize professional mastery in the banking world. A longer seminar will address leadership management, empowering MTN employees to unleash their full potential.

Raad recently met with Al Jaber Group in Qatar to discuss further executive seminar possibilities within the coming year. For now, however, the institute has its hands full organizing a forthcoming conference, which will tackle the urgent question of corporate governance with lectures and discussions this March.



Cell Division Telecom magnate wirelessly wires West Africa

By Jessica Hollows



Farroukh addresses audience of bankers after signing a \$2 billion deal for MTN Nigeria

"If you are focused and committed, it is not difficult to transition to a new business," says Ahmad Farroukh ('82), who — a little over a decade ago, as a highly successful accountant — hazarded a major mid-career leap into the West African telecommunications industry, with dazzling results.

Farroukh exemplifies entrepreneurial versatility. While touring Ghana as MTN Group Ltd.'s Chief Financial Officer in 1998, Farroukh foresaw vocational prospects in uncharted commercial territory. "The telecom market, especially mobility, was very limited and very new," he recalls. "I could excel in my career and prove my skills in an emerging market."

Farroukh soon pulled up stakes, adeptly transitioning from finance to telecom while absorbing culture shock. Upon his arrival in Ghana, a mere 200,000 landline telephones served the population of 20 million. With the help of his vision, 15 million Ghanaians now enjoy cellphone services.

Following Farroukh's succession to the helm of MTN Nigeria in 2006, national MTN cellphone subscriptions surged from 11 to 40 million. On the side, he founded a slew of start-ups that sold for over \$5 billion within nine months on the London Stock Exchange.

The magnate's recent foray into air travel draws on his astute business sense as well as his penchant for leisure pursuit. "I have a passion for flying," Farroukh says. Recognizing the need and demand for such a venture, in September 2011

he invested in and helped to launch Starbow, a Ghana-based airline, and created employment opportunities there for several fellow LAU alumni.

As MTN Group's current vice president for West and Central Africa, Farroukh senses a sea change in his sector. "After the mobility revolution, we are now in the era of multimedia," he says. "It is no longer about voice, but rather content and interaction through social networks. With Apple and Android applications, there are no limitations to this field."

Farroukh is indeed keen to help open the burgeoning applications market up to current generations of students from his alma mater. With the goal of better equipping students with the necessary professional and technical skills, he is now meeting with LAU officials and advocating for a special computer science course focusing on application-creation.

Farroukh praises the university's rapid expansion in the years since he graduated. "Dr. Jabbra and the university's academic officials have done a fantastic job of boosting LAU's accreditation profile and general recognition of the university," he says. Farroukh is actively collaborating with the Alumni Relations Office to establish an alumni chapter in Ghana and Nigeria.

Farroukh credits his mother for spurring him on to his studies; she convinced her reluctant son to submit a BUC application only hours before the deadline. He also expresses gratitude to Dr. Robert Paul Hill, an exceptionally inspiring BUC visiting

lecturer who challenged him to pursue accounting in New York.

"Working at KPMG in New York was completely different from Beirut," Farroukh says, referring to the huge Netherlands-based auditing firm. "Sometimes I was not sure I could do it. But I managed, and was as competitive as the locals."

"If you are focused and committed, it is not difficult to transition to a new business"

—Ahmad Farroukh ('82)

Two years at the New York State Institute of Certified Public Accountants soon darkened his Broadway blues, however. "Studying American tax is not fun," Farroukh reveals, but he also credits his Certified Public Accountancy (CPA) qualification for giving him opportunities he might otherwise have missed.

While championing international understanding, Farroukh also cites the importance of cultural fidelity. "We should not allow civilization, modernization, and technology to unmoor us from our values and identity," he says.

Farroukh says Lebanon's service-sector prowess and high level of education bespeak its enormous potential. "My dream is for our country to be able to use our valuable human resources in harmony," he concludes.



Teaching Men to Fish

The shifting sands of philanthropy's bottom line

By Olga Habre





Tamana grants a sick child wish

Philanthropy has many faces. It's the uptown lady starting a charitable organization because she is financially able, the volunteer with no money but time or expertise, the child who wants to grant another sick child's wish rather than get a birthday present, the CEO who gives part of his profits back to his community. But with a global economic crisis tightening belts at both the individual and institution level, how can philanthropy stay afloat?

Some say the situation is not as dire as it seems. Many non-governmental organizations continue to operate as they always have, using conventional fundraising methods, explains Ghassan Sayah, advisor to Lebanon's Minister of the Environment and CEO of YMCA in Lebanon.

Major international donors, Sayah says, continue to give even in tough economic times because they suffer from such crises much less than the average citizen. Funding particular causes, moreover, can often benefit them politically.

But securing such funding is no easy task, especially for smaller organizations. NGOs can obtain grants from advocacy groups and development agencies. Advocacy groups develop themes, write proposals and approach international donor agencies seeking funds, often tailoring their projects to meet criteria advertised by the agencies.

Sayah stresses that many of these agencies are itinerant, going from one country to another to work on projects with local NGOs, but leaving them to languish once they move on. "Local NGOs often depend solely on funding from such groups. When these agencies disappear, there is no more funding," Sayah says, adding, "Those who get funding on only specific projects are the ones most affected by the crisis."

Fundraising the old fashioned way

Sayah stresses that many of these agencies are itinerant, going from one country to another to work on projects with local NGOs, but leaving them to languish once they move on. "Local NGOs often depend solely on funding from such groups. When these agencies disappear, there is no more funding," Sayah says, adding, "Those who get funding on only specific projects are the ones most affected by the crisis."

In light of such difficulties with donor agencies, many (especially smaller) NGOs still prefer to rely on traditional fundraising. "This means getting individual donors who believe in the mission of the organization to donate money," Sayah says.

In 2003 Dr. Karambu Ringera launched International Peace Initiatives (IPI), a Kenya-based NGO that helps create income for local women living with HIV/AIDS, and keeps orphans in school. "My work was to inspire people to see how interconnected we are across the world," says Ringera, who was still a Ph.D. student in the U.S. when she founded IPI.

She concentrated on small individual donations, planning relatively modest fundraising events such as Kenyan Cultural Night. "As a new NGO, we knew large donors would not even look at us," Ringera recalls.

Even as small NGOs become more established, they still tend to rely on such events, albeit not exclusively. Founded in 2005 by LAU alumna Diala Rayess, Tamanna is a sort of Lebanese equivalent of the Make a Wish Foundation, granting the wishes of critically

ill children. Tammana still holds an annual fundraising event; this year 4,400 people wearing all white attended a concert by James Blunt. Other fundraising efforts have included gala dinners, individual contributions to “adopt a wish,” and children asking friends to give to Tammana in lieu of birthday presents. In 2008, LAU alumna Nour Fawaz asked sick children to paint their wishes, and sold the paintings to raise funds for Tammana.

Tammana, however, couldn’t sustain its considerable growth or even survive long-term if events like these were its sole source of funding.

How to run an NGO — and not run it into the ground

Large international NGOs often also play the role of donor agencies. In Lebanon, for example, the YMCA has partnerships with about 500 local NGOs. “YMCA believes in local partnerships,” Sayah explains. “Instead of raising YMCA’s flag in 500 places, we help local NGOs raise their own flags.”

To sustain operations on this level, such large organizations cannot afford to rely on a single source of income. “You don’t have your eggs in one basket, either in terms of funding or creativity,” says Sayah.

Such principles are vital for NGOs regardless of the economic situation. NGOs do not inhabit some idealized space, Sayah is keen to point out. “Many people think an NGO is a group of old ladies meeting over cake,” he says. “The public fundamentally lacks knowledge about this sector.”

What is especially underappreciated, especially in Lebanon, he says, is that NGOs are complex, multi-dimensional businesses like any other. Flexibility, innovation, creativity, transparency, seriousness and accountability are the *sine qua non* of their success.

LAU’s Continuing Education Program Director Michel Majdalani defines NGOs as “non-profit organizations filling the gap where governments will not — or cannot — function.”

Rayess shares the view that NGOs often fill the government’s shoes. “The government is supposed to take care of children,

healthcare, and so on,” she says. When recipients become dependent on services provided by NGOs, she says, their sustainability becomes a moral responsibility. “They are counting on us,” Rayess says.

CEP’s recently launched NGO capacity-building program stresses both creative fundraising and organizational self-empowerment. According to Majdalani, the program focuses on human capital and leadership, as well as organizational and financial best practices, relying heavily on real-life case studies.

The program has been designed to teach not only how to survive amid dynamic and challenging conditions, says program coordinator Amine Nehme, but also how to grow. “NGOs should be strategically prepared to retain their communities and continue fundraising during recessions,” Nehme says.

The current global financial crisis has cut corporate profits, slashed endowments, and exacerbated government deficits, says Majdalani. Yet there is a rising need for charitable support. Majdalani sites that by one estimate, the crisis has already driven more than 50 million people — disproportionately women and children — into extreme poverty.

“The current crisis highlights the need for NGOs, especially small ones, to review their funding and sustainability models. This is exactly what we address in our capacity-building program,” he says.

Mixing business with philanthropy

NGOs also often approach wealthy individuals and businesses and sell them their ideas, tapping into a rising business model known as Corporate Social Responsibility (CSR). The CSR concept holds that companies should embrace responsibility for their actions, and positively impact not only employees and stakeholders but the environment, consumers, local communities and other constituencies of the public sphere.

Khaled Kassab, founder of CSR Lebanon, explained in a speech before the American Lebanese Chamber of Commerce last year that CSR has rapidly evolved over the last decade, developing advanced strategies increasingly adopted worldwide. “CSR is not



to be confused with charity, nor is it about expenditure. On the contrary, it's a profitable investment," he said.

Rayess has established this kind of symbiotic relationship with the detergent manufacturer Persil, which is sponsoring Tammana for the third year in a row. According to her, many Lebanese are now switching to the brand because they know a percentage of its profits go to her NGO, so it's win-win for all. Wishes are fulfilled, profits are made, and the consumers' clothes are clean.

But some CSR activities bring businesses more subtle gains. "We don't profit from our CSR initiatives, but it's the right thing to do," said Lama Kabbani, Corporate Communications Manager at Visa at the second edition of Lebanon's annual Corporate Social Responsibility (CSR) Forum in December. When a credit card company expresses interest not only in making profits but also in creating a healthy society, this can nevertheless enhance their brand image over time.

Such conferences create awareness and allow businesses new to CSR to see what works and doesn't, while facilitating networking, collaboration and self-assessment among CSR veterans, explains Kabbani.

One of Visa's CSR initiatives for 15 years now has been to educate people from different cultural backgrounds about finance. Kabbani is part of the team that has provided a financial curriculum in Arabic to schools in the region. The first such program—currently in pilot form in the Choueifat schools of the UAE—aims to teach 15-18 year olds concepts like successful budgeting, economic independence, use of banking services and managing loans and credit cards.

Visa has also developed video games for kids, a Visa comic strip (in collaboration with comics giant Marvel), and a traveling theatre program, all of which subtly teach financial literacy.

Funding hasn't increased since the onset of the financial crisis, Kabbani concedes, but it does remain stable. Ultimately, the reasoning goes, Visa will profit from an upcoming generation that is better financially-educated, and society at large will be rewarded with more financially-aware citizens. "We teach people not to make mistakes," she explains, "Why not lend your expertise, time, and money to people around you?"

Indeed, some argue, this is the very kind of education that could help mitigate or prevent future economic downfalls. The CSR activities of Visa tackle the causes, not just the symptoms of the current crisis, and in the process empower citizens to help themselves.

Philanthropy, in short, is no longer just sparing some change for the disadvantaged; it's also empowering the needy to avail themselves of what they need. The newest face of giving is the man who, rather than gives another man a fish, teaches him to fish.



Survival of the self-sustained

Ringera still relies on donations, which however have diminished substantially since the recession. "My response to the dwindling money internationally has been to create self-sustaining programs," she says. "These enable us to raise money locally, using the resources we have in Kenya."

IPI grows their own vegetables and keeps farm animals for food. A drip irrigation system has been installed to save water. A jewelry-making enterprise known as Beads for Peace is raising funds through its sales abroad. IPI has also purchased tour vans and opened guesthouses to raise money through activist-tourism. Partnerships with British and American schools allow students to donate materials as well as travel to Kenya and stay in the guesthouses while working on specific sustainable projects.

Such initiatives make NGOs more self-sustaining, and better able to survive in the event of a funding cut. "Through activities like these we have been able to keep our heads above water," says Ringera.

Though Tamanna has enough funding at present, Rayess says she can't take it for granted. She too is looking into strategies to become more self-sustaining, and has retained the services of consultancy company Booz Allen & Co.. The NGO's offices are currently rented from one of Lebanon's oldest NGOs, Makassed Philanthropic Islamic Association (established in 1878), which owns and rents several properties as part of their self-sustaining policy.

"The failure of development the world over is a failure of capacity-building, a failure to enable the poor to create their own wealth," she says. "Donors, for their part, need to focus on creating self-sufficiency and self-reliance for projects, so that when they leave, the projects can stand on their own and live on."

