

LAU magazine

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& ALUMNI BULLETIN



A Culture of Giving



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CIVIC ENGAGEMENT

Guided by goodwill and a firm sense of social responsibility, the LAU community is dedicated to the realization of a more humane and just world. The university encourages community development and citizen-building projects, motivated by a belief in the common good that transcends the particular interests of individuals and concentrates on the well-being of society. In addition to the many LAU institutes that are routinely involved in social activities, the newly created Outreach and Civic Engagement department places social development at the heart of its mission and solidifies the university's position as a concerned institution.

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A Culture of Giving

FEATURES

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The gift of education

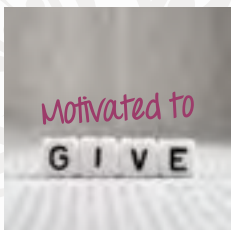
Globally, the costs of higher education seem to be spiraling out of control. How can we ensure that all academically qualified students, regardless of socioeconomic background, have access to the hallowed halls of learning, especially in Lebanon? *Irina Papkova* explores the world of academic giving.

12 Lebanon's unsung heroes

For those who believe that a true, decent and abundant future exists beyond the current myopic, self-consuming and destructing sectarian system, the Red Cross represents a space and living model of what can be done when we follow more life-preserving and promoting principles such as the ones it embraces. *Amahl Khouri* discovers how.



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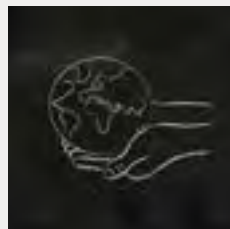


Motivated to give

Be it time, money or blood, people give for different reasons. *Reem Maghribi* meets donors and volunteers whose motivations for giving are as varied as the causes they support.

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Doing business is no longer just about making profit — people and the planet matter too. *Alexis Lai* looks at the state of corporate social responsibility in Lebanon and how the idea can be adapted to help address the challenges faced by the country.



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Wherever You Go

LAU Magazine & Alumni Bulletin is your platform to share photos and news about yourself, your family and your friends. We encourage you to update us on your professional and personal activities and achievements — from wherever you are!



Help Tell Our History

We welcome news from alumni, friends, supporters and current and former faculty and staff representing all of the university's current and former schools and colleges. Submit your stories and photos for inclusion in LAU's online and print publications.

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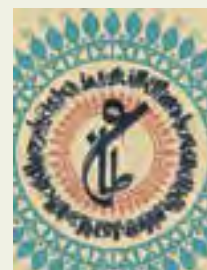
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*There are those who give with joy,
and that joy is their reward.*

هناك الذين يمنحون بفرح،
والذين الفرحة هو مكافأتهم.

Khalil Gibran

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From the President's Desk

Dear Friends,

LAU has a remarkable history of advancing the common good with uncommon will. However, its rich past is not worthy without an investment in the future. Giving is a critical resource that empowers students, scholars, faculty and researchers to make seemingly impossible ideas possible and turn dreams into realities. The power of such support can lead a new generation of pioneers beyond today's challenges and charge boldly toward the discoveries of tomorrow.

This goal is one of the driving forces behind our Strategic Plan for 2011–2016 and our current fundraising campaign "Fulfilling the Promise" speaks volumes about the commitment of people both inside as well as outside the institution. Having surpassed our first target of \$50 million, we have increased our goal to \$75 million. This is indicative of the appreciation that people have for LAU and its mission.

There are many reasons to support LAU. We are moving from one solid success to the next, firmly claiming the university's rightful place as a leading academic institution in the country, the MENA region and beyond. Embedded in the university's core values is a spirit of community, generosity and entrepreneurship — a can-do attitude that says no challenge is insurmountable. And with so many talented and needy students struggling to achieve what is their right — an education, it is imperative that we give them this chance.

Today more than ever, the energy, enthusiasm and idealism of these "hidden talents" are needed. This year we were able to give out 174 endowed scholarships, together with 268 annual ones. And we have increased our operating budget for 2014–2015 to include \$20 million specifically for this purpose.

Beyond strategic planning we advocate continuous strategic thinking for continuous self-improvement. Each and every school at LAU is essential in making up a patchwork fabric worthy of an international educational institution. Whether it's through strategic partnerships such as the developing of an exoskeleton enabling paralyzed people to walk by our School of Engineering or events like the School of Arts and Sciences' Conference on Religion and Politics, the university has so much to offer.

It is through giving that our university has been able to make a foray on this path. We are now going full-speed ahead in not only improving our research support infrastructure but also in pumping up our post-graduate studies. In this issue we highlight just two out of many such diverse degrees. These being the School of Business' new M.Sc. in the Economics of the Middle East and the new M.A. in Women and Gender Studies run by the LAU's Institute for Women's Studies in the Arab World and the first of its kind in Lebanon.

Our dedication to the highest standards of education and civic engagement leads us to stride ever forward. Join us on our journey of discovery as we trace the important role that philanthropy plays in the life of a university and how this role has evolved to become an educational necessity. By using the wealth of the university's human-empowering gifts, we take a look at how the Culture of Giving has benefited both LAU and its community at large.



Joseph G. Jabbra
President



Taking medical schools to a new level

By Irina Papkova



LAU pulls off major international conference on medical education

Over 300 doctors, administrators, students and other medical professionals gathered at Beirut's Mövenpick Hotel for the opening panel of the International Conference on Medical Education organized by LAU's Gilbert and Rose-Marie Chagoury School of Medicine. Over two days, the participants attended plenary sessions and practical hands-on workshops that were also hosted at LAU Byblos.

Both organizers — Dr. Youssef G. Comair, dean of LAU's School of Medicine, and Dr. Ara Tekian, associate dean for international affairs at the University of Illinois at Chicago College of Medicine — believe that the conference was a recognition of the groundbreaking global revolution that has been taking place in medical education over the past two decades. "The training of doctors no longer only includes the imparting of knowledge, but also focuses on testing physicians' actual competence in order to ensure patient safety," said Comair.

To overcome the challenges of medical education in Lebanon, Dr. Zaki Ghorayeb of the Holy Spirit University of Kaslik's Faculty of Medicine stressed that the solution lies in "collaboration on all levels between the country's medical schools."

Throughout the discussion, it became obvious that LAU's School of Medicine has taken the lead in tackling many of the issues identified by the panel members, an impressive accomplishment for Lebanon's youngest medical school.

Dr. Zeinat Hijazi, LAU's associate dean for Medical Education, shared the steps the school is taking to ensure that its students graduate as excellent physicians. "Our strategy includes teaching in small groups," she said, emphasizing that the school's smart classrooms — which are U-shaped — are designed to make the classes interactive. One of the school's great assets is the Clinical Simulation Center located on the Byblos campus, which is equipped with advanced patient simulators that allow students to learn important medical procedures without putting real patients at risk.

The acquisition of the University Medical Center-Rizk Hospital in 2009 has also provided LAU with the solution to a problem afflicting several of the other Lebanese medical schools. Beirut Arab University's Dr. Mohamad Houri echoed the concerns of his colleagues from Balamand University and Lebanese University when he identified the lack of an affiliated university hospital as key to understanding uneven results in student performance. "Sending students to practice at many different hospitals makes it impossible to have an integrated curriculum and to assess their performance properly," he said.

Over the course of two days, internationally recognized top experts in the field from the United States, Great Britain and Singapore gave plenary speeches on various aspects of medical education, focusing both on methods of improving student education outcomes and on the importance of properly training already practicing physicians to be effective teachers themselves. The experts also led conference participants in a series of practical workshops aimed at raising the quality of medical education within the Lebanese context, as well as improving the quality of care and patient safety and the incorporation of innovative technologies in medical education.



"Training doctors is not just imparting knowledge, but testing their actual competence to ensure patient safety."

—Dr. Youssef Comair, dean of the Gilbert and Rose-Marie Chagoury School of Medicine

The opening panel of the conference — itself the first of its kind in Lebanon — was an event of historic proportions, bringing together representatives from all seven medical schools in the country under one roof to publicly talk about issues facing medical education and to propose solutions to them. Problems ranged from the availability of funding to the training of physicians to be good educators and ensuring that students have adequate opportunities to practice their skills before graduating, among others.

Upcoming trendsetters

By Reem Maghribi

The first semester of the Fashion Design program yields fruit

"The value of creative industries is gaining recognition in this part of the world, and LAU's fashion degree is a natural and necessary progression of that," believes Jason Steel, lead instructor of LAU's B.A. program in Fashion Design, which launched in 2013 and has since accepted over 40 students.

After studying courses in a wide range of design disciplines as part of their foundation year, the first cohort of students have, since the summer, been enjoying the facilities of the all-new fully equipped fashion studios in LAU's Gezairi building.

"My primary goal during the students' foundation year was to enable them to conceptualize their own vision and find their own voice," says Steel. The process

"Our fashion design degree is the nucleus needed to boost the fashion industry in Lebanon."

—Marleen Nashef, garment construction instructor in the Department of Design

yielded some unexpected results. "Many of us thought we'd be focusing on eveningwear, perhaps because of the association with ELIE SAAB. I certainly did at first, but now I find that I enjoy tailoring and menswear and am following my own path," explains sophomore student Karen Bou Alwan.

Internationally acclaimed fashion designer Elie Saab reviewed the students' work at a star-studded reception to celebrate the inauguration of the LAU fashion studios last semester. The Lebanese designer is the honorary chairman of LAU's new degree, the curriculum for which was developed in collaboration with the London College of Fashion.

While each student receives the same level of instruction and dedication from a team of core instructors, the curriculum is structured in such a way as to enable individual expression and development.

"The program is dedicated equally to the development of skills and creativity," says Steel, who spends most time with the students in the design room. "The students have proven to be very sophisticated and internationally aware so that each one's uniqueness as a fashion practitioner is shining through." Steel's time with the students is focused mostly on design and creativity, while Nadine Mnemeh and Missak HajiAvedikian teach them pattern cutting. Marleen Nashef teaches garment construction.

"It's great that a university degree in fashion is now available. It will be the nucleus needed to boost the fashion industry in Lebanon," says Nashef, who ran a successful Beirut-based haute couture atelier for a decade before joining LAU.

She teaches the 19 sophomore students in the upper level of the LAU fashion studios, which is equipped with the latest high-tech machines available. "We have all the best equipment here and at first it can seem quite daunting, but with time and experience the students ease into their work," she explains.

Nashef came to fashion after earning two degrees — in business and in finance and management — and working for many years in sales and marketing. She then studied fashion and trained under a number of high profile fashion designers.



Dima Youssef is also studying fashion as a mature student, returning to LAU to earn a B.A. almost 30 years after leaving the university with her arts degree. "I will definitely work in fashion after I graduate. Whether I work with an established atelier or set up my own brand I cannot yet say. I am still discovering my potential here."

The curriculum of the fashion design degree includes modules in branding, budgeting, merchandising and the like, ensuring that graduates have the skills they need to be successful entrepreneurs in an innovative industry that has the ability to promote economic growth, create jobs and boost exports.



American and English smock techniques by lab supervisor Raya Salloum Hamade

The gift of education

Ensuring equal access to higher education

By Irina Papkova

"Without a scholarship, there was no way I would have been able to come to LAU," says recent communications graduate Haneen Chabchoul. For the young public school student from Baalbek, LAU's tuition appeared an insurmountable obstacle. Then Chabchoul learned of the University Scholarship Program (USP), a joint effort between LAU and the United States Agency for International Development (USAID). The USP scholarship not only covers tuition and fees 100 percent and provides a stipend to cover living expenses, but it also waives the SAT requirement in favor of letting applicants to take an in-house examination that takes into account the differences in Lebanon's public and private education systems.

"Some students hesitate to apply to LAU because of the nominal cost," says Ghada Abi Fares, LAU's director of financial aid and scholarships. She points out that LAU may be "one of Lebanon's more costly universities," however, stresses that "we also give out the largest financial aid packages, allowing us to recruit students from all social backgrounds."

Abi Fares' discomfort with the persistence of the idea that "college is too expensive" is echoed by Cameron Feist, director of financial aid at Hamilton College in Clinton, New York. Ranked 15th among America's liberal arts colleges, Hamilton charges a whopping \$47,350 per year in tuition alone for the privilege of attending its ivy-covered halls. But

"very few people pay the sticker price," says Feist, explaining that the college's generous financial aid packages has likely made it less, not more, expensive to attend than it was twenty years ago.

Still, concerns about the cost of higher education are becoming an increasingly loud part of the public discourse. Symptomatically, in the fall of 2014 CNN released a documentary titled "Ivory Tower," critically examining the social and economic consequences of rising tuition and other associated fees in the United States. The film's urgent tone seems on the surface to be backed up by a disturbing reality: in the 2013-2014 academic year, students attending private four-year institutions in the United States faced a tuition bill averaging \$30,094. Students choosing to attend public universities encountered somewhat less daunting costs, on average \$15,000 per year.

By these standards tuition in Lebanon remains relatively low. Publicly available data shows that it ranges from approximately \$4,500 per year at institutions such as Antonine University to AUB's average of \$16,500 for undergraduates. But for a country with Lebanon's economic profile the financial outlay is still daunting. Experts generally agree that approximately 28 percent of Lebanese live below the poverty line, putting the dream of sending their children to college ever further into an indeterminate future.



"The Student Scholarship Program reflects LAU's mission to help the underprivileged gain a strong education."

—Elise Salem, LAU's vice president for Student Development and Enrollment Management



Studies consistently show that a bachelor's degree is associated with significantly higher life-time earnings, both in the US and globally. For now, at least, a higher education remains the pathway for economic advancement for many families, and in a world of increasing social inequality the soaring costs are beginning to trigger popular reactions. Over recent years, various universities have witnessed campus protests at hikes in tuition.

What are the solutions? In Lebanon even more than in the United States, choosing to attend a less expensive school comes at the cost of foregoing the networking opportunities and other career-enhancing and social benefits of attending the more prestigious halls of learning. And there is more. Despite the seemingly obvious financial advantage of enrolling in an inexpensive school, it turns out that in fact higher priced institutions are often able to provide students with superior financial aid packages that knock down the sticker price so far down that they end up costing less than their "cheaper" rivals.

According to Abi Fares, "approximately 40 percent of LAU undergraduates receive some form of financial aid," in many cases "cutting the nominal costs by 80 to 90 percent." For the students benefiting from such discounts, the annual price of an LAU education becomes comparable to or even less expensive than that of most other

universities in Lebanon.

"I had a choice between AUB and LAU," says pre-med sophomore Christelle El Helou. "But AUB only offered me a 20 percent scholarship, with the expectation that I would take out 30 percent of the cost in loans every year. LAU gave me a 60 percent scholarship, so I came here."

Thirty percent of the funding El Helou received was based on merit and 30 percent on need. "LAU scholarships used to be entirely need-based," explains Abi Fares. "But now a substantial amount goes to merit scholarships, which we use to diversify the student body and attract academically qualified students."

In handing out both kinds of scholarships, LAU has positioned itself squarely in the middle of a philosophical argument currently roiling American-style higher education about the relative value of merit versus need-based scholarships in providing equal access to undergraduates from different socioeconomic backgrounds. In 2008, Hamilton College took the unprecedented step of eliminating merit-based scholarships altogether in favor of focusing on meeting 100 percent of a student's perceived financial need. "We were giving out merit scholarships to families that were not necessarily qualified for financial aid, but were at the same time considering need as a factor in about 10 percent of our admissions decisions," says Feist. "It didn't feel right."

In LAU's case, both types of scholarships are key to enhancing the university's local and international reputation. Need-based scholarships provide opportunities for otherwise underprivileged students, fitting with LAU's mission of serving Lebanese society, while merit scholarships attract academically outstanding high school students who might otherwise decide to go elsewhere.

"Increasing our scholarship funds is a top priority," says Marla Rice-Evans, LAU vice president for University Advancement.

"We give out the largest financial aid packages, allowing us to recruit students from all social backgrounds."

—Ghada Abi Fares, LAU's director of financial aid and scholarships

"This year we were able to give out 174 endowed scholarships, together with 268 annual ones. It is substantial, but it is not enough," she says. And so while previous LAU fundraising campaigns had prioritized areas such as facilities and research, the current focus of the "Fulfilling the Promise" campaign has placed scholarships front and center.

At last December's LAU Gala Dinner in Beirut, LAU President Joseph G. Jabbara presided over an auction that raised over \$1 million from donors sponsoring scholarships of their choice. In his welcoming address, Jabbara stressed that LAU has significantly increased its financial aid and scholarship program: "Our operating budget for 2014-2015 includes \$20 million for this purpose; however, even this is proving to be insufficient because of the economic conditions prevailing in Lebanon."

One way to deal with expensive college costs is for students to take out loans, but that this in itself causes future difficulties for them. While in the U.S. student indebtedness is increasingly grabbing headlines as a possible precursor of a global financial crisis to rival the one of 2008, LAU has recognized this and has a policy strictly limiting how much debt its students can take on. The university remains firmly committed to minimizing



the portion of loans that make up student financial aid packages and constructs them as much as possible around scholarships. Presently, loans make up maximum 10 percent of possible yearly support.

Scholarship funding therefore becomes ever more important and Rice-Evans emphasizes the key role played by alumni and other donors. "Often donors want to do something bigger for their country and society," she says. "Many of our supporters are motivated to give to students, in the form of endowed scholarships, either to the needy or to the best and brightest."

The key is matching donor interest to the university's priorities. For example, "We prefer to help students who are truly in need," says Joumana Sabbagh, director of the philanthropic Association Philippe Jabre. But the association also has another motivation for giving need-based scholarship support specifically to LAU: "Our mandate is to support the best universities in Lebanon, and LAU surely fits into that category."

Even when donors' interest does not directly coincide with the university's goal of increasing scholarship support, the donated funds often still contribute to improving university education and the students' overall experience. For example, money that donors direct towards research enhances LAU's international visibility and

the teaching competence of its faculty, which in turn attracts top quality student applicants.

