

**ANNUAL REPORT**  
**2015-2016**



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“ LIFE NOWADAYS TELLS US THAT IT IS MUCH EASIER TO CONCENTRATE ON WHAT DIVIDES US, WHAT KEEPS US APART. PEOPLE TRY TO MAKE US BELIEVE THAT BEING CLOSED IN ON OURSELVES IS THE BEST WAY TO KEEP SAFE FROM HARM. TODAY, WE ADULTS NEED YOU TO TEACH US HOW TO LIVE IN DIVERSITY, IN DIALOGUE, TO EXPERIENCE MULTICULTURALISM NOT AS A THREAT BUT AN OPPORTUNITY. HAVE THE COURAGE TO TEACH US THAT IT IS EASIER TO BUILD BRIDGES THAN WALLS! TOGETHER WE ASK THAT YOU CHALLENGE US TO TAKE THE PATH OF FRATERNITY. TO BUILD BRIDGES... DO YOU KNOW THE FIRST BRIDGE THAT HAS TO BE BUILT? IT IS A BRIDGE THAT WE CAN BUILD HERE AND NOW- BY REACHING OUT AND TAKING EACH OTHER'S HAND. ”

*ADDRESS OF POPE FRANCIS  
AT WORLD YOUTH DAY PRAYER VIGIL*

*(JULY 30, 2016)*





## PRESIDENT'S MESSAGE

# Harnessing Success to Better Enhance Innovation and Leadership

As the academic year 2016-2017 unfolds, challenges become increasingly apparent to us as leaders of higher education institutions in Lebanon. The economic situation, the political rhetoric, and the primitive attitudes that perpetuate violence across the nation continue to strew our path. We, at Notre Dame University–Louaize (NDU), have grown accustomed to surviving such crises in any way, shape, or form, because over the years, we have learned to respond beyond the ordinary to achieve our goals and to fulfill our mission. As a case in point, in the past few years, we have engaged in an ongoing evaluation process that continues to shape our institutional renewal. Questions pertaining to financial stability, planning and evaluation, organization and governance, information resources, and infrastructure and academic support systems have been addressed to better guide the strategic direction of our University.



This year marks the 30th anniversary of NDU – looking to the future with a pioneering and adventurous spirit. Our community through its commitment to making a difference will continue to distinguish this University as a haven of innovation and transformation. In celebration of this event, the opportunity to accelerate positive change — both on campus and in the outside community — poses itself again through a number of challenging questions that need to be further addressed; of these queries are:

- How do we better prepare students for citizenship in a global and diverse world?
- How best can we serve the public and the community in which we live?
- How can we increase student awareness and provide better opportunities for service?
- And most important, what kind of learning experience would bring together the 'ways of thinking' with 'ways of doing?'

In other words, we aspire to help our students venture out into the real world so that they can create and lead a society of hope and help build a promising future. Accordingly, we have the responsibility to help shape the values of tomorrow's leaders through instilling in our curricular and co-curricular activities the values of dialogue, teamwork, freedom, faith, and love.

It is a difficult task.

To that end, we have mapped our course for 2015-2020, guided by our mission and tradition, and inspired by new opportunities to advance our teaching, research, and commitment to service. In the academic year 2015-2016, the General Education Requirements (GERs) structure, categories, and courses were reviewed to correlate more adequately with the mission statement. The outcome of this review is a Liberal Art Curriculum (LAC) fashioned with the aim to offer learners the critical and analytical skills so central to their success, and to enhance amongst NDU students the inculcation of the mission values. On another front, some new graduate and undergraduate degree programs were developed to respond to local and regional needs.

Yet, our concern has and will always be to maintain a learning environment ready to advance the message of hope and optimism against the pressing waves of despair and uncertainty. In keeping with the spirit of our founders, we want to ensure that education at NDU is affordable to students, regardless of their financial situation. In recent years, we have significantly enhanced our financial aid program. More than 40 percent of our students receive financial aid.

This year, we also plan to provide new opportunities that would go a long way toward helping students with disadvantaged financial backgrounds overcome their difficulties.

This *Annual Report* bears testament to a number of milestones as well as important academic, physical, and financial changes.

Now in my twelfth year as President of this University, I must state for the record that I have been both honored and privileged to lead NDU at this time in its history, and that the invaluable efforts of our faculty, staff, alumni, parents, and friends during the past three decades have played a major role in positioning our University among Lebanon's most distinguished institutions of higher learning.

On that note, I can say with all confidence that this legacy of transforming aspirations into opportunities will continue to distinguish NDU as a resourceful institution, not only in Lebanon but also across the entire region.

Father WALID MOUSSA  
President



## MISSION ADVANCEMENT

Rooted in the legacy of the Maronite Order of the Blessed Virgin Mary (OMM), the NDU mission called on its academic community to graduate *"enlightened citizens who respect human dignity and rights; future leaders who can exercise reason upon knowledge and shape a world of truth, justice, love, and freedom."*





# BRINGING THE MISSION TO LIFE

In the future, as in the past and present, NDU will continue to celebrate and uphold the distinctive, spiritual, and educational values entrenched in its mission statement. Driven by a Catholic perspective, the University faculty, staff, and students engaged in a variety of activities, ranging from teaching and learning to community service.



05  
06

## A. Civic Engagement and Services

The Community Service Office (CSO) at NDU is firmly aligned with the University mission and identity. Its community engagement encompasses three central themes: the well-being of those most in need, development and capacity building beyond the University community, and social cohesion. The NDU commitment to work with society's poor and marginalized, in collaboration with charitable organizations and associations (NGOs), was quite significant throughout the academic year 2015-2016. The CSO engaged faculty, staff, and students in many activities. Rich and diversified were the activities planned, sponsored, or driven by the CSO. They took the form of exhibitions, seminars, workshops, orientation sessions, trips, and fairs, just to name a few. Fulfilling around 750 community service hours, the CSO teamed up with numerous NGOs to launch clothes and food donation campaigns as well as an innovative "Razors Campaign" where 5,000 razor blades were collected from all campuses and distributed to the Psychiatric Hospital of the Cross in Bkennaya. The CSO also organized NGO social fairs (the last one attracted 65 NGOs who participated under the



auspices of His Eminence Bishop Michel Aoun) and participated in the audio recording of teaching material for the Lebanese School for Blind and Deaf. In addition, the Office continued to maintain a sustainable partnership with SESOBEL/Anta Akhi, and to participate in the “Walk With al-Younbouh” event in Jounieh, and in two major national campaigns (the “DAFA” and “From Home to Home” initiatives). Also, the CSO worked with eight NDU clubs and societies to refurbish eight homes belonging to underprivileged families in addition to restoring a drug rehabilitation center. Another notable CSO achievement was the “Hike to Cure” event, which gathered 400 participants and raised US\$5,000 for the Children’s Cancer Center of Lebanon (CCCL), which is affiliated to St. Jude’s Medical Center in the USA. At the campus level, the CSO continued to garner positive feedback from the University community and was included in the *SAO Student Satisfaction Survey (SSS)*; the overall result was “very satisfactory.” One of the variables, which scored among the highest, was the students’ satisfaction of participating in a community service activity (78.67%). Currently, the CSO has its own webpage and thrives on continuously recruiting new volunteers for a broader and more resonant outreach. In short, the Office endeavors to cross the bridges between goals and accomplishment, and continue to act as an amenity for positive change.