Majadalani agrees. "NGOs are becoming increasingly participatory and grassroots-oriented," he says. "More and more they are empowering people to help themselves." ■



Alumna Lama Kabbani
speaking at the CSR
Lebanon

Aiding the Aiders

CEP offers capacity-building program for NGOs

By Rosalynn Ghubril



Rabih El Chaer, representative of Interior Minister Ziad Baroud, Dr. Joseph G. Jabbara, Amin Nehme and Michel Majdalani

In countries like Lebanon, where political instability and economic marginalization are chronic, NGOs are a critical component of civil society and economic progress. Supporting and sustaining them has become part of LAU's mission in a variety of ways, most recently through the Continuing Education Program (CEP)'s establishment of a course of a study in NGO capacity building.

Amin Nehme, president of the Lebanese Development Network (LDN) and coordinator of the capacity-building program, stresses the stakes of NGO success for development in the Middle East.

"NGOs now play a fundamental role in the positive transition of societies both in this country and in the region," Nehme says. "Optimal results, however, require real partnership between various players and stakeholders, including the government and the corporate sector."

CEP Director Michel Majdalani describes the mission of the new program as fourfold: to extend a hand to NGOs, to enhance NGOs' "skills, knowledge and abilities to deliver on the ground," to fulfill LAU's commitment to civic engagement, and to "synergize with the best of NGOs in their service to society."

In 2008, three years before the capacity-building program began, LAU played a central role in launching the Lebanese Development Network, which has assisted over 150 local, regional and international NGOs with training, consultancy and program development.

"That experience helped tremendously in laying the foundations for the CEP's 'Capacity Building for Non-Profits' program," says Nehme.

Though the proliferation of NGOs in Lebanon may well be a sign of a vibrant, active and vigorous society, Nehme underscores the need for organizations to work hand-in-hand to increase collaboration and avoid competition.

"The ultimate objective is to provide quality service collectively,

with the aim of lifting societies to a better place," she says, "and at the same time reduce the negative impact that a high concentration of NGOs can sometimes create."

The course's educational materials and practical scenarios are prepared with both neophytes and veterans of NGOs in mind. Many students indeed already hold positions with existing NGOs.

One of this year's students, Eli Abu Chaaya, was strongly encouraged by his employers to take the course. As assistant director for the Humanitarian Group for Social Development, Abu Chaaya has his fees partly covered by his sponsoring NGO.

"Before I enrolled in the capacity-building program I used to rely exclusively on previous experience, but sometimes you need a well-studied strategy to launch an idea," he says.

Hiba Qadi, an administrator at the Arab Resource Collective (ARC) and a student in the capacity-building program, believes the course has added to her existing knowledge of NGO fundraising and management. ARC works to build human resources in Lebanon and the region, and Qadi is responsible for the resourcing for community development.

Having worked with non-profit organizations for six years to date, Qadi spoke about the moral aspect of her experience. "Instead of focusing on profits, which is what most companies tend to do, you exert all your attention on the benefit of your fellow citizens," says Qadi.

Majdalani notes with satisfaction the "resonance the program has already created in NGO circles," while also stressing that the program is still in the offing, and its influence will be clear only in the fullness of time.

"Like always, a new program needs to ripen and mature in order to have a more and lasting impact on society," he reflects. "Meanwhile our job is to focus on the middle distance, fine-tuning and updating the program as needed."

Regional sprouts

CEP launches offices in the North and the Bekaa

By Marc Abizeid

The Continuing Education Program (CEP) at LAU celebrated the historic establishments of new centers in Tripoli and Zahle in January. LAU and CEP officials describe the move as a logical extension of the program's mission to spread knowledge and contribute to the social development of communities across Lebanon.

The new offices, the first of their kind outside Beirut, offer everything from professional certificate and post-graduate degree programs in areas of law, business and human resources, to universally applicable English language courses and soft skills workshops.

Michel Majdalani, CEP director, listed three distinct goals of the new offices: to cultivate ethical principles and scientific foundations, to introduce specialized programs in response to market needs, and to improve the professional skills of each region's workforce through top-notch education and training programs.

CEP's expansion "was initiated in the solemn belief that social development is built through collaborative efforts, through cooperation with productive sectors, and through the participation of youth," Majdalani said.



CEP partnered with the Safadi Foundation in Tripoli and the Secondary Evangelical School in Zahle to establish the new offices. Mohammad Safadi, current Lebanese finance minister and president of the Safadi Foundation, was present at the Tripoli opening, and Culture Minister Gaby Layyoun was present at the Zahle opening.

Both offices have promised to offer up to 40% discounts on program fees in order to ensure that Ivy League-quality programs remain within reach for all people, regardless of their financial means.

"We have a motto," said Dr. Joseph G. Jabbra, LAU president, during a speech in which he hailed the opening of the new offices. "If people cannot come to campus, we bring the campus to them. Universities would have no reason to exist if they didn't serve society."

CEP Partners with Standards

New collaboration to offer talent development programs

By Marc Abizeid

"It is crucial nowadays to build a solid bridge between the academic world and the marketplace," said the poet, TV host and LAU graduate Karen Boustany at a January ceremony launching a new partnership between CEP and Standards, a Lebanese consultancy firm.

Standards, which specializes in innovative management and human resources solutions for high-profile employers, will offer around nine types of professional development workshops for both public and corporate clients through the new partnership.

The workshops — which will take place in Beirut as well as CEP's new centers in Tripoli and Zahle — will cover topics such as leadership, human resources, corporate social responsibility, sales and marketing, and business management.

"About two decades ago, talent development programs used to be an Ivy League near-monopoly," CEP Director Michel Majdalani said at the launch. "Now they'll be within reach for many corporations in Lebanon, as well as NGOs, municipalities, governments, small and medium enterprises, and the like."



Dr. Hady Safa, Standards managing director who founded the company in 2005, explained that one of the critical components of running a successful company is building a culture.

"Both CEP and Standards saw the added value of combining the academic weight of a prominent university with the street smarts and practical experience" of a savvy firm like Standards, Safa said.

LAU president Dr. Joseph Jabbra praised the new partnership as a means to reach out to communities throughout the country. "Universities would have no reason to exist unless they served society through education," Jabbra said.

Dr. Omar Halablab, general director of the Ministry of Culture, spoke in his keynote address of the pivotal role civil society plays in the sustainable development of Lebanon, and praised the partnership for "helping to produce skilled people."



Ghassan and Manal Saab

Philanthropy in Focus

Dearborn's Center for Arab American Philanthropy channels the power of community giving

By Greg Houle

Arab-American philanthropy has a rich and varied history, yet all too often an under-recognized one. In 2006 the Arab Community Center for Economic and Social Services (ACCESS), a community organization in Dearborn, Michigan — home to one of the largest concentrations of Arabs outside of the Middle East — set out to harness the community's philanthropic energy, to make it both more visible and more effective, by establishing the Center for Arab American Philanthropy (CAAP).

Established with grants from the W.K. Kellogg Foundation and the C.S. Mott Foundation, CAAP is a national program designed to move the community's civic engagement to a higher level. Among institutions of its kind in the country, it is unique in projecting a long-term strategic vision for Arab American community empowerment through philanthropy.

"CAAP began with the idea that Arab Americans could have a greater impact with their charitable dollars through strategic philanthropic giving," said Maha Freij, the Deputy Executive Director and Chief Financial Officer for ACCESS, the largest Arab-American human services organization in the United States. "By increasing the ability of Arab American organizations to serve their communities through our general grant-making, CAAP is doing just that."

Freij stresses that through donor services, donor-advised funds, giving circles and grant-making funds, CAAP is "institutionalizing how we practice philanthropy in the Arab American community."

She adds that CAAP "supports and counsel individuals to be strategic philanthropists within and outside the Arab American community. Philanthropy is the way for us, as Arab Americans, to project a vibrant, civically-engaged community."

Michigan-based LAU Trustee Ghassan Saab and his wife Manal have played a pivotal role with CAAP since its inception. They believe the organization helps to strengthen the Arab roots — as well as the American spirit — of those involved.

"Both Manal and I are very active in and excited about CAAP," Saab said. "It celebrates our heritage while encouraging us to be good Americans through philanthropy. It is a way to give back to a country that has been so welcoming, and has offered so much to immigrants like us."

Last year, in its third funding cycle, CAAP distributed \$53,000 to a dozen grassroots Arab American organizations throughout the United States. In addition CAAP established donor-advised endowment funds, which allow donors — aided by the knowledge and expertise of CAAP staff — to determine which organizations and issues they most want to support.

In 2011, CAAP funded Arab-American cultural and community centers in Philadelphia, Atlanta, San Francisco, Brooklyn and other cities in the U.S. In previous years CAAP has funded leadership training in Chicago, academic mentoring and career development in Brooklyn, and a therapeutic program that facilitates healing in children traumatized by war or migration,

This year CAAP has initiated a teen grant-making program that will provide support to youth-serving projects. The initiative was created with the intention of making a lasting impact on local youth, both by strengthening their understanding of philanthropy and community service and by nurturing the future generation of leaders making a difference in their community.

From Readership to Leadership

By the *Leadership and U Magazine* Editorial Team

Last June, LAU's Outreach and Civic Engagement unit (OCE) launched the first issue of *Leadership and U Magazine*, a 36-page platform for students to communicate their ideas and express themselves and their views on leadership. It proved a stunning success, as the premiere issue generated widespread interest and curiosity, and created the impetus to transform this experiment into a fully committed, biannual magazine.

But the student-run magazine needed to be revamped if it was to achieve its main goal: introducing fellow students to the meaning of leadership and its relation to everyday life while driving them to action. With just four students behind the publication at the time of launching, membership almost tripled with the release of the second issue in February of this year. In this sense the second issue was the true launch of the magazine, introducing a new layout and thematic approach that focused less on OCE activities and more on the efforts of individual students and community members outside LAU.

"We are passionate about this project," says Myriam Aziz, a magazine staff member and political science major at LAU Beirut. "All it took was for us to meet, and ideas wouldn't stop flowing."

The magazine includes stories on a diverse selection of issues, representative of the many interests and majors of the writers. "Every person has a place," says Joy El-Hajj, a magazine staff member and biology major at LAU Byblos.

Another aim of the magazine is to emphasize that leadership need not always be associated with politics; it can blossom in many other areas — such as art, the theme of the current issue. The magazine also has a motivational component, meant to inspire people to be more proactive and to get involved in different activities. To this end the magazine highlights the achievements of leaders who have gotten where they wanted to be through hard work and perseverance.

"The magazine sheds light on the positive stories happening around us,"

says Sarah Bou Ajram, OCE's coordinator of leadership and civic engagement. "It celebrates the human element and reminds students that they can be constructive agents of change in society."

The magazine staff say they owe a great deal of gratitude to OCE for its support. "Had it not been for them, I wouldn't have been working for a publication while still a student, giving myself this opportunity to grow as a person," says Selim Njeim, the magazine's managing editor and a communications arts major at LAU Beirut.

Future plans for the magazine include expanding topic coverage, featuring more success stories and reaching out to a larger number of students, both inside and outside LAU. The magazine also hopes to increase the number of yearly issues from two to even three or four.

"Delegating leadership responsibility to our student leaders is at the heart of what OCE has been created to do," says Elie Samia, OCE executive director. "*Leadership and U* magazine is one fruit of the tree of leadership and civic engagement that our creative and committed LAU students are planting. OCE will keep on watering the root so that all of Lebanese civil society, in one way or another, enjoys the fruit."



Leadership and U team working on an upcoming issue

Giving in the Blood

GNK Foundation sets philanthropic sights on blood disorders

By Muriel Kahwagi

Millions of people around the world are affected by sickle cell disease, an inherited blood disorder where red blood cells lose their elasticity and take on a more rigid, 'sickle' shape. This results in the early atrophy of the majority of red blood cells, while a smaller number of them stick to and block blood vessels, making the body more susceptible to pain and infections.

Established in 2006, the Georges Nassim Khoriaty (GNK) Foundation is a non-governmental organization that provides free treatment to patients with sickle cell disease. The organization was founded by hematologist Dr. Adlette Inati in honor of her late son Georges Khoriaty who, at the age of 16, was the victim of a car accident.

Located in Tripoli, the GNK dispensary looks after those in need, offering free comprehensive medical care and treatment to 10,000 children and adults in North Lebanon, 500 of whom are pediatric cancer patients.

"Georges really cared about the young, and used to volunteer with children who had blood cancer," says Inati, associate professor in pediatrics at the University Medical Center Rizk Hospital. "As a result, one of the main objectives of the GNK Foundation is to promote sickle cell disease awareness, in addition to screening for it and treating it."

Inati says that the premarital health test in Lebanon does not require couples to test for sickle cell disease. "As a result, people are born with this condition even though their parents did pass the premarital health test," she says, adding that the dispensary offers couples genetic counseling.

The health team at the foundation works incessantly to provide the dispensary's outpatients with optimal healthcare, and counts 15 out of a total of 25 student volunteers from LAU's SOM.