Last year, for instance, the School of Arts and Sciences Department of Education faculty Rima Bahous and Mona Nabhani received a research grant from the Swedish Institute. They then traveled to Sweden and Turkey to present their findings on how social studies text-books contribute to the formation of tomorrow's citizens. "This ... gave visibility to LAU and its various programs, its outreach and community service and leadership initiatives," says Nabhani enthusiastically. Similarly, LAU alumna Rima Hourani recently established the Rima Hourani Annual Nursing Research Grant, allowing faculty of the Alice Ramez Chagoury School of Nursing (ARCSON) to conduct research in the field of contemporary healthcare needs in Lebanon. The first recipient of the grant, ARCSON Assistant Dean Myrna Doumit, has used the funds to further her research into breast cancer treatments, raising ARCSON'S profile both locally and internationally and contributing to student interest in LAU's nursing program.

More subtly still, money earmarked by donors for research also plays a role in supporting LAU's graduate students financially through graduate assistantships. Though not "scholarships"

in a formal sense, such assistantships contribute to helping financially needy students, says Dean of Arts and Sciences, Nashat Mansour. "Some would not otherwise have been able to come ... the graduate assistantship definitely helps them attend LAU."

Perhaps best of all, donations to higher education are gifts that keep on giving long after the students who benefit from them graduate. "I am already serving my society by the managerial position I hold at the Lebanese Red Cross and my membership in several NGOs," says former USP scholarship beneficiary and LAU alumna, Fidaa Al-Fakikh. "We USP Scholars dream about a better Lebanon, we believe in a better Lebanon and we will achieve a better Lebanon." Haneen Chabchoul concurs: "I am a person who believes in giving back, and community service is key to positive change in this country." ■

"Our mandate is to support the best universities in Lebanon and LAU fits into that category."

—Joumana Sabbagh, director of the Association Philippe Jabre



Renowned psychiatrist joins LAU medical hub

By Reem Maghribi

LAU continues its expansion of quality medical services and teaching opportunities

Dr. Elias Rizkallah Abou Jaoude has authored and edited books about psychiatric disorders. While working at LAU, he has continued to raise awareness with interviews and appearances on TV shows.



Psychiatrist Dr. Elias Rizkallah Abou Jaoude joined LAU from Stanford last summer to help set up a new department of psychiatry at the University Medical Center – Rizk Hospital (LAUMC-RH). “A department of psychiatry is essential for any self-respecting medical center, not only for the training of students, but also to offer clinical care,” he explains.

Since acquiring Rizk Hospital and launching a medical degree program six years ago, LAU has renovated and expanded the hospital premises in Achrafieh and inaugurated a new state-of-the-art building in Byblos for its School of Medicine (SOM). All of this as part of the university’s commitment to producing highly qualified and trained doctors.

Recruiting renowned experts to head and develop strong specialized divisions within the hospital and school is part of this ethos. “The process of establishing and developing the department will be ongoing. It’s not a project that has a beginning, middle and end,” says Abou Jaoude. To date, he has focused on laying down the infrastructure in a way that is “well thought out and not haphazard or desperate. The fact that we have reconfigured the medical curriculum for psychiatry, as well as introduced a residency program, is already a big step.”

Abou Jaoude, who both studied and worked at Stanford, hopes to expand the department with other talented physicians. “We are committed to finding the right specialists with North American training and a commitment to working with us to further develop Lebanon’s medical sector,” Abou Jaoude

had been wanting to be part of mental health projects in his home country for a long time.

“I was eager to undertake projects involving mental health in the Near East. I am originally from Lebanon and have a soft spot for the country, so it made sense,” he says. “I am also involved in other initiatives in the region which add to our knowledge base and complement my commitment to LAU.”

Having rewritten the psychiatry curriculum at SOM, Abou Jaoude now teaches most of it, while also seeing patients and supervising the residents specializing in psychiatry. “There is a lot of interest in the residency, but the School of Medicine has to be very selective to ensure the quality of the training experience,” he tells *LAU Magazine & Alumni Bulletin*. “There are only so many clinical opportunities and experiences that you can divide among students.”

In the meantime, patient numbers are increasing, as the stigma around psychiatric conditions diminishes. “Certainly people are less open to treatment here than in Western countries, but it is improving. Some patients would rather see a neurologist or general doctor when they need treatment in order to avoid the stigma.”

However, one major difference between Lebanon and Western countries is, says Abou Jaoude, the ease with which people can access medication without prescription, a fact that can lead to high levels of addiction. “All these things contribute to making Lebanon quite a unique place to treat psychiatric patients compared to anywhere else.”

“The process of establishing and developing the department will be ongoing. It’s not a project that has a beginning, middle and end.”

—Dr. Elias Abou Jaoude, associate dean for medical affairs, for the Gilbert and Rose-Marie Chagoury School of Medicine



Discovering the Swanson Theory of Caring

By Linda Dahdah

LAU Alice Ramez Chagoury School of Nursing's concept-based curriculum teaches its students to turn the feeling of caring into a behavior

Nursing graduate Yvonne Jleilaty works at LAUMC-RH Intensive Care Unit.

"Compassion and care are natural feelings, but in nursing we need to make that caring turn into behaviors, into actions," says Dr. Nancy Hoffart, founding dean of the Alice Ramez Chagoury School of Nursing (ARCSON).

While many think that nursing is only about care, compassion and skills, ARCSON — which follows the American model of nursing — emphasizes also the intellectual component. Since its foundation, the school has developed a concept-based curriculum, currently structured around 50 concepts — including that of caring — which introduces sophomore students to the human and professional aspects of nursing. For the dean, there can be no better model than that of the Swanson Theory of Caring.

"I liked this model best because it's practical and has elements I can teach beginning students," Hoffart says. "For me nursing is an intellectual practice, it is not just about our heart. This model makes caring and compassion an action. Nurses are action oriented and base their actions on science, and the Swanson Theory of Caring is a science of caring."

Currently dean of the Seattle University College of Nursing, Dr. Kristen Swanson is renowned for her research on pregnancy loss. In the 1980s, her own research findings, as well as existing nursing theory and practice led her to develop the Swanson theory, which centers around five types of caring: knowing, being with, doing

for, enabling and maintaining belief.

"I claim that by *knowing* or trying to understand what the patients are going through, instead of making assumptions, they feel understood. If we are *emotionally* present for them, they feel that they matter, they feel valued," Swanson says in an interview with MarCom. "By *doing things for the patients* they would do for themselves, they feel safe and comforted and when they are *given all the information and support* they need, they feel capable. If we *believe in people* and in their capacity to come through and show them that faith, they will come through whatever lies in front of them with a sense of hopefulness."

"For me nursing is an intellectual practice, it is not just about our heart."


—Nancy Hoffart, founding dean of the Alice Ramez Chagoury School of Nursing

Such a pattern of care helps the patients in their treatment and healing process. For Swanson, patients' anxiousness and nervousness consumes energy, making it difficult for their bodies to move toward the healing they need.

This is a thought that resonates with Yvonne Jleilaty, a 22 year-old LAU nursing graduate who has been working at LAU Medical Center–Rizk Hospital's Intensive Care Unit since September 2013. Jleilaty believes in the impact of caring on the quality of care, treatment and cure. "I always go through the inventory of caring in my mind. It helps me maintain a hope-filled attitude and build a relation of trust with the patient," she says, adding, "I can say that one of the major concerns in intensive care units is caring and due to the special condition of patients in critical care units, caring behaviors are crucial."

"Learning about this theory made me aware that caring is not only about emotions but also and mainly about realistic actions, which help in better care planning. This involves critical thinking that allows us nurses adapt to the context of the patients: their experience, their family, the setting they are in, the resources available," says LAU nursing student Jamal el Danaf, who is to graduate in 2015. "It just helps us provide the best care possible in the most efficient and humane way."





“For those who believe that the true, decent and abundant future exists beyond the current myopic, self-consuming and destructing sectarian system, the Red Cross represents a space and living model of what can be done when we follow more life-preserving and promoting principles such as the ones it embraces.”

*—Roger Francis, LAU alumnus
and former Red Cross volunteer*

FEATURE

Lebanon's unsung heroes

By Amahl Khouri



It's 5.53 p.m. and none of the nine Red Cross volunteer paramedics in Beit Meri have eaten since breakfast. It's not that there is nothing to eat; it's just that some members of the crew are still missing, stuck in Christmas traffic on their way back after a mission to the American University Hospital (AUH) in Beirut. "We don't eat unless everyone is here," explains LAU engineering student and Red Cross paramedic volunteer Anthony Behlok. In the meantime, the pizza and fish are getting cold in boxes on the table.

As they wait, a father, still in his work overalls, arrives with his son. The boy's arm is broken, and they are here for a bandage change. Just after they leave, a young woman comes in with her elderly father in tow, also to get his bandages changed. The young woman hands Behlok two boxes of pastries, which he politely refuses. "I insist," she says, smiling brightly, "We got them especially for you guys. Merry Christmas!"

Behlok, in his final semester at LAU, has a project due tomorrow afternoon and a presentation the day after that. He's not alone — all the volunteers at the center are either at school or in college and juggling intense academic workloads along with the 30 hours per week they give to the Red Cross. One of Behlok's fellow volunteers is a seventh year medical student at Saint Joseph University (USJ). She just returned from a first aid mission with Behlok and is now studying by the dome light inside her parked car because the electricity at the center has temporarily gone out. "You learn time management," says Behlok. An understatement if there ever was one.

Last year, Behlok and his Red Cross team were called to an emergency in a nearby town where three people were trapped by fire in a house. It was Behlok who was the last to speak to those trapped inside — they died before the Civil Defense arrived. "It was the first time I had to carry a corpse, and they were the corpses of the same people I had been talking to just an hour before," he says softly. "I just kept talking to them, trying to reassure them; there was nothing I could do to save them."

The Red Cross volunteer is well aware that it is this sort of experience that separates him from his classmates at LAU. Apart from training and evaluating volunteers, he's also driven ambulances at very high speeds, bearing responsibility for the lives of everyone inside. "It's not easy; I have to compartmentalize my experiences. I can't criticize my classmates for horsing around and acting like college kids because that's what they are," he says.

Some of Behlok's college friends have dropped him from their roster because his hectic Red Cross schedule often prevents him from "hanging out." But to him, the rewards are worth it. "I've made friends here that I would trust with my life. We've worked together under pressure and been there for each other in tough times. We are often put in situations where we have to absolutely and completely rely on each other, and this has brought us so close together. It's like another family; these are friends for life."

"The Red Cross teaches you to accept others."

—Anthony Behlok, engineering student and Red Cross paramedic volunteer

Behlok says volunteering with the Red Cross has taught him so much about the world. "I see people at a nightclub paying ridiculous amounts of money for an expensive bottle of champagne, when the day before I'll have met a family living 10 to a room with no money to take their loved one to the hospital. It makes you think — life is so easy for some and so

difficult for others," he says. "Sometimes we get offered refreshments at poor people's homes, while at the homes of those that are better off, no one offers us anything, it's like we weren't even there."

The "situations" faced by Red Cross volunteers are often very extreme and they must skillfully adapt. "We witness tough things — blood, accidents, people beating each other up. It teaches you not to panic, to take a step back, rely on your training and do your work."

Being taken out of his social circles has also put him face-to-face with vastly different ideologies. "Without the Red Cross, I would have stayed in my bubble, I would never meet people who think differently than I do. Before volunteering, I wasn't able to comprehend other mentalities, but sitting with a person for an hour in an ambulance and talking to them opens one's mind. It teaches you to accept other people and different ideas."

Hala Jabre (A.A. '57), former president of the Red Cross blood bank and member of the organization's central committee and Beirut committee, agrees. "Young Red Cross volunteers change sectarian attitudes within their families, without fail. Parents see their children working happily alongside other volunteers from different backgrounds and it makes an impression. And these young volunteers also educate their parents when they hear them discriminate. They'll tell their parents, 'Don't talk like that about Christians or Sunnis or Shiites or Druze. It's not true, I work with them, I know them.'"

Since graduating from LAU, (at that time the Beirut College for Women), Jabre worked between the Red Cross dispensaries, paramedics and

communication office. Her dedication to the organization, especially during the Lebanese Civil War, has won her much recognition, most notably in the form of a Florence Nightingale Medal, an honor usually reserved for nurses.

She describes the bravery the Red Cross displayed during the war, filling a void left that other organizations couldn't or wouldn't fill. "Some organizations would just pass out food or blankets. The Red Cross volunteers were out there, rescuing the wounded under bombs, risking and losing their lives to save others. During the war, people found salvation in the Red Cross. They respect us completely because the Red Cross is not about words, it's all about action."

Jabre describes leading dangerous trips with Red Cross women during the war to the Beirut port to collect vital medicines at a time when even the bravest men wouldn't dare venture on such a mission. On one occasion, the women even confronted armed militia leaders to recover stolen Red Cross ambulances. "I asked them, 'Who will rescue your men when they get injured and no one can reach them? Other militias? Who?' They gave the ambulances back, knowing that the only answer was the Red Cross."

It's for all these reasons that Jabre is not surprised that citizens don't hesitate to donate money, clothes, blood and time to the Red Cross, with émigrés even sending checks from abroad. "It's because there isn't a family in Lebanon that hasn't been served by the Red Cross, everyone in every sector has a sibling, parent or grandparent that has been helped by us."

Despite the sadness she still obviously feels when remembering the events of the civil war, Jabre's eyes also light up with immense pride. In the midst of hatred, horror and death, the Lebanese Red Cross emerged as an unshakable pillar of humanity, neutrality and life. Today its volunteer paramedics especially continue to serve as models of selflessness, decency and reliability in a country plagued by massive levels of corruption and rife with sectarian discord. Lebanon also continues to rely nationally on the Red Cross paramedics and blood bank. "The Lebanese people do not have a hero to look up to. The Red Cross is their hero," says Jabre.

"Humanity, impartiality, neutrality, independence, voluntary service, unity





and universality. We implement all of Red Cross principles, we don't just talk, as is common in the Middle East. We follow lessons learned and do follow up. We work according to a code of conduct, including policies on fraud and corruption. Our volunteers are carefully selected based on their qualities, we never ask their sect. They are trained, monitored and held accountable. Newcomers have to undergo a very intense yearlong training and pass exams before leading in the field. They in turn will help train the next group."

Many of those who have previously worked or volunteered with the Red Cross and have moved on to other endeavors are still carrying the lessons they learned with them. LAU alumni and a Red Cross volunteer for seven years, Roger Francis is the founder and CEO of Mindspace, a marketing company based in Dubai and Beirut. Francis continued volunteering even while starting his career, leaving the center at Beit Meri at 6 a.m. and arriving at his office at 8 a.m. "It made me realize how much can be achieved with little means and closely knit and dedicated team. It also taught me a lot about group dynamics," says Francis.

For others, such as Peggy Hanna, assistant vice-president for Marketing and

Communications at LAU, who established the Antelias branch of the Red Cross blood bank after graduating from AUB back in 1985, the difference became clear when she changed career. "At the Red Cross, which was my first job, you're in a sheltered environment," she says. "People care about each other, they think about each other, their main mission is to serve others and not compete for higher wages or promotions. In the 'real world' it's about business and profit."

For Hanna, her time with the Red Cross is not over yet. "I learned a lot during my early professional years about ethics, going beyond the call of duty and caring about making a difference rather than making more money. Although life has drifted me away from the Red Cross, I am sure I will return to my second home one day to serve but in a different way," she says.

Back in Beit Meri, the team is finally complete and preparing the table to have dinner together. They are warmed by a deep camaraderie on this cold winter night in the mountains; their laughter and smiles have buoyed them through another grueling weekend. When pressed again on what he's given the Red Cross, Behlok is adamant. "Honestly," he says, "I think the Red Cross has given much more to me." ■



"They respect us completely because the Red Cross is not about words, it's all about action."

—Hala Jabre, LAU alumna and former president of the Red Cross blood bank

Postcard from LAU New York

By Paige Kollock



Pleasure marriages

In November, Shahla Haeri — associate professor of cultural anthropology and former director of the Women's Studies Program at Boston University — paid a visit to LAU NY to share her expertise on the phenomenon of temporary marriage in Shi'a Islam.

Her talk focused on Iran in particular, which has in recent years been a vociferous advocate for temporary marriage, also known as *mut'a* (pleasure).

From 1979 onward, the state began promoting temporary marriage as one of the most "brilliant" laws of Islam, Haeri told the audience, a legally appropriate alternative venue for gender association and sexual relations, and a modern yet moral substitute for the "decadent" sexual freedom prevailing in Western cities. By making temporary marriage visible to the public, she said, the religious state moved to control and redirect gender relations and sexuality. The public, however, doesn't seem to share the state's enthusiasm and continues to perceive temporary marriage with disdain, either rejecting it categorically or keeping its practice secret.

Author of a book on the subject, Haeri also regaled us with her own personal experience with *mut'a*. While visiting Iran, she and her non-Iranian husband were turned away from hotels because they didn't have a marriage certificate. Someone suggested *mut'a* and it worked.

Wow, what a busy fall we've had here in New York! As we adjusted to our new luxury digs in Midtown Manhattan, we had the chance to host a few fascinating speakers on an array of topics.



Removing discrimination

The global recession is over, right? Not so fast, says Rand Ghayad, LAU alumnus and research advisor to the Institute for Career Transitions at MIT Sloan School of Management. Ghayad came to LAU NY in October to talk about the "Jobless Trap in the U.S." He explained that, despite the relatively low unemployment rate in the U.S. (below 5.8 percent), more than nine million Americans are still jobless and about four million of those are long-term unemployed, a status Ghayad says makes it nearly impossible for them to get back into the workforce despite ample qualifications.

By flooding the marketplace with 3,500 fictitious resumes, Ghayad found that people who were unemployed for six months or longer had almost no chance of rejoining the workforce and that employers often discouraged them from even applying. U.S. labor laws prohibit discrimination based on age, gender and race, but until recently there was no law to prevent discrimination against the long-term unemployed. That's starting to change, according to Ghayad, who holds a Ph.D. in Labor Economics from Northeastern University. In 2013, the Obama administration introduced a set of hiring principles designed to end such discrimination and, more recently, top companies also agreed to stop screening out job seekers who were long-term unemployed.

At the end of his lecture, Ghayad spoke about the bleak employment situation in Lebanon, where some 20 percent are unemployed and the population is suffering from stagflation, a phenomenon that occurs when the economy isn't growing but prices are.

