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about campus life at
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With
**Representatives of Faculties
and Student Clubs**



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A WORD FROM THE PRESIDENT

There is only one thing that can ensure the happiness and stability of a nation, and that is the respect of its people at all levels for the moral law. The world has still not learnt its lesson from the cruelties of colonial repression and nazi racism, which is once again raising its ugly head in Europe. We only have to look south of our frontier to see that the world has changed little in this respect. However, it is not enough for us to condemn others, to pour scorn on those in high places in our own government or in foreign governments, for we have to look into our own consciences to see whether we are drifting with the current or fighting against it.



Let us take this question of racism. Racism often starts in a quite minor way . For example, a Sri Lankan woman went to a house to do some ironing, taking with her a little three-year-old girl who sat very quietly and politely while her mother was working. The lady of the house gave the girl a piece of chocolate or a sweet, whereupon she was told by the child's grateful mother that she was the first person to have shown such kindness! Graver is the harsh language that some people use when speaking to servants and the way they are sometimes treated as lepers in the home. A Lebanese family that had lived in West Africa had a young Nigerian girl staying with them as a guest, for her parents were old friends. Although Lebanon was signatory to the United Nations Declaration of Human Rights, drawn up largely by the Lebanese intellectual Charles Malek, one-time President of the UN General Assembly, the family was refused entry into a public swimming-pool because they had an African with them! Really, when Lebanon needs all the friends it can get in the world, when Lebanese want freedom to work in foreign countries, including those of Africa, one is staggered by such ignorance and shortsightedness, not to mention such rudeness and inhumanity. But it is precisely such small acts of racism that open the way to real violence, to treating others as if they were not human beings. Few people would be really cruel, but many people simply shrug their shoulders when cruelty is committed. It is not so much the occasional brutal attacks by thugs that Asians and Africans complain of in Western Europe; their real complaint is the indifference they meet with when they complain to the police.

The amoral nature of so much foreign TV and cinema entertainment and of so many foreign magazines entering our country is another example of the thin end of the wedge. Lack of religious orientation in the West and indifference to the true nature of sexuality has resulted in child-sex tourism and a new slave trade in young girls on as large a scale as the old slave trade.

If our students do not enter the Third Millennium with the firm will to use their education to fight evil of every description, and to work for a happier humanity and for respect for God's laws, NDU will have failed in its purpose. So I ask them, whatever religious community they belong to, to pray for God to guide them and to give them the strength of will that they will need.

Boutros Tarabay (Rev.)
President, NDU

LEICESTER UNIVERSITY AT NDU

Leicester University is in the heart of England and only 75 minutes from London by train. It is a cosmopolitan city with a diversity of cultures and architectural heritage. Leicester University is one of top three providers of taught postgraduate education in the UK and has an international reputation for research, with over 5,000 students around the world. Leicester University offers 120 postgraduate degree courses and houses ten specialist postgraduate research centres. The University's achievements include one of the most significant breakthroughs of the century, namely the discovery of the revolutionary technique of DNA genetic fingerprinting. Its international credentials cover a wide range of research strengths in the biological and medical sciences, archaeology, mass communication, museum studies, crime and public order studies, physics and astronomy. It houses the largest space science research centre in Europe.

At 10.45 on Friday November 10th, officials of NDU received **Dr. Hugh Busher**, coming from Leicester University in the English Midlands. At a meeting in the President's Office, he was presented by **Miss Elham Hasham**. Ms. Hasham recently extended an invitation to him when on a visit last August to the Leicester University School of Education for the Ph.D. thesis which she is currently writing up, on the subject of Educational Management and Administration. **President Father Boutros Tarabay** then introduced those present, including **Dr. George Eid**, Provost/Vice-President for Academic Affairs, the Deans of Faculties, and other officials. Dr. George Eid for his part gave a general description of NDU and its activities, adding that there was general interest in any ideas about possibilities for future cooperation between the two universities.

Dr. Busher then explained that



Meeting with Doctor Busher

Leicester was a medium-sized university with 15,000 students and a wide range of programmes, including those covering business, science and education. It was involved in many international arrangements and support programmes.

Dr. Boulos Sarru', Dean of Humanities, said that on the NDU side there was keen interest in exchanges for administration and faculty members and in postgraduate programmes. When Dr. Busher explained that in Britain an EDL was recognised as a doctorate, Dr. Sarru' remarked that the Lebanese government did not accept this equivalence, demanding instead a Ph.D. Education.

Dr. Hratch Hadjetian, Dean of Business, Administration and Economics, expressed interest in faculty and student exchanges for Business, with the possibility of obtaining a doctorate. Dr. Busher answered that Leicester did in fact have a faculty of business, adding that he would inform the Business Faculty about NDU interest.

Dr. Naji Oueijan, chairman of English, briefed the visitor on the NDU educational programme for B. Ed., remarking that the first option for Bachelor of Physical Education and Sport covered sports, recreation, training and coaching, while the second covered physical therapy and kinesiology. After the meeting, Dr. Busher was taken on a tour of the University premises. Future negotiation may evolve round exchange programmes, faculty development and the enhancement of both academic and administrative practices.

We are indebted to Ms. Elham Hasham for much of the above information – Ed.

RESEARCH AND DEVELOPMENT



Our University now has its **Office of Research and Development** under **Vice President Dr. Ameen A. Rihani**, assisted by **Miss Nadine Jabbour**, who sent us **Research and Publication News**, together with a memorandum supplement containing the following information:



To begin with, faculty members have been invited to send in conference papers presented locally and overseas during the academic year 1999-2000, and also research projects, so that comparison can be made with the coming year and proper decisions reached to enhance research at NDU. The Office further wants to build up its Research Archives and therefore invites faculty members to kindly send in lists of past published books, articles and conference papers, with copies whenever possible. Faculty members should send information to the address indicated below, from where those interested may obtain **Research and Publication News**. This gives a statistical breakdown of papers, as well as the field of study, author, title of papers, date of presentation and conference information.