Still on the topic of civic engagement and services, for its part the Shouf Campus (SC) initiated a number of community outreach activities, including visits to senior homes, hospitals, charity lunches, and blood drives. Also, the SC continued its involvement in organizing lectures in partnership with Shouf municipalities and civil servants and local businesses. Those activities provided valuable opportunities to foster positive community relationships and showcase NDU through the SC.

## B. Major Scholarly Initiatives, Forums, and Events

Consistent with its mission, the University organized, hosted, or partook during the year in several forums, seminars, local symposia, lecture series, and workshops involving faculty, students, and the wider community. Significant events during the year included:

- Benedict XVI Endowed Chair of Religious, Cultural and Philosophical Studies initiated the Benedict XVI Society comprised of one representative professor from each of the seven Faculties. Professors from various disciplinary backgrounds met monthly to discuss academic articles devoted to building bridges between the category of faith and their respective Faculty disciplines. The first annual Society meeting was held in celebration of the March 25 Christian-Muslim Holiday and titled, “*Religion/Science Dialogue with Christian/Muslim Professors: Together around the Virgin Mary.*” Membership in this Society is extended to all interested faculty, staff, and students;



- Seminar courses were given to NDU students free of charge and monthly group readings of Hans Urs Von Balthasar’s *The Glory of the Lord: Seeing The Form* took place at the Chair. Professors from multiple disciplinary backgrounds read the first volume in its five languages (English, French, Russian, German, and Italian), hoping to someday translate this voluminous work into Arabic;

- The Institute of Lebanese Thought (ILT) at NDU and the Chair, in association with the American University of Beirut (AUB) Anis Makdisi Program in Literature, organized a two-day international symposium on the philosophy of prominent Lebanese philosopher Charles Malik, which was convened at NDU and at AUB. Titled, “*Charles Malik the Philosopher: Reflections on Process and Impact,*” the symposium attracted distinguished professors from around the world, and the NDU Council for Research in Values and Philosophy (CRVP) network was key in contacting them and inviting them to Lebanon;





- Professional counselors and intimacy therapists from the USA were invited to raise awareness about the “*Encounter Between Science and Spirituality: Relational Needs Intimacy Therapy and Openness to Spirituality.*” The international workshop focused on the use of the top 10 relational needs in a play therapy context, by using games and exercises that may lead to healthier and more harmonious relations;



- In the presence of the Apostolic Nuncio to Lebanon Archbishop Gabriele Caccia, the British Ambassador to Lebanon H.E. Hugo Shorter, and the internationally renowned speakers: Fr. Richard Woods and Fr. Robert Christian, NDU’s Faculty of Law and Political Science (FLPS) and the Chair co-sponsored an international conference on St. Thomas More’s *Utopia*. The conference commemorated the 500-year anniversary of the seminal book. Lebanese politicians as well as international scholars from many academic disciplines met to re-examine the significance of this monumental work by a monumental man;

- An international seminar was co-organized by the German Konrad Adenauer Foundation and the Chair titled, “*Practical Wisdom, Social Partnership and Cooperative Governance: What Lebanon and the Region Can Learn from the Success of Social Market Economy.*” The seminar involved both practitioners (business leaders, government officials, civil society players, etc.) and scholars in a hands-on debate about the achievements in the region to date and the possibilities of promoting social market economy in Lebanon in particular, based on the country’s current accomplishments;

- A major annual activity was the Study Abroad in Lebanon (SAIL) Program, where students from around the world gather to learn about world history through the lens of Lebanon. Students from different fields of study were selected to participate in this program;

- Chairholder Dr. Edward J. Alam was invited as keynote speaker to attend several conferences and seminars around the world, including Italy, Romania, Spain, Iran, Ukraine, India, and Thailand. The proceeding of those conferences and seminars were published in renowned international publications;

- The Ukrainian Catholic University’s International Institute for Ethics and Contemporary Issues (UCU-IIECI) organized its annual board meeting in collaboration with the Chair. International scholars from France and Ukraine visited NDU to discuss future potential relations between UCU and NDU, and possible collaborations between Eastern Churches in Lebanon and Ukraine; and

- A group of Iranian scholars participated in an international seminar at NDU titled, “*Philosophy and Religion as a Way of Life.*” This seminar was organized by the Chair in collaboration with the CRVP at NDU, the Cedars Institute, the Anis Makdisi Program in Literature (AMPL) at AUB, and the Center for Arab and Middle Eastern Studies at AUB. Three Iranian institutions participated in this seminar, namely Al-Mustafa International University of Mashhad, Ferdowsi University of Mashhad, and the University of Qom.

- The Department of Media Studies (DMS) produced a video platform to “*Promote Diversity from the Country of Diversity,*” which revealed prejudice and pilloried messages in the media that instigate and provoke extremism among citizens. The visuals seek to promote awareness about media prejudice; thereby, undoing extremism.



- The Masar Association's Youth Advocacy Process (YAP), supported by the British Council and Lindh Foundation, organized a national debate competition across higher educational institutions in Lebanon, political parties, and civil society. The Department of English and Translation (DET) led this effort on behalf of NDU and appointed a coordinator and a trainer to prepare students to participate in this vital national initiative.
- The Center for Applied Research in Education (CARE) organized on November 24, 2015, a research seminar on the power of remembrance where Dr. Mara Albercht from the University of Erfurt, Germany, and Dr. Bassel Akar, Director of CARE, in partnership with the Forum Civil Peace Service (forumZFD, Germany) presented the outcomes of their study titled, *"The Power of Remembrance: Political Parties, Memory and Learning About the Past in Lebanon."* The study took place during Spring 2015. The research report highlights the significance of collective political memory across different Lebanese political parties and how they use the memory in the political and educational areas of their work;



- As part of the project funded and organized by the Lebanese Foundation for Permanent Civil Peace (LFPCP) titled, *"Fostering Democratic Values Among Young Leaders,"* CARE collaborated with the LFPCP and Teach for Lebanon to plan a four-day training seminar for fresh graduate teachers. CARE hosted the seminars at the NDU main campus. The teachers engaged in activities that support the design and implementation of extra-curricular activities, which in turn foster citizenship, human rights, and democracy. The CARE director facilitated a number of the training workshops; and
- On January 2016, CARE joined an inter-collegial network of universities in Lebanon, carrying its research on education for Syrian refugee children in Lebanon. Relief and Reconciliation (R&R) led this research consortium. The study was funded by the German government under the RACE strategic plan titled, *"The Right of Education for Syrian Refugees."* CARE was responsible for gathering information on the quality of education in the second shift in public schools. CARE received approval from the Ministry of Education and Higher Education to access 16 public schools that provide education for Syrian refugees during the second shift.





## PROGRESS AGAINST THE STRATEGIC PLAN 2015-2020

The academic year 2015-2016 marks the first implementation year of the *Strategic Plan 2015-2020*. During this year, the University made sound progress toward achieving the five goals set in the *Plan*. The planning framework provided an integrated system that aligns resources, timetables, key performance indicators (KPIs), and budgets with action steps, objectives, and goals. The Office of the Vice-President for Academic Affairs (VPAA) announced on October 28, 2015, the appointments of 39 coordinators whose main task was “to follow up on the implementation progress of each of the various action steps of the *Strategic Plan 2015-2020*, and to receive reports from the ‘action champions,’ compile and submit them to the Goals Chair Committee.” A series of regular reports by the ‘action champions,’ ‘objective coordinators,’ and ‘goal chairs’ monitored the progress against the *Plan*. This *Annual Report* provides a list of several main and diverse accomplishments pertaining to the 173 action steps, which were due to start on different dates of the academic year 2015-2016. Those accomplishments were:

- A Faculty salary and fringe benefits study was conducted, approved, and put into effect, as of Fall 2016;
- A new Liberal Arts Curriculum (LAC) was approved (*for more information, see page 10*);
- The criteria for Graduate Faculty Category (GFC) to teach graduate courses was set and approved;
- A new enrollment strategy was outlined, approved, and implemented (*for more information, see page 12*);
- New Open Educational Resources (OERs) were introduced and piloted in English courses (*for more information, see page 14*);
- A Digital Media project was planned and launched (*for more information, see page 26*);
- Pope Benedict XVI Chair was established and launched (*for more information, see page 6*);
- The Faculty Bylaws and Faculty Personnel Policy were reviewed;
- A new contractual scheme for full-time faculty was set and implemented;
- New and existing policies were approved by the BOT;
- Academic programs were reviewed by external experts and referees (*for more information, see page 10*);
- Nine new full-time faculty members, including one adjunct faculty member, were recruited; and
- Twenty-two academic activities were conducted for high school students to enhance enrollment (*for more information, see page 12*).