Five of the best

The destruction of Lebanon's world heritage sites is not just a national concern. It's a global one. And thanks to LAU alumni Nada Sara, the New York community now knows exactly how important these historical sites are. Sara, who holds several law degrees, visited in September to speak about the significance of Lebanon's five UNESCO sites. From Byblos, where the Phoenician alphabet was developed, to Tyre, home of the famous 20,000-seat Roman Hippodrome, parts of which still stand today, to what Sara calls "Lebanon's most important treasure," Baalbeck, one of the wonders of the world and a symbol of imperial Rome.

With headlines about Lebanon more often than not bringing tales of death and destruction, it was refreshing to be regaled with stories of Lebanon's triumphant, and often not so triumphant, past. Did you know that the Umayyads were great recyclers? Sara explained how they "helped themselves to everything around them," architecture from the Romans and masonry from the Byzantines, building a small but powerful palace-city in the 8th century. Anjar stands at the crossroads of Damascus, Homs, Baalbeck and the South of Lebanon.

Her lecture concluded with the 5th and final Lebanese UNESCO site, Qadisha Valley and the Cedars, famous for its monasteries and the hermits who inhabited its caves. The serenity seems a long way off from the honking taxis of New York City, but Sara managed to bring it to life for us.

Making dreams come true

By Reem Maghribi

LAU students developing technology to enable the paralyzed to walk

"It was exhausting, exhilarating, challenging, and we are very proud of our achievements," said Elise Salem, vice president for Student Development and Enrollment Management upon returning from Tanzania where she and seven staff and faculty from the LAU Survival Team had spent a week climbing Mount Kilimanjaro, Africa's highest peak.

The team, led by Alan Kairouz — a senior program coordinator in the university's Office of the Dean of Students — took on the challenge as part of an effort to raise funds for an innovative research and development project currently underway at the School of Engineering. Motivated and supported by paralyzed athlete Michael Haddad, a dozen engineering students have been working under the supervision of the school's assistant dean Barbar Akle to develop an exoskeleton that will enable paralyzed people to walk.

"Michael's achievements are incredible," says Akle of Haddad, who lost control of 75 percent of his body at the age of six. "He is able to use his upper body strength to balance himself in a way paralyzed people usually can't, so we are observing and measuring him and his movements in order to develop a lightweight augmented balance exoskeleton that will propagate Michael's outstanding ability."

Haddad walks on crutches and before working with LAU on the development of advanced exoskeleton technology, wore a rather primitive one himself. "Michael is an athlete with three world records," says Akle, in whose office lays a box full of Haddad's broken crutches. "What he does is very difficult and strains his body. The pressure points become inflamed and each step he takes down stairs is a shock to his body and may, in the long term, cause damage to his nervous system."

In a show of support for Haddad and his ambitious athletic goals, Akle's team of students is also working on building a special exoskeleton for him that includes

built-in shock absorbers and uses carbon fibers to eliminate stress points.

The exoskeletons produced through the ongoing collaboration will enable thousands of paralyzed people worldwide who can't afford the \$100,000 price tag of current exo-systems. Lebanon stands to benefit more than most from the success of the project, as 14 percent of people in Lebanon are disabled in one way or another compared to 10 percent worldwide, making the country a most suitable location for the project's development.

Prototypes of the exoskeletons under development are being produced in Lebanon free of charge by manufacturing conglomerate Phoenix Industries. The U.S. army built the first exoskeletons ever produced in 2000. They were robotic and aimed at augmenting the ability of soldiers. Only in recent years have they been used to assist the disabled, but models currently available are complex and too expensive. As a result, the LAU engineering team is focusing on the development of an affordable mechanical exoskeleton that enables paralyzed people to balance themselves the way Haddad has been able to.

"We are learning so much from Michael and testing and mapping his movements," enthuses Akle. "We are developing something much simpler than what is currently available, but it is cutting edge in its ability to provide a paralyzed person the sufficient balance to be able to stand up and later walk and climb stairs."



The team at Kilimanjaro National Park at end of six day hike.



The Never Give Up team makes it to the top of the Uhuru Peak, the summit of Kilimanjaro.



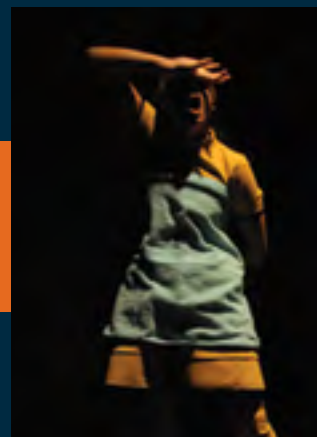
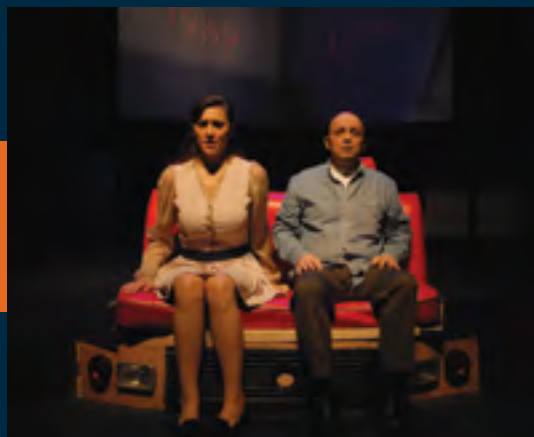
The team make a stop at a Tanzanian orphanage.

"We are developing something much simpler than what is currently available."

—Barbar Akle, assistant dean of LAU's School of Engineering



Taking a moment to reflect on Africa's amazing nature.



An emotional drive

By Amahl Khouri

LAU major production takes its audiences on a journey into the realm of sexual abuse

LAU instructor Lina Khoury is a fighter. When she directed *Hakeh Niswan*, an Arabic play inspired by *The Vagina Monologues*, she waged an 18-month uphill battle with Lebanon's censor, the General Directorate of General Security. Once the script she created was finally approved, the play became an overnight sensation.

For Khoury, the war is far from over. LAU's fall major production *How I Learned to Drive* was directed by Khoury, and is just as daring as her previous work. Using humor and a generous amount of restraint, the play deals with the difficult topic of sexual abuse. "It's another one of our taboo subjects," says Khoury. "In my work, I like to stir people's emotions and minds," she explains. The performance pits the audience against a tough, and for many, very personal subject. "Some people come out of the play crying, others love it," she points out.

In *How I Learned to Drive*, the road becomes a symbol for one woman's journey with sexual abuse. Li'l Bit, the main character and narrator, deftly takes us down this painful path, with all its surprisingly comic stations and shocking revelations, unraveling her story layer by layer before feeling empowered enough to reach the climactic destination at its core.

"Men are taught to drive with confidence, with aggression," says Li'l Bit's Uncle Peck, as he teaches her to drive in his big red gas-guzzler. "The road belongs to them. They drive defensively, always looking out for the other guy. Women tend to be polite, to hesitate. And that can be fatal."

Li'l Bit's hesitation does turn out to be fatal, since her uncle is unfortunately interested in more than just teaching her how to drive.

The play, written by renowned U.S. playwright Paula Vogel, won the Pulitzer Prize in 1998 and went on to win the



Drama Desk and Obie Awards, among others.

It is a lovingly challenging portrait of an American family in the 1960s, but is sure to resound with every society that sweeps its darker truths beneath the rug. It's also not without redemption and empowerment for the survivors of those brutal truths.

"I loved it, I'm so glad I came. It was funny and shocking at the same time. The play was a great way of dealing with the subject, it's beautifully done," says Maya Yaziji, who came out of the play both emotional and very pensive.

Lebanese theatre director Jacques Maroun was also present in the audience. "There's no such thing as bad people, just people who do bad things and there's a reason they do them," says Maroun. "It's a wonderful play and very well directed. Everyone, both male and female, goes through this and it's important that we see more and more of these plays that treat social issues."

Although it is taking to the road that has separated Li'l Bit from her body, it is also through driving that she finds a way back into herself. "The nearest sensation I feel — of flight in the body — I guess I feel when I'm driving, especially on a day like today, the radio says it's going to be clear and crisp, and I've got five-hundred miles of road ahead of me."

"It's important that we see more and more of these plays that treat social issues."

—Jacques Maroun, Lebanese theatre director





Motivated to

GIVE

By Reem Maghribi

FEATURE

What motivates people to give their time, energy or money to others? Is altruism alone enough? Does faith hold more sway than reputation? Are we bound by our national identity or need for personal gain? We look at the factors that influence giving in Lebanon and beyond.



Illustration by Ali Al Rafei

Philosophers and psychologists have long argued as to whether or not true altruism exists. Given that centuries of philosophy and psychology haven't reached a definite conclusion on the matter, this article doesn't pretend to either.

That said, various academic studies on philanthropy cite doing good, or at least feeling that one is doing good, as standing out among a number of factors motivating people to give.

Examples of philanthropy are abundant at universities, where millions of donated dollars enable the establishment of new academic programs, buildings and scholarships that are often named after their benefactors. Legacy is often a motivating factor behind such donations, as donors seek to build a recognized family culture of generosity while influencing the future.

While most people don't have the deep pockets to have a building named after them, by donating their time and expertise they can still very much pass down values and resources to future generations while addressing current welfare issues.

There is a reassuring and comforting number of individuals who are so inclined in Lebanon, and can be found volunteering for established organizations or establishing new ones to fill perceived shortcomings in the social fabric of the country.

Lubna Izzidin is among a growing number of people adding to the development of Lebanon's civil society scene. "I saw a beautiful death and I wanted to spread the idea, it was as simple as that," says Izzidin of her impetus to found Sanad, a Lebanese NGO that provides comprehensive home-based hospice care to terminally ill patients and takes its name from the Arabic for "trustful support".

Izzidin was first inspired by a similar NGO in Jordan that supported her family during her mother's final months. "I sat with the organization in Jordan when I began to consider setting up something similar in Lebanon. I was dazzled by what they said and I realized I had found my calling." Motivated by this feeling, Izzidin

combined both the personal experience of a former beneficiary and her professional experience in social work and the media.

"I give all my time to Sanad and am enjoying every bit of it. I love seeing the growth and richness of the organization," says Izzidin, who works without remuneration as Sanad's executive director. "I can't think of myself as someone remote from this, but I know I will have to hand over the reins eventually to ensure our vision expands and thrives."

As Izzidin and a team of medical

"The greatest proof of responsible citizenship is to serve someone you don't know."

—Yorgui Teyrouz, founder of DSC

professional and specialized board members enabled the organization to grow, so too did Izzidin's own experience and skill-set. "When I started Sanad I didn't think of it as being added value for me professionally. I hadn't added it to my CV. I later realized that it definitely was part of my professional development."

Izzidin's experience highlights how one's motivation can change over time, as we develop our skills with age and experience, and as the effectiveness of our donations becomes evident. Some may lose interest in giving, while others feel renewed vigor in their purpose, as has been the case with Yorgui Teyrouz, founder and director of Donnez Sang Compteur (DSC).

"It's my baby, I can't leave it," he says, four years after officially establishing the organization, which encourages and enables people to donate blood to those in need.

Teyrouz was first motivated to organize blood drives by a personal experience. "I was involved in a car accident that resulted in someone else's death. Soon after I was able to help save someone's life by donating blood. Shortly after that one of my scouts was

looking for blood donations to help his grandfather,” explains the former chief scout and graduate of LAU’s School of Pharmacy.

A series of experiences raised Teyrouz’s awareness of a serious problem in Lebanon driving to tackle it. Patients in Lebanon normally have to source their own units of blood from relatives or donors before an operation to supplement the various blood banks different hospitals have. “We have a list of 15,000 blood donors and we contact them regularly when certain blood types are needed by blood banks in different hospitals.”

The system, says Teyrouz, needs a real overhaul. “It’s not enough to do good, you must do it right. The blood donation and blood bank system in Lebanon is deeply flawed and we’re trying to fix it. When I saw the impact DSC had I was motivated to continue building. It started as a passion, now it’s pure commitment. I gave my word to our donors.”

In addition to twelve-hour days working

“I was dazzled by what they said and I realized I had found my calling.”

—Lubna Izzidin, co-founder of Sanad

in a pharmacy, Teyrouz spends all his free time, during lunch-breaks, evenings and weekends managing DSC without remuneration. “Building DSC came at a heavy personal sacrifice. It took me nine years to graduate, and my parents feel that I should be investing my time in my own future, but I have gained so much from DSC.”

Among his personal gains is development and managerial experience. An initiative that began in 2005 with Teyrouz jotting down names of fellow scout chiefs willing to be blood donors is now a fully functioning internationally recognized NGO with 10 employees and over 70 volunteers.

“The volunteers are motivated to join by both the social dynamic of the teamwork involved and the experience they gain from working within such an organization,” explains Teyrouz, “while donors give blood for various reasons.” Among those reasons is recognition. “I have found that posting a photo online of someone who has donated reaches hundreds of his friends which in turn motivates them to donate. You can’t allow us to post their name or photo and simply want to donate because they have a loved one who died, or survived, because of blood donations.”

Another factor, says Teyrouz, is faith. “We have a lot of Muslim donors motivated

by their faith. They hear their sheikh tell them to give blood so they do. For some, it is just part of their culture.”

Mirna Sabbah Hoballah, a volunteer with and vice president of the Lebanese Breast Cancer Foundation (LBCF), is also motivated by her faith. “I don’t earn here, but with God I do,” says the breast cancer survivor.

In addition to donating her time to organize fundraising and awareness campaigns for LBCF, Hoballah is a support volunteer for women undergoing treatment. “I wasn’t afraid during my treatment, because of my faith and my family. They show fear in their faces, so I became strong in order to strengthen them.” That feeling stayed with Hoballah and motivates her to help patients in restoring their sense of femininity and hope.

“Helping others, I feel happiness, something inside I can’t describe,” says Hoballah, who was treated in 2006 by LBCF founder Dr. Naji Saghir. “I work out of his office on average four hours a day. I’m not working to be known. I have no goal but to help these women who need us.”

Helping people in need, says Teyrouz, is part of a person’s civic responsibility. “The greatest proof of responsible citizenship is to serve someone you don’t know. It’s not just humanitarian, but patriotic to give blood to a stranger.”

National identity plays a motivating





Mirna Sabbah Hoballah



Irina Papkova



Yorgui Teyrouz



Lubna Izzidin

role not only through patriotism but also through heritage, particularly among diaspora populations. Diaspora donors seeking to help the communities and country from which their families emerged are a global force moving billions of dollars, according to the U.S.-based Rockefeller Philanthropy Advisors.

Scholar and LAU contributing writer, Irina Papkova lives between Beirut and the United States. Of Russian descent, she has devoted many hours over the

"I don't earn here, but with God I do"

—Mirna Hoballah
vice-president of LBCF

past two years volunteering for the San Francisco-based diaspora NGO Russian American Community Services (RACS). "My sister Ksenia and I helped them raise funds for a cancer patient and that experience really moved me. Then Ksenia herself fell ill and benefited from the financial support of the RACS, so I am not only motivated by giving back, but by helping this particular organization."

The organization benefited from the proceeds of a fundraising event Papkova and other Russian descendants organized. Guests to the event paid hundreds of dollars to attend and, says Papkova, the motivations for doing so are varied. "For the socially conscious, it's an opportunity to rub shoulders with the elite and be photographed and featured in the media," she explains, adding that many simply enjoy the atmosphere of the party. "It also feels good to help

a worthwhile cause and the cost is tax-deductible, so there are plenty of motivating factors."

A belief in the cause, agrees Izzidin, founder of Sanad, is ultimately what motivates their volunteers and donors. "It's that important and worthy. It touches on everyone, touches their hearts. There's an 'aha' moment because it's a new perspective."

Just as Izzidin has rallied with friends, colleagues and medical professionals to provide Sanad's hospice care services, so too do medical faculty and staff work together to run the Volunteer Outreach Clinic (VOC) in Shatila camp.

"The clinic was already running in a rather ad-hoc way before I joined the LAU faculty in 2003 and soon after the VOC team, adding a pharmaceutical service," explains Shereen Nabhani, former Clinical Assistant Professor at the School of Pharmacy. "With time and experience, we registered as an organization, raised funds and organized our volunteers in shifts to ensure we were able to deliver comprehensive medical services to the residents of Shatila."

The VOC's main source of funds has been a yearly dinner. "We didn't provide much entertainment really, people came and donated because they understood our mission and had a respect for it," says Nabhani, who spent almost every Saturday over five years volunteering in Shatila with an attending physician and a handful of students of pharmacy and medicine.

"It's part of who you are as a healthcare professional, wanting to improve the welfare of patients," says Nabhani. "Students would try volunteering for a day, out of interest. Once you've tried, you're hooked because you see the benefit of the work and how well the patients are doing."

One's time, believes Nabhani, is a more personal donation than money. "You get to see the impact and build a relationship. That's what makes it so personal." Be it time, money or blood, it is clear that a donation, no matter what the motivation of the donor, changes lives, and that witnessing that change in turn motivates further giving. ■



Shereen Nabhani

Civil society's role in ending political power sharing

By Reem Maghribi

Consociationalism causes political, cultural and social immobility, but Lebanon's civil society organizations are helping to build a new political culture

"Lebanon's power struggle has become a zero-sum game," declares Makram Quaiss, adding, "Each community tries to acquire as much power as it can and solutions are based on the lowest common denominator."

The LAU assistant professor of Political Science and International Affairs is under no illusion that consociationalism is benefiting Lebanon or its people. Lebanon's confessionalist system has, he says, "created significant tensions between those who have power and those who don't and this is fertile ground for future tensions."

Civil society organizations are however stepping up to encourage dialogue across confessional lines, says Quaiss. "Consociationalism causes political, cultural and social immobility, but Lebanon's civil society organizations are looking for a way to create a space for dialogue to build a new political culture."

While some civil society initiatives are geared toward peace building, others have a religious tone. Often, they intersect; such is the nature of Lebanon's history. The declaration of a national holiday in 2010 to celebrate Mary and unite Christians and Muslims in their admiration for the mother of Christ was an example of the importance and success of civil society advocacy, believes Quaiss.