Address:
Miss Nadine Jabbour,
Assistant to the Vice President,
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Forthcoming Book Publications

NDU Press announces the publication of the following forthcoming books:

1. **Title:** *Sharar (Sparkles)*, a collection of poems.
Author: Said Akl
Language: Arabic
Size: 216 pages

2. **Title:** *Nahtun Fi Dau' (Sculpture of Light)*, a collection of poems.
Author: Said Akl
Language: Arabic
Size: 176 pages
3. **Title:** *Strategy and Planning for Tourism and Hospitality: a Focus on the Middle East*.
Authors: Dr. Tim Knowles,
Mr. Joudallah Bey El-Mourhabi
Language: English
Size: 420 pages
4. **Title:** *Introduction to Logic*
Author: Fr. Boutros al-Toulawi
Language: Arabic (A manuscript from the 17th Century)
Size: 225 pages
5. **Title:** *The Virgin Mary in Lebanon* (1st volume)
Author: Mr. Anwar Saber
Languages: Arabic and English
Size: 200 pages
6. **Title:** *Errors of English*
Author: Mr. Kenneth Mortimer
Language: English
Size: 150 pages

PALMA RESEARCH JOURNAL:

The new edition of the PRJ will be out of the printing press in February 2001. Accepted conference papers are considered and reviewed for publication. The Journal has now an International Advisory Board composed of the following members:

International Advisory Board

Professor Roger Allen, University of Pennsylvania, USA

Professor Halim Barakat, Georgetown University,
Washington D.C., USA

Professor James Barcus, Baylor University, Texas, USA

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Washington D.C., USA

Dr. Jerzy Zdanowski, Polish Academy of Sciences, Centre
for Studies on Non-European Countries, Warsaw, Poland

The Editorial Board of PRJ includes:

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President for Research and Development

Members

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Business Administration & Economics

Dr. Farid Younes, Chair, Dept. of Arch.,
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Dr. Elias Nassar, Faculty of Engineering

Dr. Paul Jahshan, Faculty of Humanities

Dr. Roger Hajjar, Faculty of Natural &
Applied Sciences

Dr. George Labaki, Faculty of Political
Science, Public Admin. & Diplomacy

Faculty Promotions

We are obliged to **Dr. George Eid**, PVP, for the following information.

The undermentioned promotions came into effect as from October 1st, 2000.

Name	Previous Rank	New Rank	Department
Dr. Ajaj Tarabay	Associate Professor	Professor	Mathematics & Statistics
Mr. Youssef Zgheib	Lecturer	Senior Lecturer	Business Administration
Mr. Edgard Barakat	Lecturer	Senior Lecturer	Business Administration
Mrs. Norma Frayha	Lecturer	Senior Lecturer	Business Administration
Mr. Joud el-Mourhabi	Lecturer	Senior Lecturer	Business Administration
Mr. Hrair Hovivian	Lecturer	Senior Lecturer	Business Administration
Mr. Fawzi Baroud	Lecturer	Senior Lecturer	Computer Science
Miss Nouhad Rizk	Lecturer	Senior Lecturer	Computer Science
Mr. Jean-Pierre el-Asmar	Lecturer	Senior Lecturer	Architecture

We apologise to Mr. Fawzi Baroud for a mistranslation of his title under his photograph in the previous issue of **NDU Spirit**. It should of course have read *Head* of the Division of Continuing Education.

graces the PLACEMENT OFFICE

Mrs. Grace Khalil has come to us in the Public Relations directorate to galvanise the Placement Office. She graduated in Advertising and Marketing at NDU in 1998, in which year she also got married. She is now Placement Officer helping **Mr. Suhail Matar**, Director of Public Relations.

Interviewed for **NDU Spirit**, Grace told us that now that the Placement Office has been resuscitated and is entering into full operation, she will have many fields of activity. Her main concern is to develop contacts between NDU graduates and companies outside the University with departments related to their majors; in this way the students' diplomas will be the door to a career and not simply something to frame and hang on the wall for the admiration of visitors.

Simultaneously, the Placement Office will be bringing NDU to the attention of important go-ahead business houses, greatly raising its profile. Here one sees the clear association between the Placement Office and Public



Relations. Grace says she hopes to promote direct contacts between students and business by such means as Job Fairs. For example, she is thinking of bringing advertising companies together, as these offer employment in various fields such as art and marketing. In this way students will learn where they can best fit in on leaving the University and so best apply to start their working career.

The companies for their part will be able to inform themselves about the students and their particular abilities and qualifications. They will also come to appreciate the high quality of the professional formation offered at NDU.

Grace Khalil has many other plans for the future, to be put into effect in coordination with Mr. Suhail Matar. She intends to establish regular relations with NDU alumni now working in business and industry so as to profit from an understanding with their places of employment. She says, "I am developing direct contact with alumni and with students in their final year; All will be welcome in my office, where I am entirely at their disposition."

AMBASSADOR OF AUSTRALIA

Regular readers of *NDU Spirit* will be aware of the importance that Notre Dame University attaches to its relations with Australia and therefore of the significance of the visit to NDU of Australia's ambassador to Lebanon, **Mr. John Fennessy**, on Monday 4th December, 2000. His Excellency was the guest of the Faculty of Political Science, Public Administration and Diplomacy and of the Club for International Relations, and was received by NDU President **Father Boutros Tarabay**, Public Relations Director **Mr. Suhail Matar**, the high officials, deans and faculty members. He took the occasion to speak about his country's foreign policy and about its close bilateral relationship with Lebanon. We take the following information from his speech.

In terms of Gross Domestic Product, Australia ranks 14th in the world, with a modern industrialised economy and a sophisticated manufacturing and services base. Agriculture accounts for an important share of export earnings, although only 3% of GDP. Manufacturing makes up around 12% of GDP and services 64%. The economy performed strongly even during the East Asian financial crisis and over the last decade has been the fifth fastest-growing in the OECD, outperforming even the United States and Canada as well as most countries of the European Union. Australia has robust national political institutions, high standards of corporate governance, and an open and increasingly internationalised economy with a wide diversity of overseas markets and investment linkages. The population is educated and technically sophisticated, with ties with just about every national grouping in the world.

Recent hopes concerning the Middle East were gravely



H.E. the Ambassador makes the acquaintance of NDU officials



Ambassador Fennessy with NDU President Father Tarabay

damaged by the provocation and violence of the last two months and Australia was deeply concerned by the loss of life and damage to mutual confidence. While being fundamentally committed to Israel's right to live within secure borders, it also supported the right of Palestinians to a homeland and to a better future for their children. Australia remained committed to playing a positive and constructive part in support of peace in the Middle East.

His Excellency then turned to relations with Lebanon, which he described as by any standards unusual, dating back to the presence of Australian troops in Lebanon during the First World War. They even contributed to Lebanon's independence and 322 Australian soldiers were buried in Lebanese soil. Some of the railway bridges in Lebanon built by Australian army engineers still bore the Army's rising sun emblem.

Immigration from Lebanon is believed to have started in the 1830s. Between 1975 and 1990 a special humanitarian programme for Lebanese allowed the entry of some 35,000. Now the Lebanese community is well inte-

AUSTRALIA AS A SOURCE
OF HIGH-QUALITY GOODS
AND SERVICES

grated into Australian society and has made major contributions to business, politics, sports and the arts. Out of a total population of 19,000,000, 300,000 are of Lebanese origin. Arabic is the most common language after English, Greek, Italian and Chinese.

In the last few years, links with Lebanon have expanded rapidly, particularly since the opening of an embassy in Beirut in 1995. Australian ministers, officials, parliamentarians and businessmen have made frequent visits. Over the last twelve months the number of Lebanese students studying in Australia has risen from almost nothing to about 300. The ambassador invited students to consider Australia for postgraduate studies in view of the good climate, beautiful uncrowded environment and tuition considerably cheaper than in North American universities. There were excellent support facilities for foreign students.