"We have volunteers from various universities but the LAU team is quite consistent and hasn't really changed over the years," says Inati, praising the students' dedication.

Volunteers at the GNK Foundation play a pivotal role in planning as well as delivering awareness campaigns at schools



One of the GNK Foundation's patients enjoying the playground

and universities, along with brainstorming for and organizing future events and activities. And in return, Inati, who teaches a hematology module at LAU's SOM, guides the volunteers in various areas of research and clinical projects, such as determining the prevalence of vitamin D deficiency in Lebanon.

Among the several awareness campaigns organized by the foundation was a lecture on the prevention, early detection, and treatment of sickle cell disease, which took place in November 2011 at LAU Byblos. Over 150 LAU students and faculty members attended the lecture, which was organized by LAU medical students Yazan Daaboul and Serge Korjian.

In addition to promoting optimal health for children and adults, the foundation works along three other objectives: advocating road safety for the youth, encouraging academic competence, and enhancing social awareness.

The state-of-the-art Georges N. Khoriaty Traffic Garden is currently under construction in Koura, North Lebanon. The traffic garden aims to teach school children about safe driving by having them drive miniature cars on a network of roads

equipped with traffic lights and signs. Experts will supervise each and special diplomas will be granted to those who pass the oral and written tests.

"The work they are doing – setting up booths at major events and raising awareness about genetic diseases all throughout Lebanon – is truly remarkable," says Dr. Hussein Abbas, assistant professor in the Department of Natural Sciences at LAU and the clinical research coordinator at the foundation. "The GNK Foundation has literally been saving lives since it was established."



Victory Lap

Legacy and the Promise fulfilled

LAU recently celebrated the successful completion of its first five-year fundraising campaign, “The Legacy and the Promise—LAU Campaign for Excellence.” When the university embarked on this campaign in October 2006, its goal was to invest in its top priorities: student support, academic support, and expansion of facilities. Thanks to prominent philanthropists, active alumni chapters worldwide, and loyal friends in Lebanon, the Arab world and beyond, it was largely able to fulfill this goal. These individuals, companies, foundations, and government agencies believe in LAU and want it to flourish, and with their generous support the campaign has surpassed its fundraising target of \$65 million a full year earlier than expected. The LAU community offers a heartfelt THANK YOU to all our benefactors and supporters who strongly believe in our university’s mission. The campaign’s successful completion marks a milestone in LAU’s history, and will have positive reverberations for generations to come.



Even as LAU celebrates, it is laying the groundwork for the next comprehensive campaign. The coming campaign will combine cultivation of major donors with rekindling of alumni relationships, at once broadening LAU’s donor base and responding to the requirements of its new academically focused five-year strategic plan.

Scholars and Scholarships

Welcoming aboard an increasingly diverse student body

Thanks to continued and increasing support from our benefactors, LAU has significantly increased its financial aid budget in recent years. This year the figure reached \$15 million, which has provided crucial support to our students through scholarships and other financial assistance. The university provides merit scholarships to academically distinguished students, and various forms of financial aid to all economically disadvantaged students. Donations toward annual scholarship grants and endowed scholarship funds give needy and deserving students the chance to pursue their studies at LAU, receive an education that is second-to-none, and lay the groundwork for distinguished future careers. Through international and regional grants, LAU provides full scholarships to talented but disadvantaged students from public schools in all parts of Lebanon, and from countries throughout the MENA region.



Growing Laurels

LAU redoubles its commitment to academics

LAU's fundraising campaign has helped build and improve the university's academic programs, part of its steady drive to becoming a world-class research institution. Donations toward this end have supported the recruitment and retention of top-notch faculty, encouraged their professional development and research activities, and increased the number of named academic chairs. Graduate and research assistantships are high priorities, as are endowed chairs recognizing a faculty member's contributions in his or her field. LAU has demonstrated its continued commitment to both student and faculty development, both by expanding the list of degree offerings and by creating endowed lectureship series addressing topics with particular relevance to their intellectual, professional and personal development.



Foundations New and Old

LAU invests in visionary facilities and infrastructure

As the university's first comprehensive campaign, the Legacy and the Promise set out to build and consolidate the financial foundation to improve infrastructure on both Beirut and Byblos campuses. This includes new constructions, renovation of existing buildings, creation of smart classrooms, and opening of new roads to facilitate both access to the Byblos campus as well as safe circulation within it. Donations towards naming opportunities – ranging from buildings, conference rooms, classrooms and labs, to benches and seats – are yet another source of funds for construction, renovation, and enhancement of LAU facilities to improve campus life for the entire university community.



Down from the Ivory Tower

Makram Ouais fuses theory and practice in vision of reform

By Curtis Brown



“At some level I knew I needed to contribute to political stabilization in my home country.”

—Makram Ouais, assistant professor political science and international affairs

“I suppose the reason I came back is that I never decided to leave,” Dr. Makram Ouais elegantly muses. Ouais, an assistant professor of political science and international affairs who joined LAU in 2006 and became chair of the Department of Social Sciences in 2011, is responding to a question about what drew him back to Lebanon from a career in the United States capital.

A specialist in conflict resolution and democratic development, Ouais has worked for UNESCO, Amnesty International, the National Democratic Institute for International Affairs (NDI), and the United Nations Development Programme (UNDP) as an advisor to the Lebanese Ministry of Interior and Municipalities. He has appeared widely in the international news media, print and television, and taught both at LAU and Saint Joseph University.

It isn't easy to get Ouais to discuss his personal and professional lives in separate breaths. His academic research is infused with his policy background, his take on democratization and development draws on his experiences of wartime Beirut, and he recalls his own Lebanese youth through the eyes of a political scientist.

“I'm not a pure academic,” he says. “I had a deep background in actual policy and fieldwork. In the area of my doctorate, the field itself is relatively new, and it straddles theory and practice.”

The searing experience of growing up in a warzone — “we were faced with three options: stay at home, go join and kill neighbors, or leave and pursue our studies”—profoundly shaped his future.

“My studies in economics and international affairs as well as my Ph.D. were geared toward conflict resolution. At some level I knew I needed to contribute to political stabilization in my home country,” he recalls. He has fulfilled this intention in a number of ways, including helping to create the gathering “Wahdatouna Khalasouna” (Our Unity is Our Salvation), a pro-peace coalition of 27 nongovernmental organizations, and working for the Lebanese Association for Democratic Elections, where he is a board member.

Indeed if Ouais left Lebanon with drastically narrowed options, he returned with unusual breadth of view. He participates in democratic reform and electoral programs in over 30 countries. His work for NDI included positions as senior advisor for political and election processes, deputy director both for Central and West Africa and for the Middle East and North Africa region.

This experience gave him unusual insight into the fractiousness of the Lebanese polity. People overemphasize religious confessionalism as the defining feature and root cause of the country's instability, he says. Ouais instead sees it as one manifestation of something structurally common to many post-conflict countries.

“In some places it's ethnic, in others it's religious, in still others it's something else. You often discover that at the root, the source of the problem is completely different. These are things that experience teaches you.”

Ouais's reflections on theory and practice are deep and sustained, suffusing even his mission as an educator. “The relationship between the classroom and the outside world is never a straight line, but it's especially true in Lebanon.” In a country where political institutions seem weak, stability provisional and rule of law fungible, the discipline of political science can strike students as abstract and idealized.

“Unless students feel they can effect change, they'll lose confidence. When our youth graduate and decide they have to leave the country to put their ideas to work, we know there's a serious problem,” he says.

Ouais is sanguine about LAU's role in this needed shift of mindset, citing the success of the recent NGO fair as one example. “With this surge of interest in civic engagement, the university has been given a great opportunity,” he says.

“LAU ought always to keep its eye on civic responsibility. This is how you strengthen academia, civil society, and ultimately governance.”

Wired for the Future

LAU hosts 18th annual IEEE conference

By Jessica Hollows

For four days in mid-December, Beirut's Crowne Plaza was abuzz with electrical engineers hobnobbing amid vibrant poinsettias, volubly discussing everything from mixed-signal integrated circuits and the future of medical microchips to their *dabkeh* exploits at an opening-night conference banquet.

The occasion was the eighteenth International Conference on Electronics, Circuits, and Systems (ICECS), sponsored by the Institute for Electrical and Electronic Engineers (IEEE), with LAU playing host. More than 250 electronic engineers from 42 countries attended the conference, which culminated three years of preparation.

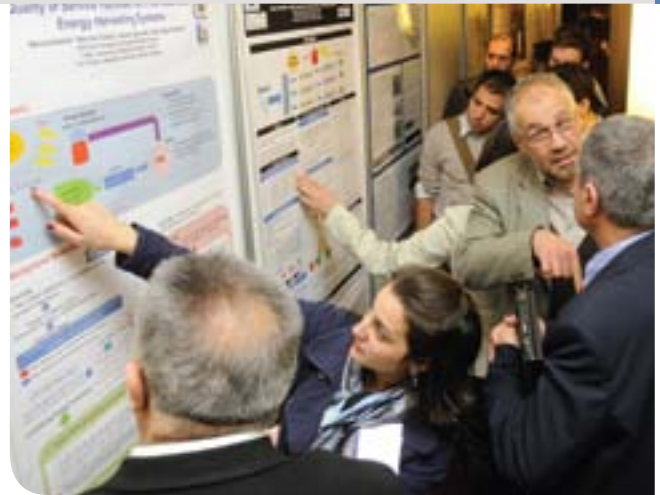
Conference Chair Dr. Haidar Harmanani, professor of computer science and assistant dean of the School of Arts and Sciences, said this year's conference included an unprecedented number of speeches, panel discussions, and tutorials, aiming to present "visions for the future" of the field.

Electronic engineering is indeed in a growth phase. The subject may seem rarefied but it permeates modern life, from cell phones to microwaves, medical images to biometric passports, underpinning infrastructures of telecommunication, digital entertainment, energy and even health care.

"Electronic engineering is a still relatively new field, with an accelerating turnover of new research," says Technical Program Chair Dr. Fadi Kurdah, professor of electrical engineering and computer science at the University of California, Irvine. "For that reason, many papers are published at conferences rather than in journals."

A session on nano-based systems served to confirm Kurdah's point about the field's cutting edge. Cellphones, MP3 players, and computers are ever more densely packed with silicon transistors. The silicon transistor will soon reach its lower size limit, however, thwarting the industry's drive to create smaller, faster systems.

Nanotechnology could overcome the impasse by replacing silicon with microscopic molecular devices. Conference Chair Dr. Mohamad Sawan of the University of Montreal predicted that a terabyte hard drive the size of an apple seed will appear within the next five years.



Professor Andreas G. Andreou of Johns Hopkins University predicted that implantable microchips will be integral to health care in coming decades, facilitating diagnosis, drug administration, and patient monitoring.

Sawan's work exemplifies Andreou's prediction. As the Canada Research Chair on Smart Medical Devices, Sawan is advancing real-time diagnostic tools by circulating blood and cells through microchips, as well as developing "brain machines."

"Through CT and MRI scanners have furthered our knowledge of the brain, we have yet to discover precisely how human vision happens, or how an idea is formed," he says.

Sawan hopes to decipher neurotransmitter connections that cause diseases like Parkinson's and Alzheimer's, and create implantable microelectronic devices that directly connect to the neurosystem, allowing experts to monitor the brain and wirelessly modify the implanted device to optimize treatment.

Middle East-based electronic engineers contributed over 17 percent of papers presented at the conference, which also attracted numerous Arab expatriates. Hazem El Tahawy, managing director of Mentor Graphics Egypt, expressed satisfaction with this turnout, stressing the importance of developing a regional electronics industry.

The conference offered LAU students a unique opportunity to interact with international industry professionals.

"This exposure to such a wide range of topics will help me select a topic for my own research," said Fouad Kada, an electronic engineering graduate student at LAU Byblos.

Alluding to LAU's recent string of ABET accreditations in engineering and computer science, Harmanani said, "this conference takes it to the next level by shifting the focus from teaching to advanced research."

Luiz Santos of the University of Santa Catalina in Brazil commented on the conference's organization and dynamic atmosphere. "People are interacting in small sessions, which helps establish international connections," he said.



Alumni Profile

Art Cache

A grad student's multiple investments in the Lebanese art world

By Jessica Hollows



Nadine and Johnny Mokbel

As a mature graduate student and a soon-to-be-published author, Nadine Mokbel exhibited unusual assiduousness in her Children's Literature course. "I wanted to come up with something useful, not just a mere project that would end up in a drawer," she says of her final assignment.

The outcome was an open-access, online trove of material related to the Lebanese art world, designed to introduce the latter to the LAU community and beyond.

Moving to capitalize on her online acclaim, Mokbel decided to disseminate part of her repository of groundbreaking material in print form. The resulting publication, *Lebanon's Got Talent*, which initiates children into Lebanese art, has sold 25,000 copies.

Targeting children age nine and up, Nadine's book features 15 Lebanese paintings from her family's contemporary art collection. The storyline follows a fourth- and fifth-grade class on a guided tour of the artworks.