"It's not an easy task. Today, with tensions in the West between Christians and Muslims, it only makes it more challenging here. But I don't see where the change will come from otherwise, especially with the current regional and international dynamics."

With politicians busy seeking the approval and support of outside powers, their focus is not on building ties among civilians, promoting space for interfaith dialogue or developing new interfaith symbolism, all areas of importance that Quaiss refers to as "the three lessons learned from the civil war."

Without interfaith dialogue and community cohesion, even the establishment of a new non-confessional election law would not introduce real

reform. "You would need a few elections before that really takes place. Gaining trust for non-sectarian political parties will be a process. Citizens will need to see results delivered by non-sectarian leaders."

Trust, says Quaiss, is the key ingredient, and that is precisely what civil societies' initiatives are focusing on building. "I don't think civil society can directly transform the political landscape, but they can provide an opportunity for the development of new leaders and individuals who have the ability to reach out and gain the trust of citizens."

Praying together, says Quaiss, may lead us to believe that we can work together on the political level. "Many people are often overcoming fears that have been deeply ingrained and have sectarian connotations. Encouraging collaboration of any sort between people of different communities will build trust over time and prepare us for a non-confessional system in the future."

"Trust is the key ingredient that civil societies initiatives are focusing on building."

—Makram Quaiss, assistant professor of Political Science and International Affairs



Markram Quaiss gave a presentation about the role of civil society in combatting consociationalism in Lebanon at a conference on Religions and Political Values organized by the Adyan Foundation in partnership with LAU and hosted at the university's Byblos campus.

LAU runs for One Lebanon

By Linda Dahdah

If over 1,300 underprivileged children from across Lebanon had the chance to celebrate Christmas this year, LAU had a little something to do with it. Organized by One Lebanon, the festivities were partly funded by LAU's participation in the Beirut Marathon as the university ran under the flag of its alumna's NGO.

"For me it is so natural to have LAU on board. If I am doing what I am doing today I owe it to my university, as it has instilled the mentality of giving in me," says alumna Tania Kassis. The Lebanese singer founded One Lebanon, an apolitical cultural movement, to promote dialogue, reconciliation and peace among the Lebanese population.

"As always, LAU was the pride of the Beirut Marathon," enthused LAU President Joseph G. Jabbra who never fails to attend the event. "Our commitment to this marvelous occasion was inspiring, our enthusiasm was contagiously passionate, and above all, running for One Lebanon was our precious reward," he declared.

"We were united to serve a cause that brought us all together for one common Lebanon, and this is how our country should truly be," stressed LAU student Marwan Hasbini, who volunteered at the annual event. Hasbini was among the more than 280 LAU students, faculty and staff who either ran, volunteered or cheered as participants took to the streets of the Lebanese capital on November 9.

In addition to participants from both the Beirut and Byblos campuses, a group of 35 physicians and staff from different disciplines at LAU Medical Center-Rizk Hospital headed by CEO John Rhoder and Deputy CEO Gladis Mouro proudly made it to the finish line.

"In the world of distance running, commitment is a characteristic attributed to marathoners," says May Khalil, president of the Beirut Marathon Association. "To me, LAU's commitment to the Beirut Marathon is very much similar to a marathoner's commitment to the run. As an official partner, LAU is considered one of the major contributors to the success of the races we organize throughout the year."

For Elie Samia, the university's assistant vice president for Outreach and Civic Engagement, imbuing LAU students with a strong sense of national belonging and of respect for diversity "is at the core of what we do and stand for."

Dr. Mahmoud A. Kreidie, vice-chairman of LAU's International Board of Advisors who also participated in the marathon, enthuses, "LAU's students are clearly mentored to become exceptional citizens of Lebanon and the world!" Once again this culture and education of giving so characteristic of LAU marked its participation in the annual race.

Over 280 LAU students, faculty and staff ran the Beirut Marathon in the spirit of unity and national solidarity



"LAU has instilled the mentality of giving in me."

—Tania Kassis, founder of One Lebanon, singer and LAU alumna



Q&A



An educator without borders

LAU's new VP for University Advancement
Marla Rice-Evans
shares her thoughts on philanthropy, culture and communication



In addition to professional experience in development and education, Rice-Evans is an accomplished artist whose work has been exhibited across her native USA.

Ever since her twenties, all Marla Rice-Evans ever wanted to do was to work for a non-profit organization that does good work for society. Through her work for the arts, children with AIDS and higher education, that is exactly what she has been doing for many years now.

Rice-Evans is no stranger to being on the go. In the 26 years she has been married Rice-Evans has moved five times. Her husband, Dr. John Rice, is a professor of sociology at the University of North Carolina and her daughter Jesse — whom she describes as smart like her father and street smart like herself — is continuing her graduate studies having obtained a bachelor's degree in Creative Writing. Before joining LAU, Rice-Evans was Associate Vice-Chancellor of Advancement and Campaign Director at the University of North Carolina Wilmington.

One thing Rice-Evans does insist on is keeping her creative roots alive. She has a passion for painting and her personal website shows works of hers that have been exhibited in art galleries across the United States.

Rice-Evans took time off during a recent trip to Beirut to sit down and talk with the *LAU Magazine & Alumni Bulletin* about her thoughts and hopes.

What has been the most challenging aspect of your career so far?

Anybody who tries to bring out the best in people has to manage personalities and that's a challenge. Everybody has a different story, different background, different strengths and different weaknesses. It's the hardest part of the job because human beings are not robots. Yet, it's the most rewarding part too.

How does the philanthropy today differ from before?

There's so much more science to philanthropy now than ever before and it is centered firmly on data wealth and capacity for giving and how people can link giving to their interest to your institution. Now, scientifically, through data, we are able to reach out to those people that are most likely to respond to a particular solicitation.

How can giving be encouraged?

I see the philanthropic process as a science and an art. You can't tell a donor what to do; you must inspire and engage them. To reach their heart requires creativity and thoughtfulness. But when you both come to an agreement that will, for example, improve the futures of students, it can be the most beautiful spiritual, enlightening and inspirational experience.

What is the importance of communication for a university?

As an institution, we have to be incredibly cohesive and strategic so that our communities perceive us in an honest and positive light. It's critical for us to really push our public relations and communications arm, at a level that we

haven't had to before, because we have a lot of competition out there for attracting talented students. We are constantly aware of the need to make sure the university's reputation is stellar. This takes constant effort and good strategic decision-making, both long-term and spur of the moment.

How do you juggle between your role as administrative director of the LAU New York and that of VP for Advancement?

Although I spend the majority of my time at LAU New York, luckily we have great staff both here and there. I encourage people to talk about things that are working well and things that are not. It also helps that we have a great video conferencing system, as face-to-face communication is always most effective.

How are you coping with the cultural difference you encounter being an American working in the Middle East?

After spending the first six months listening and observing, I feel I understand how to navigate around the cultural differences. However, I never hesitate to ask questions. I find so much commonality with the people here. Everybody is open to listening to and exchanging ideas, and I want to be able to continue the way I am in terms of open mindedness, respect, care and empathy.

One last word. What is your message to our community?

I would really like for all our community to feel an integral part of the great unfolding story that is LAU. It's the most dramatic, unbelievable story, one that will continue on and on.



Fulfilling the Promise
LAU Campaign for Academic Excellence

AN INCOMPARABLE LEGACY

FOUNDATIONS OF EXCELLENCE

During LAU's first-ever fundraising campaign "The Legacy and the Promise" — launched in 2006 — we inaugurated the Schools of Medicine and Nursing, obtained U.S. accreditation of our academic programs, secured millions of dollars for student financial aid and surpassed the target of \$65 million a year ahead of schedule. Throughout, we were steered by the legacy of those who came before us since the founding days of LAU and who continue to inspire the vision of what an American education can mean for current and future generations of young people.

The campaign constantly reminds us that we have promises to keep to those who have entrusted the university's future to our care. Today, the entire LAU community is joining hands to consolidate and honor these commitments in a new initiative: "Fulfilling the Promise."

Like the first campaign, \$100 million "Fulfilling the Promise" 2011-2015 fundraising campaign supports the implementation of the university's 2011-2016 Strategic Plan, with a special emphasis on strengthening academics. The new campaign rests on six pillars: Facilities, Endowed Chairs, Student Support, Research, the School of Medicine and Special Initiatives. All six are indispensable to ensuring academic excellence — the core of any great university. In the same spirit, the campaign is also directed towards ensuring the continued accreditation of our programs, essential to securing LAU's international reputation as a world-class institution.

The campaign
has raised
\$62,223,344
so far

The allocation of the total
target of the \$100 million
campaign is as follows:

Facilities

\$38,000,000

Endowed Chairs

\$12,000,000

Student Support

\$11,000,000

Research

\$23,000,000

The School of Medicine

\$10,000,000

Special Initiatives

\$6,000,000



Milestones

September 30, 2011

Completion of
“The Legacy and
the Promise”

October 1, 2011

Start of “Fulfilling
the Promise”

June 24, 2014

Launch of
public phase

September 30, 2015

Expected end of
campaign

Mutaz & Rada Sawwaf Masters in Islamic Art & Architecture

Thanks to a generous endowment from Mutaz Sawwaf and his wife Rada, the university's Institute of Islamic Art and Architecture will expand its curriculum from the undergraduate Minor in Islamic Art and Architecture it currently offers to a fully fledged 18-month master's program starting in the spring of 2015. The establishment of a new master's is aimed at promoting the rich scope of contributions made by Islamic civilizations in the arts and sciences throughout history.



Naming A Facility

One of LAU's loyal friends, Dr. Najib Khatib, has agreed to name the second floor of the new engineering building on Byblos campus the “Najib & Mona Khatib Engineering Floor.”

In addition to the money raised at the third annual Gala Dinner, a pledge was announced from LAU benefactor Wadih Absi and his wife Randa to renovate and name the Irwin Auditorium after their family. The renovation is expected to start in March 2015.

LAU patron Antoun Sehnaoui has approved a pledge for the Athletic Center on the Byblos campus to carry the name “Antoun Nabil Sehnaoui-SGBL Bank.”

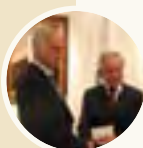
After acquiring the Gazeiri building, LAU will honor the previous owner's request to keep the name of the Bawarchi family on some of the building's premises following a very generous donation

Gilbert and Rose-Marie Chagoury continue to generously support LAU. The Chagoury Health Sciences Center is home to the Gilbert and Rose-Marie Chagoury School of Medicine, the Alice Ramez Chagoury School of Nursing and the School of Pharmacy.

Consolidated Contractors Company made a generous gift to name the Wadad Said Khoury Student Center (WKSC) after the spouse of Said Khoury, the company's founder.

Antoine Frem, chairman of Karma Real Estate Company and long-time friend of LAU, donated five sections located on lot # 1695 in Blat-Jbeil to the university. These sections will be used for academic purposes.

Philanthropist Jacques Saade donated a generous sum for the naming of a facility after him at LAU Medical Center-RH.



Alumni Contribution

LAU's community of over 35,000 alumni in Lebanon and around the world supports the university's fundraising efforts by all means. In addition to their chapters' fundraising dinners and to their personal donations, our alumni organize a variety of events and programs to promote LAU and to engage not only alumni but also their respective communities. Through 37 chapters, the latest being the Chicago Chapter, and soon-to-be the Paris and Nigeria chapters, our alumni maintain close ties with the university and are considered a platform for its presence worldwide.



Endowment Scholarship Funds

Philanthropist Abdul Ghani Hammour and his wife, Inayat, have established an endowment fund to provide ongoing financial aid to needy and deserving students.

Financial behemoth Edgar de Picciotto and his wife Daniele have established an endowed scholarship fund to assist deserving and needy students majoring in banking, finance and accounting.

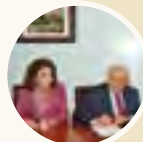
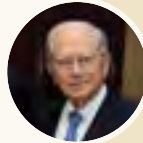
The Saudi engineering group established the Saudi BinLadin Group Annual Scholarship Grant and continues to contribute towards it to support the education of needy and deserving engineering students.

Lebanese businessman Fouad Makhzoumi is a loyal friend of LAU. He annually supports the Gala Dinner Endowed Scholarship Fund to sponsor the education of underprivileged and outstanding students.

Lebanese business tycoon Adnan Kassar, chairman & CEO of Fransabank Group, established the Adnan Kassar Annual Scholarship Grant and is supporting the education of needy and deserving business students.

Lebanese renowned Engineer Talal Shair, chairman of Dar al-Handasah (Shair and partners), is a loyal friend to LAU. He continuously sponsors the education of students enrolled at the university.

Bank Audi made a generous donation to establish the George and Raymond Audi Endowment Scholarship Fund, supporting the tuition fees of needy and deserving students majoring in banking, finance and accounting. The bank also donated a generous amount to name a physical entity at the School of Business after Raymond and his late brother Georges.



Third LAU Fundraising Gala Dinner

With a renewed focus on increasing financial aid and scholarship programs for needy and deserving students, "Donate to Educate" was the theme for this year's occasion. Together, LAU supporters raised more than \$1 million dollars from donations, sponsorships and in proceeds from gala ticket sales. All the money raised will go to the "Gala Dinner Endowed Scholarship Fund" to support needy and deserving students.



Plant Your Class tree

This year, as part of the third consecutive senior class gift campaign, 581 graduating students contributed to raising funds for needy and deserving students while planting a memorial "Class of 2014" tree on each campus.



Phonathon

In April and May 2014, LAU's Development Office conducted its first Phonathon fundraising effort, reaching out to 800 alumni worldwide, to give alumni the chance to give back to their alma mater and play an important part in the university's future.



Take a Bench or a Seat

Members of the LAU community may make their names part of the university's legacy by naming a bench on either the Beirut or Byblos campus or by naming a seat in the Irwin or Selina Korban Auditoriums. The chosen bench or seat will display a plaque engraved with the donor's name (or the name of a loved one he or she chooses to honor) and the year of graduation.





Together we can make a difference

Transforming LAU's Campuses

Over the past decade, our student enrollment has nearly doubled. To ensure the continued delivery of a first-class learning environment, we must construct several critical new facilities. Through the "Fulfilling the Promise" campaign, donors have the opportunity to make gifts to name facilities. These could be new buildings or discreet places within them such as classrooms, floors, office space and the like.

Bringing a World-Class Faculty to LAU

Endowed chairs honor and recognize the distinction of superior faculty while providing much-needed support for use in research, teaching and other activities. They are powerful recruitment and retainment tools, raising the prestige of the university and making it more attractive to outstanding faculty from around the world. Endowed chairs bearing the name of the donor can be created across any of LAU's seven schools.

Attracting the Best and Brightest

Student Support is a means to keep this promise by providing our students with adequate levels of financial aid. Sustained donor support is critical in helping us ensure that we can continue to attract a diverse and academically outstanding student body. An endowed scholarship bearing the donor's name ensures this.

Nurturing a Culture of Research

As part of solidifying LAU's position as a preeminent university in the Arab region, we seek to enhance our ability to provide university-based research funding, allowing our faculty to stay current in their fields, to assert themselves as leaders in their academic disciplines, and to give students invaluable opportunities to participate in research projects. Donors can create "seed grant" funds for junior faculty members or named research endowments.

A Leading Health Science Education Hub

In recent years, LAU has made tremendous strides towards becoming a premier destination in the area of health sciences education. The Gilbert and Rose-Marie Chagoury School of Medicine is an integral part of the university's success story and one of the "Fulfilling the Promise" campaign's objectives is to secure the financial resources required to make the school a center of groundbreaking teaching, innovation and research. This can be done through endowed chairs, research and scholarships and by establishing and naming a Center for Interprofessional Education (IPE), as well as other naming opportunities that are available throughout the Chagoury Health Sciences Center (CHSC), such as the Clinical Simulation Center.

Beyond the Ivory Tower

LAU is blessed with extraordinary strengths in a number of curricular and extra-curricular areas, all of which required sustained funding to ensure their continued success. Special initiatives are important endowment opportunities that exist for donors who, for instance, wish to support a particular institute or center, underwrite a program, sponsor an annual exhibition or performance or provide funds allowing the Office of Civic Engagement to expand its outreach programs.

To join the campaign or for further information please contact:
development@lau.edu.lb in Beirut or nydevelopment@lau.edu.lb in New York

LAU Gala 2014

Partnered for Excellence *dinner*

THE GIFT OF GIVING

By Maya Hautefeuille

LAU's fundraiser "Donate to Educate" highlighted the university's mission to propel future graduates into spheres of economic, social and political leadership worldwide

"The best gift in life is the gift of giving," reverberated the energetic voice of LAU President Joseph G. Jabbar over a sea of sparkling tables and elegant attire. Gathered for LAU's third annual fundraising Gala Dinner, 800 distinguished guests settled in for an evening of merriment and giving in the build-up to the holiday season.

With a focus on increasing financial aid and scholarship programs for needy and deserving students, "Donate to Educate" was the theme of this year's Gala Dinner. "LAU's goal has always been to provide an education that is second to none based on talent and determination, not financial circumstances," stressed Dr. Paul Boulos, chairman of the Board of Trustees.

The fundraiser unfolded in a magnificent BIEL setting over a savory winter meal and to the rhythm of Arabic jazz, including a qanun virtuoso. Opening up the evening with a few words, Jabbar asserted his commitment to ensuring that "ability, and not the ability to pay, remains the sole

criterion for admission to LAU," before handing the evening over to the students themselves.

Two current scholarship recipients, Ralph Tayeh and Rand Salim Hammoud, took the stage and reached out to the audience by relating their personal journeys to LAU, facilitated by donor generosity.

Hammoud, a first year political science and international affairs student and aspiring ambassador, detailed how her extraordinary achievements, including seven Model UN Program awards, could not alone secure her place at LAU. "Without LAU looking into hidden talents who can't afford tuition fees, I was not going to get an undergraduate education," shared Tayeh, who went to public school.

Together, LAU supporters raised more than \$1 million dollars from donations, sponsorships and in proceeds from gala ticket sales. All the money raised will go to the "Gala Dinner Endowed Scholarship Fund" to support needy and deserving

students. In addition, a pledge of \$1.5 million was received from LAU benefactor Wadih Absi to renovate the Irwin Hall Auditorium and name it after his family. The renovation is expected to start in March 2015.