While realising that Lebanon and Australia were in some sense rivals in their desire to keep young Lebanese professionals for themselves, and having confidence in Lebanon's recovery, His Excellency urged those who wanted to emigrate not to overlook Australia. As for the future business leaders, he urged them to consider Australia as a source of high-quality goods and services.

DR. GEORGE M. EID, PROVOST & VICE PRESIDENT FOR ACADEMIC AFFAIRS

INTERVIEW BY NORMA HARFOUCHE

The office where Dr. George M. Eid made me welcome is tastefully austere, with of course a fine view over Mount Lebanon. But as I sat down to ask him my questions, I noticed an array of diplomas that bear witness to his academic distinctions in the United States.

I started the interview by asking him about the nature of his functions in his new position as Provost and Vice President for Academic Affairs at NDU. **Doctor Eid:** First, let me begin by saying that the position of Provost and Vice President for Academic Affairs is multi-functional at NDU. In addition to the responsibilities toward the academic issues, there are other responsibilities called co-academic issues: this means that all the administrative work that serves the academic purpose of the University is also part of the duties of the Provost and Vice President for Academic Affairs. One duty is to coordinate the work of the deans of faculties. In addition, he has to coordinate work between the Main Campus here and the Barsa Campus. There are other units too which relate directly to the vice president, such as the Student Affairs Office, the Registrar's Office, the Admission Office, the Library, and the Division of Computer Services as well as the

Division of Continuing Education. So these are specifically included among the responsibilities of the Provost and Vice President of Academic Affairs.

QUESTION: I HAVE BEEN TOLD THAT YOU HAD AN IMPORTANT ADMINISTRATIVE POSITION IN USA. CAN YOU TELL ME ABOUT IT?

Doctor Eid: In fact, I had one but I hold it no longer now that I am here. When I was in the United States, as soon as I became a tenured Associate Professor in the Department of Mathematics in John Jay College of the City University of New York, I was appointed deputy chairperson for that department. There were many committees that I chaired but the most important one of them was the Affirmative Action Committee, of which I was co-chair. It deals with the way we seek to be just and fair to people of different races in giving them different kinds of employment and giving them promotion. We had to make sure that we were not discriminating against any particular race or group of people and giving too much favour to others. The committee had to be sure that they received equal treatment and were not the victims of prejudice on account of being black or white or Hispanic or whatever. I think that this was one of the most important committees on which I served. This was in addition to being secretary for the University Personnel and Budget Committee and chairperson for the Department and the Curriculum Committee, and member of

the Advisory Board of the Student Association.

QUESTION: WHAT ARE YOUR OBJECTIVES NOW?

Doctor Eid: I have many. First of all, we need to keep working energetically to ensure high academic standards for the University, and this cannot be done overnight. We need to rethink our admission and curricula policies and our policy on student retention and student development. We need to establish a strong link between academia and industry. These criteria will ensure us a place noticeable in academic circles worldwide.

QUESTIONS: HOW CAN YOU COMPARE AND EVALUATE YOUR EXPERIENCE IN THE USA AND IN LEBANON?

Doctor Eid: Basically, any previous experience will always have an effect on whatever you do later on, because you either learn from it, or try to improve on it, or try to implement it insofar as it is appropriate to the Lebanese way. Here we are used to certain procedures that govern units in the University. Over in USA the institution that I was in was an old one. It had existed for almost two hundred years. By comparison our NDU here is only a young university, just twelve years old. We are still building not only materially, putting up new constructions, but also academically. We have many policies in mind that have not yet even been written down, let alone completed, so it would be unfair to make any comparisons. But we do learn from previous experiences.

QUESTION? WHAT ARE YOUR RECOMMENDATIONS FOR IMPROVING EDUCATION IN LEBANON, WITH REFERENCE ALSO TO NDU?

Doctor Eid: We are trying our very best at NDU and we are continually improving.



Looking back to 1993 and the number of faculty members then and considering the number now, we have to admit that the University has grown. In 1993 NDU did not have that many qualified full-time faculty members, whereas now

each department has evolved to become worthy of the name. Not only do we have more full-time students every year, but also we are attracting students of better quality every year, so all this is enhancing the image of NDU as a university where one can obtain a good education. I am very pleased to tell you that NDU is probably the fastest growing university in Lebanon not only in terms of enrolment but also in terms of academic involvement for both students and faculty members.

QUESTIONS: WHAT DISTINGUISHES NDU FROM OTHER UNIVERSITIES?

Doctor Eid: Many things. I think that any student who comes to NDU feels immediately that it is a very friendly place, and he finds himself in a very kind and congenial atmosphere. People like each other and enjoy helping one another. There is easy access to all the administrators in the University, without red tape or bureaucracy. We have an open policy of receiving any student at any time. We try to help students in a very friendly, reasonable and logical manner. In other universities it is usually impossible to reach an executive administrator or to talk to him or her. This is not the case at NDU. Accessibility is the rule here.

Thank you, Doctor Eid!

DR. TALAL TARABAY

AND THE FACULTY OF POLITICAL SCIENCE, PUBLIC ADMINISTRATION & DIPLOMACY



Despite the pressure of work resulting from the demands of forming a new Faculty, Dr. Talal Tarabay kindly answered our questions of concern to his future students. He has a Doctorate in Law from the prestigious Paris II and was for nine years professor in the Lebanese University, whose Law Faculty has an international reputation.

QUESTION: WHAT ARE THE REASONS FOR THIS NEW FACULTY?

Dr. Tarabay: There are disciplines provided by our Faculty not to be found in any other institution of higher learning in Lebanon or even the Arab region as a whole. We now give Master's degrees in International Law and Comparative Law. Further, we give a Bachelor's degree in Criminal Justice. These fields are an exclusive speciality of NDU. When pursuing a Bachelor's degree in Political Science a student may concentrate on such topics as American Studies and Euro-Mediterranean Studies.

More important still, our Faculty is looking into the possibility of establishing a research centre to concentrate on the technology of information relevant to political science and law. Such a step would be a pioneering "first". New courses of study based on jurilinguistics, structuralism, infometrics/jurimetrics, etc., will enable the student to produce database in the various fields of jurisprudence.

QUESTION: WHAT PROSPECTS OF EMPLOYMENT EXIST FOR GRADUATES?

Dr. Tarabay: We should point out two things:

Concerning prospects of employment for our graduates, we think that our students will acquire a thorough training in all the fields I indicated. We are confident that the training we provide for our students will give them an advantage over all other graduates in passing the various examinations in the public and private sectors.

The training we provide with respect to both theory and practice should allow them to enter the job market with confidence. Furthermore, our new fields of

study should enable our students to work well in new domains that open up as a result of globalisation or of realities within Lebanon. They will have excellent training for employment in national and multinational corporations and regional and international organisations as well as in government institutions.

QUESTION: WHAT ARE THE REQUIREMENTS FOR CANDIDATES WISHING TO PURSUE STUDIES IN THIS FACULTY? WHAT ARE THE REQUIREMENTS CONCERNING FOREIGN LANGUAGES?