## Program Reviews

These program reviews are emerging as effective institutional assessment instruments, because they link to the academic planning process that in turn leads to innovation in pedagogy.

### A. Faculties' Programs

During academic year 2015-2016, NDU engaged in a series of program reviews involving external reviewers. The Office of the Vice-President for Academic Affairs (VPAA) oversaw the process. A set of guidelines was drafted prior to the process. Seven programs pertaining to five Faculties were reviewed, in addition to the General Education Requirements (GERs) program.

Those programs are:

- Faculty of Humanities:
  - B.A. Journalism – done
  - B.A. Education – Basic Education
- Faculty of Nursing and Health Sciences
  - B.S. Nutrition & Diet
- Faculty of Natural and Applied Sciences
  - B.S. in Biology
- Ramez Chagoury Faculty of Architecture, Art and Design:
  - B.A. Music
  - B.A. Graphic Design
- Faculty of Law and Political Science:
  - B.A. in International Affairs

### B. General Education Renewal

The Liberal Art Curriculum (LAC) is the new name for GERs at NDU. As of Fall 2016, new students will be required to complete 27 or 30 credits of liberal art courses. These courses emphasize broad knowledge of the liberal arts and sciences, foundational skills in critical thinking and communication, and graduation requirements reinforcing the core values embedded in the mission statement. The General Education Executive Committee (GEEC), formed of one representative from each Faculty, met for two years in regular meetings, during which the GERs curriculum was reviewed, and a reorganized list of courses, under the title, "*Liberal Art Curriculum (LAC)*," was presented and approved by the Council of Deans (COD).



# FACTS AND FIGURES

## A. Faculty

The NDU research and teaching mission depends heavily on the quality of faculty members. *Table 1* shows that the University welcomed new full-time faculty members across the seven Faculties. It is anticipated that this rate of growth (6.37%) will continue in the next few years.

FULL-TIME FACULTY MEMBERS	2014-2015	2015-2016	%
Total	251	267	6.37
PART-TIME FACULTY MEMBERS			
Total	451	453	0.44

*Table 1 – Figures reproduced, as released by the Office of Institutional Research and Assessment (OIRA).*

## B. Students

### Student Statistics

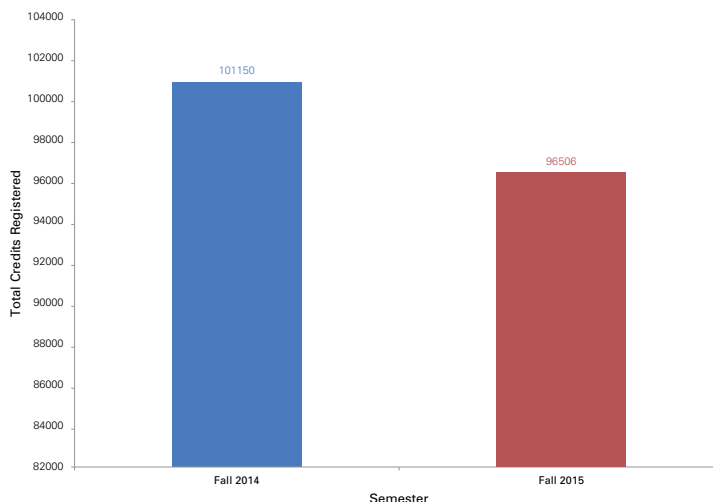
*Table 2* shows a drop in the total number of enrolled students for the first time in five years.

*Chart 1* also shows a drop in the total number of credit hours enrolled by all NDU students.

This drop appears to be due to the economic stagnation and the stricter admission requirements in certain Faculties, namely in the Faculty of Engineering (FE). On the other hand, the Shouf Campus (SC) maintained a constant number of students with a small increase of 1.65%.

CAMPUS	LEVEL	2014-2015	2015-2016	%
MAIN	Undergraduate	5,986	5,683	-5.06
	Graduate	349	331	-5.16
	Teaching Diploma	1	5	400
	Doctorate	6	0	-100
NLC	Undergraduate	741	705	-4.86
	Graduate	9	9	0
	Teaching Diploma	5	5	0
SC	Undergraduate	425	432	1.65
	Graduate	0	0	0
<b>Total</b>		<b>7,522</b>	<b>7,170</b>	<b>-4.68</b>

*Table 2 – Figures reproduced, as released by the OIRA.*



*Chart 1 – Figures reproduced, as released by the OIRA.*

## New Enrollment Strategy

During 2015-2016, the Office of Academic Support Services engaged in outreach activities involving NDU's seven Faculties that target high school students. The aim of such activities (mostly in the form of orientations and forums) was to advise prospective students on academic preparedness, and to raise awareness and appreciation of the high-quality education and unique opportunities offered by NDU. A total of twenty-two academic activities were held at the NDU main campus in the form of workshops and/or competitions. Leading high schools across Lebanon participated, and the positive feedback NDU received encouraged Faculties to make such initiatives an annual occurrence.

Some of the activities included:

- "Spaghetti Bridge" (Faculty of Engineering-FE);
- "Photography Workshop and Competition" (Ramez Chagoury Faculty of Architecture, Art and Design-FAAD);
- "The Entrepreneurship Competition" (Faculty of Business Administration and Economics-FBAE);
- "Gaming: Augmented and Virtual Reality" (Faculty of Natural and Applied Sciences-FNAS);
- "Taste of the World" (Faculty of Nursing and Health Sciences-FNHS);
- "Education Workshop" series (Faculty of Humanities-FH); and
- "Human Rights Trivia and Media Law" (Faculty of Law and Political Science-FLPS).



## C. Staff

The academic year 2015-2016 witnessed the beginning of the overhaul of the Office of Human Resources (HR) Dossier. While the HR objective has been the development of University employees, the significance of the HR's contribution took a more global, long-term, forward-thinking, and strategic goal. To that end, some major initiatives ranging between 'recruitment and selection' and 'career development' were taken, such as:

- Some highly successful selection tools were implemented, mainly competency-based interviewing, selection tests, and realistic job previews. The value for NDU is that these tools serve to ensure placement that is more accurate, promote a buy-in from stakeholders, and create a foundation for effective performance - retention was also on the agenda; an effective on-boarding was launched. Those recruitment and selection initiatives were translated into two major KPIs\*: a "cost per source" of zero dollars and a "staff turnover rate" of 0.67 percent; both are indicators of how the HR at NDU started earning a seat at the strategic table;



- On the other hand, the HR, under the direct supervision of the Office of Administration, and in coordination with all other Offices, announced on August 10, 2016, a new management structure.” This structure was designed, communicated, and implemented; the performance management system was designed and will be implemented in the next academic year, in addition to the development of compensation, benefits, and job evaluation manuals; and
- The demand for new staff members was not as strong as in the previous years. *Table 3* indicates that only two staff members were recruited at the main campus. Nonetheless, to better serve the different University operations, plans to recruit more staff members have been seriously deliberated. Several prospective candidates were considered for the Library, the Office of Communications, and the Office of Information Technology.