The evening later gave way to festivities and to the dance floor. Students gave the audience a taste of their skills as they performed a moving rendition of "We Are the World," while across the room, their peers stood up in support and celebration of such a diverse and talented student body.



Auctioneer Marianna Wehbe encourages the audience to bid and donate for student scholarships



Pharmacy students give the audience a taste of their skills as they perform a moving rendition of We Are the World



The music band 8th Art serenade the crowd



Layla Nehme

Former vice-president for student affairs, Nehme is currently the head of the President's Circle and its offshoot, the Volunteers of LAUMC-Rizk Hospital.

"With our group of nine ladies we relieve patients in need of financial assistance or emotional help. The proceedings of a gift shop we opened in the small space we were allocated allow us to help cover the expenses of one to two patients a month. Ultimately, we would like to run a coffee shop and also hope to set up a reading room for children and family members to relax while accompanying their loved ones. I go to the hospital every single day because for me commitment is the most important thing ... I don't expect anything in return. Unfortunately, in our society people compete in giving while giving should only be defined by one's humanity, not by how much they can give."



Maria Abou-Atmi

Maria is a senior studying for a B.A. in Political Science and International Affairs and volunteers at the Migrant Workers Task Force. She works at MarCom as a web editor part-time assistant.

"A group of us get together every Sunday for two hours and teach English, Arabic and French to migrant workers. I teach beginners English. I believe that education is a right. It shouldn't be just limited to people who are privileged. It's my way of giving back. I have so much respect for our students because they come for two hours on their only day off to learn a language that they are under no obligation to learn. It's very inspiring. I know what it is like to be an outsider in the country that you live in. That I am able to do something about it is good enough for me. It is my way to give back."



Sevine Fakhoury

MarCom's photo-editor, Fakhoury is a board member of Beirut for the Ethical Treatment of Animals (BETA).

"We carry out rescues, collect donations, run shelters for animals in immediate danger, contact potential adopters and do home checks. Currently we are sheltering around 70 cats and 400 dogs. We make sure they are taken care of physically and are in good shape. They are all sterilized, vaccinated and dewormed so they can be adopted. People in Lebanon don't like big-sized dogs so we try to get those adopted abroad. It's very hard to find dedicated volunteers. People who love animals often come and visit as an outing or fun day, whereas volunteering is a very serious task as people count on you and lives depend on you. Animals are part of our daily lives, they can't talk and they ache in silence. For me, not doing anything is harder than doing it."



A culture of giving

People volunteer for an endless variety of reasons. Many people want to gain experience, acquire new skills, meet new people or expand their network of contacts. Others just want to give back to their community, to help a friend or promote a worthwhile activity. They do it because it makes them feel good. It gives them what some describe as a "private smile."

LAU promotes a culture of giving among its faculty, staff and students. *LAU Magazine & Alumni Bulletin* met up with a few volunteers to discover the motivation behind their generosity.



Eun Sil Lee

M.A. in Education student Eun Sil Lee volunteers at the Adventist Learning Center.

"I teach English to Syrian refugee teenagers between the ages of 14 and 18 twice a week for three hours. The center is located in an elementary school in Bourj Hammoud. It's amazing; they are so willing to study. I've never known students who actually ask for homework and they're rather disappointed when there is none.

In Lebanon you don't have to look far to see their situation. It's evident everywhere. They have had to witness death and destruction. And here they are living in such dreadful conditions yet still crave for education. I thought I could at least provide that part."



Noor Tabet

Second year Architecture student Noor Tabet wants to specialize in design.

"I volunteer for a project called Desizgners, founded by a group of students from LAU and AUB. These are graphic designers and architects who paint different areas in Lebanon, and who started by painting the stairs in Mar Mikhail, then Jbeil and now Ashrafiyeh. There were 20 of them when they first began. With time people have started helping them. It's great because you get to meet a lot of nice people in the same domain as yours.

I do it because of Beirut. I'm really attached to the city and wanted to give back to it — and there are a lot of things that are beautiful here that people should know about."



Nermine Mufti

Full-time English instructor in the English Department of the Faculty of Arts & Sciences Nermine Mufti is currently the vice-president of The Youth Association of the Blind, an NGO she has been with for 20 years.

"The association works on integrating blind people into society. We assimilate children into regular schools and continue to support them when they enter university.

As children we provide the support to be able have a social worker, who acts as their shadow teacher, always with them. The association types all the resources needed in braille and sometimes we tape-record some of the books, especially at the university level.

At the moment we have a blind student here at LAU. I spent last term helping her use her white cane as she walked around campus. Also I had to educate the other students on how to help her by simply telling her if they see obstacles in her path.

I have always been interested in humanitarian work. It's a passion. Society is slowly becoming more volunteer-oriented. A lot of schools now require students to do community service in order to graduate."



Sawsan Bistanji

Assistant to LAU's vice president for Student Development and Enrollment Management Sawsan Bistanji and a group of friends founded the Shifaa NGO 13 years ago.

"At first we mainly dealt with blood donations. Then we moved into volunteering in everything for healthcare. We fund operations for needy people. We donate blood — we are the link between patients and blood donors. We also do other charity work depending on emergencies such as the refugees from Syria.

We've faced challenges, the most difficult being to recruit volunteers. It's very easy for people to donate money, but not their time. So four years ago we established Shifaa Junior Club to train children from the ages of 8-17 in community service. The kids are amazing, they've given us ideas we would never have thought of and they've been able to raise a lot of money. Shifaa has about 30 member and the Junior Club has over 70.

Volunteering is part of being grateful to God because of all we have. We are blessed and it's our duty to repay society and our community."



On the Move



AMINE ABI AAD

Dr. Abi Aad returns to his alma mater as an assistant professor. Last year he obtained his Ph.D. in Management Strategy and Entrepreneurship from the University of Alabama. He had previously graduated from LAU Byblos with an M.B.A. ('09) and a B.E. in Industrial Engineering ('02). His areas of interest lie in emerging markets, institutional economics, informal economy and international business. He considers LAU home and his ultimate motivation in returning is to give back to its community.



GABRIEL BAZI

Dr. Bazi joins LAU Byblos as an assistant professor of Civil Engineering, having earned his Ph.D. in 2005 from the University of Nevada. Previously, he was a project engineer for Dynatest Consulting Inc. in Ventura, California. In addition to research, his passion is teaching and interacting with students. His goal is to develop a Pavements and Materials program that would be unique in both Lebanon and the region. He would also like to hold training workshops for professional engineers at LAU. Trained as a certified instructor for CPA, AED and First Aid with the American Red Cross, Bazi hopes to be able to use his skills here in Lebanon.



ANTHONY CAPOMACCHIA

Dr. Capomacchia joins LAU as assistant dean for Student Affairs at the School of Pharmacy and is responsible for the overall administration of student affairs for pre-pharmacy, B.S. and Pharm.D. classes. He is looking forward to the challenge of creating a new M.S. program in Industrial Pharmacy and hopes to develop a pharmaceutical research program that pursues intellectual property in collaboration with the industry in Lebanon. Previously, he worked at the University of Georgia in diversity relations with the goal of recruiting, funding and graduating students from historically underrepresented populations and feels his experience could be beneficial to LAU.



DANIELLE CHEHWANE

Danielle Chehwane joins her alma mater's Department of Finance & Accounting. She is currently a partner at the Center for Corporate Services. Previously, she was the technical advisor to the Deputy General Manager at the First National Bank and a financial consultant to Middle East Capital Group S.A.L., as well as a consultant to Al-Khabeer Capital. She holds an M.B.A. as well as B.S. in Business Administration from LAU. She is a Certified Public Accountant and recently passed her Certified Valuation Analyst examination. LAU has always been home for her, and by sharing her knowledge with its students she fulfills her goal of giving back.



RAMI EL ALI

Dr. El Ali returns to Beirut as a visiting assistant professor at the School of Arts & Sciences, where he hopes to help educate the next generation in the humanities, which he believes to be vital to any culture. He recently graduated from the University of Miami's philosophy Ph.D. program, having written a dissertation on the philosophy of perception. Recently, he began studying video games from a philosophical point of view. Apart from expanding LAU's philosophy division, he also aims to get students excited about philosophy through its Arts & Sciences Fair. During his time here, he hopes to be active in social justice issues, in particular feminism, which he believes is central to many important changes that needs to happen in Lebanon and the Arab world.



ZEINA EL JORDI

Zeina El Jordi joins LAU as clinical instructor and psychiatric-mental health course coordinator at the School of Nursing. Last year she obtained her M.S. in Nursing from AUB, focusing on Psychiatry Mental Health. She chose to teach because it gives her great pleasure to instill a sense of passion and pride about nursing in others, and to be part of contributing to the future and legacy of the profession. Her short-term goal is to get certified by the American Nurses Credentialing Center (ANCC)-Adult Psychiatric-Mental Health Clinical Nurse Specialist Certification and her long-term goal is a doctorate of nursing practice (DNP).



ROULA EL KHOURY

Roula El Khoury joins LAU as a visiting assistant professor of Interior Architecture at the School of Architecture & Design. She earned her master's in Urban Planning from the Graduate School of Design in Harvard University and her B.A. in Architecture with a minor in Political Sciences from AUB. She has lectured at both her alma maters. Her research interests include topics in "Representation and Design" and urban planning issues. Prior to her academic career, she was a senior architect and urban planner at Solidere, working on design propositions for cities around the world.



SEBASTIAN ILLE

Dr. Ille joins LAU as an assistant professor in the Department of Economics. He obtained his first M.Sc. in Economics and Management Science from Humboldt University in Germany and a second M.Sc. and Ph.D. from the University of Siena in Italy. His previous research and teaching experiences were gained at Sant'Anna School of Advanced Studies and the University of Pisa in Italy, and Chulalongkorn University in Thailand. His general interest is to understand how individuals make choices and the ways in which these choices aggregate into behavioral patterns and institutions.



CHRISTIAN KHALIL

Dr. Khalil joins LAU as an assistant professor in Environmental Toxicology. He holds a Ph.D. in Environmental Toxicology and Health and has over 10 years experience in consulting research and teaching. A specialist in corporate training, he also has extensive research, team leadership management and project management experience. He has always wanted to introduce environmental toxicology expertise to Lebanon and LAU's high academic standing made it, for him, an obvious choice. He has started working on environmental projects dealing with Lebanon's natural reserves and hopes to expand to investigate the pollution of its waterways.



THOMAS KRUMM

Dr. Krumm joins LAU as a visiting professor of political science and a representative of the German Academic Exchange Service (DAAD). He is also an affiliated researcher at the Philipps-University of Marburg in Germany. Previously, he held teaching and research positions at the University of Kent in England, and the Chemnitz University of Technology and the Philipps-University of Marburg in Germany. He would like to contribute to the internationalization of LAU, and in particular to Lebanese-German exchanges of both students and faculty.



JAMAL MAALOUF

Dr. Maalouf returns to her alma mater as an assistant professor in the Department of Management Studies. She earned her Ph.D. in Strategic Management and Entrepreneurship from the University of Alabama in 2014. She earned both her M.B.A. ('08) and B.E. in Computer Engineering ('03) from LAU. Her research interests include micro-foundations of strategic management, organizational routines, franchising, strategic alliances, entrepreneurial orientation and leadership.



ZEINA DAGHER MANSOUR

Dr. Mansour joins LAU as an assistant professor at the School of Medicine. After completing her Ph.D. in Medical Sciences at Boston University School of Medicine, she joined Harvard Medical School at the Schepens Eye Research Institute and the Massachusetts Eye and Ear Infirmary for her postdoctoral training. She is designing and launching a new course for medical students titled "Biomedical Science Research: Hands-On Techniques and Methodology." Her aim is to provide medical students with the tools and opportunity to foster collaboration with researchers both nationally and internationally.

On the Move



NABIL NEHME

Dr. Nehme joins LAU as a visiting assistant professor in the Department of Industrial & Mechanical Engineering. He previously served as a lecturer at Suliman Olayan School of Business and in the Engineering Management Program at AUB and holds a Ph.D. in Engineering with an emphasis on Operations Research and Transportation Systems from the same university. LAU's vision and commitment toward establishing and enhancing the leadership skills of students regardless of their socio-economical status was a key in enticing him to join.



RITA PINTO DE FREITAS

Dr. Pinto de Freitas joins LAU as a visiting professor. She obtained her Ph.D. from the School of Architecture of Barcelona, where she has been teaching since 1999 and has been vice-dean, chair in Architectural Design and Ph.D. supervisor. She has her own practice in Barcelona, which specializes in design that links architecture with the configuration of the city or territory. She is developing a research project on "Publicness in emerging contemporary cities" that involves universities from different continents.



SEYED REZA TAHERI

Dr. Reza Taheri joins LAU as a visiting assistant professor in the Department of Petroleum Engineering. He holds a Ph.D. from Curtin University of Technology in Australia, a master's from the University of Twente in Holland and a B.Sc. from Tehran Polytechnic. Previously, he served as the head of the Petroleum Engineering Department in the Australian College of Kuwait. He is a certified lead auditor of quality management systems in education and has been a referee of the Elsevier Journal of Petroleum Science and Engineering since 2008.



PIERRE SARKIS

Pierre Sarkis is an instructor of History and Cultural Studies in the Department of Humanities and of International Relations in the Department of Social Sciences. Prior to joining LAU in 1994, he was the director of Business Development with CorpServ International. He has now become a full-time faculty member. His research interest focuses on tsarist Russia, but he is currently writing a book on a history of television in San Diego, California. He holds masters' degrees in both History and International Relations from the University of San Diego, and he has completed all the requirements toward a Ph.D. from Georgetown University.



SAMA SLEIMAN

Dr. Sleiman joins LAU as an assistant professor of biochemistry. During her postdoctoral work at Cornell University, she focused on transcriptional dysregulation and the role of epigenetics in neurodegenerative diseases. She then joined New York University and worked on deciphering the role of growth factor signaling in psychiatric diseases such as depression and schizophrenia. She is particularly excited about joining a multidisciplinary department that offers the opportunity to interact and collaborate with researchers in different fields.



ABBAS TARHINI

Dr. Tarhini returns to his alma mater as a visiting faculty member in the Information Technology and Operations Management Department. He received his Ph.D. in Software Engineering with a concentration in distributed information systems from University of Reims. He will continue his research to provide solutions to business problems using information technology that reduces the cost of supply chains and enhances the relationship between businesses and customers. Together with his colleagues, he is experimenting with new methodologies for improving teaching processes using active learning enhanced by information technology.



MANAL YUNIS

Dr. Yunis joins her alma mater as an assistant professor of Information Technology Management. She holds a Ph.D. in Business Administration with a concentration in Computer Information Systems from the University of Texas-Pan American. She is working on research projects related to cyber security, cloud computing and e-government. She considers that the mental abilities of an enthusiastic teacher and passionate researcher, like herself, need a unique and positive environment that nurtures professional growth and development. For her, LAU provides such an atmosphere. She is a member of the Association of Information Systems (AIS), Decision Sciences Institute, and AIS Special Interest Groups.

On the Move



LAU

School of Architecture and Design

DEPARTMENT COMMUNICATION ARTS

- **Alireza Khatami** has been promoted to assistant professor

DEPARTMENT OF ENGLISH

- **Dr. Nableh Haraty** has been promoted to assistant professor
- **Dr. Nadra Assaf** has been promoted to assistant professor
- **Usama Acra** has been promoted to senior instructor
- **Mona Shahine** has been promoted to senior instructor

DEPARTMENT OF SOCIAL SCIENCES

- **Dr. Samar Zebian** has been promoted to associate professor



LAU

School of Business

DEPARTMENT OF ECONOMICS

- **Dr. Ayman Reda** has been promoted to associate professor

DEPARTMENT OF FINANCE & ACCOUNTING

- **Dr. Sebouh Aintablian** has been promoted to associate professor

DEPARTMENT OF MANAGEMENT STUDIES

- **Dr. Bassem Maamari** has been promoted to assistant professor
- **Dr. Leila Messarra** has been promoted to associate professor



LAU

School of Engineering

DEPARTMENT OF INDUSTRIAL & MECHANICAL ENGINEERING

- **Dr. Wassim Habchi** has been promoted to associate professor
- **Dr. Jimmy Issa** has been promoted to associate professor

CENTRAL ADMINISTRATION

- **Elie Samia** has been promoted to assistant vice president for Outreach & Civic Engagement
- **Amal Abdel Massih** has been promoted to executive director of Advancement Services
- **Ghada Abi Faris** has been promoted to director of the Financial Aid & Scholarship Office
- **Karina Rodriguez** has been promoted to director of On-Line Communication
- **Nabil Bedran** has been promoted to director of Capital Construction Management
- **Toufic Smayra** has been promoted to director of Capital Construction Management

Lebanon: A land of opportunity for corporate social responsibility

By Alexis Lai

FEATURE



"Most companies think they are doing CSR but they are doing philanthropy."

—Khaled Kassir, founder
CSR Lebanon

When Dwayne Baraka stood at the immigration counter at Beirut's airport in December 2014, he noticed something very different from his previous trips. "For the first time, the immigration officer started asking questions about why I was in Lebanon," Baraka recalls. "I said, 'I'm a CSR consultant' and he immediately asked if I was speaking at one of the conferences. The officer voiced really strong opinions about CSR and Lebanon's lack of engagement with it. He said that it was one of the factors why he had wanted to find a job outside of Lebanon after he'd finished his studies."

The immigration officer's understanding of corporate social responsibility (CSR) — a practice that has largely been the domain of highly developed, industrialized countries since its modern conception in the 1950s — was a pleasant surprise for the London-based founder of CSR consultancy ValueCSR, a regular visitor to Lebanon since 2011 to speak at conferences and lead training workshops.

Baraka was further impressed at the conference he went on to attend, the fourth held by the consultancy CSR Lebanon. Compared to his first visit to the organization's second conference in December 2011, he found that "there was much more open engagement — how do I make this work in Lebanon, versus my first trip when people were really trying to understand what CSR is. I think the level of passion for CSR now is very different. It was great to share the stage with many Lebanese frontrunners — us 'foreign' experts are now in the minority," he adds.