Dr. Tarabay: The main prerequisite for acceptance in our various graduate programs is excellence in the student's undergraduate studies. Among other things, this means having a GPA of 3.00 or more.

If the student has a BA in a discipline not related to political science, public administration or diplomacy, but with a particularly high GPA, that student's file will be examined carefully. We will ask the person to take those undergraduate remedial courses in his or her particular field of interest that will allow successful graduate studies. Those who wish to obtain an MA in diplomacy will be asked to acquire a thorough knowledge of a language other than English and Arabic, preferably French.

QUESTION: IS THERE ANY COORDINATION WITH THE LEBANESE MINISTRY OF FOREIGN AFFAIRS OR ORGANISATIONS ASSOCIATED WITH THE UNITED NATIONS?

Dr. Tarabay: It is strictly illegal to have any coordination with the

Ministry of Foreign Affairs as the Lebanese Government is an equal opportunity employer. But it is desirable for our curricula to take into account the kind of questions that come in entrance examinations conducted by the Ministry. The same holds true insofar as international organisations are concerned. However, we encourage our students to take part in internship in the various government ministries and international bodies.

We also make it possible for students whose research depends on data from the various ministries and international organisations to interview various professional people who work in them and to obtain the data and documents which they publish.

QUESTIONS: COULD YOU GIVE US AN IDEA OF THE DIFFERENT DEPARTMENTS OF THE FACULTY AND OF THE CAREERS THEY OPEN THE DOORS TO?

Dr. Tarabay: Our Faculty has several departments, namely Political Science, Public Administration, International Affairs and Diplomacy, Comparative Law and Criminal Justice. We give several kinds of diplomas, some of which are BA's and others MA's. The diversification of fields of study gives more opportunities for our students in the job market, in the liberal professions and in other spheres of employment, both traditional and non-traditional.

QUESTION: CAN YOU TELL US ANYTHING ABOUT THE FACULTY MEMBERS?

Dr. Tarabay: Most of our Faculty members are full-timers at NDU. Their specialisations and interests are as diverse as our programs of study. Most of them did some teaching in the United States. Our part-time Faculty have been recruited for qualifications they possess needed to fill our gaps. They have a practical knowledge of law, diplomacy and public administration because they have worked, or still work, as judges, diplomats or officials in the public sector.

QUESTION: HAVE PROSPECTIVE UNIVERSITY STUDENTS SHOWN MUCH INTEREST IN THIS FACULTY?

Dr. Tarabay: So far, we have had many graduates in International Affairs and Diplomacy. Courses in all the

above-mentioned disciplines will be opened by Spring 2001. Many students, parents, school principals and others have enquired about our new branches. Moreover, we are about to start an information campaign in the media, including television and newspapers, to let the public in both Lebanon and neighbouring countries know about us.

QUESTION: DO CANDIDATES TEND TO COME FROM ANY PARTICULAR SOCIAL BACKGROUND?

Dr. Tarabay: Most of our candidates come from educated families. Thus they are more likely to be open-minded and modern-thinking than average Lebanese students. They are likely to be quite at home with globalisation. They seem to prefer working in international rather than national domains since, for one thing, jobs on the national level are scarce these days, and for another thing such students are quite open and adventurous.

Thank you, Doctor Tarabay!

DEGREES OFFERED IN THE FACULTY OF POLITICAL SCIENCE, PUBLIC ADMINISTRATION & DIPLOMACY

Undergraduate Level

Bachelor of Arts in Political Science

Bachelor of Arts in Public Administration

Bachelor of Arts in International Affairs and Diplomacy

Bachelor of Arts in Political Science – American Studies Concentration

Bachelor of Arts in Political Science – Euro-Mediterranean Concentration

Bachelor of Arts in Criminal Justice

Master's Degree:

M.A. in Political Science

M.A. in Public Administration

M.A. in International Affairs and Diplomacy

M.A. in International Law

M.A. in Comparative Law

THE ADMISSIONS OFFICE IN ACTION!

Among the many new appointments accompanying changes at NDU is that of **Miss Elham Hasham** as **Director of Admissions**, aided by **Ms. Pascale Abi Rizk**, **Admissions Officer**, and **Mrs. Karine Saadeh**, **Administrative Assistant**.



Statistics for Fall, 2000 are as follows:

- 1- 850 undergraduate applicants enrolled
 - 51 undeclared
 - 72 FH
 - 194 FE
 - 329 FBA&E
 - 122 FN&AS
 - 66 FAAD
 - 16 FPS&PAD
- 2 - 27 graduate applicants enrolled
- 3 - 39 transfer students enrolled
- 4 - 25 international students
- 5 - The ratio of male to female enrolment is 2:1.

The Hariri Foundation had its 6th Annual Career Guidance Fair at Beirut Hall from October 20th to October 24th. NDU's presence attracted the attention of both visitors and participants. The event housed 19 universities, 8 technical schools, 13 economic associations and 9 environmental associations. Approximately 10,500 students from about 140 schools all over Lebanon visited the Fair.



The Admissions Office, in collaboration with the Registrar's Office and the Student Affairs Office, oriented students and offered information about admission requirements, entrance examinations, tuition fees, student facilities, Faculties and programmes of study. Faculty members were present to give students advice. Moreover, NDU exchanged academic literature with all other institutions and updated data from school officials.



The Director of Admissions has now started visiting the various schools to offer orientation to those students now preparing to enter University for 2001-2002, and meetings with the students and school officials have been extremely productive. Regular Campus Tours of NDU are now in operation. The object of this activity is to allow students to look around the campus and meet Faculty, so gaining insight into the areas of concern to them.

In addition to organising school visits, the Admissions Office has been participating in various Open Houses in such areas as Deir El-Kamar, the Shouf, and Zahleh in the Bekaa.

The Directors of schools will be invited to NDU on January 19, 2001. They will be informed about the activities and future plans of the Admissions Office and any ideas, suggestions and recommendations will be welcome. After the meeting, there will be a dinner.

The Entrance Exams for Spring 2001 took place on December 8th and 9th. About 300 students sat for the English Entrance Test, 230 of whom are new applicants distributed among the various Faculties.

The mission of the Admissions Office is to project a positive image of NDU and to recruit students from both inside and outside Lebanon. This task can be successfully performed only through teamwork and collaboration. The Admissions Office is open to comments and welcomes any suggestions that may further this mission.

The Admissions Office wishes the NDU Family a Prosperous New Year.

Information kindly supplied by Ms. Elham Hasham, Director of Admissions.



JUBILEE CONCERT

“Opening the Door to Life and Love”

The NDU community chose December 8th for its celebration of the Jubilee Year 2000, which followed the suggestions of the University Chaplains and the Director of Student Affairs.

A Jubilee banner with the Jubilee logo was placed at the main exit of the underground car park and a bookmark, the work of a Graphic Design student, was distributed to all in the University. A painting competition was organised by the Public Relations Office with the theme “Contemplating Mary”. The Qannoubine Club, helped by willing students, prepared a large Christmas Nativity scene outside the Main Entrance.