STAFF MEMBERS	2014-2015	2015-2016	%
Main Campus	236	238	0.85
NLC	21	21	0
SC	40	40	0
Total	297	299	0.67

*Table 3 – Figures reproduced, as released by the OIRA.*



# INFORMATION TECHNOLOGY

The Office of Information Technology (OIT) provides technical support to the entire university administrative and academic operations. This support encompasses the provision of myriad services as follows:

## Smart Classrooms

NDU has made a significant investment in technology for classrooms. Our smart classrooms are equipped with Interactive White boards, LCD projectors and computers connected to the internet which enable faculty members and students to make use of technology in the teaching and learning process.

## The Virtual Learning Environment (VLE) – Blackboard (Bb)

Since the year 2001 the University has utilized Blackboard as its course management system. Around 70% of all the University classes use Blackboard to facilitate teaching and learning in a blended learning format.

## Faculty Development and Training

Cognizant of recent trends in open education coupled with the need to enhance teaching and learning through capitalizing on the latest technological innovation in pedagogy, the University has been engaged since 2014 in promoting Open Educational Resources (OER) and open textbooks released under Creative Commons Licenses in the curriculum. Training workshops are systematically conducted throughout the academic year to help faculty members, students, and librarians facilitate the adoption of open resources in teaching and learning.



## Software Applications

The OIT continues to furnish the administrative functions of the University with up-to-date applications including online registration, E-payment, E-admissions, and online classroom reservation. In addition, the OIT deploys business intelligence software for statistical and academic reporting purposes.

## Smart Card System

The smart card system available at NDU consolidates access and control of many campus activities into a single smart card. The smart card system is used for IDs, parking entry, student housing rooms, and photocopy machines available at the library, dorms, and computer center.

## Campus Network

The campus network, a key component of the technology infrastructure at NDU, is used to support teaching, learning, research and administration. It connects the campus community and extends support for administrative computing applications to the Shouf and North regional campuses. Internet access both wire and wireless are also available to students, staff and faculty members across all the University premises.





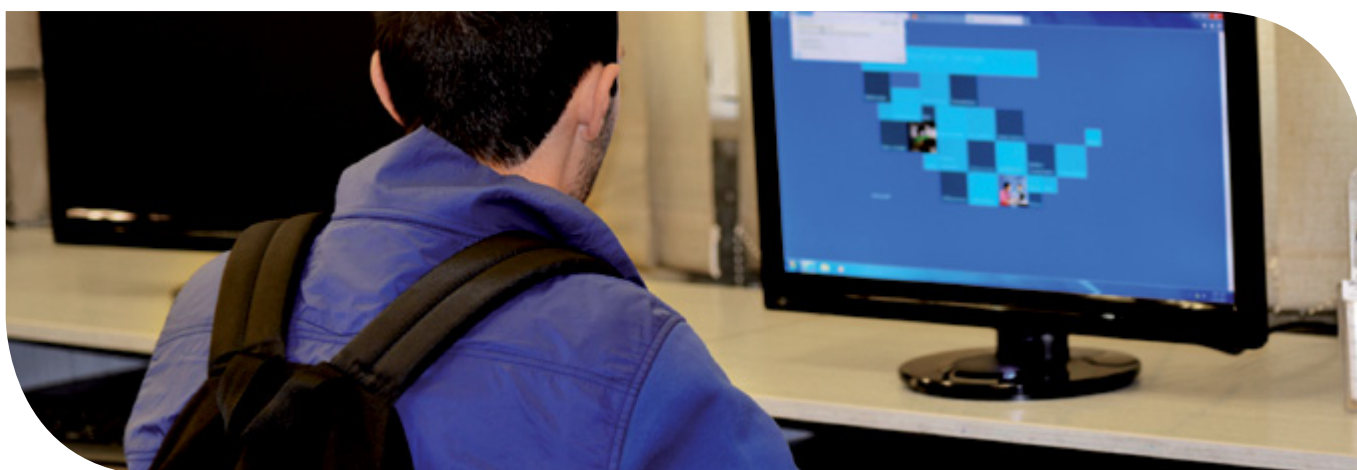
# LIBRARIES' RESOURCES

The mission of NDU Libraries is to *“strive to provide quality services by acquiring, organizing, preserving, and providing access to a variety of information resources.”* As such, NDU Libraries continuously focus on ways to improve the facilities and services, and increase access to high- quality information resources to meet the needs of the NDU community. In the academic year 2015-2016, NDU Libraries focused on developing cutting-edge facilities, implementing technological initiatives that provide improved and expanded access to information resources for library users, and developing a user-centered library workforce that exemplifies high standards. Key accomplishments included:



- Finalizing the plans for an innovative, flexible, and highly functional Library facility, which will be an integral part of the new Cultural Center to be built at the main campus;
- Concluding the plans for a greatly expanded and more user-friendly Library facility in the new building currently under construction at the North Lebanon Campus (NLC);
- Launching online renewal for students, so they can self-renew borrowed items without having to return them to the Library;
- Completing the setup, testing, and migration to the live platform of Artstor's Shared Shelf, a cloud-based service, which will allow the NDU Libraries to upload, catalog, and share unique digital collections managed by the Special Collections; the launch of Shared Shelf for the public is planned in Fall 2016;
- Completing the setup and testing of the Space open source repository software and moving the server to the server farm in the Division of Computing Services (DCS); the Library plans to launch the new institutional repository in Fall 2016;
- Active participation in a wide variety of professional development activities by the majority of Library staff members;
- Shifting from being a net borrower to a net lender through Loan/Document Delivery Services (ILL/DDS). Research and instruction services and in-house use of the Libraries' collections were provided to non-NDU users. In total, 17,229 print items were borrowed or renewed. During the same period, Library users requested 93 items through ILL/DDS. LIDS-participating institutions supplied 84 items, and international universities filled 9 requests. Additionally, ILL/DDS filled 100 requests from other libraries; 63 from LIDS member institutions and 37 requests from international institutions. This academic year marks first time that the NDU Libraries have moved from being a net borrower to a net lender through ILL/DDS;
- Adding on daily basis new resources to the NDU Libraries' collections (print and electronic) in support of the academic and research interests of the NDU community. As of August 23, 2016, there were 107,404 unique non-serial print titles included in the NDU Libraries' online system (71.4 percent English, 14.4 percent Arabic, 8.4 percent French, 3.1 percent German, and 2.6 percent Other Languages); with 7,127 new titles added between September 1, 2015, and August 23, 2016, through purchases, gifts and exchange. Currently there are 772 titles on order;
- Removing (weeding) permanently between August 1, 2015, and July 31, 2016, from the NDU Libraries' collections 676 outdated and poor condition items. A significant number of the weeded items were long-pending uncataloged materials received as donations from 1993 to 2010;
- Providing access to more than 90 electronic resources through both purchases and subscriptions. The e-resources include nearly 300,000 eBooks, more than 37,000 full-text e-journals, abstract-only journal databases, and image and audio databases;