Held under the patronage of the governor of Lebanon's Central Bank, the December conference included nearly 600 attendees from around the world, encompassing senior figures from the local government and the European Union, banks and other corporations, chambers of commerce, NGOs, universities and news organizations.

But while awareness of CSR has improved, "it has not at all become a trend, it's still in its infancy," says CSR Lebanon founder Khaled Kassir. "Most companies think they are doing CSR but they are doing philanthropy."

"A company practicing CSR is one that

is aware that it needs to give back to the environment in which it operates, as well as to the society with which it interacts and transacts to make its profits," explains Walid Touma, assistant professor of Management at LAU's School of Business and director of the university's Enterprise Office. "In the long run, if CSR becomes a culture at a company, its internal and external perception will rejuvenate all those who transact with it," he adds.

Kassar views companies' efforts in Lebanon as mostly one-off, piecemeal initiatives, rather than as part of a stated long-term strategy integrated into a company's core operations. He adds that there is a lot of "CSR-washing" taking place, referring to public relations and marketing efforts using the guise of CSR to burnish a company's public image.

"To consider a company doing CSR properly, I have three conditions," Kassar said. "Announce a strategy for the coming five or ten years, implement the strategy, and publish a yearly report using a strong reporting framework. We need to look at real, measurable impact in the long term."

While CSR Lebanon has established itself as a leading authority on the topic and is the only consultancy of its kind in Lebanon, its clients remain located in the region — Dubai, Qatar, Saudi Arabia — but not in the country. At most, its clients may have some business projects domestically.

"Businesses still don't see the value of such an investment," Kassar laments, adding that companies often lack the budget for his strategy development fees. Moreover, "there are concerns over investing in a multi-year strategy because businesses are operating in the short term, not the long term. You can never forget that we are in Lebanon. Businesses say, 'How can we invest this amount of money in CSR? We're in Lebanon, we don't have a president, we have Israel, Syria, assassinations and car bombings.'"

"What we are trying to convince them is that CSR is not a luxury, it's something essential to your business. If you are good with your employees, good with the environment, good with your surrounding community, this is good for your company, even if the situation in Lebanon is bad."



"It took the U.K. 15 years before CSR started to show itself in this idea of social entrepreneurship."

—Dwayne Baraka, founder of London-based CSR consultancy ValueCSR



According to Janine Zakka — an instructor of Accounting at LAU's School of Business who wrote a paper titled *Corporate Social Responsibility and Poverty Alleviation in a Developing Country Context: Case Studies from Lebanon* — the best motive for businesses operating in an unstable environment to apply CSR in their work "is the gain and other benefits that the corporation would receive from doing good to society. This is achieved when the social services offered to society are related to the business of the corporation and when the corporation creates goods that fit bottom-of-the-line markets where it can sell its products and at the same time develop these markets."

Kassar has taken this advice to heart, and, to get things going, he is targeting sectors with more money, such as banking, construction, restaurants, tourism and cars. He notes that CSR efforts must be related to a business' core products or services — and the problems directly related to them. "Sales of new cars grow every year in Lebanon, but why have I never seen a car manufacturer have a small initiative in CSR?" he asks, noting that hundreds more people are killed in road traffic accidents in Lebanon each year than in bombings.

Some banks have begun to take small

steps. The Central Bank issued a circular last year calling for banks to help finance start-ups. Bank Audi and Fransabank began issuing yearly CSR reports a few years ago. Kassar gave BLOM Bank a recognition award during the December conference for its popular retail credit card program, developed in collaboration with the Lebanese Army, whereby half of the annual fee and a percentage of every \$100 spent is donated to the Lebanese Mine Action Center.

"That's an amazing thing," Baraka says of the BLOM program, and notes it as an example of what he sees as "a uniquely Lebanese version of CSR emerging."

CSR in the Lebanese cultural context involves the targeting of different social and environmental issues and an intellectual starting point in philanthropy and charity, he says. "The business culture in Lebanon has always been charitable, so if you look at philanthropy through a CSR lens, it's how can we be most effective with the resources we're giving back to the community?"

Baraka suggests that "philanthropy ought not to be a dirty word when it comes to CSR," describing the initiatives he has seen in Lebanon as philanthropy with CSR influence or the elevation of charitable donations (with little

consideration beyond PR value) to community investment. At the same time, he acknowledges a continuing problem of business leaders equating CSR and philanthropy as “something holding back the understanding of CSR” in the country.

Touma, who is also a management and strategy consultant with over 25 years of experience in the field, believes that there has to be a concerted effort to educate corporate leaders and boards about the “perceived” benefits of CSR and not just its philanthropic discretion. Moreover, CSR consultants need to be creative in devising affordable vehicles for such engagements.

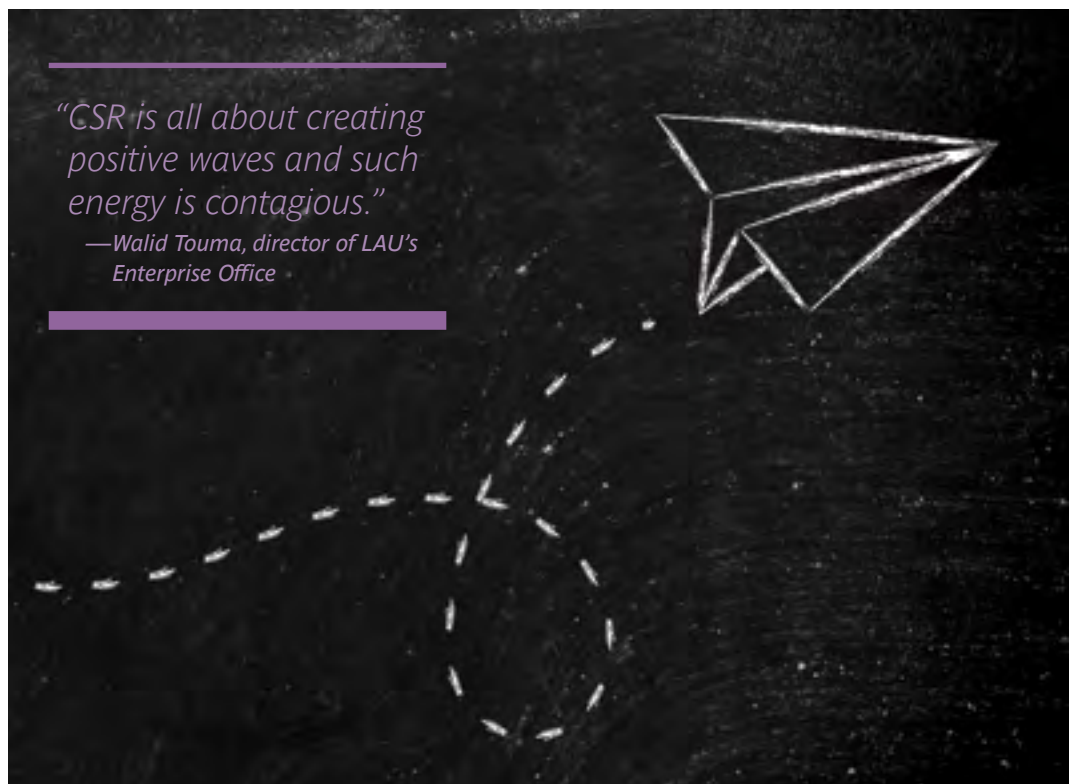
Baraka also notes that SMEs usually take a different approach to CSR than big businesses, which affects CSR efforts in Lebanon given the predominance of small and medium enterprises. For example, while annual CSR reports of some multinational corporations exceed 200 pages, he said, small businesses do not have the need or resources to do the same.

He champions the idea of developing a “Lebanon CSR Index” to measure and report performance, rather than using well-established international standards such as the ISO 26000 or Global Reporting Initiative (GRI). “Understanding the metrics that are most important for Lebanon is something that really only Lebanese companies, civil society and NGOs can determine,” he says.

Baraka is also impressed by how quickly the concept of a social enterprise — a business with a social mission that maximizes its social and environmental impact over financial performance and reinvests its profits toward achieving this objective — has arisen in Lebanon. “It took the U.K. 15 years before CSR started to show itself in this idea of social entrepreneurship.”

Aside from leading efforts to develop a local index, Kassir has been appointed the point person by the United Nations Global Compact, a worldwide initiative to promote CSR, to develop a network on the ground. He is also collaborating with MP Ghassan Moukheiber to draft a law to provide tax incentives for CSR initiatives, as well as with other MPs to draft a social enterprise law.

Dr. Josiane Fahed-Sreih, chair of LAU’s School of Business’ Department of Hospitality & Marketing and an associate



professor of management, echoes the need for such government intervention. “If you want to increase CSR, companies should have an incentive. The problem comes when CSR is a cost burden to the organization. If it intervenes, the government should lower taxes or not take taxes for any CSR course of action.”

Fahed-Sreih, who is also the director of the university’s Institute of Family and Entrepreneurial Business, notes that many companies had already undertaken small initiatives, such as BLC Bank’s Woman Entrepreneur of the Year Award, which included a CSR criterion weighing 15 percent in a candidate’s final score, or the launch of companies with a socially-minded core business, such as Cedar Environmental’s green technologies to treat municipal solid waste. “I think efforts will multiply and businesses will have more innovative ideas when they find CSR initiatives are important to enhance their image and profits,” she adds.

Soberingly, Baraka notes that leading multinational companies that have been committed to CSR for many years still have a long way to go. For example, “Marks & Spencer, which many would say is a world leader on CSR, talk about being perhaps a little more than 10 percent of

the way to being fully ‘sustainable’.” Still, he is optimistic about CSR eventually reaching critical mass in Lebanon.

Baraka also praises Kassir and his team for helping “Lebanon leapfrog over some of the earlier years of CSR and the mistakes that countries like the U.K. and U.S. have made. Lebanon is well-placed to catch up quickly.”

All emphasize the need for multi-stakeholder engagement to move forward, involving not only corporations, but also the government, NGOs, the news media, ordinary citizens, and academia. “Universities are the perfect environment for engaging in discussions about CSR and for developing mechanisms of how to make CSR affordable, tax deductible, sustainable and adapted to each industry’s needs,” stresses Touma.

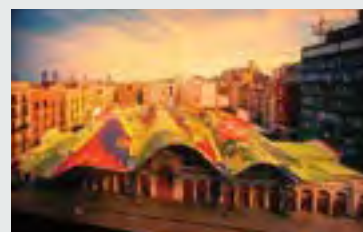
“It’s a very hard mission because of Lebanon’s situation, but at my forum I felt I got support from non-corporate areas, [such as] universities. I believe business schools are playing a good role. Now we need to ingrain this in the mentality of the new business generation,” emphasizes Kassir.

“I think the corporate sector is now feeling the pressure of the community,” he added. “Now they can’t skip [CSR] easily, but it will take time.” ■

Lectures

The inspiration behind the Taj Mahal

The challenges of recovering methods lost under the British colonization of India and integrating the local community to both benefit its economy and society were illustrated by renowned Indian architect Ratish Nanda during his lecture on the restoration of Humayun's tomb, organized by the university's Institute of Islamic Art and Architecture. The institute's director Abdallah Kahil was pleased to divulge that discussions are currently underway to make use of Nanda's expertise through a workshop on the rehabilitation possibilities of Lebanon's southern city of Tyre. A photography exhibition on *Islamic Monuments in India* by Binoy K. Behl was inaugurated in parallel with the lecture.



Blending through experimentation

The School of Architecture and Design invited renowned Italian architect Benedetta Tagliabue to speak as part of a public lecture series. In a talk titled "Blending through experimentation," Barcelona-based Tagliabue touched upon topics and challenges familiar to Lebanese architects, notably the need for public space, the importance of involving the community in the development process, the use of artisans whose profession is now under threat, and the challenge of discovering archeological ruins during construction. She also stressed the importance of activism within academia, arguing for the necessity of having architects and urban planners who are able to give suggestions and beautiful drawings to politicians.

Improving Skills

Data Journalism workshop

As part of the university's preparations for the launch of the new B.A. in Digital Journalism and Social Communication, a workshop on the new trend of data journalism was led by the Georgian group Jumpstart Georgia. "Data journalism takes big data sets, like health or water statistics, and asks journalistic questions about them. Rather than just write the story, it also visualizes it. Together with a designer it creates powerful information graphics," explained Visiting Assistant Professor of Journalism Monika Halkort. She also described how the department has reorganized the courses it offers in order to keep up with the changing world of journalism.



Plagiarism awareness

Research by faculty members on student and teacher perceptions of plagiarism in academic writing has encouraged an emphasis on raising student awareness of ethical writing strategies, and the implementation of pedagogical practices and institutional policies that educate rather than penalize. With this in mind, the university's Writing Centers hosted "Plagiarism Week" as part of LAU's efforts to improve students' writing abilities. During a presentation on documentation skills, the center's director Paula Habre emphasized the importance of engaging students in how to use correct verbs when citing a source and how to synthesize sources into their writing without simply copying and pasting.

Creating Opportunities



Employment tips from a top career coach

"The impression a potential candidate makes starts long before they walk into an interview," pointed out Roula Mouhanna, expert career coach, founder and manager of Career Counseling and Coaching Ltd. The Career Guidance Office at LAU Byblos invited Mouhanna to speak about what really counts in the inevitable job search. "Attending and participating in seminars and activities to include on CVs set applicants apart," she stressed. Her final tips focused on the interview itself, where she declared that the key was to think like an employer.

LAU takes the lion's share

Six of the ten Fulbright scholarships awarded in Lebanon for 2014-2015 were disbursed to LAU graduates. The prestigious Fulbright Foreign Student Program scholarship enables graduate students, young professionals and artists from across the world to study and conduct research in the U.S. Approximately 4,000 foreign students receive Fulbright scholarships each year, with only ten selected annually from Lebanon. The university's Outreach and Civic Engagement unit has been actively promoting the scholarships by hosting U.S. embassy speakers on the topic. "The students selected had more in common than a stellar academic record: they were all involved in civic outreach and extra-curricular activities," points out Elise Salem, vice president for Student Affairs.

OCE takes its mission to New York

The Outreach and Civic Engagement unit (OCE) organized a five-day conference dubbed the Global Outreach and Leadership Development (GOLD), held at LAU's Headquarters and Academic Center in New York. More than 70 participants — including LAU students (whose trip was 50 percent sponsored by the university), high school students and school advisors from across Lebanon — flew to the Big Apple to attend the event. The aim of the conference was to expose participants to the real work of the UN, to the world of advocacy, empowerment and leadership, and to introduce them to the latest training methodologies and materials in the field of diplomatic representation and international negotiations.



Art & Communication



Mosaic: not just another art piece

Over 600 people attended the launch of the new student newsletter *Mosaic*, the main goal of which is uniting differences. The newsletter, published in both Arabic and English and distributed for free every two weeks, gives students a voice for anything and everything on their mind, whether academia related or just another relationship rant. It allows expression in all its forms. "We embrace our differences under one institution, one paper," says Nidal Daccache, assistant professor of Arabic literature and one of the newsletter's founders.

A day of talks, inspiration, networking and therapy

"It's the momentary suspension of judgment and the willingness to listen that makes these events unique and worthwhile," says LAU instructor Reine Azzi, the curator and host of TEDxLAU. As they walked through an outdoor social space designed by two LAU architecture graduates, the event's 400 guests were invited to contemplate their strengths, share their fears and consider their futures. Psychologist Sami Moukaddem spoke of his battle with depression, singer Naima Shalhoub of being violated in her youth and clown doctor Cynthia Karam of being a witness to suffering, while male belly dancer Moe Khansa challenged traditional notions of gender. However, it was 22-year-old Sara Khatib, LAU honor student and cancer patient, whose mantra for resilience "Pain is inevitable, suffering is optional" that struck the greatest chord. Khatib passed away shortly after the event.



Community Engagement

ASHA grants \$1.3 million in aid

The USAID American Schools and Hospitals Abroad (ASHA) program announced a \$1.3 million donation to the LAU Health Foundation. This grant was received as part of a \$3.5 million aid package for schools, universities and hospitals in Lebanon. The gift will be channeled to the university's Medical Center—Rizk Hospital (LAUMC-RH) to provide lifesaving supplies, rehabilitate a front-line primary trauma care facility and train medical staff. "As the hospital is currently embarking on a \$15 million renovation project, this is a very timely gift which will be used specifically in the field of trauma care. This grant will make a difference in Lebanon," explains John Rhoder, CEO of LAUMC-RH.



Raising diabetes awareness

With the help of LAU, pharmacy student Diana Tamer brought her dream to life and founded the Lebanese Pharmacy Students' Association (LPSA), a non-profit organization made up of pharmacy students from all five of Lebanon's pharmacy schools. "The NGO was established to give pharmacy students opportunities to volunteer in various medical areas," explains Tamer. For its first event the association chose to mark World Diabetes Day by joining in a two-pronged awareness raising campaign developed by the International Diabetes Federation. In the coming year, LPSA will focus its efforts on an educational campaign to combat addiction in Lebanon.



International Olympiad in Informatics

LAU hosted Lebanon's first dry run of qualifiers for the International Olympiad in Informatics (IOI), with the aim of training and sending students to the prestigious programming competition for high school students next year. The IOI is organized annually in and by one of the participating countries. Students are given problems to solve on their own, with only a computer and no other outside help. The contestants are tasked with writing computer programs on the two competition days, followed by several days of cultural and recreational events.

An urban plan for Sidon

In a bid to develop an environmentally-driven regeneration plan for Wastani, a 3km strip of mostly disused agricultural land between the coast and mountains of Sidon, the School of Architecture and Design hosted the launch of a publication detailing the proposals and conclusions of an EU-funded program that brought together architecture and urban planning students from four Lebanese universities, along with Sidon's Municipality and the Hariri Foundation. "Wastani creates a disconnect in Sidon, separating it in two, and our goal was to try and suture the area and integrate it within the Sidon fabric," explains LAU professor David Aouad.

Student Achievements

Victory for basketball team

Up until a few years ago, the LAU Byblos Captains were the underdogs. "Everything changed when we started to believe in each other and recruit young talented players, who were ready to play as part of a unit," says Joe Moujaes, director of athletics at LAU Byblos and coach of its varsity basketball team. Over the course of six years the team recruited a talented pool of young men, first spotted by Moujaes at a youth camp he was supervising. Four years ago the Captains took home the winning trophy at the University Men's Basketball championship sports conference and has continued to do so every year since. The team is now preparing for the fifth round of championships.