Apart from a visit by students to the Maronite Patriarch, Mar Nasrallah Sfeir, at Bkerke, the main feature of the celebration was a concert on the theme of Opening the Door to Life and Love. “Open wide the doors to Christ!” These words of Pope John Paul II inspired the occasion, for “Christ is Life and Love.”

The concert took place at 12 noon. The programme was as follows:



Father Salim Rajji speaks on the Jubilee



The Staff Choir sings the Jubilee Hymn

**The Student Cabinet
sings a hymn**



Lady Master of ceremonies Carla Matta presents the programme



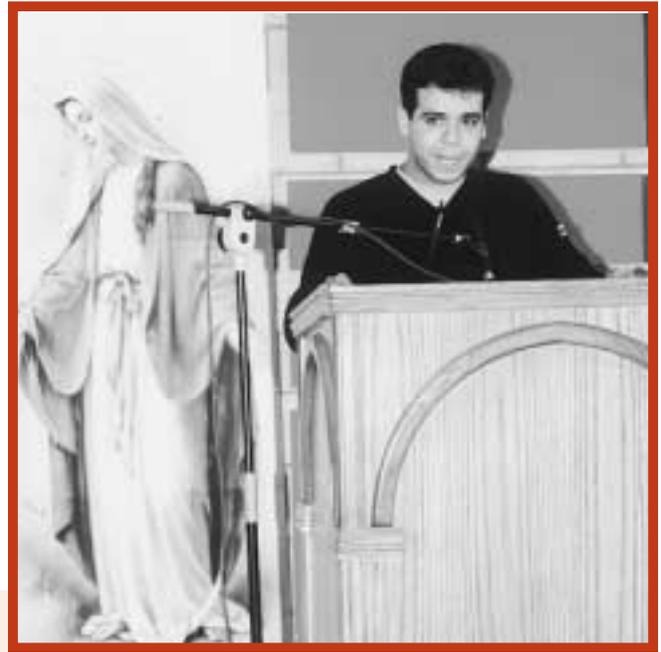
**Dr. Reem Deeb, who prepared the
hymns, sings Ave Maria**



**The audience, including guest
TV presenter May Chidiac**



Samer Hasrouny talks about the event



Alumnus Sam Lahoud considers the occasion

Readings

Introduction – **Father S. Rajji**

1. Opening – **Mr. S. Matar**
2. Faculty Member (Arabic) **Dr. J. Ajami**
3. Staff - **Mrs. N. Basbous**
4. Student - **Samer Hasrouny**
5. Alumni - **Sam Lahoud**
6. Administrator - **Dr. A. Rihani**
7. Guest - **May Chidiac**
8. Faculty Member (English) - **Dr. N. Oueijan**
9. Spiritual Family- **Father M. Khoury**
10. Address of **Father B. Tarabay**

Hymns

NDU Choir

Fr. K. Rahmé / Dr. Reem Deeb

Staff Choir

Student Cabinet

NDU Choir

Nicole Tombe

Dr. Reem Deeb

NDU Choir

Jubilee Hymm

END OF THE CEREMOMY



Mr. Souhail Matar, Public Relations Director, takes the podium



Dr. Ameen Rihani stresses the symbol of the Open Door



The NDU Choir

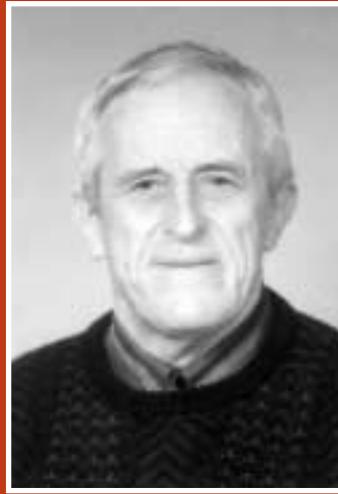
KEEP US INFORMED!!!

W

We do not want any faculty, department or club to be neglected in our pages. We therefore invite everybody concerned to keep us informed about events and activities within their sphere.

We should like to be informed about coming events, such as exhibitions, visits by interesting personalities and talks given by speakers to clubs, well in advance so that arrangements can be made for somebody to be present and report.

Remember that NDU *Spirit* welcomes contributions by faculty members, staff and students. If you have ideas but want advice about format or writing, we are here to help you every morning in our office facing Public Relations (ext. 2481). Remember that your articles will be greatly enhanced if you can lend us photographs to illustrate them. Artistic photographs of interest, drawings, etc., will be welcome in themselves. Remember that



we also welcome contributions in French. Mr. Georges Mghames, ext. 2477, should be consulted for contributions in Arabic.

A university student or graduate is understood to be a person having cultural and intellectual interests beyond his or her profession. So if you who are reading this find that your companions are unaware of NDU *Spirit*, kindly urge them to read and to contribute.

**Kenneth Mortimer, Eng./Fr.
editor NDU *Spirit***

CLUB RECRUITMENT DAYS

Under the patronage of the **Student Affairs Office**, Recruitment Days were held on November 2nd and 3rd to promote student clubs and to encourage students, especially new ones, to become involved in all aspects of campus life.



Astronomy Club



Human Rights Club

Campus Life

Each club was entitled to a stand for presenting its aims and its future plans and for accepting demands for membership. The clubs represented were the Advertising Club, the Architecture Club, the Art Club, the Astronomy Club, the Banking and Finance Club, the Camping Club, the Civil Democratic Group, the Club for International





Hospitality and Tourism Club

Relations, the Cultural Club, the Debate Club, the Drama Society Club, the First Aid Club, the Fishermen's Club, the Hospitality and Tourism Club, the Human Rights Club, the International Business Management Club, the MADS Club, the Marketing Club, the NASA Club, the Qannubine Club, the Radio/TV Club, the Social Club, the Traditions Club and the Translation Club.

To give the activity a humanitarian dimension, the twenty-three clubs organized *Tombola 2000* to help the Rehabilitation Center for Drug Addicts, Umm el-Nour movement. **Mr. Simon Abou-Jaoudeh**, Director for Student Affairs, crowned the event by cutting the cake which honored the occasion.



Hospitality!

SANDRA SAAD

“My ambition is to become a director”

One simply cannot sit close to 19-year-old **Sandra Saad**, Lebanon's *Miss Photogenic 2000*, without being attracted by her beauty, her magnetic eyes and her way of talking. It was her parents and her friends who encouraged her to take part in the Miss Lebanon beauty contest. However, this was not her first experience of such events. Once she had been chosen Miss Childhood and then Miss Magdoushe when just 15 years of age. From these beginnings she gained self-confidence and also proficiency in the appropriate ways of walking, talking and dancing. Further, she is a close observer of the production techniques of cinema director Charles Sawaya, whom she respects and for whose ability she has high esteem. “I hope I'll become his assistant in the future, since my ambition in life is to direct an international film,” Sandra declared to me.