Accessible text invites young readers to choose their favorite painting and describe what they see. Cicerone Johnny offers aesthetic insight, providing basic technical and historical details.

Originally a graphic designer, Nadine values her artistic education and aspires to impart her knowledge to children. She hopes her book will be incorporated into elementary school curricula in due course.

The project responds to a perceived dearth of art appreciation in Lebanon. "Ask a Lebanese kid to name a painter, and he won't know a single one," says Nadine. "As a matter of fact, very often neither will his or her parents." By engaging children, the author indeed hopes also to reach older generations.

"Art education begins at home and at school," Nadine asserts. "Unfortunately, you rarely see parents taking their children to visit a local art exhibition or gallery, and you rarely see schools taking such an initiative."

Distressed by the absence of public art museums and related national initiatives in Lebanon, Nadine and her husband — Johnny Mokbel, a member of the School of Architecture and Design's advisory board and an influential figure in the Beirut art world — are working intrepidly to fortify the local scene.

The couple began collecting Lebanese art in 1999, when they purchased two works by Paul Guiragossian, the renowned Armenian-Lebanese painter. Four works from their private collection featured in last year's ME. NA. SA. Beirut Art Fair.

Maria and Adrian Mokbel, ages eight and four respectively, helped their parents to distribute elegant Mokbel Art Collection brochures. "We want children to be aware of our wealth of artistic heritage," says Nadine, who involves her youngsters in all aspects of the art world.

In 2010, the couple founded the Art Collector's Society (ACS), an organization dedicated to raising awareness for Lebanese art by supporting established and emerging artists. The ACS Facebook page provides an open forum for the local art business, encouraging dialogue and commentary.

Johnny brings a businessman's perspective into the elucidation of art. "When aesthetics meets history and financial value, the result is a blue-chip investment," he says. Investing in art can be lucrative — with, for example, 12-percent returns — and yet the specialized knowledge required to make discerning purchases deters many. By encouraging knowledge exchange, the Mokbels are inspiring change.

"In many ways we're optimally positioned for this in Lebanon," says Nadine. "We have culture and history, we are open to the world and we're highly skilled."

Lebanon's Got Talent was published in French and English. An Arabic translation is currently in the pipeline.



Nadine signing her book



“Prince of Poets” Marks an Anniversary

LAU inaugurates Jawdat R. Haydar
Memorial Study Room

By LAU staff

A ceremonial ribbon was cut this past December to officially inaugurate the Jawdat R. Haydar Memorial Study Room in the Riyadh Nassar Library at LAU Beirut. Haydar, described by the Arab League as “the prince of poets,” died in 2006. His life and work has previously been celebrated at LAU, most recently in 2009 to mark the third anniversary of his death.

“Creating this study room is part and parcel with the vision of the university,” said LAU President Dr. Joseph G. Jabbara. “It will serve as a citadel of knowledge, and a repository of traditions.”

The dedication ceremony was attended by family and friends of the late poet, as well as literature scholars and university officials. In addition to their generous donation towards the building of the memorial, Haydar’s family has donated some of his precious books, old manuscripts, and personal belongings, which are now housed in the study room.

A large crowd of admirers filled the corners of the library’s eighth floor, as the President of the Friends of Jawdat R. Haydar Organization, Dr. Rouhi Baalbaki, addressed them about the attributes of the late poet.

“The new generation should know about the legacy of the pioneers,” said Assistant Vice President for Development Nassib Nasr. Director of Riyadh Nassar Library Cendrella Habre agreed, adding that “it’s great to have established a dedicated room in our academic library where students can be engaged in their studies, while becoming more curious about Jawdat Haydar.”

Great granddaughters of Haydar, Zein and Sima Osseiran, charmed the audience with their recitation of two poems. Zein, 12, said that she believes she inherited her passion for writing poetry from her great grandfather, and Sima, 9, referred to Haydar as “Shakespeare l’Arab” or the Shakespeare of the Arab world.

Siham Haydar Al Zein, former LAU staff member and an alumna from the class of 1958, recalled her father feelingly. “Regardless of his stature as a great philosopher, I simply miss him as a friend, as someone who always understood me. I remember sitting with him in his library, between his books, while he would read to me.”

Friends toured the study room once the ribbon was cut, observing vintage personal effects such as Haydar’s chair, desk and “abaya.”

“This precious gift is highly symbolic and enriching,” said Associate Director of Development Lana Abou Teen. “LAU students will be studying in this room, and they’ll be exposed to a wealth of knowledge and culture.”

Haydar, who lived to the age of 101, published numerous works in English, including four anthologies: *Voices, Echoes, Shadows, and 101 Selected Poems*. His poem “The Temple of Baalbeck” has been incorporated since 2000 in the Lebanese Baccalaureate curriculum in the Humanities section.

LAU’s School of Arts and Sciences, in collaboration with the Haydar family and the Friends of Jawdat R. Haydar, will host an annual workshop on topics related to Haydar’s life and works.



Take a Bench or a Seat, Leave a Legacy

The “Take a Bench or a Seat, Leave a Legacy” campaign continues, with more and more alumni, faculty and staff of LAU showing interest and support.

This campaign gives LAU alumni, faculty and staff the exclusive opportunity to leave a personal or family imprint at LAU, cherish the memory of a loved one, or honor a dear friend or family member. For a donation of \$500, contributors can name a seat in Irwin Hall or Selina Korban auditoriums or, for a contribution of \$5,000, a bench on the Beirut or Byblos campuses.

We count on your help in spreading the word among fellow alumni and LAU colleagues regarding this worthy initiative.

To name a bench or seat, please visit our website link <http://seat-bench.lau.edu.lb> or call the Beirut Development Office on 01-786456/64 ext: 1323.

UMC-RH Appointments

Dr. Riad Azar

Gastroenterologist brings wealth of expertise to new role

Dr. Riad Azar was recently appointed head of the Gastroenterology Department at UMC-RH. Azar comes to the hospital with over 15 years experience in gastroenterology and internal medicine, and has appeared on Best Doctors in America's list of expert physicians for three years in a row.

After receiving his M.D. from Beirut's Saint Joseph University in 1994, Azar completed his residency in internal medicine at the University of Massachusetts Medical School, where he also pursued a fellowship in gastroenterology. He completed a fellowship in advanced therapeutic endoscopy at Harvard University Medical School the following year.

By joining LAU's Gilbert and Rose-Marie Chagoury School of Medicine, Azar hopes to make a difference in the

Lebanese community by helping patients and assisting medical students to reach their full potential.

"UMC-RH is where the latest technologies, combined with some of the best local and world leaders in medicine, will create a unique environment to practice medicine and mentor future generations of doctors," he says.

Before he joined LAU, Azar held various teaching positions at the Washington University School of Medicine – Barnes-Jewish Hospital, notably as associate professor of medicine in the gastroenterology department. He was also the director of the Endoscopic Ultrasound Program at the same medical center.

Azar, who is currently an editorial member of the Gastrointestinal Endoscopy Journal, hopes to use his



research experience to turn UMC-RH into a "a solid research center that focuses on diseases that have a higher prevalence in this part of the world."

Dr. Georges Ghanem

SOM founding member named head of cardiology

Dr. Georges Ghanem was recently appointed as associate professor of cardiology at LAU's Gilbert and Rosemary Chagoury School of Medicine, as well as head of the Cardiology Division at University Medical Center – Rizk Hospital. As one of the founding members of SOM in 2009, Ghanem is no stranger to LAU and he relishes the opportunity to be an integral part of both the hospital and school's growth.

A veteran practitioner, Ghanem is a pioneer in introducing new interventional cardiology techniques, and was the first in Lebanon to perform a percutaneous mitral commissurotomy and place an intra-coronary stent.

He is a strong advocate of the university's mission to foster education and wellbeing, and is drawn to the

contagious positive energy and the teamwork spirit at SOM.

Ghanem hopes that UMC-RH will become both a center of excellence for cardiovascular medicine, and an institution where future generations will receive thorough medical education and training.

"Medical practice by itself is not a destination, but a journey where every single step has to be accomplished with a great sense of care, humanity, and dignity," he says.

Before joining LAU, Ghanem lectured at the Lebanese University, where he also mentored fellows in the Invasive Cardiology Training Program for Cardiology.

After earning his M.D. from Beirut's Saint Joseph University in 1985, Ghanem pursued his fellowship in cardiology in



Paris, and has been a member of the French Society of Cardiology for over 20 years. The author of over 70 publications, he joined the Editorial Board of the European Heart Journal, Middle East Edition in 2009.

UMC-RH Appointments

Raghid Kikano

Bringing a wealth of expertise in neuroradiology to UMC-RH

Dr. Raghid Kikano was recently appointed as assistant professor of neuroradiology at University Medical Center – Rizk Hospital. He comes to UMC-RH after completing various fellowships in neuroradiology at the University of Chicago in Illinois and the Cleveland Clinic Foundation in Cleveland, U.S.

Kikano earned his M.D. from Saint Joseph University in Beirut, and went on to complete his residency in radiology, first at the Hotel Dieu de France Hospital in Lebanon, and later at University Paris VI – Henri Mondor Hospital in Paris, France.

"I was drawn to LAU not only by the prominence of its medical school, but also by the professional and research-oriented environment it provides," says Kikano.

Kikano gained wide experience in oncologic and vascular interventional radiology during his fellowship years, performing more than 700 complex procedures ranging from liver chemoembolizations, uterine fibroid embolization and transjugular liver biopsies to imaging-guided biopsies and nephrostomy catheter placements.

Kikano has published articles on radiology in a variety of journals, and currently contributes to various research and teaching projects for the University of Chicago Medical Center.

He has also participated in multiple research projects at the Cleveland Clinic, focusing on treatment of liver oncology and the embolization of hepatocellular carcinoma.

"Giving something back to my home country has always been a goal of mine,"



says Kikano. "I wanted to return to Lebanon to do what I love most while being part of a team which contributes to raising the standards of health care, both at the UMC-RH and country-wide."



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Faculty Profile

Higher Ed in the Nursery

Garene Kaloustian brings children's education into the academic eye

By Curtis Brown



"There is so much opportunity to make a difference here, to create change."

—Garene Kaloustian, assistant professor of education

"We are one of the first countries in the region to have recognized children's developmental needs," Dr. Garene Kaloustian says of Lebanon, and you sense the but coming. "We have knowledgeable people and brilliant resources, but there isn't a national will to let these people really play a role. Meanwhile other countries in the region have the funds but lack the know-how."

Kaloustian is a young assistant professor in LAU's Department of Education and a specialist in child development. A published scholar of rising reputation, she joined LAU in 2008 after distinguishing herself as an instructor and doctoral student at Purdue University in Indiana.

Mild-mannered as she is, Kaloustian grows visibly animated and palpably ambivalent when talk turns to the prospects of her chosen field in her native country.

Above all, she feels there is a disconnect between, on the one hand, an apparent public interest in children — manifest in everything from media and marketing attention to significant parental investments in "what's best" for their kids — and on the other hand, lassitude and incoherence at the institutional and policy level.

"Those doing good things here are doing them independently, without national coordination. The system is fragmented and there is no equal access to quality," Kaloustian laments. "The transition from nursery to kindergarten to first and second grade in particular is simply not well understood on a large scale."

The challenges seem to energize rather than discourage her. "There is so much opportunity to make a difference here, to create change," she says. "This is not a country where everything has been done." That sense of opportunity is precisely what drew Kaloustian back to Lebanon after her education abroad.

Kaloustian has been unusually active in her four years here, publishing several academic articles, submitting several other manuscripts for publication, and — in addition to her regular

teaching duties — leading three major national studies on child development.

One focuses on the state of child-care centers in Lebanon, another on the roots of social competence in the mother-child bond, while the third constitutes a comprehensive study on all matters related to early childhood — from nutrition and health to social welfare and education.

This last, commissioned by the World Bank and completed in May 2011, was directed by Kaloustian in collaboration with the Wolfensohn Center for Development, the World Bank and the Centre for Arab Research and Development. She is ambitious about its potential impact.

"I have presented findings to the ministries of health, social welfare and education," she remarks. "One recommendation is for a detailed mapping of early childhood in Lebanon, which would be all-encompassing," and could help rectify the fragmentation she diagnoses at the government level.

But Kaloustian is most passionate about her upcoming venture as academic supervisor of LAU's Early Childhood Center (ECC), scheduled to be opened in fall of 2012. The ECC will serve as both a childcare center and an academic laboratory.

Childcare lab schools, as they are known, have been established by a growing number of prestigious universities worldwide and are increasingly seen as critical to the field of early childhood development. The ECC is a revival of the former LAU Nursery, a regional pioneer when it was founded in the 1950s.

"This will be a platform for collaboration both in research and in teaching — an ideal center with quality work and research being done, but also a forum for teachers, students and international academics," Kaloustian says.

The fire comes into her voice again, sparked by the sense of mission. "There is no lab school like this in Lebanon. I'm just very, very optimistic."