CEP graduates 150 students in Zahle

More than 150 students graduated this fall from the 12 Continuing Education Program (CEP) programs currently offered in Zahle. These include courses in English, project management, business etiquette, human resources, advanced recruitment strategies and public speaking, as well as updates to the TVA system. From its inception, the CEP has focused on keeping close ties with the corporate world, the public sector and the community at large all the while maintaining academic excellence. "We are very hands on," says CEP director Michel Majdalani.



Global Design for UNICEF Challenge

This year, UNICEF asked three universities — LAU, the American University of Beirut and the City University of New York — to partner with it in its Global Design Challenge. Of the 45 teams that completed the challenge, 13 were from LAU. Inspired by the high influx of Syrian refugees, one of the teams created Incubaby, an incubator that operates on batteries and PV cells, costs one-tenth the price of a normal unit and takes much less space, thus perfect for use in less than ideal places, such as refugee camps. The team also developed a system by which vital data is delivered to the healthcare worker's mobile phone. The team was awarded a scholarship to attend an Outreach and Civic Engagement Unit conference on global outreach and leadership development that took place in New York City.

Future economic analysts focus on MENA region

By Reem Maghribi

LAU joins forces with Philipps-Universität in Marburg to create a new master's program

Twelve students from diverse backgrounds spent the last semester studying at LAU's Beirut campus as part of a unique partnership between the university and Philipps-Universität in Marburg, Germany.

The students' stay in Lebanon was part of a joint master's degree program in the Economics of the Middle East (EMEA) that welcomed its first cohorts in the fall of 2013. After spending a year in Marburg studying advanced economic theory, the students took courses at LAU focused on economic analysis with applications to the economies of the MENA region.

"This program was designed for those who want to acquire a solid foundation in economic analysis in combination with specific knowledge about the economies of the MENA region," explains the program's LAU coordinator and chair of the Economics Department at the School of Business, Ghassan Dibeh, who taught one of the four courses taken by the students last semester.

"The theory they teach us is immediately applied with reference to local economies."

—Ramia Ismail, a final semester student

"The Economics Department at LAU is more like an economic school of thought," says EMEA student Mahmoud Abdeljawad. "The professors don't just teach us tools and theories; they have a certain view and vision. They present the theories, but then motivate us to challenge both the theories and the traditional way of thinking."

Fellow student Ramia Ismail agrees. "The teaching at LAU has been fantastic. The professors here are profound. I have sometimes left lectures angry, but feeling full of life."



Ismail first heard about Philipps-Universität when that university was running a program on Economic Change in the Arab Region (ECAR) together with Damascus University.

The EMEA builds on that experience as, after considering partnerships with various universities in Egypt, Jordan and Lebanon, the German university chose to partner with LAU. Together the two universities aim to nurture future decision-makers and economic policy advisers with a strong understanding of how institutions should be designed to promote economic development.

"I now know that I want to focus on economic policy reform, especially industrialization, labor supply and class formation," says Abdeljawad, who had as an undergraduate student worked on economic research projects with his professors at Cairo University. "The EMEA isn't too specialized. We learn advanced

theories and here at LAU we focus more on the Middle East. This has allowed me to gain a wide breadth of knowledge that has enabled me to decide what I will specialize in for my Ph.D.," he points out.

Lebanon, says Abdeljawad, made for a fascinating case study during his time at LAU. "On the economic level it is very interesting to see how Lebanon's society has survived despite all the problems it has faced. It's also interesting to see how the fixed exchange rate works here, and how competitiveness and work ethics seem to propel Beirut and lead Lebanese cities into peaceful coexistence."

Ismail also enjoyed learning in Lebanon and has stayed on in Beirut during her fourth and final semester to complete her master's thesis. "LAU is very engaging. The theory they teach us is immediately applied with reference to local economies. I am proud to be taught by these professors. They motivate, challenge and inspire you."

LAU students build and successfully fly an airplane using the ANSYS solver to optimize its design

Engineering students gain recognition

By Amahl Khouri

Ansys Fluent is a software solver that allows engineers to test systems by simulating fluid flows — such as the fluid dynamics of ship hulls, aircraft aerodynamics and gas turbine engines — in a virtual environment.

LAU is one of the very few universities in the world to use ANSYS CFX software in the classroom. “The contemporary tools that we have introduced in our classes get students in touch with real life engineering applications and practices. We are teaching our students high-end tools to give them an edge over others,” explains Michel Khoury, associate professor and chair of the Department of Industrial and Mechanical Engineering.

creating stresses,” explains Khoury. “You take that to the structural solver to account for the stresses. And then you take it back to the fluid solver with the new shape. And so on, back and forth, optimizing the structure,” he concludes.

Carlos Habib is one of the engineering students on the project. “As a student using this software, I felt like a real engineer,” he admits. “Most engineering students at other universities rarely get the chance to combine fluid mechanics and structure mechanics in such a contemporary and advanced manner.”

Under the supervision of Khoury and Barbar Akle, an associate professor and the school’s assistant dean, the students are still optimizing the performance of their eco-friendly plane, which they want to run on solar power for a twenty-four-hour flight. The craft will be the first Lebanese plane to run on solar power.

The students’ efforts have been so impressive that they caught the attention of the ANSYS company itself, which reported on the LAU project on their website.

“When students learn such a tool, then it becomes very easy for them to apply it to any different sort of project that entails fluids, structure or vibrations,” says Khoury.

Habib is confident that his knowledge of the software will be of great value to him in the job market. “I think it’s a big plus for me as a fresh graduate and companies will be impressed,” he says. “It’s an achievement that will give me lots of credibility as an engineer with applied experience that will help me in manufacturing.”

For alumni Elio Aoun, the project took a lot of commitment. “We put in a whole year’s worth of work into it ... and when it flew successfully, it was triumph for all the team,” the recent graduate says. He is confident that the experience he gained through the project was key to him being hired in the field. “During my job interviews, the project was a key talking point. They were impressed by how much expertise, teamwork, time management and soft skills I had acquired.”



“We are teaching our students high-end tools to give them an edge over others.”

—Michel Khoury, associate professor and chair of the Department of Industrial and Mechanical Engineering

Two years ago, the department introduced students to the state-of-the-art ANSYS solver for use in their final year projects. This year, a team of eight LAU engineering students built and successfully flew an airplane using the software to optimize its design. The team had to deal with a specific interaction that happens between fluid and structure, and that is common to a wide range of engineering problems, especially in the design of aircrafts.

“What basically happens is that if you have an aerodynamic design, you have lift over the plane. Due to the lift, the exertion of certain forces deforms the wings,

Excellence in research

By Reem Maghribi

University ranked second in region for research impact

"The number of articles published by LAU faculty has increased by 30 percent."

—George Najjar, provost

"You have no real place at a university if you don't conduct research. I feel very strongly about that," says LAU President Joseph Jabbra, who has been on a mission to transform LAU from a teaching institution to a university with a comprehensive profile. Based on rankings recently released by Times Higher Education (THE), the mission has been a great success.

THE — an authority on higher education rankings worldwide that will next year release a ranking of universities in the region based on wider criteria — ranked LAU second in the region for research impact. "This is only the beginning. Over the years, LAU has mastered the fine art of successfully transitioning from one stage to the other, which is not an easy thing to do," says George Najjar, the university's provost.

"What we see now in research represents major breakthroughs that the institution could not have spoken of 15 years ago, so we should all feel very proud and happy," says Najjar, attributing LAU's success in this area to raised awareness, increased funding and a firm faculty recruitment strategy.

Indeed the latest five-year strategy for the university prioritizes research. "The strategy is based on five pillars, the first three being education, students and faculty," explains Jabbra. "The fourth pillar is a window of opportunity for innovation. I feel strongly that the 21st century belongs to the innovators. Education is important but it is no longer sufficient to be ahead of the curve," he stresses.

Graduate education is the final pillar

and a new position, dean of graduate studies and research, has been created and filled to ensure its ongoing development. LAU has also hired a grants officer to help faculty write grant proposals in order to access external funds to further their research.

"Faculty members apply for seed money to tackle a given topic that is important to them and relevant to their background. This is increasing by leaps and bounds," says Jabbra, a strong advocate of academic research. "If as a professor you want to remain progressive, you must conduct research. If you're not challenged by new ideas, you will repeat the same thing year after year and your class will become very stale."

The university particularly encourages research projects that heavily involve students, as well as interdisciplinary projects that bring together different schools. This year, in addition to increasing the budget for faculty development appropriations, a special fund of \$200,000 has been established to which all faculty can apply for research grants.

Both Jabbra and Najjar are published scholars and miss the opportunities to teach and conduct research, for which their administrative position no longer affords them time. However, says Najjar, "I derive solace from the fact that I am in a position to enable, empower, facilitate and push research productivity to new heights, which we did. Since 2012, the number of articles published by LAU faculty in peer-reviewed journals has increased by 30 percent. That is amazing!"



Dr. Pierre Zalloua, dean of graduate studies, conducts research at LAU

Alumni update

August

Understanding the Middle East

A diverse audience of diplomats, scholars, alumni and friends of LAU in New York was enthralled by a talk given by Mark Farha on "The Sectarian Tide in the Middle East: Sources, Symptoms and Solutions." Farha, who was invited to lecture by the New York/New Jersey Alumni Chapter, is an assistant professor at the Georgetown University School of Foreign Service in Qatar and was able to draw from his vast knowledge of and experience in the Middle East.

Summer kick-off night

The merriment went on into the early hours of the morning as the School of Pharmacy Alumni Chapter kick-started the summer party season with a blast on August 6 at C-Lounge, the rooftop bar of Beirut's Bayview Hotel.

Fun in the sun

Alumni and friends of the School of Engineering Chapter enjoyed a fun-packed day in the sun at Rikky's in Faraya during the chapter's annual summer gathering on August 17.

September

Picnic in the park

With glorious weather and excellent food, the Toronto Alumni Chapter organized its annual picnic on September 7 at Adams Park. As always, the event was a great opportunity to catch up with friends, both old and new.

Giving a helping hand

Over 350 students received souvenirs and brochures introducing LAU's Alumni Association and explaining how it will benefit them after they graduate. The event, organized by the Alumni Relations Office, took place during the New Students Orientation Program at both Beirut and Byblos on September 15 and 16, respectively.

Keeping track

Alumni and friends of LAU attended a dinner on September 24, during a visit by the university's President Joseph G. Jabbara to pharmacy students on clinical rotations at Methodist Hospital in Houston. This was also an opportunity to meet LAU's new vice president for University Advancement, Marla Rice-Evans, as well as representatives of Methodist Hospital.



A new chapter

On September 27, the groundwork for a new alumni chapter was laid out over dinner at the Cucina Biagio Ristorante in Chicago. LAU top brass from New York and Beirut met with a dedicated group of alumni, who will pursue the chapter's growth and development. The Chicago Alumni Chapter will be the newest and 14th such chapter in North America.

October

Appreciating the arts

The House of Lebanon was the venue and the *"Beyond Borders"* art exhibition was the backdrop of a reception organized by the Southern California Alumni Chapter on October 18.

Mabrouk and thank you

Doha El Zein Halawi ('81) was elected president of the Alumni Association Board on October 25. She assumed her role for a three-year tenure as of November 1. Leila Al Saleeby Dagher ('60), who had occupied the position for two consecutive terms, has dedicated a great part of her life devotedly serving LAU in a variety of diverse posts. The handing over was celebrated on December 5 in a ceremony at the LAU President's office in the presence of the alumni association vice president and treasurer, as well as presidents of chapters in Lebanon.

Showcasing expertise

The first of this academic year's *Keep Learning* alumni lecture series, titled "Aggressiveness at the Workplace," took place on October 31 at Irwin Hall. Organized by the Alumni Relations Office, the lecture — given by Raed Mohsen, the university's dean of students at the Beirut campus — focused not only on the cause and effects of such behavior but also on how to manage and prevent it. Over 160 alumni and friends attended the event at which Mohsen drew intensively from his extensive clinical experience and know-how.

November

Mixing business and pleasure

Delicious food helped fuel discussions during a gathering and planning session held by the Detroit Alumni Chapter over dinner at the Alexandria Mediterranean Restaurant in Novi, Michigan on November 1.

All for a good cause

On November 2, the Washington, D.C. Alumni Chapter hosted a screening of *Blind Intersections* to raise money for LAU's Scholarship Fund. Over 130 people, along with the entire chapter committee and former LAU President Riyad Nassar (who was visiting family in D.C.) attended the event.



Alumni update



Labor of love

Lessons in wine tasting, and more importantly tasting the actual wine grown on Lebanese *terrior* was the focus of a trip taken by more than 40 alumni with their families and friends on November 2. Organized by the Byblos Alumni Chapter, the group toured the wineries of North Lebanon and then had lunch at Al Khayme restaurant.



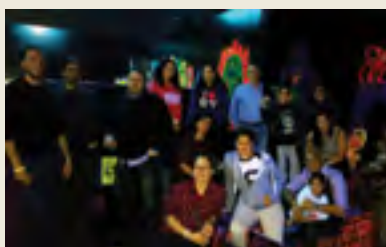
National treasures

Committee members of the BCW Alumni Chapter organized a visit to the country's National Museum on November 5 to discover Lebanon's many treasures and revisit its long and fascinating history.



Dazzling the crowds

Over 250 guests from the Lebanese Ghanaian community attended the 2nd Annual Gala Dinner of the Ghana Alumni Chapter on November 15 at Labadie Beach Hotel in Accra. Lebanese singer Manel Mallat and her band flew in from Beirut especially for the event. Earlier in the week, Lebanon's Ambassador to Ghana Ali Halabi and his wife Randa hosted a dinner in honor of a delegation that had flown in from Beirut to join in the celebrations.



Putting with a twist

The Montreal Alumni Chapter gathered for a fun game of indoor mini golf. On November 22, 18 people were transported from the ocean depths to lush rain forests, from medieval times to the Aztec jungles, as they tried to sink their putt in 18 challenging "Glow-in-the-Dark" holes.



Robotics workshop by The Little Engineer

Young minds were, to say the least, inspired during a Robotics Workshop for 150 students aged 4 to 12 that took place on November 22. On the invitation of the South Lebanon Alumni Chapter, The Little Engineer held the event at the Husam Eddine Hariri High School in Sidon.



First get together in Nigeria

The new president of Alumni Association Board, Doha El Zein Halawi and her husband, alumnus Fidaa Halawi, hosted a gathering on November 27 that brought together LAU alumni living in Lagos. A follow-up reception is planned in the presence of the university's President Joseph G. Jabbara during which the Nigeria Alumni Chapter will be officially launched.



Stitching communities together

By Reem Maghribi



LAU graduate Fady Haddad receiving his award.

The final year project of LAU architecture graduate Fady Haddad, which aimed to bridge Beirut's divided societies, received the first prize Omranian CSBE award



The Omrania / CSBE Student Award for Excellence in Architectural Design is intended to honor distinguished architectural graduation projects by students from universities throughout the Arab world.

"Shatila is a very interesting space, politically, economically and socially. It played an important role in the separation spectrum of Beirut during the war as well as now," says LAU graduate Fady Haddad, explaining why he chose to focus on the Palestinian refugee camp in the center of Beirut for his final year project as a student of architecture. Omrania CSBE recently awarded the project — titled "Streets of Shatila, An Artifact of Exile" — first prize for a graduating project.

"His project was distinguished on both the urban and architectural level," enthuses professor Maroun El Daccache, who had supervised Haddad's work and set its parameters. The title of Daccache's design studio was "Architecture of Emergency," and its objective was to develop a public project that would assist in the deghettoization of a selected area of Beirut.

The ten final-year students attending Daccache's studio worked together to research areas of potential intervention in the capital. After identifying five areas, each student or team of two students developed a rehabilitation or development plan that related to one area's social or economic needs.

Not satisfied with addressing only the needs of the inhabitants of Shatila, Haddad developed a proposal that also tackled what he saw as a citywide problem. "Each person can have a different vision for what and how a refugee camp should be within the city. My project deals with the radical urban complexities of refugee camps, which are almost always isolated from the surrounding areas."

In trying to lessen the isolation of the camp, both physically and symbolically, Haddad proposed the development of a hospital on the border of the camp as a transition space between the city and Shatila. "Fady added satellite labs for the medical center inside Shatila, to force patients from outside the camp to enter and become familiar with the area. This goes against the norm, but addresses a key societal need," explains Daccache, visibly proud of his student's achievement.

A very civic-minded educator and architect, Daccache believes that despite

all the challenges, architects have the ability to transform societies. "We must teach our students how to address architecture as a discipline that can play a strong civil role within society and not simply as one concerned with producing objects of beauty."

The professor's influence on his prize-winning student is clear. "Architecture plays an important role in the sociopolitical dimension of a city," says Haddad from Vienna, where he is now studying for a master's degree at Studio [Zaha] Hadid Vienna. "It can separate, connect and stitch the urban fabric and have a direct impact on our daily behavior and relationship within the city itself."

Haddad's understanding and unique approach to urban stitching is what drew the attention of the Omrania CSBE jury, which described his project as "an excellent example of urban stitching that is achieved in both its two-dimensional and three-dimensional compositions ... providing excellent examples of what may be identified as acupuncture architecture."

"We must teach our students how to address architecture as a discipline that can play a strong civil role within society."

—Maroun Daccache, LAU professor of architecture

Haddad would be delighted to see his project developed on the ground in Shatila, and, despite being optimistic about the future of architecture in Lebanon, is very aware of the current limitations. "We are now living as separated communities each assigned an area for growth that precipitates conflict," he says. "An architectural project with a vision of stitching together separated areas through public spaces can have a huge impact on the city, but for that to happen we, as Lebanese citizens, must have a minimum understanding that this country belongs to everyone."



To give is to receive

Ghina Harb talks about her personal experience



Those who offer endlessly and graciously benefit from the ever-lasting human empowering wealth of giving. LAU is an institution that offers the means and the resources for ambitious individuals committed to excellence to elevate themselves and those around them. From my years as student at LAU to my role here as a staff member, my time here has exponentially helped me learn, develop and grow in my personal and professional outlook.