Now a third-year student majoring in Radio and Television at NDU, Sandra has a friendly, loyal, simple and rather romantic character. She loves reading, particularly the daily newspapers, and enjoys tennis and political activity. “Politics is not for personal prestige,” she asserts. “I support courageous decisions that lead to a country being free and independent, whatever their source may be.”



Miss Sandra Saad

In addition, she encourages women to play an active role in government, since in recent years they have shown their ability in this field. Marriage is still far from Sandra's thoughts; however, she considers that love is crucial in the life of every individual and that men must play a major role in the life of every woman. Therefore she appreciates in a man the virtues of courage and generosity.

Samar Chidiac

NDU-BARSA HONOURS MISS LEBANON-2000

The North Lebanon-Barsa branch of NDU organised a celebration at 11 o'clock on October 27th to honour Lebanon's Beauty Queen 2000, **Miss Sandra Rizk**. Among those present were NDU President **Father Boutros Tarabay**, The Director of NDU-North **Dr. Michel Kriady**, and the Director of Public Relations **Mr. Suhail Matar**, as well as other University officials.

Proceedings opened with the Lebanese National Anthem, followed by a short speech of welcome from Dr. Kriady as head of



Miss Sandra Rizk

NDU-Barsa and some appropriate words from Father Boutros Tarabay and Mr. Suhail Matar. Miss Sandra Rizk then rose to thank them and to answer questions from the students.

Finally, the NDU authorities presented Miss Lebanon with a symbolic gift and announced that she would be receiving a complete scholarship to pursue studies at Notre Dame-Louaize University. This was an expression of their certitude that physical beauty adorned by excellence of character and education represented an authentic Lebanese value.



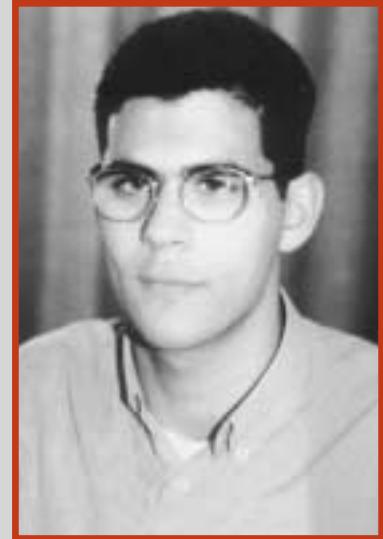
Honouring Miss Sandra Rizk

R.I.P. GEORGE EMILE NEHME

We accept that leaves die and fall in the autumn, but the fall of a green leaf in the springtime is a tragedy. Once again we have sad news about the loss of an NDU student in a traffic accident. This time there was no question of late nights, parties and consequent fatigue. George Emile Nehme was driving down the Lihfed road on his way to classes at NDU on the wet and stormy morning of October 11th, when his car skidded and crashed, causing its driver's death. This was entirely due to the bad weather conditions, for there was no evidence of negligence on the part of George. The funeral took place in the afternoon of the next day at Sakr Rashmaya. Our sympathy goes out to his family and to his friends.

George was born on January 31st, 1979 in Jbeil and lived at Sakr Rashmaya. At the time of his passing, he was in his second year of civil engineering at NDU. Life would seem to have been hard on George, for he departed before he could attain his goal. George, our friend, we shall not forget you and you will long be present in our memory. For his family we ask God to give them strength to bear their suffering.

Samar Chidiac



Georges Emile Nehme, our student who passed away in a car accident last October

Death on the roads is something that happens to other people. We cannot imagine it happening to ourselves. But we have duties to our family, to our friends, and even to the State, to all those who have laboured for our welfare and education and to all those who are dependent on us now in some way or other or who will be dependent on us in the future. In Lebanon the normal rules of the road do not apply. Lebanon has one of the highest road casualty rates in the world and in order to survive one must take into account the stupidity of others.

DRIVE WITH DOUBLE CARE!

ENGLISH DEPARTMENT NEWS

Information kindly provided by the **Department of English and Education**

Faculty members at LAU conference

Language and Change was the theme of the conference sponsored by the Faculty of Humanities at the Lebanese American University on November 17th and 18th. Four sub-themes were covered during the two days it lasted, namely Language and Academic and Professional Communities, Language and Curriculum, Language, Literature and Culture, and Language and Technology. NDU faculty members gave half-hour presentations on three of the four themes.

Dr. Carol Kfouri, Assistant Professor in the Department of English and Education, gave a presentation entitled "Technical English through Active Learning", which emphasized the necessity of making teaching relevant to the students' needs. She demonstrated how the Technical English sequence at NDU prepares the students for active life and cited the many students who have given positive feedback concerning this particular course. Professors in attendance from AUB, Balamand and LAU, as well as from universities outside Lebanon, showed a keen interest in adopting NDU's successful methodology.

Ms. Elham Hasham, NDU's Director of Admissions and Senior Lecturer in the Department of Business, spoke during the sessions covering the second sub-theme, Language and Curriculum. Ms. Hasham, who is at present doing work on her Ph.D. in Educational Leadership with the University of Leicester in UK, spoke of the need for university administrations to take part in the imple-

mentation of new curricula and to support the faculty members in their search for evolution in teaching methodology and implementation of new pedagogy. Ms. Hasham's intervention was in line with the philosophy given expression by the guest speakers from abroad, who all emphasized the necessity for teamwork in educational reform.

Dr. Mary Ghaleb, Associate Professor in the Department of English and Education, was a guest speaker during the session concerning Language and Technology. In her talk, she spoke of the need to bring computers into the schools of Lebanon and to use them as effectively as possible.

Dr. Christine Sabieh, Assistant Professor in the Department of English and Education as well as in the Department of Social Sciences, gave a very lively presentation during the session on Language and Computer. Dr. Sabieh stressed the need to make the computer a tool to assist students in their learning. Using her knowledge of psychology, Dr. Sabieh demonstrated how the computer is an object of fear for many instructors, who hesitate to use it as an adjunct to classical language teaching.

Dr. Sabieh has already implemented computer-assisted learning in her Education Class and her Technical English class.

Translation Studies in the Limelight

In Europe, translation studies are rapidly becoming even more important than they have been in the recent past. This of course is due to the evolution of the European Community, the culmination of which will occur in January 2001 when the common monetary policy comes into effect.

Translators, therefore, are no longer only involved with the translation of economic, literary or legal texts for one client. A modern translator must be skilled in the use of state-of-the-art technology. European universities are training translators in the skills of translation and interpreting during video-conferencing, which demands subtitling in the languages of both Western and Eastern Europe, as well as of translating computer software for export worldwide. The translation of computer software, for example, requires the ability to economize characters on a screen so as to allow more space for image.

At the forefront in this field is the University of Rennes II, located in the heart of Brittany. The Department of Modern Languages at the University is the sponsor of the Tradutech Program that links students registered in universities all over Western and Eastern Europe in a common simulation of the professional translator's work. Students receive a translation job simultaneously in Rumania, Spain and France, to name only three of the likely participants, on a Monday morning. Teams are formed and work is begun. The project is finished on the Friday afternoon and published in all the languages of the participants. Students are able to check their translations with those of their colleagues through use of the Internet, a necessary tool for the success of this project.