The West's Tahrir

The Arab spring and the Wall Street fall

By Marc Abizeid





In October of last year, the European Parliament awarded its “Sakharov Prize for Freedom of Thought” to five Arab opposition figures for their role in struggles against dictatorial rule in the ongoing uprisings across the region. Among the recipients was Mohammed Bouazizi, the Tunisian street-vendor-turned-regional-martyr whose self-immolation ignited a phenomenon popularly dubbed by western media as the “Arab Spring.”

EP President Jerzy Buzek went so far as to describe the decision to honor those individuals as “an expression of solidarity with the Arab world.”

Within that narrative lay a latent irony, as the same European leaders who echo rhetorical support for democratic movements in Arab countries now struggle to contain mounting protests at home.

The target: Europe’s most powerful financial institutions and their political allies, widely blamed for the continent’s paralyzing debt crisis, which has already brought down the governments of Greece and Italy, casting clouds of uncertainty over the financial futures of other states.

Austerity’s vicious circle

From the United Kingdom, Spain and Portugal down to the most severely debt-stricken nations of Italy and Greece, national governments have stirred public outrage by imposing increasingly strict austerity measures as quick-fix solutions to cut spending, effectively forcing the average tax-payer to foot the bill.

“We have seen a very strong polarization of wealth in European countries, with an increase in private wealth for the upper class over the past several years,” says Antonio Tricarico, coordinator of Italian NGO Campaign for World Bank Reform based in Rome, and a former economic reporter at *Il Manifesto*.

“What’s not being debated is who should be responsible for paying the debt, and this is really inflaming ordinary people,” he adds.

In exchange for partial debt relief from the International Monetary Fund and the more affluent Eurozone members like Germany and France, leaders of several debt-stricken countries agreed to raise taxes and retirement ages, cut pensions and privatize public assets.

But rather than serving the intended outcome — that is, to balance the budget and create conditions for the transition to a healthy economy — austerity measures may in fact drive these nations even more inextricably into an economic death spiral, as austerity effectively stops growth.

“Implementing austerity measures proposed by government, such as regressive taxes, pension cuts, cuts in social welfare, further drags the economy into recession for countries that have debt,” Tricarico says.

To address the debt crisis, top EU leaders are attempting to hash out a new fiscal deal that would grant the European Parliament more authority over the national budgets of member states and impose penalties on those that overspend. While German Chancellor Angela Merkel, the architect of the proposed fiscal union, pushes for stricter, federal control, her critics say the deal comes at expense of national sovereignty.

“This rhetoric of countries not being disciplined enough serves as an excuse to pass the bill to European citizens — and to

justify the perpetuation of the neoliberal model," says Dr. Costas Panayotakis, associate professor of sociology at the New York City College of Technology whose recently published book, *Remaking Scarcity: From Capitalist Inefficiency to Economic Democracy*, looks critically at dominant economic models.

As he sees it, the measures taken by the Europe's business and political elite are designed to further erode the European welfare model and prevent their own financial losses at the expense of public and national interests.

As an alternative to the detested austerity measures, Panayotakis says, wealthy nations like Germany can help stimulate the economies of its neighbors by offering to pay more. Such is done, for example, in the United States when federal taxes collected from affluent states like New York or California are distributed to those with lower GDP.

"Germans present themselves as victims but in fact they have benefited the most because they have access to the entire European market," he says. "So they are reaping the benefits, but they don't want to assume the responsibility that comes with that — to redistribute the flows that make the EU more viable."

The Occupy Effect

Meanwhile, the widespread public dissent in Europe occurs against the backdrop of the global Occupy Movement, whose rumblings were first felt in New York City on September 17 when a Canadian activist group, explicitly taking their inspiration from the Egyptian uprising, set out to confront Wall Street. That spark quickly flared into an international phenomenon.

Dr. Saifedean Ammous, assistant professor of economics at LAU, links the popular uprisings in Tunisia and Egypt with the occupy movements in the United States and Europe, describing both as

driven by corporatism, whereby governments interfere in financial markets to tilt the table in favor of a select few.

"If you look at the way the U.S. and European governments have been acting over the past few years, it's clear that the economic policies of the governments have been to the benefit of well connected firms and banks, to the detriment of average people," Ammous said. "So in that sense you're witnessing people not just lying down and taking this — rather, they're rising up."

The coinciding of the Occupy Movement with growing unrest in Europe in the wake of the debt crisis has been a shot in the arm of anti-austerity protesters, who realize they have both the attention and the support of a global grassroots movement.

"The Arab world's convulsion is a reaction to neoliberalism, to financial capital. The same is now true of Europe and the United States. We don't have the same reactions, but definitely we are witnessing a very serious crisis in the economic regime that ruled the world after the end of the cold war," says Dr. Fawwaz Traboulsi, historian and former professor of political science at LAU. "To what extent one can learn from another is an open question, but at least for once I think the Europeans are learning from us and that's good."

Occupy the London Stock Exchange has distinguished itself as one of the most organized and effective branches of the global movement, garnering broad support for its presence, actions and demands. Even the movement's organizers were shocked by the rapidity of its growth and the diversity of its membership.

"We had our first meeting in September—we were five people," says Spyro van Leemmen, a 28-year-old, Greek-born founding member of Occupy LSX. "We didn't know if it would work."

"Being involved with something like this was new to me, and to many other people at the heart of the movement as well," he adds. "They are not necessarily from an activist background. We have moms with kids, pensioners, people from all walks of life."





Among their demands are that Britain reverse its austerity measures, that businesses operate transparently, and that the wealthiest pay their share in taxes.

"It's not just about redistribution of wealth," van Leemnen says. "It's about the one percent paying taxes to begin with — they live in tax havens."

Germany too, despite a relatively healthy economy, has witnessed its own branches of the occupy movement take shape. Thousands of demonstrators have rallied against the country's wealthiest banks, which they allege bear responsibility for much of the debt crisis. They have also come down on the government, saying it has failed to do enough in terms of regulation.

"Germany is the absolute winner of the situation in Europe now," says Jutta Sundermann, coordinator from Attac, an international NGO which cooperates with the Occupy Movement towards achieving certain goals.

Sundermann says that support among Germans for the movement is not as high as in neighboring countries, but that overall, there is a general consensus that democracy and transparency should form the basis of any solution to the debt crisis.

"We need more European cooperation on economic and political matters, but it needs to be done based on a transparent and fair process, not by taking away the rights of other countries and punishing them with austerity," Sundermann says.

Direct Democracy

When the former prime-ministers of Greece and Italy resigned in November, they were replaced by technocratic governments with the backing of both the socialist and conservative political

parties. Widespread opposition flared to both the appointments of the new, unelected governments that continue to push austerity, as well as to the traditional political parties that offered their blessings to the new leaders.

"This phenomenon of government by unelected technocrats supported by all these parties is a sign of desperation, and therefore also a sign of the strength of the movement," Panayotakis says.

He points to examples in Greece of the growing prevalence of direct action and civil disobedience, as residents take matters into their own hands, such as with the occupation of public electricity buildings by unionized municipal workers. Collectively, Greeks have been refusing to pay government taxes, road tolls, and bus or metro tickets, among other things.

"The crisis has delegitimized the traditional political elites, showing that they cannot be trusted to make decisions that affect peoples lives," he says. "Direct democracy as a result has become stronger, and people are more willing to consider and implement this idea in their daily lives."

The complete disillusionment in traditional politics as a result of this crisis has led ordinary people — not just in Greece, but across the world — to bypass government and create their own rules and systems through direct democracy. The idea has been a guiding tenet of the global occupy movement, which rejects a hierarchal structure in favor of reaching for consensus between individuals.

"Growing up in Greece, direct democracy is something you learn about from a very early age," says van Leemnen, who left his native country at 19. "People are tired of parties, and are losing faith in representative democracy — that's why we see the movement growing so fast." 📍

Community Outreach and Civic Engagement



LAU establishes Lebanon's first Model Arab League

LAU continued its mission to develop youth leadership potential by inaugurating Lebanon's first Model Arab League (MAL) program in partnership with the Hariri Foundation for Sustainable Human Development. Sidon MP and Hariri Foundation President Bahia Hariri and LAU President Joseph G. Jabbra signed the program into life in December. The three-year memorandum of understanding provides for MAL training for hundreds of students in Sidon over the first two years, with the goal of carrying the program to other Arab countries in the third year.

Rights and wrongs in women's prisons

The Institute for Women's Studies in the Arab World (IWSAW), in collaboration with the United Nations Population Fund, held a book launch for its newly published *Guide for Working in Women Prisons in Lebanon*, written by the institute's assistant director Anita Nassar. The ceremony took place on November 28, coinciding with the International Day for the Elimination of Violence against Women. The book assesses the current conditions of women's prisons in Lebanon and the region, reviewing several rehabilitation projects undertaken in these prisons.



Arts, Culture and Language



Rising LAU writers discuss their debut novels

Student Sahar Moukaddem and alumna Alexandra Chreiteh presented their recently published novels during a gathering put on by the Department of Humanities at LAU organized on December 15. Moukaddem's novel is called *Ana w-Karim wal-Sushi* ("Karim, Sushi and I"), while Chreiteh has published two novels, *Deyman Coca Cola* ("Always Coca Cola") and *Ali wa-Ummuhu al-Rusiyya* ("Ali and his Russian Mother"). The discussion was moderated by Rachid Al-Daif, novelist and adjunct professor of Arabic creative writing at LAU's School of Arts and Sciences.

Education

LAU launches professional fitness program

LAU's Continuing Education Program recently established a professional fitness certificate program in collaboration with the Sport Performance Institute (SPI), an international Canada-based educational organization. The curriculum draws on SPI's in-depth, science-based educational programs for personal trainers, instructors, coaches, and athletes. Over three semesters (fall, spring and summer), students take 11 courses in specialized fitness topics as well as general anatomy and nutrition. Graduates receive a Professional Fitness Diploma.





Graduation ceremony held for Continuing Education Program

LAU's Continuing Education Program held a graduation ceremony honoring 64 students — and a number of faculty and staff members — on October 7 at the Beirut campus's Business Building. In addition to keynote speaker First Vice Governor of Lebanon's Central Bank Mr. Raed Charafeddine, the ceremony was also attended by LAU President Dr. Joseph G. Jabbara, Dr. Said Elfakhani, dean of the School of Business, and Dr. Philippe Frossard, dean of the School of Arts and Science.

Science, Technology and Engineering

LAU shines at Science Days 2011

For the fourth consecutive year, LAU participated in Science Days, which took place from October 20-22 at the Beirut Hippodrome. LAU's stand displayed two final-year-projects by student groups from the Department of Industrial and Mechanical Engineering: a prototype of a solar-powered airplane and a fully built, solar-powered vehicle designed to transport tourists through the streets of Lebanon.



Upgrading the technology of teaching

Mary Burns, a senior technology specialist at the global nonprofit Education Development Center (EDC), spoke to some 30 LAU education students about new technologies in the field of education at LAU Beirut on November 10. She discussed the use of Internet Protocol Television, virtual worlds, online videos, social media and mobile technologies as tools for professional development.

Ready, Set, Program!

Top computer programming students from around the MENA region put months of practice into action during the 14th ACM Arab Collegiate Programming Contest, held November 27-29 at LAU Beirut. Fifty-six teams from nearly 40 universities around the region competed for a top prize of brand-new laptops and the chance to continue on to this year's international contest in Poland. Organized by the Department of Computer Science and Mathematics at LAU Beirut, the event included recruitment presentations by major sponsors, technical and practice sessions, a trip to Jeita Grotto, and an awards dinner.



Telecom tech summit

More than 200 participants convened at LAU Beirut to take part in the fifth IEEE Lebanon Communications Workshop, organized on November 12 by the IEEE Communications Society Lebanon chapter. Co-organized by the Department of Computer Science and Mathematics, the technical program addressed diverse topics with focus on emergency communications, highlighting the critical role of telecommunication technologies, networks, and applications in crisis management and disaster mitigation.

Business and Hospitality

Cooking with the Stars

LAU's hospitality management program, in collaboration with the Phoenicia InterContinental Hotels Group, hosted Michelin-rated two-star French chef Frederic Vardon on October 21. Vardon, along with the management of the Phoenicia InterContinental Hotels Group in Lebanon, met with students of the program at the LAU Hospitality Management Lab. Dr. Said Ladki, professor and chair of the Hospitality Management and Accounting Department, says that such visits give students "a real taste of the industry."



Beirut airport hosts LAU business students

Beirut's Rafic Hariri International Airport offered up some of its operational secrets to a group of 35 business students during a field visit on November 19. Students got a close look into cargo planes, visited warehouses filled with boxes and parcels, and witnessed freight being inspected, cleared, and electronically scanned before delivery to importers and agents.

Special Trainings

Faculty gain an edge on grant proposal writing

Over twenty LAU faculty and staff members from both campuses honed proposal writing skills and learned new ways to tackle research grants during a workshop held at LAU Beirut December 12-14. Organized by the Provost's office, the three-day workshop was led by Dr. Suad Joseph, professor of anthropology and women and gender studies at the University of California, Davis.