It was back in 2007 that my journey started with my alma mater. As a result of my engaged and highly distinguished scholarship throughout my studies, LAU crowned my hard work through palpable acknowledgments, among which were the Torch and Rhoda Orme awards, and which culminated with the Nadim Said Khalaf Scholarship Grant to pursue a master's degree in International Affairs.

It was LAU that taught me how to engage in the so-called "give and receive" magical formula. Dedication, support and commitment are only general notions behind a vast culture, which the LAU Model United Nations program — just one of the university's many projects — instills in all those who engage in it. Being trained in order to train, receiving in order to give and providing in order to change is a chain of action that empowers generation after generation. As a trainer in the program, I learned to offer back to the community.

Universities offer both tangible and intangible life changing experiences, ones that resolutely form a force of habit. They change, enliven, motivate

and maximize one's capabilities and aspirations, crystalizing them into the holistic development and growth of the individual. This is what LAU did for me as a student.

Now, I am part of one of this institution's most vital and vibrant offices, the Outreach and Civic Engagement unit (OCE), which allows me to maintain the chain of giving and receiving. Through the OCE, I am able to give back not only to my university, but also to continue offering to others what I have acquired and continue to learn, allowing me to constantly engage with the magical formula previously mentioned.

Elie Samia, the assistant vice president of OCE, best describes what LAU naturally pushes us to do: "Ask them about what keeps them going with exemplary devotion and unflinching determination, and most probably you will hear that their passion for service stems from the indescribable feeling they experience when they assist a person in dire need of help. They feel that they are making a difference, that they are marking other peoples' lives, that they are alleviating a suffering, that they are touching a spirit and that they are fulfilling their deepest aspirations as sublime human beings."

For me, LAU is all about passion. A passion to provide means, resources and modes for ambitious people to embark upon.

Ghina Harb is LAU's Outreach and Civic Engagement unit's Leadership and Civic Engagement coordinator

Staying connected

Randa Salameh Samara (A.A. '66) went on to obtain an M.A. in Education from AUB following her B.A. in Psychology. She currently lives in Jacksonville, Florida and has two children and four grandchildren.

Leila Salman Younes (B.A. '70) became a grandmother for the fifth time to baby Leila, born to her daughter Lama, who lives with her husband Mounir Corm in Paris. Leila herself lives in Lebanon's Deir Koubel.

Roula Hussami (M.B.A. '91, B.S. '84) is currently a management consultant and partner at Human Capital Consultants-Middle East & Africa, and calls Beirut home. Follow Roula @hcconsultantmea.

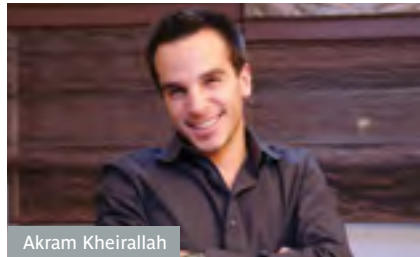
Samia Abou-Zeid Khoury (B.A. '84) lives in New Jersey and is a financial sales consultant for PNC Bank in Princeton, where she has received her fourth circle of excellence and second all-star market awards.

Mona Hawa Azzam (B.S. '85) went on to study nursery foundation at the Montessori School in London, where she also obtained a teaching diploma. She currently lives in Dubai and is the Coordinator of the CRES Department at the Standard Chartered Bank.

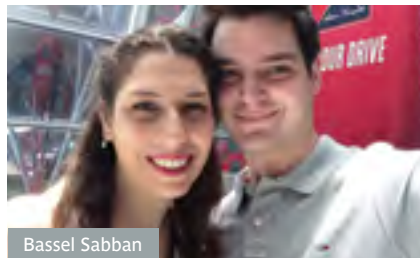
Edith Bitar (A.A.S. '86) lives in Kferhabab and is the Cultural Affairs Assistant of the public affairs section of the U.S. Embassy in Lebanon. Her duties include the planning and implementation of the embassy's English language programs, as well as university and high school exchange programs.

Imad Mirza (M.S. & M.I.S. '92, B.S. '88) lives in Kuwait and is the Executive Manager for Learning & Development at Kuwait Finance House. Besides his current responsibilities in 2014, Imad had the honor of being an international arbitrator with the International Arbitration Committee (IAC).

Mona Tabbara-Usher (B.A. '90) lives in London and is the Managing Director of Samara Cuisine Ltd., which is currently celebrating 12 years of promoting Lebanese food and culture. Her eldest daughter started a degree in Arabic Language and Studies at the University of Manchester this year. <http://samaracuisine.co.uk>



Akram Kheirallah



Bassel Sabban



Imad Bekai



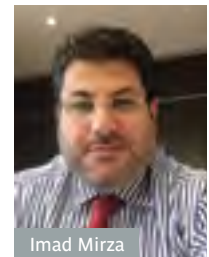
Ahmad Zaarouri



Amina Harastani



Kamel Abdul Rahim



Imad Mirza

Georges Nakhle (B.S. '93) is the owner of the growing distribution company JMP Middle East. He lives in Beirut with his ten-year-old son and three-year-old daughter.

Marc Rbeiz (M.B.A. '94) is the Commercial Director KSA for Philip Morris International. He lives in Jeddah with his wife and two children.

Aline Rayes Maani (B.A. '95) went on to obtain an M.A. in TV/Radio/Film in 2000 from Syracuse University in New York. She worked at UN-ESCWA in Beirut before moving to Canada and becoming a staff member of the UAE Embassy to that country. Aline then spent six years in Qatar before moving back to Ottawa last July with her husband and two young boys.

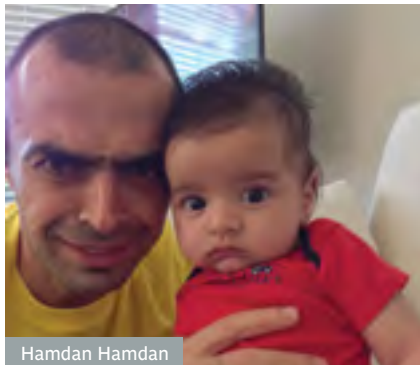
Mohamad Farran (B.S. '99) lives in the Saudi Arabian city of Riyadh, where he is a technology advisor and senior manager at PwC. Farran is married to another LAU graduate, Hanah Sakkal (B.A. '04) and they have three young girls.

Imad Majdalani (B.E. '99) lives in the Saudi Arabian city of Riyadh, where since April 2014 he is a site project manager for Saudi Oger. Before moving to Saudi, Majdalani was a project engineer at Man Enterprise in Lebanon. Married for five years now, he has a four-year-old baby girl named Tala.

Rania Zaghir (B.A. '99) went on to obtain an M.A. in Educational Psychology at AUB. She currently lives in Beirut, where she writes and publishes children's books. Recently, her book *Man Lahasa Qarn Al-Buza (Who Licked My Ice Cream Cone)* was translated into 19 languages. Her two-year-old son, Julian Timor Sabra, loves books.

Mira Mahmassani Hindawi (B.S. '00) lives in Beirut, where she is the CEO and co-founder of the GIS Guide (www.gisguide.com), which specializes in building geo-location software applications. Mira previously worked as a software engineer and software development manager at Geovision. Also married to an LAU alumnus, Mira has three children.

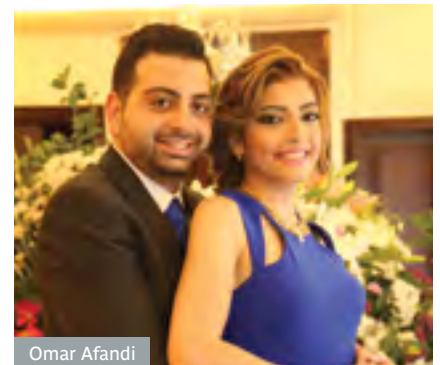
Staying connected



Hamdan Hamdan



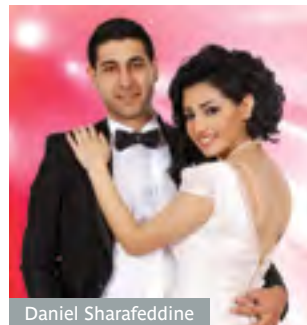
George Yacoub



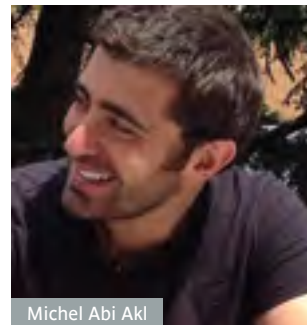
Omar Afandi



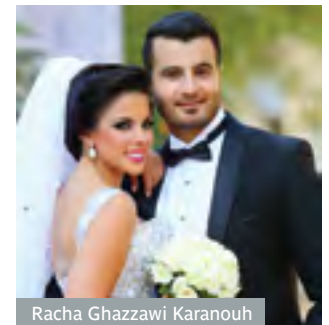
Marwan Mezher



Daniel Sharafeddine



Michel Abi Akl



Racha Ghazzawi Karanouh

Hadi Majed (B.S. '00) spends his time between Beirut and Riyadh, where he is the Vice President of Finance & Administration at Mobile Systems International/ Consultancy Services. Hadi is married to Maya Moussa.

Makram Malaeb (M.B.A. '04, B.S. '01) lives in Kuwait, where he is the Group International & Non Food Commercial Director at The Sultan Center.

Kamel Abdul Rahim (B.S. '02) is the head of internal audit at a broadcast media company in Dubai, where he lives with his wife and two children.

Amina Harastani (M.A. '08, B.A. '02) married Nizar A. Kaddoura last year and currently lives in Dubai. She worked at City International School in Beirut for the last five years as a special educator for both elementary and middle school.

Tala Khabbaz Raymond (B.A. '02) lives in Beirut, where she works in Protocol and Public Relations at the Presidency of the Council of Ministers. Tala has two children, a seven-year-old boy and a five-year-old girl.

Hussein Abou Merhi (B.S. '03) lives Kuwait, where he is Regional Concepts

Manager and Company Director of the logistics and supply chain MTCXpress, a subsidiary of MTC Group. Last October he became engaged to Samah Fatha.

Dana Shatila Maree (B.S. '03) went on to obtain a master's degree in IT Management at the University of Wollongong in Dubai, where she lives and is a senior IT strategy and planning specialist. Dana is the mother to a three year-old boy named Rayan.

Rabih Abou Shakra (B.S. '04) went on to obtain a M.S. in Business Administration from AUST in 2008. He lives in Lebanon where he is the Marketing & Business Development Manager at Isofood. Previously he was Media & Communication Director at Grey Advertising. Rabih got married in 2008 and has a three year-old daughter.

Patrick El Hajj Moussa (B.E. '04) lives in Zahle where he is an electrical engineer.

Sameh El-Houssari (B.E. '04) has moved from construction to project management. He currently lives in Dubai.

Hamdan Hamdan (M.S. '05) obtained his Ph.D. in Physiology from the University of Arkansas for Medical Sciences in the U.S. He

currently lives in Houston, where he is on a postdoctoral fellowship in neuroscience. Hamdan's son, Malik, was born last June.

Carl Nacouzi (B.S. '05) went on to E.S.A. to obtain his postgraduate degree. He recently launched a website www.gadgetbox.me dedicated to B2B giveaways, promotional items and end of year gifts.

Hiba Shaaban (B.S. '06) currently lives in Beirut, where she is a communication consultant for UNICEF.

Fadi Abdel Massih (B.S. '07) went on to obtain a master's in finance at Queen's University in Canada. He lives in Toronto, where he is an associate analyst with Moody's Investors Service covering global investment banks.

Imad Bekai (M.I.S. & M.B.A. '08, B.S. '05) perused a doctorate in Business Administration at Atlanta University in the U.S. and now teaches business courses at a number of universities, as well as being a full-time UN staff member.

Marwan Mezher (B.E. '08) obtained his M.B.A. in 2013. He lives in the UAE, where he is a business development manager at Al Jaber Transport & General Contracting.

George Yacoub (B.A. '08) lives in Jounieh. An author, film director and actor, he has written three books and two novels, and directed four short films.

Omar Afandi (B.S. '09) lives in Jeddah, where he is a senior brand manager at Samsung Mobile. Omar is engaged to LAU alumna Rawan Al Karkouti (B.A. '13).

Nader Kaawach (B.E. '09) lives in Abu Dhabi, where he is a controls/estimation engineer at Consolidated Contractors International Company. He believes in teamwork and workload execution without stress. Nader is married to Sara Agha.

Ahmad Zaarouri (M.I.S. '09) lives in Dubai, where he is the Business Development Manager of Royal Ahrend's new office. Ahrend specializes in Smarter Working.

Dana Nouredine Hibri (B.S. '10) lives in Beirut, where she works part-time at LAU's OCE Department.

Bassel Sabban (B.S. '10) lives in Jeddah, where he is a sales manager at International Tube & Conduit Company (ITCC). In June 2014, he married LAU alumna Lamar, who was a teacher at Wellspring Learning Community in Beirut for two years and currently teaches in a ZS International School in Jeddah.

Michel Abi Akl (B.E. '12) is currently obtaining his postgraduate degree from the École Polytechnique Fédérale de Lausanne (EPFL), where he is majoring in energy management and sustainability.

Hadi Fakhreddine (M.S. '12, B.S. '05) is currently doing a second master's in information systems management at EPITA in Paris.

Akram Kheirallah (B.S. '12) is currently enrolled at the Université Paris 1-Panthéon Sorbonne, where he is doing an M.Sc. in Information and Knowledge Systems. He is also working as an IT quality consultant at ESSILOR International in Paris.

Daniel Sharafeddine (B.S. '12) lives in Semkanieh El Shoof in the hills of Lebanon and works as an accountant at a bank. Daniel is married to Dayane Sharafeddine.

Malak Al Hajjar (M.B.A. '13) is currently studying for her CMA. She lives in Beirut, where she is a senior accountant and financial analyst.

Hadi Bou Hassan (M.A. '13) lives in Beirut, where he is the Physics coordinator at the German School, as well as the Interactive Classroom Facilitator and Trainer. In October 2014 he was the Rome IB conference presenter on Interactive Classrooms. Hadi is married to Elissar Hamzeh, who is an English teacher at

Eduvation School Network. They have a daughter and son.

Sarya Demachkie (B.S. '13) is currently an M.B.A. student at LAU. Two years ago she started work as a shipping associate at Marka VIP. Sarya is engaged to Dr. Afif Al Rifaii.

Sabine El Beaini (B.S. '13) lives in Beirut and currently works at I.C. (International College) in the school's Business Office as an accountant assistant.

Racha Ghazzawi Karanouh (B.E. '13) is an industrial design engineer at Dar Al-Handasah in Beirut and recently married Ghaith Karanouh.

Nader Shim (B.S. '13) went on to obtain a master's in international business from the Grenoble Graduate School of Business. He currently lives in Doha, where he is a key account field sales for Nestlé Qatar.

Nazha Gali (M.B.A. '14) is currently completing her Ph.D. in Management at Durham University in the U.K. She previously worked as a research assistant in the Business Department at AUB. She has just had her poetry book entitled *Existential Torture* published by Dar-al Moualef.

Narod Haroutunian (B.A. '14) is currently pursuing her master's in European studies at Europa Universität Flensburg in Germany.

LAU Alumni's NEW mobile application

- Stay connected to LAU & fellow alumni
- Discover the latest LAU & alumni news
- Find out about alumni events at LAU and near you
- Search the alumni directory
- Link up with alumni chapters
- Receive event notifications

Download it now and start making contact!



WHY I GIVE BACK

Hiba Yazbeck Wehbe
(B.S. '97)



Born in Lebanon, Yazbeck moved to Michigan soon after graduating and has lived there ever since. She received her B.S. in Business Accounting from LAU. Both her sisters, Racha and Ghina, also graduated from LAU with undergraduate degrees in Business Management and Pharmacy, respectively.

What have you been doing since graduating?

After graduation, I began building my professional career. I became a certified public accountant and received an M.B.A. from the Warwick Business School in England. I am currently working for the automotive supplier MAHLE as the head of Finance and Accounting for North America.

Why do you give back to LAU?

The excellent educational experience LAU offered proved to be fundamental in helping me lead a prosperous and successful career and life. In recognition of that experience, I have made it a point over the years to give back by providing financial support and service as president of the Detroit Alumni Chapter, so that future generations can benefit from the same high-quality education I received.

How would you like your donation to be used?

My husband Chady Wehbe and I decided to expand our financial assistance by establishing an endowed donor-advised fund at the Center for Arab American Philanthropy. The fund will directly benefit students by increasing educational and scholarship opportunities at LAU. On a yearly basis, we also donate to the Gala Dinner held in New York and through a matching gift program.

What is your fondest memory of LAU?

Creating meaningful relationships with friends and professors.

What message would you convey to LAU's alumni and students?

Current students, who will become alumni, and present alumni can help ensure the university continues to provide a high-quality and dynamic education in Lebanon and the region by starting or continuing to contribute financially.

What would you like to see LAU achieve in the near future?

I look forward to seeing LAU expand its curriculum to include continuing education programs for executives, as well as maintain and seek additional accreditation for the university.



Fulfilling the Promise

LAU Campaign for Academic Excellence



❧ KAMIL SARIEDDINE IS FULFILLING THE PROMISE

For over two decades, Kamil Sariaeddine, chairman of Abu Dhabi-based Sariaeddine Trading Establishment (STE), has been making donations to support education.

Sariaeddine's philanthropic spirit, combined with his achievements in the business world, has enabled him to contribute to quality performance in education by offering generous financial support to LAU students. In an exemplary display of dedication and commitment in many fields, Sariaeddine has been able to share the fruit of his accomplishments, turning his own success story into the successes of others.

As of 1994, he started generously contributing towards scholarships at LAU. Then, in October 2009, he established the Kamil Sariaeddine Annual Scholarship Grant, which is distributed annually to a number of students studying in a variety of disciplines at LAU who are in need of financial support.

The ethics that underpin Sariaeddine's commitment to education are reflected in the family-based values of his business, which are described on the company's website as "honesty, dedication and loyalty."



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