Each year, Rennes II holds a conference to discuss the implications of technology on both the profession of translator and on the teaching of

translation. One of the subjects dealt with this year at the conference, which took place on the 24th and 25th of September, was the issue of professional translators teaching translation students.

Dr. Carol Kfouri was invited to prepare a paper on how to prepare professional translators for university teaching. NDU's translation program comes under the Department of English and Education, and consequently Dr. Kfour has had many years' experience in this particular field. She has worked with highly competent professional translators and interpreters in the preparation of syllabi, in teaching methodology, in classroom management and in test preparation. In her paper, Dr. Kfour emphasized the need that exists to have the professional translator actually in the classroom. However, a translator is not an instructor by profession and needs to be initiated into the art and science of teaching in order to give of his or her best.

During her stay at Rennes, Dr. Kfour was able to meet with translation trainers from the University of Stockholm, Concordia University, the University of Ottawa, the University of Torku, Finland, and the University of Tarragona in Spain. As a result, she could see that the concerns of all translation schools were similar.

LAES PARTICIPATION

The Lebanese Association for Educational Studies held its annual conference on December 8th and 9th at Holiday Inn, Beirut Dunes Center.

The theme of this year's conference was "Educational Administration in the Arab States, Prospects for Reform." Educators from Egypt, Jordan, Qatar, Syria and the UAE as well as from Lebanon all participated in the lively debates. Three NDU faculty members gave papers on Friday, December 9th. **Ms. Elham Hasham**, Director of Admissions, presented a paper on The Art of Decision Making in Institutions of Higher Learning. Using both NDU and LAU as the basis for her study, Ms. Hasham emphasized the variables that leaders should use to make both short- and long-term decisions. **Dr. Carol Kfour**i, Assistant Professor in the Department of English and Education, spoke on Total Quality Management and in-Service Teacher Training, demonstrating that teacher training must be carried out in a hands-on manner under the guidance of committed administrators. **Dr. Christine Sabieh**, Assistant Professor in the Department of English and Education as well as in the Department of Social Sciences, read a paper entitled With Technology We Build Students. Dr. Sabieh underlined the need to carry out the reform of the Lebanese curriculum with the aid of computer-enhanced learning. **Dr. Ameen Rihani**, Vice President for Research and Development at NDU, served as the moderator for the session at which Drs. Kfour

DR. BAHOUS IN BONNY SCOTLAND'S CAPITAL

Edinburgh Castle

Dr. Jocelyne Bahous has kindly supplied us with information about her recent visit to Edinburgh, the historic and elegant capital of Scotland, famous for its romantic and history-filled castle perched on a high volcanic rock and dominating the city. Scotland is famous not merely for its traditions and folklore but also for the enterprise of its people and for the very high standard of its ancient universities, for it has its own independent education system. This reflects the high regard Scottish people have for intellectual endeavour, more so seemingly than the Anglo-Saxons. Its population has never exceeded four or five million, yet a very serious book listing the one hundred most influential people in history included eight Scots, four of them in the top fifty. The Scots have been outstanding in engineering, medicine and administration and it may well be said that it was they who created the old British Empire.

In particular, Edinburgh is noted for its Departments of Education and Applied Linguistics. The Institute for Applied Language Studies (IALS) has over the past



years been actively engaged in research on applied linguistics and teacher training, and it has become a tradition for it to hold conferences on a yearly basis. This year saw the 8th IALS Symposium for Language Teacher Educators, held from November 15th to 17th, 2000. The focus was "Politics, Policy and Culture in Language Teacher Education". Speakers from over fifteen countries, including the USA, France, the Netherlands, Scotland, Ireland, England, Hungary, Norway, Japan, Malaysia, Egypt and Lebanon, contributed to the remarkable success of the event. Among the speakers were outstand-



Edinburgh, rich in history and ceremony

ing authors of books on English and Education, among them Richard Allwright, Gibson Ferguson, Chris Kennedy, Peter Medgyes, Rosie Tanner, Leslie Sheldon and Martha C. Pennington.

Dr. Jocelyne Bahous of NDU read a paper on “National Testing and Diversity”. In this she highlighted the relationship between curriculum, teaching methodology and evaluation techniques. She argued that following the national curriculum and preparing students to sit for a national examination may require the use of a wide variety of teaching materials, of teaching methodology and of testing techniques in order to train students to apply their cognitive skills to think, reason and problem-solve. Dr. Bahous presented the strategies that teachers apply in their classrooms and the techniques they employ in writing their tests to prepare students for such an examination. She concluded that their methodology and testing of skills should influence

the national examination rather than the other way round, as is unfortunately the case in most countries. She supported her view by quoting Wiggins (1995) and Popham (1998), who stated that “good teaching is inseparable from good assessing” and “if instructionally sound tests were built, those tests would have a positive impact on instruction. If instructionally unsound tests were built, those tests would have a negative impact on instruction.”

HELEN STEINER RICE

Helen Steiner Rice gloried in the ordinary. She knew that the people who have the best grasp on life are those whom most would call common or ordinary, not the “upwardly mobile” or the “movers and shakers”. No, those who truly understand the ebb and flow of life are those who struggle with the day-to-day joys and disappointments of jobs and families. Helen Steiner Rice valued those who rejoiced, those who wept, those who courted their most treasured possessions. She sought their company, listened to their laughter, shared their tears. When she wrote, she wrote for them, giving voice to their thoughts and feelings.

I would like to share with you the experience of her inspirational poetry. May the New Year be one of FAITH, HOPE and LOVE.

God bless you all

Elham S. Hasham

LET US SEEK GOD’S GUIDANCE THROUGH THE YEAR - HELEN STEINER RICE

As the threatening “CLOUDS OF CHAOS”
Gather in man’s muddled mind
While he searches for an answer
He alone can never find,
May God turn our vision skyward
So that we can see above
The gathering clouds of darkness
And behold God’s brightening love--
For today we’re facing problems
Man alone can never solve,
For it takes much more than genius
To determine and resolve
The conditions that confront us
All around on every side,
Daily mounting in intensity
Like the restless, rising tide-

But we’ll find new strength and wisdom
If instead of proud resistance
We humbly call upon the Lord
And seek DIVINE ASSISTANCE,
For the spirit can unravel
Many tangled, knotted threads
That defy the skill and power
Of the world’s best hands and heads-
For the plans of growth and progress
Of which we all have dreamed
Cannot survive materially
Unless the SPIRIT is redeemed-
So as another new year dawns
Let us seek the Lord in prayer
And place our future hopes and plans
Securely in God’s care.

NDU-IAA

The vigorous policy of ensuring high standards by co-ordination with universities abroad and with international professional bodies developed with **Dr. Assaad Eid** as Dean of Humanities continues with **Dr. Boulos Sarru'**. Continuity is assured with **Dr. Khaled Fakih** as Chairperson of Mass Communications in all matters concerning what is now a major modern industry and with Mr. Kamal Darouni, Assistant Professor for advertising and marketing. Regular readers of *NDU Spirit* will be aware that our University advertising programmes have the accreditation of the **International Advertising Association (IAA)**, so that the quality of graduates' diplomas will be instantly recognised wherever they go in the world.