- Finalizing through the NDU Acquisitions Department and the Gifts and Exchange Unit an appropriate design for a 'donor tree' to acknowledge major library donors. This project was completed with the support of the University Librarian and the Design and Brand Guardian Office (DBGO). The "Donor Tree Unveiling Event" was originally scheduled for May 2016; however, it has been postponed until early October 2016. The Libraries also plan to publish a complete list of donors in the *NDU Spirit* concurrent with the donor tree unveiling ceremony;
- Implementing fully the new international cataloging standard, Resource Description, and Access (RDA) for all materials by the Cataloging Department. Between August 1, 2015, and July 31, 2016, members of the Department cataloged and made available 7,984 titles and 8,113 volumes, including 214 titles requested by Library users to be cataloged as 'high-priority.' The Department also implemented new procedures in collaboration with the Acquisitions Department to ensure that materials requested by faculty members are flagged upon receipt and cataloged as high-priority;
- Activating Google Scholar by the e-Resources and Serials Department, linking to NDU Libraries' resources to increase visibility of the e-Resources provided by the Libraries. Head of e-Resources and Serials Department Joseph Mhanna continued to work closely with other representatives from the Lebanese Academic Library Consortium (LALC) to negotiate consortia pricing with a number of publishers resulting in significant cost savings for many e resources renewals, upgrades, and new subscriptions. The e-Resources and Serials Department also added all serial items from the Peter Rea gift to the Ramez Chagoury FAAD to the OLIB, the online library system; and
- Working on a number of projects through the Special Collections Department, such as collaborating with the Division of Audio Visual Arts (DAVA) to convert analog multimedia materials received from Joseph Tawk to digital format (currently 186 DVDs); converting and splitting into individual episodes the video files of Georges Labaki's television program, and collaborating with the Center for Digitization and Preservation (CDP) to digitize all issues of Said Akl's *Jaridat Lebnaan*. The Department also collaborated with Head of Library Information Systems Department Amine Moussa to test and launch Artstor's Shared Shelf in order to share the digitized photographs and information sheets from the Heinz Gaube photography collection purchased by the NDU Libraries in Spring 2009. The Department also developed new guidelines about physical processing of materials categorized as 'rare' or 'special items.'



Finally, it's worth noting that NDU Libraries' Resources witnessed a constant growth in 2015-2016, as *Table 4* shows. The support for the Libraries remained strong with consistent investment in the acquisition of new resources in print and electronic formats.

	2014-2015	2015-2016	%
Titles excluding periodicals	97,783	100,953	3.24
e-Book Titles ( <i>perpetual access</i> )	51,146	55,176	7.88
e-Book Titles ( <i>subscription based access</i> )	255,820	299,098	16.91
e-Books Total	306,966	354,274	15.41
Databases subscriptions	95	98	3.16
Print Periodical Subscriptions	341	341	0
e-Periodical Subscriptions ( <i>perpetual access</i> )	78	78	0

*Table 4* –Figures reproduced, as released by the University Librarian on October 25, 2016.



# PHYSICAL INFRASTRUCTURE

The need for more space to accommodate new buildings, support facilities, and technology infrastructure remained an urgent matter during the academic year 2015-2016. *Table 5* shows that the main campus has undertaken infrastructure updates to the existing physical plants. These include:

- New corridors 50-m<sup>2</sup>
- New classes in the Faculty of Engineering (FE) 200-m<sup>2</sup>
- Open green areas 200-m<sup>2</sup>

At the North Lebanon Campus (NLC), the new capital construction development began in 2014-2015 and continued in 2015-2016, which will provide that campus more than 17, 490-m<sup>2</sup> of additional space. This major development came as a result of the imminent growth of the campus community. It was conceived to serve different purposes. Function-based and venues were devised to mainly serve the diversified academic support units for the operations of NDU Faculties and programs. Other spaces were created to support inevitable necessities for students on various levels with the advancement of technology and requirements for library, computer center, seminar rooms, etc. All those would comprehensively concur toward the image and standing of NLC to cater to its recent development.



The prime motto of the academic year 2015-2016 was to ensure all planned in terms of physical plant, contribution in the various accreditation processes, and maintaining decent academic standards, are being righteously practiced. The priority project was to sustain this growth by attending to the students' needs for a better ambiance that allows for all educational, moral, and ethical values to blossom throughout a vigorous on-campus life rich with activities.

In 2015-2016, the Shouf Campus (SC) continued to renovate and equip its classrooms with SMART Boards. Renovation works included fresh coats of paint, installation of new windows, etc. In addition, a copy center and new parking facilities were provided. Plans for a complete refurbishment of the classrooms and support facilities progressed with more works planned for 2016-2017.



LOCATION	AREA (M <sup>2</sup> ) 2014-2015	AREA (M <sup>2</sup> ) 2015-2016
Main Campus	149,150	149,600
NLC	7,700	25,600
SC	5,040	5,040

Table 5 – Figures reproduced, as released by the OIRA.

Finally, the University administration has realized that sustaining high academic standards entails the upgrading of its physical plants across the three campuses. Table 6 ascertains the University’s strategy to continue expanding its facilities and to continue creating new venues to better accommodate the continuous growth in terms of new programs and the number of enrolled students.

2015-2016	Main Campus		NLC		SC	
	AREA (m <sup>2</sup> )	%	AREA (m <sup>2</sup> )	%	AREA (m <sup>2</sup> )	%
Administration	2,150	1.44%	1,830	7%	N/A	N/A
Library & Research Centers	4,400	2.94%	3,715	15%	260	5%
Admissions & SAO	2,350	1.57%	1,360	5%	530	11%
Faculties	33,000	22.06%	3,740	15%	1,780	35%
Sports Facilities	9,500	6.35%	150	1%	N/A	N/A
Academic Facilities	5,800	3.88%	4,690	18%	945	19%
Parking	47,000	31.42%	3,460	14%	N/A	N/A
Restaurant (Cafeteria)	4,000	2.67%	210	1%	160	3%
Green Areas	10,200	6.82%	N/A	N/A	N/A	N/A
Corridors	7,500	5.01%	3,765	15%	1,050	21%
DCE	4,000	2.67%	N/A	N/A	N/A	N/A
Theater	2,500	1.67%	2,200	9%	N/A	N/A
Dormitories	13,600	9.09%	N/A	N/A	N/A	N/A
Depot	3,600	2.41%	480	2%	315	6%
<b>Total</b>	<b>149,600</b>		<b>25,600</b>		<b>5,040</b>	

Table 6 – Figures reproduced, as released by the OIRA.



Construction Plans at NLC



# RESEARCH

For the past nine years, NDU's focus on sponsored research has been quite significant. Both, the Office of Research and Graduate Studies and the Office of International Relations, provide reports on sponsored research activities, including international conferences and conventions. As for graduate studies, the NDU Library at the main campus maintains information on students' research projects and dissertations.

## Sponsored Research

In recent years, the University has invested heavily in building its research profile through financial support, external collaboration, and new administrative structures.

This investment has engaged faculty members in research projects, as evidenced by the number of publications in refereed journals and periodicals. In 2015-2016, more faculty members engaged in sponsored research, as attested to by the number of projects funded by organizations, such as the CNRS, USAID, Tempus/Erasmus + and CEDRE. *Table 7* shows that the number of ongoing research projects totals 17, and the duration of all of them range from one to four years.

## Conference Participation

"A sizeable number of faculty members at NDU benefited from the *'University Travel Support Policy'* to present papers at national and international conferences. For the past three years, it has been one aim of the Assistant Vice-President for Research and Graduate Studies' Office to ensure that financial support is provided for faculty members who present papers at the best and most reputable international conferences only. To this end, a systematic process was implemented to screen applications and approve university funding for only those conferences deemed "worthy of support."