Training the next generation of migration researchers

This year's LAU's Institute for Migration Studies hosted a four-day intensive workshop on the Beirut campus on October 27-31 in order to introduce students and faculty to quantitative methods used in migration studies, and make them more comfortable using their own survey data to further their research.

Institute for Peace and Justice Education launches teacher-training program

Thirty elementary school teachers from 10 schools in North Lebanon congregated at LAU Byblos on October 29, as part of the Institute for Peace and Justice Education's (IPJE) teacher development program, titled "Reach a Child – Teach a Child." The two-year project aims to train teachers on how to serve as resource persons in their respective schools in interactive, child-centered instructional strategies, positive classroom management skills and constructive, non-punitive approaches to discipline.





Master Class

Revamped E.M.B.A. program draws busy professionals

By Muriel Kahwagi

The Executive Master of Business Administration (E.M.B.A.) program at LAU's School of Business has come a long way since its inception 11 years ago. The program started in February of the year 2000, making it the first of its kind to be offered in the Middle East.

The program's design, unique in its flexibility, allows professionals in Lebanon and the region to maintain full-time careers even as they pursue their advanced professional degree. Students are free to select their courses, allowing them to develop expertise in business areas ranging from accounting and banking to marketing and statistics.

"Some students may take more management courses than finance, for example," explains Dr. Elias Raad, chairperson of the Business Studies department and director of the E.M.B.A. program. A total of 36 one-credit courses are required for matriculating students to graduate.

The E.M.B.A.'s newly revamped, wide-ranging curriculum enhances students' business knowledge while building on their managerial and leadership skills. Students acquire a solid understanding of business management as applied in real-world settings with direct bearing on their current and future positions.

Cendrella Habre, director of LAU's Riyad Nassar Library and a graduate also of the program, agrees. Describing the program as "a professional enlightenment," she too praised it for "providing exposure to perspectives from multiple fields in the business market."

All courses are offered continuously throughout the year, with each course taking place on Saturdays, and stretching over a period of two weeks. This allows students to enroll in the program without interrupting their careers. The program's flexibility has attracted executives from various professional and academic backgrounds, including pharmacy, engineering, law and medicine.

Mirna Mneimneh, a pharmacy graduate, joined the program in order to improve her managerial skills and gain expertise in the field of business.

"An E.M.B.A. for me represents not only a higher degree but also exposure to new topics, especially since I'm coming from a background in pharmacy," she says.

In addition to the disciplinary range of the course offerings, the program makes use of innovative teaching methods that transcend the traditional teacher-centered approach. Students participate in case studies, team research projects and analytical exercises on a regular basis, and in a setting that fosters both fresh insights and lasting knowledge.

"The program creates opportunities for networking with diverse groups of business leaders from a range of occupations and corporate cultures, while integrating various skills in a systematic approach," says Dr. Said Elfakhani, Dean of the School of Business.

Rania Soubra, an LAU graduate with a B.S. in business computers, joined the E.M.B.A. program at her alma mater 25 years after earning her degree.

"Interacting with so many different colleagues and well-ranked professors shaped my knowledge of the business world, and it improved my performance at work," she says.

Entry into the program is quite competitive, with classes capped at 20 students, and matriculates expected to have a minimum of six years experience in a managerial or administrative position.



Rita Farah, manager of the corporate office of INDEVCO's Interstate Resources Inc. and a graduate of the program, praises it for attracting students with a "diversity of backgrounds and work experiences," and for enabling students "to understand challenges and problems broadly rather than in terms of a single industry."

Student Profile

Terms of Interest

Grad student joins government task force for economic literacy

By John Geha

"Economic literacy" may not be a term one encounters on a regular basis but after a few minutes talking to Khaled Kabbara, a master's student in international affairs at LAU, it dawns on you that maybe it should be. In the current state of global economic chaos, the media throws around phrases the general public is likely to be unfamiliar with: "bond yields," "treasury bills," "progressive income tax," "cost of debt ratio" and "trade deficit" are all terms from the front pages of any daily newspaper, but whether anyone other than the journalists writing the articles — and the economists reading them — understand their meaning is an open question.

Kabbara is part of a group seeking to change that. The Ministry of Finance's, the Bassel Fuleihan Finance Institute and the Ministry of Education have joined together in a strategic partnership to create a task force responsible for enhancing the quality of economic education in public schools, with Kabbara serving as project coordinator.

The project's first phase took place between 2009 and 2010, and was primarily focused on building the capacities of high school teachers. It consisted of a series of training workshops — focusing on economic concepts and ideas such as micro and macro economics, monetary policy, international trade, growth and public finances — that aimed to return

teachers to the classroom with a more robust understanding of the economic world. In addition to reviewing basic economic material, the teachers were provided with case studies and newly published reports, and engaged in hand-on activities in an overall effort to make the economic curriculum more interactive.

Kabbara emphasizes, however, that training sessions are not enough to produce a more qualified generation of economic teachers. The next step took the already successful workshops to a new level. The teachers were taken on training visits to some of Lebanon's most strategically important economic institutions, enabling them to interact with public officials and policymakers on topics central to the curriculum. Visits were made to Banque du Liban, where the group met with the central bank governor Riad Salameh; the Ministry of Finance, where they discussed management of public funds; and the Port de Beyrouth, Lebanon's commercial lifeline.

Kabbara describes outings like this as "putting theory into practice," and he grows more animated when discussing them. "Experiences like these provide teachers with more dynamic material to go into the classroom with," he remarks. "Students in turn sense the difference, and become more engaged with the subject."

The next phase of the project will include the establishment of an annual regional conference, where economic and financial experts can meet with high school teachers in order to maintain this kind of vital interaction between lay educators and experts in the field.

Meanwhile for Khaled Kabbara, this will remain just one facet of a very active and progressive work ethic. Beyond his endeavors at the Ministry of Finance, he still finds time to serve as secretary general for LAU's upcoming Model Arab League conference, which is still in its first phase but is rapidly developing. Kabbara even clocks in as a grad assistant at the School of Arts and Sciences, working on training LAU students for international conferences such as Harvard Model United Nations.



Staff Profiles

Annie Lajinian-Magarian



Annie Lajinian-Magarian, an LAU alumni and former employee, joins her alma mater as University Registrar on March 1, 2012.

She brings with her a wealth of experience in education, accreditation, strategic planning and policy implementation, accrued over a 25-year career in Lebanon and abroad, including 12 years at LAU.

Lajinian-Magarian comes to LAU from Dhofar University in Oman, where she was director of the Foundation Program, an academic preparatory program for students. She looks forward to bringing to the Registrar's Office her expertise in leadership and quality assurance.

"I would like to strengthen the legacy of my distinguished predecessors, ensuring the attainment of strategic goals outlined for Student Development and Enrollment Management," she says.

Before joining Dhofar in 2007, Lajinian-Magarian's work in developing Oman's higher education sector earned her the recognition of the Minister of Higher Education. Between 1984 and 2005, she held administrative and educational positions at LAU, UNICEF, and the Armenian General Benevolent Union (AGBU). In recognition of her contributions to education and culture in the Armenian community, she was awarded the St. Mesrop Mashdots Medal in 2001.

Returning to LAU has special significance for Lajinian-Magarian.

"Twelve years of employment at LAU constituted the bedrock of my career," she says. "Coming back to LAU after 15 years abroad is a real homecoming for me."

Linda Dahdah



Linda Dahdah Douaihy joined the Marketing and Communications Department (MarCom) in October 2011 as senior web editor for the university's online publications. Douaihy earned her master's in International Relations and Diplomacy from the French Institut Libre des Etudes de Relations Internationales (ILERI) in Paris in 1999.

Two years prior to joining MarCom, Dahdah was program coordinator at the Basil Fuleihan Institute of Finance.

Dahdah began her career as a journalist for the Daily Star newspaper in 2003. She later worked as a program

officer for the International Relations and Exchanges Board (IREX), focusing on media development in the Arab world.

"The web editor position at LAU allows me to combine my journalism background with my management skills," says Dahdah. "I'm really looking forward to the challenge."

Dahdah has also freelanced for several news networks and think tanks. Her longing for new experiences led her to work at the Section of French Interests in Baghdad in 1998, and later to live in China from 2007–2008.

Dina Abdul Rahman



After working for over four years in LAU as the coordinator of Academic Advising, Dina Abdul Rahman moved to the Outreach and Civic Engagement unit as the study abroad and program coordinator in November 2011.

She says the main incentive behind her move to a new office was to "make a difference in the lives of our students by diversifying their academic and extracurricular activities and offering them opportunities to broaden their horizons."

Abdul Rahman graduated from the

American University of Beirut in 2001 with a Bachelor of Business of Administration before coming to LAU to pursue an M.B.A., which she completed in 2007.

Abdul Rahman believes that working within the study abroad component of OCE will allow her to fulfill LAU's mission statement, which advocates "academic excellence, student-centeredness and civic engagement."

"We have great students here with great potential — I'm here to help motivate them to reach it," she says.

VOC Sets Up Camp

Volunteer Outreach Clinic provides health care to Shatila

By Muriel Kahwagi



LAU students explain steps for at-home breast cancer detection

In early February, a group of LAU medical, nursing and Pharm.D. students began its regular visits to the Volunteer Outreach Clinic (VOC) in the Palestinian refugee camp Shatila as an integral part of LAU's social medicine program, which aims to mold students from the three schools into compassionate and community-oriented healthcare professionals.

Also participating in the visit were three international students currently completing an elective in social medicine and global health at LAU's Gilbert and Rose-Marie Chagoury School of Medicine (SOM).

Nima Sheth, a fourth-year medical student at the Saint Louis University in Missouri, joined the program because of her interest in social justice and her desire to work with the phenomenon of post-traumatic stress disorder among refugees.

"The team has great energy and everyone shows real empathy with the patients," she says. "It's good to be exposed to underprivileged environments, because there's much more we can help the patients with here."

More than 8,500 residents currently live in acute privation within the one-square-kilometer bounds of the Shatila

camp, one of Beirut's most impoverished communities.

Initially established in 2001 by physicians, medical students and volunteers from the American University of Beirut, VOC offers primary care services to camp residents every Thursday, and occasionally for half-days on Saturdays.

The clinic is not officially under the umbrella of any university. It is now staffed, however, largely by students and physicians from SOM's Social Medicine and Global Health program.

Under the supervision of Dr. Mona Haidar, the program's coordinator and an SOM instructor at LAU Byblos, and Dr. Myrna Doumit, assistant professor and assistant dean at the Alice Chagoury School of Nursing, students participate in the assessment, diagnosis and treatment of patients.

"We believe in the team approach. One person can't cover all of the patients' needs, and we cannot function solo," says Doumit.

"Inter-professional education is the founding pillar of healthcare education and delivery, and that's what we're implementing through VOC," she notes, adding that the nutrition and social work programs will soon be joining.

VOC's mission is to provide, at minimal or no cost, quality health services to underprivileged and neglected individuals in Lebanon, regardless of race, gender, geographic location and religious affiliation. VOC promotes a message of solidarity among both patients and practitioners.

Despite limited availability of medical equipment at the clinic, the LAU team

provides reliable care and responsive support to VOC patients.

Since most Shatila residents can rarely afford the laboratory tests they need, however, financial support is needed to make the clinic an ongoing primary healthcare facility for its patients, as well as a comprehensive learning site for students.

Impressed with LAU students' contributions to the clinic, Assistant Vice President for Development Robert Hollback hopes to find ways to increase the larger community's involvement with the VOC.

"Students and faculty members are providing the only healthcare available at the clinic right now," says Hollback, adding that sustainability remains an unresolved problem since the clinic relies mostly on donations.

"We currently have a \$50,000 funding proposal, and we're waiting for it to come through. But this is still not a sustainable source of funding," he says.

Up to ten patients frequent the clinic every Thursday, and the numbers are steadily climbing.

"We want to attune our students to the idea that the patients are coming from a certain community, and tailor our care accordingly," Haidar says, adding that community assessment lies at the core of the process.

Lara O'Sn, a third year medical student at LAU, finds the VOC experience to be genuinely gratifying.

"We get to see the patient from the very beginning, make a plan and discuss it with Dr. Haidar. It's a big responsibility and we feel that we're truly making a difference," she says.



Faculty on the Move



DR. IMAD BTAICHE

Dr. Imad Btaiche joined LAU's School of Pharmacy in October 2011 as Associate Dean for Academic Affairs after serving as a clinical associate professor in the Clinical, Social, and Administrative Sciences Department at the University of Michigan College of Pharmacy, Ann Arbor. Btaiche received his Pharm.D. from Lebanese University. He also worked as a clinical pharmacist and program director at the Critical Care Specialty Residency at the University of Michigan Hospitals and Health Centers in Ann Arbor, Michigan. He joined LAU because of the "high standards that the School of Pharmacy holds itself to." He aims to "bring faculty, clinicians, and students together from various healthcare disciplines into interdisciplinary education and research initiatives."



DR. TAMIRACE FAKHOURY

Dr. Tamirace Fakhoury joined LAU's Department of Social Sciences in the fall of 2011 as assistant professor for political science and international affairs at the Byblos campus. She received her Ph.D. in Political Science from the Albert Ludwigs University of Freiburg, Germany in 2007, and her M.A. in International Affairs from LAU. Fakhoury says she would like to "contribute to the Social Sciences Department's research agenda by striking synergies with international scholarly communities."



DR. ALI FAKIH

Dr. Ali Fakihi joined LAU in the fall of 2011 as an assistant professor of economics in the School of Business's Department of Economics and Finance. He received his Ph.D. in Economics from HEC Montréal, the business school affiliated with the University of Montréal. His fields of research include labor economics, applied econometrics, population change and its relationship to social and economic conditions, family-friendly employment practices and policies, and statistical models for linked employer-employee data.



DR. WALID EL GAMMAL

Dr. Walid el Gammal joined during the 2011 fall semester as an assistant professor of accounting. He previously held academic appointments in the Faculty of Commerce and Business Studies at the Beirut Arab University and the Faculty of Commerce at Alexandria University, Egypt. He taught extensively in BAU's M.B.A. program, with courses including managerial accounting and financial accounting and reporting. He received a scholarship from the Egyptian government to enroll in a Ph.D. program in accounting in Manchester Business School, U.K.



DR. GEORGE HARB

Dr. George Harb joined LAU last year as a visiting assistant professor at the School of Business, where he currently teaches microeconomics and macroeconomics. He joined LAU to be part of a flourishing institution committed to excellent teaching and research. Harb's research focuses on Arab economies, international trade and regional integration. He holds a Ph.D. in Economics from Sciences Po Paris, and has previously served as a consultant for the United Nations Economic and Social Commission for Western Asia.



DR. HUSSEIN ISMAIL

Dr. Hussein Ismail recently joined the ranks of LAU's faculty as a full-time assistant professor, after spending two years as a part-timer. Ismail received his Ph.D. in Human Resources Management from the University of Manchester and a Masters degree in Strategic Management from Nottingham University. He says that he would like to provide "a rich and a highly beneficial learning experience to the students, contribute to quality research, and contribute to the development and growth of LAU."

Faculty on the Move



DR. LEILA ISSA

Dr. Leila Issa joined LAU in the fall of 2011 after working with a California-based start-up company that designs chips for wireless communications. Issa received her Ph.D. in Computational and Applied Mathematics from Rice University in 2010 and an M.A. in Mathematics from the University of Wisconsin-Madison in 2003. Her research interests lie in the area of wave imaging, more specifically sonar, seismic, and medical imaging. She is currently working on the reconstruction of eddy dynamics in the Mediterranean Sea from multiplatform data.



GRACE KHATCHERIAN

Grace Khatcherian joined LAU in the fall of 2011 as a nursing instructor at the Byblos campus. She previously served as a research assistant and a clinical research unit manager at the American University of Beirut Medical Center. She received her Masters of Science in Nursing from the American University of Beirut in 2007 and completed her clinical residency in Geriatric rotations at The Johns Hopkins Hospital, Maryland in 2006.



DR. LYDIA LANGERWERF

Dr. Lydia Langerwerf joined LAU in the summer of 2011 as an assistant professor in history and cultural studies at the Byblos campus. She received her Ph.D. in Ancient History from the University of Nottingham in 2010 and received an M.Phil. from Cambridge University. Langerwerf's research stems from her interest in the history and ideology of slavery and slave resistance in antiquity as well as into Greek and Roman concepts of courage and virtue. She is currently working on a wide-ranging comparative monograph on representations of rebel daring in Greek authors of the Early Roman Empire.



ZEIN SHWEIRY

Zein Shweiry joined the Department of Humanities as a full-time instructor of English in the fall of 2011, teaching English Communication Arts (English II), Rhetoric, and Literature electives courses. He received his M.A. in English Literature from AUB in 2007 with an emphasis on American postwar poetry. Prior to teaching at LAU, he taught at the middle school level and at other universities.



DR. ROBIN TALEB

Dr. Robin Taleb joined LAU's full-time roster as assistant professor of chemistry in October 2011, after working as a part-timer since 2008. Taleb studied medical science at the University of Western Sydney (UWS) in Australia. His honors and Ph.D. theses focused on preparing platinum complexes in which polyamides were attached to trans-platinum(II) centers.



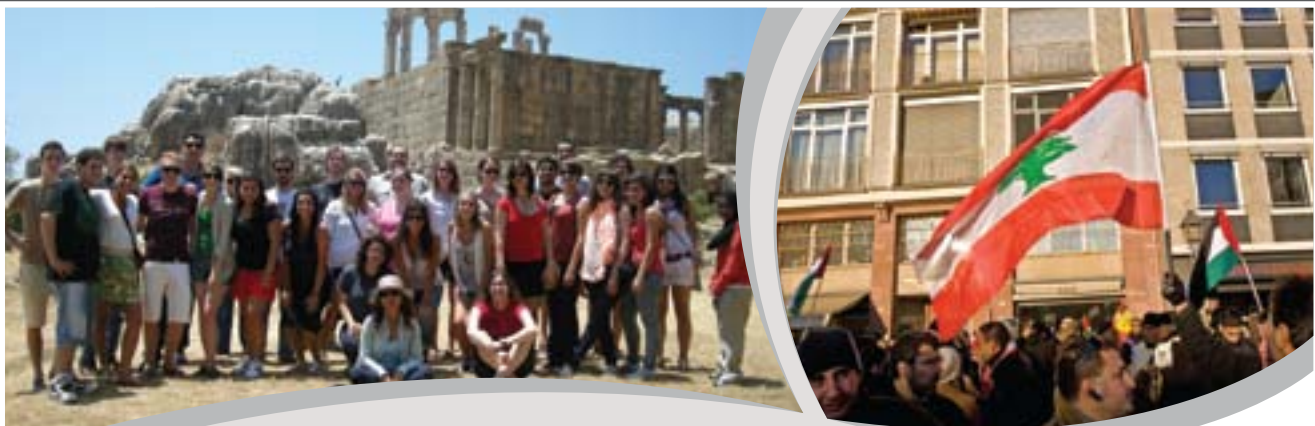
DR. DANI TANNIR

Dr. Dani Tannir joined LAU's Department of Electrical and Computer Engineering as an assistant professor in 2011. He received his Masters and Ph.D. degrees in Electrical Engineering from McGill University, Canada in 2006 and 2010, respectively. He was named to the Dean's Honor List for his Masters thesis work, and was the recipient of the Doctoral Award from the Natural Sciences and Engineering Research Council of Canada for his Ph.D. studies. His research interests include the development of algorithms and techniques for the efficient simulation of nonlinear analog and radio frequency circuits.

Faculty Promotions

- **Dr. Nahla Bacha**, Full Professor (School of Arts & Sciences, Byblos Campus)
- **Dr. Danielle Azar**, Associate Professor (School of Arts & Sciences, Byblos Campus)
- **Dr. Rula Diab**, Associate Professor (School of Arts & Sciences, Beirut Campus)
- **Dr. Michel El-Khoury**, Associate Professor (School of Engineering, Byblos Campus)
- **Dr. Zahi Nakad**, Associate Professor (School of Engineering, Byblos Campus)
- **Dr. Soumana Nasser**, Associate Professor (School of Pharmacy, Byblos Campus)
- **Dr. Iyad Ouais**, Associate Professor (School of Engineering, Byblos Campus)
- **Dr. Sandra Rizk**, Associate Professor (School of Arts & Sciences, Beirut Campus)
- **Dr. Imad Salamey**, Associate Professor (School of Arts & Sciences, Beirut Campus)

Dr. Abdul-Nasser Kassar (School of Business, Beirut Campus) and **Dr. Marwan Taha** (School of Pharmacy, Byblos Campus) were both granted Limited Tenure



Two-Week Summer Intensive Course in Middle East Politics and World Affairs

June 11 to June 23, 2012
Lebanese American University (LAU), Beirut

The Lebanese American University is offering an intensive, two-week three-credit-hour summer course (43 hours of instructional time) in **Middle East Politics and World Affairs (POL421/INA814)** on its Beirut Campus from June 11 to June 23, 2012. The course provides an ideal opportunity to examine topics relevant to the politics of the contemporary MENA region. The course has a strong policy-oriented component, and is designed with international students in mind.



For more info check the following link:
<http://students.lau.edu.lb/student-engagement/exchange.php#Exchange>



Yalla! Sweeps through North America Again

Campaign to cultivate LAU's New World networks completes its second year

By Greg Houle



LAU's Advancement team in North America crisscrossed the U.S. and Canada for a second year last November as part of Yalla! 2011. Members of the team covered vast distances to connect with the university's growing network of alumni.

Vice President for University Advancement Richard Rumsey, Assistant Vice President for Development Robert Hollback, Director of Alumni and Special Projects Edward Shiner, and even President Joseph G. Jabbra attended events sponsored by alumni from New York to California, and from Florida to Ontario.

The visits were part of the university's strategic campaign to invigorate alumni networks, increase awareness of the university in North America and build more support for student scholarships.

The concept of Yalla! was developed in 2010 by LAU's North American staff, in conjunction with alumni chapters throughout the continent. As with the previous year, Yalla! 2011 was heavily promoted with photos, alumni profiles, articles and announcements on www.yalla2011.com, as well as on LAU's social media platforms on Facebook and Twitter.

In 2010, alumnus Khalil Kanaan offered a generous \$10,000 challenge grant in the name of student support, designed to match the new and increased contributions of other alumni. The following year another alumnus, Mohamad Yaghi, offered a similar challenge grant, in order to build on the momentum.

Yaghi, whose own education at LAU was made possible by financial aid, made an appeal to the entire LAU community in the US and Canada to continue its support of financial aid for students. He has continually supported his alma mater since establishing a successful dental practice in the United States.

Giving just got easier.



Recurring donations provide dependable revenue to LAU, while dramatically reducing fundraising costs. More of your gift goes directly to supporting LAU students and programs.

You can now make recurring gifts on LAU's website.

Visit http://campaign.lau.edu.lb/ways_to_give/online.php to find out more.

Alumni Events

October 2011

Halloween in Abu Dhabi

Little ghosts, pirates, and princesses stole the show at the Abu Dhabi Chapter's Kids Halloween Party on October 28 at Waves Restaurant in Marina Al Bateen, Abu Dhabi. More than 350 alumni and their kids attended the fun-filled event.



Alumni get together in Amman

More than 100 alumni from the Amman Chapter gathered on October 17 at the Clava – Orthodox Club.



Block 338 hosts Bahrain Chapter annual dinner

The Bahrain Chapter held its annual Alumni and Friends Dinner at Block 338 restaurant in Adliya on October 21. More than 200 alumni and friends gathered together to reminisce and share their current lives.



November 2011

“Self Development, The Success Formula”

As part of its “Keep Learning Program,” the Alumni Relations Office organized a lecture called “Self Development, The Success Formula” on November 25 at LAU Beirut. Georgina Ibrahim (M.B.A.'03), an LAU instructor and professional trainer in the field of soft skills, gave the lecture to over 230 alumni and friends. The event was followed by a reception.

Holiday Bazaar in Kuwait

LAU alumni for the second year participated in the annual Holiday Bazaar put on by the American Women's League in Kuwait on November 18. The stand set up by the Kuwait Chapter proved to be a great attraction at the bazaar.



Alumni office participates in New Student Orientation Program

The Alumni Relations Office participated for the third year in a row in the New Students Orientation Program on September 13 and 16 in Beirut and 15 and 16 in Byblos. The office presented a souvenir to the new students with a brochure introducing the Alumni Association and explaining how it will benefit them after graduation.



December 2011

Christmas in Bahrain

The Bahrain Chapter held Christmas lunch for over 150 alumni and their children on December 9 at Sofitel Hotel, Zallaq, in Manama, Bahrain. Many had come from the nearby Eastern Province of Saudi Arabia. Santa Clause appeared to present Christmas gifts to the kids, much to their delight.



BCW Alumni Chapter reception

Alumnae who hadn't met since their college days gathered at LAU Beirut on December 3 for a reception organized by the BCW Chapter. The event brought more than 75 women together.



Kuwait alumni have a rocking good Christmas

The Kuwait Chapter organized a Christmas Party for Children on December 10 at the Hard Rock Cafe.




School of Engineering alumni annual dinner



On December 27 more than 150 alumni and friends turned out for the School of Engineering Chapter's annual dinner at MyBar restaurant in Beirut.







Alumni host puppet theatre show for orphans

Around 120 orphans and more than 300 alumni and their kids took part in the Lebanese Puppet Theatre's Karakib, hosted by the South Lebanon Chapter. The event took place at Dar Re'ayat Al-Yateem in Saida on December 4.