RESEARCH	2014-2015	2015-2016
Current Projects At NDU	16	17
Conference Publications	33	44

*Table 7 – Figures reproduced, as released by the Office of Research and Graduate Studies.*

# ACCREDITATION

On all three campuses, processes related to accreditation (institutional and/or specialized) did enhance both assessment and its link to planning. At the institutional level, accreditation has been pursued with a variety of assessment activities. On the other hand, the specialized accreditation, which has been pursued within individual Faculties, did provide incentives for improvement and transformative actions.

## A. Institutional Accreditation

- In November 2015, following a comprehensive *Biennial Report* in June 2015, an interim visit (November 8-11, 2015) took place. The purpose of the visit was to evaluate NDU's success in enhancing the strengths and correcting the concerns identified during the evaluation for candidacy as well as the extent to which the institution has otherwise made in progressing toward accreditation;
- In January 2016, the visiting team presented their evaluative report to the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges (CIHE);
- In April 2016, the President and Vice-President for Academic Affairs (VPAA) met with the NEASC Commission;
- On July 11, 2016, the CIHE reconfirmed NDU's candidacy status; and
- The next comprehensive visit, for full accreditation, will take place in April 2018.

## B. Specialized Accreditation

During the academic year 20105-2016, processes related to accreditation at the Faculty level included the following key achievements:

- In November 2015, the Faculty of Engineering (FE) hosted the Accreditation Board for Engineering and Technology (ABET) visiting team;
- On August 22, 2016, the FE announced that all its undergraduate degree programs were fully accredited by ABET, the global accretor of college and university programs in applied science, computing, engineering, and engineering technology.

To mark this landmark, NDU Vice-President for Academic Affairs Dr. Elie Badr released a statement addressed to the members of the NDU community in which he said, "No institution in Lebanon, offering accredited Engineering programs, can any longer claim an edge over NDU. On the contrary, NDU programs can claim this edge based on unblemished facts. We offer ABET accredited programs of the same quality, if not better, delivered by qualified faculty members, supported by cutting-edge laboratories, and technological facilities at a fraction of the tuition charged by the other institutions, and always mindful and guided by our mission. On behalf of all faculty members, I extend my thanks and congratulations to our colleagues at the FE. My special thanks go to Dean Dr. Michel Hayek for his strong leadership and guidance throughout this long process. Hats off to our FE!"; and



Engineering  
Accreditation  
Commission



- On August 8, 2016, all Business programs at NDU received eligibility status for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). This eligibility status was highlighted in two separate communications released by NDU Vice-President for Academic Affairs (VPAA) Dr. Elie Badr, and Dean of the FBAE Dr. Elie Menassa.

For his part, Dr. Menassa wrote, “In their meeting held on August 2, 2016, at their headquarters in the USA, the AACSB Initial Accreditation Committee (after thoroughly evaluating our extensive eligibility report submitted in April 2016) officially declared NDU’s FBAE as eligible for accreditation after accepting our submission “as is” without a single amendment.



# FINANCIAL OVERVIEW

## A. Budget Preparation and Process for the Academic Year 2016-2017

In spring 2015, the University Budget and Planning Committee developed a new *Budget Planning and Procedures* document, which was approved by the President. Accordingly, a significant proportion of the deans' work, in the course of the year 2015-2016, was the preparation of their individual budgets for the academic year 2016-2017, and which were approved by the BOT in summer 2016. The following steps were observed:

- April 18, 2016, the Office of the President officially invited the Vice-Presidents (VPs), Deans, Directors, Officers, and Unit Heads, to contribute to the financial planning and submit the *Budget Plans for the Academic Year 2016-2017*;
- On April 22, 2016, a *Budget Plan* template was distributed to all Faculties and University Units;
- May 31, 2016, all Faculties and University Units submitted their *Budget Plans* to their respective VP(s);
- June 10, 2016, the Vice-President for Academic Affairs (VPAA), Deans, and other Offices Heads, held the first *Budget Review* meeting;
- Three *Budget Review* Sessions were held before the final budgets were approved; and
- Throughout the 2015-2016 period, the Budget Office kept deans abreast of all expenditures by providing them with regular balance reports on their approved individual budgets.

## B. Financial Performance of the Academic Year 2015-2016

With a student population of 7,170 in 2015-2016, (*kindly refer to Table 2*), NDU continued to expand its financial, physical, technological, and human resources in harmony with its distinctive mission and vision. The financial statement that follows (including the visual pies) is intended to give an overview of the finances and operations of the University during the year 2015-2016.

The surplus in the *Operating Budget*, which amounts to US\$ 3,365 million, is judged by the President's Cabinet, as an indicator of the University's overall financial stability. (*For details, kindly refer to Table 8*).

As for the expenses, a significant proportion was mainly devoted toward improving academic standards in terms of hiring new faculty and staff members, updating academic facilities, as well as supporting campus scholarly activities and student aid funds.

On the other hand, an issue of concern on the broader financial context was the extent to which revenues continue to balance with expenses; especially that a salary adjustment study and a new pension plan study were conducted during the academic year 2015-2016 with a partial implementation in Fall 2016 and full implementation in Fall 2017. To that end, a five-year financial plan was drafted and approved. This plan was based on realistic but conservative estimates based on current salaries for faculty in professorial ranks. It is anticipated that the budget estimate would be adjusted once the study is completed.

EXPENSES	2015-2016 (IN '000S USD)
Faculty Expenses	26,226.00
Personnel Expenses	9,522.00
Activities	2,390.00
President Office	191.00
SAO	98.00
Student Aid	8,732.00
Maintenance	2,343.00
Supplies, Software, and Printing	1,451.00
Operating Expenses	8,001.00
Maintenance Boundaries	-
Depreciation	9,063.00
Provision and Contingency	1,536.00
<b>Total Expenses</b>	<b>69,553.00</b>
OPERATING REVENUES	2015-2016 (IN '000S USD)
Tuition Fees	65,637.00
Non Academic Revenues	7,281.00
<b>Total Revenues</b>	<b>72,918.00</b>
<b>Surplus</b>	<b>3,365.00</b>

Table 8 – Figures reproduced, as released by the University External Auditor.

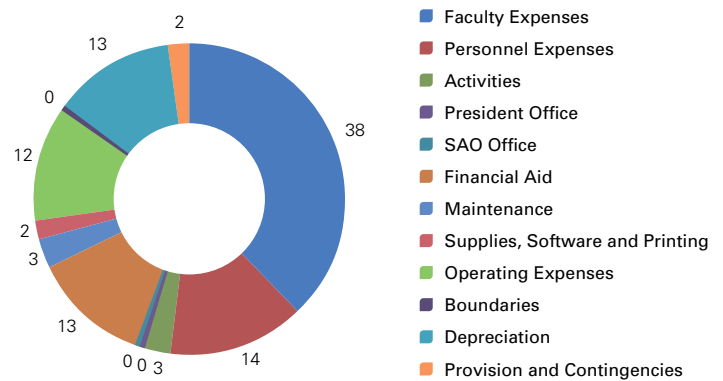


Chart 2 – Figures reproduced, as released by the University External Auditor.

## C. Sources of Revenue

Most of the higher education institutions rely on endowment support to fund 30 percent or more of their operating budget. This is not the case for NDU. Its non-academic revenues totaled US\$7,281,000 or approximately 10 percent of total revenues. They were derived from diverse sources, including endowment; whereas, student tuition revenues made the remaining 90 percent. Accordingly, maintaining an appropriate level of student enrollment continues to be of principal importance to the University. (For details, kindly refer to Chart 3).