Book Mark

these Dates

LAU Alumni Homecoming and Reunions

July 2012

- 11 Alumni Dinner
- 12 All Class Byblos Reunion
- 13 All Class Beirut Reunion
- 14 Annual President's Forum Brunch
- 15 All day Trip

Program will follow

Alumni News

Chafica Tamimi Ojeh (BCW'57), a native of Baghdad, got married in 1959 and resided in Beirut until leaving for Europe during the Lebanese civil war. She and her husband **Amin (AUB, B.A.'49)** raised their three children in Geneva. Her family is currently spread around the world, in Baghdad, London, and Geneva.

Armene Choukassizian (A.A.S.'61) has been the secretary of the LAU Alumni Association BCW Chapter since April 2010. She is a classically trained pianist with a special passion for Chopin, and performs at various public engagements. Her essay titled "Rihani and Carlyle: The quest for better self," appeared in 100 Years of Selected Writings on Ameen Rihani's The Book of Khaled. Choukassizian is also a member of the Programs Committee of the Worldwide Alumni Association of the American University of Beirut.

Dania Awad (B.A.'80) celebrated her first wedding anniversary in December 2011. Her husband, Soloman Awad, owns a limousine company in Houston, Texas. She will be opening the new LAU Alumni Houston Chapter with fellow alumna Eva Awa.

Lina Ghazi (B.S.'80) runs Ghazi Travel, a company founded by her late mother. Ghazi Travel has become one of Lebanon's leading tour operators, creating innovative travel and exploring packages.



Nabil Said Bitar (A.A.S.'83, B.S.'85) is working at Investment & Export Credit Insurance in Kuwait as an operations officer responsible for sales, marketing, and operation in promoting its services in five Arab countries.

Jean Abou-Adal (A.A.S.'84, B.S.'88) is working for a large German publishing enterprise as a SAP R/3 system engineer. He is married and has one child.



Bashir Sakka (A.A.S.'85) is a quality control manager at OGERO's head office and is president of the LAU Alumni Association's Beirut Chapter. He is married with three children.

Micheal Y. Nassour (B.S.'90) developed and built the world's largest indoor Pisciculture Plant in Abu Dhabi, producing caviar from sustainable resources. He currently works as strategic alliance director at Bin Salem Holding, Abu Dhabi.

Ghada A. Itani (B.A.'91, M.A.'06) has been promoted to a full-time position in the Guidance and Orientation Office at the Ministry of Education.



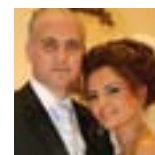
Mona Atie (B.S.'92) has moved back to Lebanon with her family after spending 5 years in the United States.

Fadi N. Khatib (A.A.S.'92, B.S.'94, M.B.A.'98) is manager of the Bahrain branch of Arabia Insurance Company s.a.l. and treasurer of the LAU Alumni Association's Bahrain Chapter. He has a daughter Tia and recently celebrated the birth of his son Karim in October 2011.



Khalil Kanaan (B.S.'95) has been heavily involved in financial issues in New York, from trading and planning to investments.

Mohamad Lawassani (M.B.A.'96) is currently employed at the U.S. Department of Housing as healthcare program specialist for the Office of Healthcare Program (OHP).



Nanor Kojaoghlanian (B.S.'97) married artist and painter Hratch Aintablian.

Jinane Sami Zod (B.S.'98) started a new E-shop for arts and crafts called achtART.com in April 2011. The company aims to help regional and Lebanese artists and crafts-people showcase and sell their unique artistic creations through an online platform.



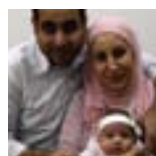
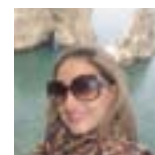
Nisrine Boukaram (B.A.'02, M.A.'04) moved to Qatar after being appointed Consul at the Lebanese Embassy. She previously worked at the Ministry of Foreign Affairs and Emigrants as the head of Consular Affairs, Lebanon.

Nabil Lahham (B.S.'02) earned his M.B.A. in 2010 from the University of Liverpool, receiving second honors for his dissertation on the level of investment in human capital in Syria. He has just published a technical book on how to train bank tellers in Syria.



Karim Turk (B.E.'02) is now working as a manager in the advisory field for ReportEdge – an affiliate of Ernst and Young – in France. He got married to Grace Chamoun and has a baby girl Lea.

Leen Istaitie Hibri (B.S.'03) recently got married and moved to Seattle, Washington, U.S.



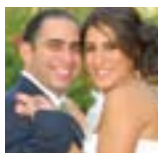
Nancy Boss El Zaatari (B.S.'04, M.S.'10) has moved to Jeddah, Saudi Arabia and is working at King Abdullah University for Science and Technology (KAUST). She got married to Ahmad El Zaatari in 2010 and had a baby daughter, Jasmine.

Imad Bekai (B.S.'05, M.B.A.'08) is a university instructor. He looks forward to starting his Ph.D.



Alumni News

Carla Rahhal (B.S.'05) has been working at Booz&Company as an accountant for six years. She is engaged to Mahmoud El-Ajami.



Aya Akhal (B.A.'06, M.A.'09) currently works for Weill Cornell Medical College in Qatar as a senior administrative assistant. She got engaged in September 2011 to Mounir Slim, who works as an auditor in Deloitte Qatar.

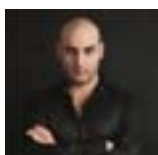


Wissam Chehabeddine (M.B.A.'06) founded his own advertising agency, Brand Vision, in March 2011. The company handles the communication campaigns on behalf of local and multinational brands and specializes in planning media campaigns and business consultancy.

Haytham Ghaddaf (B.S.'06, M.B.A.'09) has been working as a part-time business instructor and recently got engaged to Dr. Layal Zoghbi.

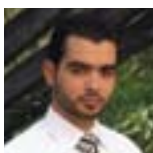
Khaled Hanoun (B.S.'06, M.B.A.'07) launched a leather factory in India in 2009, exporting to Europe and the U.S. He can be reached at Sales@karmaleatheronline.com and www.karmaleatheronline.com.

Maya Itani Shourbaji (B.S.'06) is currently teaching at CIS (City International School) in Lebanon. She got married in 2008 to Omar Shourbaji and has three kids, Walid, and twin girls Judy and Haya.



George Yacoub (B.A.'08) published his first novel "Hara Land" in 2010 and a second book, "My Truth," in 2011. He is also publishing a third novel called "My Empress Yasmeen."

Amir Boulmona (B.S.'09) has been working at Pricewaterhouse Coopers since September 2009 in various capacities. He recently got promoted to senior associate, and successfully completed the four parts of his CPA (Certified Public Accountant) exam in December 2011.



Maher Habli (B.S.'09) is the assistant motor manager of a Dubai insurance company called Al Ittihad Al Watani. Previously, he worked in the sales department of a telecom company called EXON and his family's business in the Ivory Coast.



Farah Hashim (B.A.'09) is currently residing in Los Angeles, California. She recently finished shooting a film called "Marylin Monroe in New York" for her M.F.A. thesis at New York Film Academy. She is preparing for her first feature film "Breakfast in Beirut," which will be shot in Lebanon in spring 2013. A casting call will be held in Beirut throughout spring 2012.

Karim Muhtar (B.A.'09) is working as a freelance graphic and web designer. He launched a website (www.karimmuhtar.com) last spring.

Sara Sandra Chehab (B.S.'10) is looking forward to pursuing a second Bachelor's degree as well as a Masters, and hopes to move to the U.S. for this purpose.

Jonathan Fares (B.S.'10) has joined PricewaterhouseCoopers as a consultant on their Capital Projects and Infrastructure team in Abu Dhabi.

Noushin Maktabi (B.S.'10, Pharm.D.'11) got married in 2010 and moved to Seattle, Washington in 2011 after completing her Pharm.D. She became a licensed pharmacist in the state of Washington in December 2011 and has recently enrolled in an M.B.A. program. Maktabi and a few fellow LAU graduates started a Washington LAU Alumni chapter, of which she is the vice president.

Maya El Hajjar (M.B.A.'11) has been working as regional operations assistant at the United Nations Development Programme - Regional Bureau for Arab States (UNDP-RBAS).

Mohammad El Medawar (B.S.'11) has started his own website for businesses looking to expand their online presence, called Websaytat.com.

Jo Nammour (B.S.'11) is currently enrolled at Notre Dame University's Human Resources master's program.

Remembered with Love

Nour Dajani Shehabi (B.S.'72)

Nour Dajani Shehabi (B.S.'72) passed away in September 2011 after a courageous battle with pancreatic cancer. After graduating from LAU (then BUC) with a food and nutrition degree, she received her M.S. in Rural Sociology from AUB, and went on to pursue a Ph.D. in development planning at Syracuse University, which she earned in 1984.



Shehabi then returned to her native Jordan to work as the director of health, education, and social development at the Ministry of Occupied Land Affairs. In 1994 she joined UNESCO's Middle East office, where she played an active role until her untimely death. She married Dr. Asem Shehabi, a professor of pathology at the University of Jordan, in 1988. Two of Shehabi's sisters, Rawd and Amal, also graduated from BUC in 1972.

Well-connected: Abdallah Al Khal continues to grow LAU's alumni network

Abdallah Al Khal was recently promoted to executive director of Alumni Relations, after more than four years as the office's director.

After earning a B.S. in Business Management from Beirut University College in 1984, he traveled to the United States, where he worked in real estate management. He then moved to Haiti to establish a private import and export business specializing in food items, which he later expanded to Miami.

In 2002, Al Khal returned to Lebanon to help his family manage their business. He returned to his alma mater as well, earning his M.B.A. from LAU in 2009 while concurrently managing the Alumni Relations Office.

For several years, Al Khal served as chairperson of the committee on Alumni and Development within the steering committee for LAU's 2005–2010 Strategic Plan.

He also served on the steering committee established to oversee the preparation of the self-study for the New England Association for Schools and Colleges (NEASC) accreditation.

His influence on the Alumni Relations Office is undeniable. Both the Business Networking Program and the Net Community portal for alumni have been established under his leadership, in addition to the "Keep Learning" educational lecture series. Al Khal has also helped create social media networks for. He and his team have increased the number of chapters worldwide, while also raising the level of annual giving from each chapter.

"My objective is to build a powerful network our alumni worldwide can take pride in," says Al Khal. "This is happening thanks to the constant support of LAU's president and vice president for University Advancement,



the dedication of a wonderful team by my side, and the devotion of many alumni volunteers serving the Alumni Association."

Marge Pfleiderer: Advancing in Advancement

Five-year veteran of LAU's New York office Marge Pfleiderer was promoted to executive director of operations in October 2011. In addition to her work for the University Advancement team, Pfleiderer has collaborated closely with a number of other departments.

"Each year has brought new and exciting challenges — I haven't had the chance to get bored," she says. "And I am grateful for all the friendships that deepen and develop each time I visit Lebanon."

Pfleiderer's versatility is rooted in her background. Upon graduating from Drew University in New Jersey, she moved to New York and worked in professional theatre as a stage manager. She has been a cabinetmaker, a businesswoman,

and a successful recruiter working with programmers in investment banking.

Although her initial challenge was to bring organizational robustness to the NY office, Pfleiderer's experience in recruiting and evaluating candidates for LAU's Advancement, SDEM, and Finance divisions has been invaluable to the university as a whole. She has also researched and implemented a variety of performance management and benefits programs for the NY staff.



WHY I GIVE BACK

Rami Bazzi B.S.'94



Why did you choose to give back to LAU?

I've always been grateful for what LAU did for me, preparing me to face and overcome professional challenges. When combined with hard work, a superior education will make a difference in anyone's career. I've been away for the last 15 years, but I've long had the idea of giving back; the question was only when and how.

What message would you like to convey to fellow alumni and current students?

Don't forget LAU's contribution to your career and success; give back in your own way and remember that our affiliation with LAU will accompany us wherever we go - let's be proud of it.

How is LAU different today from when you were a student?

In its spirit, LAU for me is still the same institution aspiring for excellence in education. Of course it is now much larger and the Beirut campus boasts two impressive buildings, which didn't exist in my time, the business and library buildings. LAU has moreover expanded with the new School of Medicine. This is another step towards improving the university's leadership position.

What have you been up to since your college years?

My long journey first took me from Beirut to Montreal, where I completed my M.B.A. and Master of Science in Finance, then to Toronto to work in finance and consulting.

In 2004 I moved to Dubai, where I focused on private equity investments in the MENA region, and just a few months ago I relocated to Jeddah.

I recently married, and my wife and I continue to visit Lebanon frequently. Whenever I get a chance, I head to the Riyadh Nassar Library to explore its facilities and resources.



THE LEGACY
& THE PROMISE
LAU CAMPAIGN FOR EXCELLENCE

Kanan Hamzeh is known by the LAU community as both a successful entrepreneur and a committed philanthropist. His many contributions include, most recently, an endowed scholarship created during The Legacy and The Promise Campaign. Kanan and his wife, Hanan, give generously of their time and resources for the benefit of both LAU and Lebanon.



✧ KANAN HAMZEH
IS THE LEGACY AND THE PROMISE.



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