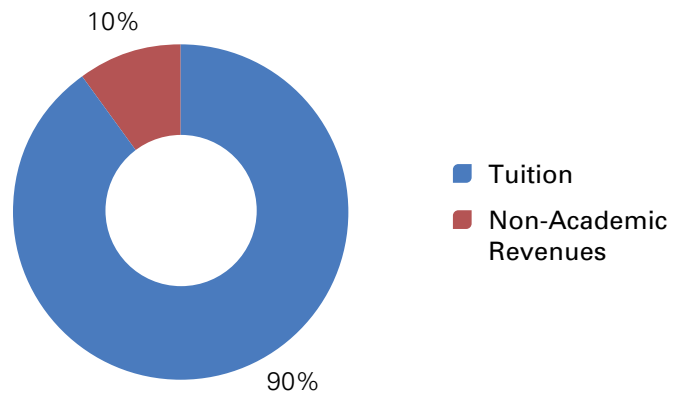


Chart 3 – Figures reproduced, as released by the University External Auditor.

# INSTITUTIONAL VISIBILITY

Both the Public Affairs and Communications teams led a successful launch of the University image throughout 2015-2016. The public activities and events, in addition to the diverse digital initiatives, featured NDU as an institution of the third millennium.

## A. Public Affairs and Events

The Office of Public Affairs and Events at NDU, a unit under the Office of Public Affairs and Communications, is tasked with creating and promoting goodwill, and a favorable image toward NDU among the community-at-large. The Office coordinated, organized, and hosted many special cultural, academic, and intellectual events and seminars, during 2015-16, which included the following:



- June 1, 2015, Lion's Club honored NDU President Fr. Walid Moussa along with some prominent national figures;
- December 1, 2015, "Said Akl Award" ceremony;
- February 10, 2016, unveiling the bust of Fouad Hbeich;
- March 18, 2016, NDU honored six mothers from the NDU's community on Mother's Day;
- April 5-26, 2016, four lecture series, under the general title, "*Lebanon: A Dream or Reality?*" took place. They covered the following topics:
  - "*The Problematic of Building A Nation in Lebanon*" (April 5, 2016)
  - "*The Sectarian System Versus The Civil Order*" (April 12, 2016)
  - "*The Cultural, Social, and Political Routes of Corruption*" (April 19, 2016)
  - "*The Role of Technology in Building A Nation*" (April 26, 2016);



- May 3, 2016, unveiling the bust of Raymond Jebara;
- May 24, 2016, unveiling the bust of Assaad Feghali - Chahrour al-Wadi;
- October 14, 2016, a lecture on the “*Decentralization and Federation*” lecture was held under the auspices of the former President of the Swiss Confederation Pascal Couchepin, and former Lebanese Minister of Interior and Municipalities Ziad Baroud.



## B. Communications

The Office of Communications (OC) at NDU made great strides in 2015-2016 in its effort to promote a positive image of the University both on campus and beyond the University gates. Some of the Office’s achievements included:

- In November 2015, the OC, aligning with its strategic objective, launched the Digital Media Project via a wide campaign covering all three campuses. The project comprises four new digital platforms (new NDU website, new NDU Mobile Application, new NDU Intranet (SHARE), and NDU Official Social Media Channels), among other initiatives, which were carried to fulfill *Objective 2 of Goal II of the Strategic Plan, “develop an effective internal and external communication system for prospective learners, faculty, staff members, partners, and the wider community with emphasis on a dynamic and appealing online and social media presence.”*

The OC also provides prospective students with social media platforms through the NDU website to help them interact more with the University. These activities are essential to NDU’s image and form a basic component of its recruitment strategy;



- The Department of Internal Communication executed four main projects:
  - NDU Intranet (SHARE), part of the overall Digital Media Project, was delivered upon the completion of the Digital Media Project. SHARE is specifically designed to be an engaging, informative, useful, and essential platform for NDU faculty and staff. It is meant to group all needed services, info and documents that the internal community needs in one personalized and practical tool.
  - Event Management Module, a part of the Intranet featured services, was created, executed, and coordinated. It

serves as unified calendar to reserve dates, venues, and services for events in addition to a full paperless approval cycle (workflow).

- E-newsletter (*e-Spirit*), a monthly periodical, was launched in March 2016. Major events and communications are disseminated to NDU internal audience, alumni, and website subscribers.

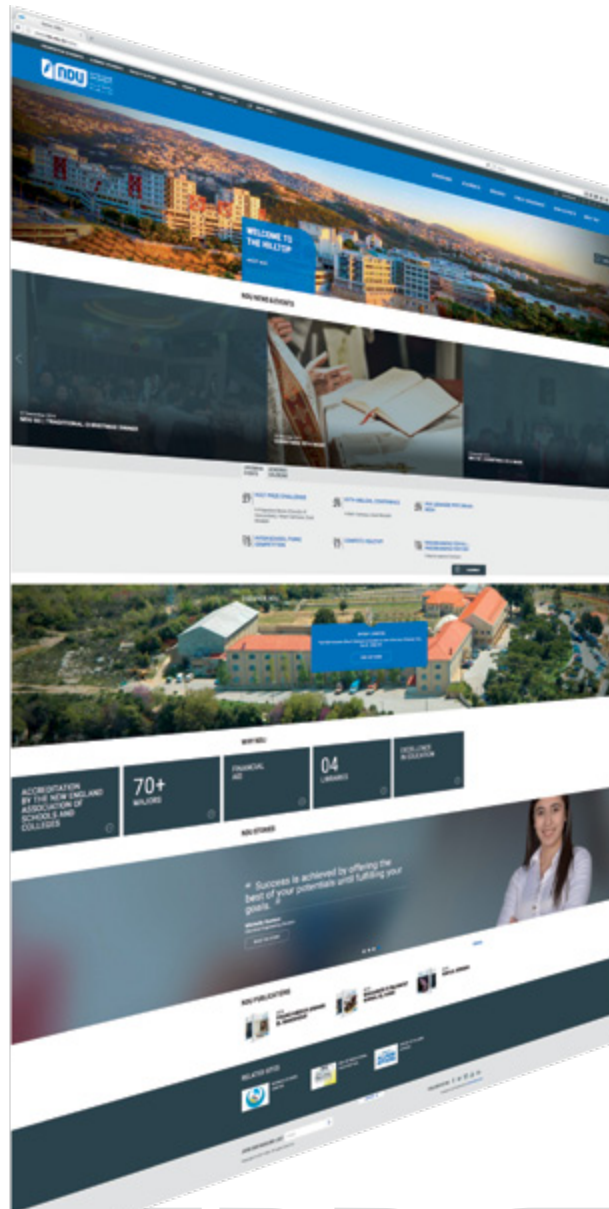
- *NDU Editorial Style Guide* (ESG) was drafted. It is intended to help writers, editors, and other communication professionals across the three NDU campuses to communicate clearly and effectively. It was created to offer guidelines on important matters pertaining to writing styles, word uses, and mechanics such as capitalization, punctuation, abbreviations, numbering, etc;

- The Department of Digital Media, whose main objective is to bring NDU closer to the stakeholders available on the digital platform by reflecting a proper image within the new digital media frame, engaged in establishing a relatively solid and unique presence of NDU in the digital world;

- The new website was benchmarked to international universities sites and was specially designed to follow the latest interactive digital trends naming: *Live Chat*, *Discussion Forum*, *Find your Interest*, in addition to *NDU Stories*, a section created for current students and alumni success stories in Lebanon and abroad. The NDU official website is the umbrella website that includes microsites for the various entities within NDU such as offices, research centers, conferences etc. The NDU website marked 41,614 visitors in September 2016;

- NDU Mobile App. was launched for both iOS and android devices, it contains all important info that interest NDU stakeholders (courses, events, directory, etc.). SIS is now integrated in the mobile app and push notifications were activated; and

- Official NDU Social Media Channels were created for NDU and almost all other none official NDU pages and groups were closed. The Social Media channels are managed by a well-trained team ready to communicate all University news and stories around the clock.



# OUTREACH – HIGHLIGHTS

In the past year, the Office of Planning and Development (OPD) at NDU moved ahead with the second phase of its outreach efforts in the United States of America and Canada. This ongoing plan is based on three key objectives:

- Promote the image and strengthen the presence of NDU in the U.S. and Canada;
- Build bridges between North American students, faculty members, and other individuals and NDU, especially those hailing from Lebanese expatriate communities; and
- Involve, and in some cases expand or make changes to, existing NDU units and infrastructure to accommodate these efforts and thus expedite outreach and development goals to serve a longer-term fundraising strategy.

## A. Networking with American Friends of NDU

The NDU Washington, D.C., Office was established to create awareness for NDU in the United States of America as well as to build a culture link between NDU and its American counterparts. Throughout the years, the Office focused on a variety of different initiatives, and - while still building upon its previous goals - is currently embarking on an exciting strategic change to focus more on alumni in the USA. To that end, a number of initiatives were taken during 2015-2016:

- The Coordinator of NDU's office in Washington D.C., conducted a short e-mail survey of NDU alumni residing in the USA to gain insight into how the University can best serve and connect the NDU community in America. The survey was sent to a list of 88 alumni. The Office collected valuable feedback and is currently working on implementing some of the ideas proposed;
- With the help of colleagues in Lebanon, the Office was able to successfully launch a page on NDU.EDU.LB dedicated to the efforts in the USA with AFNDU. The page can be found at: [http://www.ndu.edu.lb/about-ndu/international-relations/american-friends-of-ndu-\(afndu\)](http://www.ndu.edu.lb/about-ndu/international-relations/american-friends-of-ndu-(afndu)); and
- As a suggestion from an NDU alumnus during the e-mail survey, the Office created a LinkedIN group called 'NDU Alumni in the USA,' as an effort to connect those alumni living in the USA. Once a critical mass is reached (there are currently about 281 people on the NDU LinkedIN group who identify as NDU alumni living in the USA), the Office will start to discuss ways to bring these people together, both virtually and in-person to share memories, ideas, and networking opportunities.

## B. Consolidating NDU-NAM Relations

- NDU participated from July 6, 2016, to July 10, 2016, in the annual National Apostolate of Maronites (NAM) convention in San Francisco, California. NAM is the official lay apostolate of the Maronite Church of the United States and the only lay apostolate of its kind in the Maronite World. Established in 1964, NAM has held a national convention every year since. The convention is a mixture of clergy and laity, young and old, Lebanese and American-born, and people of several other ethnic backgrounds who have become a part of the Maronite Church. Dr. Assaad Eid represented AFNDU at the convention in order to cultivate new relationships, build on established relationships, and create awareness for NDU;
- In Spring 2015, the University welcomed Maya Khoury, from Virginia Commonwealth University for one academic semester at NDU; and
- On August 5, 2016, the Board of Directors of NAM, and the NAM Scholarship Selection Committee, announced that Gabriella Koussa and Philip Raad had been chosen to receive the NDU-NAM Scholarship' awards for Spring 2017.



## C. Reviving NDU Foundation - Canada

- On Saturday, April 23, 2016, NDU Montreal Alumni Chapter celebrated the revival of Friends of NDU Foundation-Canada at La Sirene Restaurant, Montreal, in the presence of NDU President Fr. Walid Moussa, Honorable Consul of Lebanon in Montreal Mr. Fady Ziadeh, His Eminence Bishop Paul Marwan Tabet, NDU Vice-President for Public Affairs and Communications Mr. Souhail Matar, NDU Coordinator of Alumni Affairs Office Mrs. Joyce Chidiac Ghossain, along with former members of Friends of NDU and new members of NDU alumni; and
- On November 3, 2016, the NDU President announced the formation of a special committee to revive the role of NDU's Foundation and Alumni in Montreal, Canada. The committee members are: Sami Chalhoub (President), Rony Adaimy (Secretary), Antonio Afif (Treasurer), and five members: Firas Atallah, Mathew Hammam, Antonio Sabella, Darine Badr, and Celine Saloumi.



# ALUMNI

The growing NDU alumni population currently counts for 17,381 and is spread in Lebanon, the Middle East, the Americas, and around the world. Former graduates are always in the minds and hearts of University officials and faculty members. The United Arab Emirates (UAE) alumni were pioneers in establishing an NDU alumni chapter outside Lebanon.

Work has begun to establish other chapters in different countries, namely, Afghanistan; Australia; Bahrain; Canada; Egypt; France; Fujairah; Jordan; Kingdom of Saudi Arabia; Kuwait; Oman; Qatar; Switzerland; Syria; UAE (Abu Dhabi and Dubai); United Kingdom; and the United States of America.

In addition, the Washington, D.C., Office, continued to promote its distinctive educational values and goals in that country. Today, the D.C. Office is charged with advancing the NDU mission in the USA, while supporting the various American Friends of NDU (AFNDU) chapters and NDU alumni residing in the country.





## FORGING AHEAD

The academic year 2016-2017 marks the thirtieth anniversary of NDU. Over those three decades, NDU has evolved from 'a center of higher education' into a comprehensive University, featuring graduate and undergraduate programs and combining liberal learning and professional application. Presently, NDU comprises three campuses (Main, NLC, and SC), and is home to seven Faculties. The University takes pride in offering education to more than 7,000 students from diverse backgrounds. Its legacy is derived from the Maronite Order of the Blessed Virgin Mary (OMM), whose learning philosophy calls for graduates who enjoy knowledge combined with justice, love, and freedom.



Building from the strategic work begun in 2007, and guided by its second *Strategic Plan 2015-2020*, NDU has changed significantly. Today, five major goals articulate the University's aspirations, ranging from the vision to be a regional Catholic university to the development of resources necessary to enhance its educational quality, research endeavors, and community service.

To maintain this momentum of progress, NDU will take further steps to ensure that its educational strategy can adequately respond to the challenges posed by the expansion of globalization, the breakneck speed of technological change, and the emergence of new non-traditional and creative industries. To this end, suggestions for improvement include:

- A comprehensive integration of mission education to pervade students' experience in both the curriculum and co-curriculum;
- An ongoing evaluation process to update and shape the contents, methods, and materials of the educational strategy to the needs of the learners;

- A continuous institutional assessment of the physical infrastructure and facilities to enhance students' academic life and technology support;
- A communication strategy that is even more dynamic to enhance NDU's image;
- A concentrated effort to comply with the highest academic standards of governance characterized by efficient, effective, and transparent management; and
- An ongoing planning process based on extensive data to continuously shape institutional renewal and progress.

As evident in the activities and achievements of 2015-2016, the adventurous spirit of NDU's community has thus far fueled its success and sustained its mission and values, and it is this very spirit that will continue to drive NDU's ambitious plan to enrich its academic excellence, improve its community's quality of life, and seize transformative prospects for generations to come.



[www.ndu.edu.lb](http://www.ndu.edu.lb)