In the framework of this close association, our ever-buoyant Mr. Darouni attended the conference of the IAA held this year at Miami, 9th to 16th October. He tells us in his report that during the first two days professionals from the advertising field exposed the New World trends, giving as examples success stories such as the Pepsi-Cola, Coca-Cola and

Nike campaigns. They spoke of new ways of communication such as creative breakthrough, guerilla advertising and e-commerce, with their global media opportunities. During the last two days it was the turn of the academicians to present their papers. Recommendations were made for developing curricula, with particular attention to the new field of E-Commerce, which will most likely dominate marketing in the future.

The model proposed for the latter incorporates E-Commerce Fundamentals, E-Marketing Strategies and E-Marketing Practices. The Fundamentals would be essentially a "tools" course and could be taught by computer and information specialists. E-Marketing Strategy would focus on business models such as business-to-business and business-to-consumer. E-Marketing Practice would center on implementation and practice, including for example the creation of interactive websites. Clearly this is a period of rapid evolution for advertising and students will have everything to gain by studying in a university faculty which maintains itself at the cutting edge by global vision and co-ordination.

NDU-IAA



International Advertising Association

JEAN-CLAUDE BOULOS

IAA LEBANON AND THE WORLD



On Monday
November
27th, 2000,
The IAA

Advertising Club at NDU, and its advisor **Mr. Kamal Darouni**, hosted **Mr. Jean-Claude Boulos**, now elected World IAA President, for a discussion about freedom of advertising and related issues. The visitor was introduced by **Mr. Mazin Corban**, and congratulated on his new distinction by Mr. Darouni, who in a historical allusion to Erasmus and More described him as a man of all seasons and reasons. Mr. Darouni then mentioned the updating of the NDU curriculum to meet the standards set by the IAA World Chapter, the Ministry of Education's approval for the Master's programme in Media Studies and the NDU approval for a revised edition of his textbook for use in major



From left to right: Mr. Mazin Corban, Mr. Kamal Darouni (advisor) and Mr. Jean-Claude Boulos, future IAA world President

universities. He then proposed collaboration between the IAA and NDU on all these issues.

Mr. Boulos for his part congratulated NDU students majoring in advertising and marketing on the IAA accreditation, as this would open wide the doors to the world advertising industry. It should be noted that Notre Dame University is the only university in Lebanon to have this accreditation. Mr. Boulos also announced two important events due to take place in Lebanon during the coming two years. The first was the Francophone Summit next October and the second was the IAA World Congress from the 21st to 24th May of 2002. The latter occasion meant that Lebanon would receive over one thousand media people, advertisers and advertising agencies from all over the world. The event was being given the



evocative name of “2002, the New Odyssey”. This would be a new challenge for advertisers in Lebanon and the Middle East.

Mr. Boulos described the base of the IAA as a triangle made up of the advertisers, the advertising agencies and the media, none of which could work without the others. He then referred to the question of freedom in advertising and the government law which paralysed advertising in Lebanon and affected both the right to choose and freedom of expression. Advertisers were supervised in everything even when they wanted to study a media survey. However, meetings with the government finally resulted in a law that at least gave freedom to move on, and Minister Ghazi Aridi had said that he would

consider advertising problems and try to find solutions that would not prevent moving on towards international standards.

Finally the distinguished guest said that with IAA accreditation NDU graduates would have more capacity on entering business life and more baggage to take with them. He mentioned that NDU students that had been taken into large businesses had proved their creativity and their worth. He advised NDU students to work over their acquisitions more and more and to lobby with the advertising agencies, media and advertisers to show that they were number one students with the great advantage of IAA accreditation.

BUILDING FOR EARTHQUAKES ~ ~ ~



Dr. Habib Feghali, Ph.D.

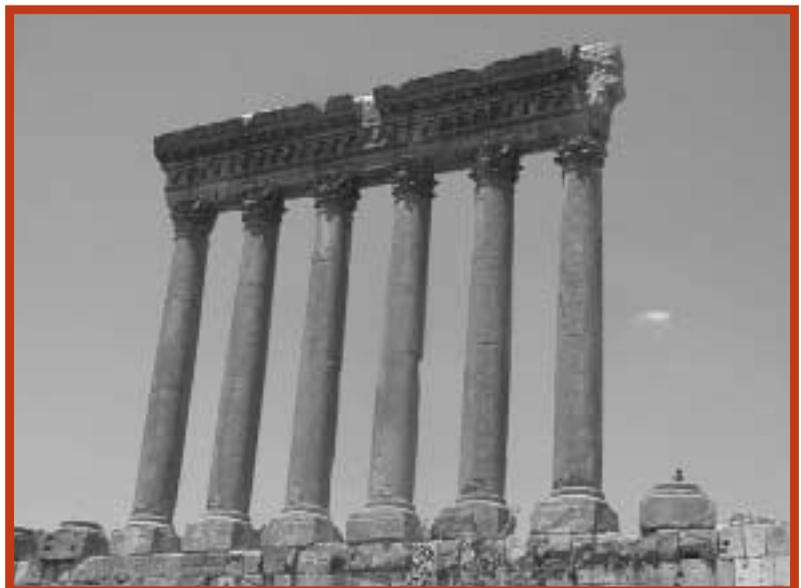
On Friday evening, 24th November, civil engineering students in particular listened with great interest to a talk given by Dr. Habib Labib Feghali on the seismic performance of flexible concrete structures. Dr. Feghali graduated from the Ecole centrale de Lille in France; he then obtained a master's degree and a doctorate from the University of Texas, Austin, specialising each time in structures and their performance during earthquakes. His research was to study and to evaluate the performance of reinforced concrete systems used in Lebanon and the Middle East. Dr. Feghali then taught earthquake engineering design and related subjects in the University of Texas and was 1999 President of the Earthquake Engineering Research Institute, Texas Chapter. He is currently teaching civil engineering at the University of Balamand and runs his own consultancy and design office.

Dr. Feghali began by pointing out how recent earthquakes in Turkey and Greece had revealed the inadequacies of the typical reinforced concrete structural system in use in that region due to the limited ductility and low shear capacity of the structural members. He then gave an analysis of a prototype basic rein-

forced concrete frame structure typical of practice in Lebanon and in the Eastern Mediterranean region in general. This was done on the basis of the nonlinear dynamic time history method with representative and local scaled ground acceleration records. A parametric study was conducted to determine the sensitivity of the input data and modelling, to provide guidance on the design, evaluation and/or retrofitting of structures.

Although in recent years it has been spared the horrendous catastrophes that have afflicted neighbouring regions, as everyone knows Lebanon is not immune to earthquakes and tremors, so Dr. Feghali's lecture furnished a precious addition to our students' technical armoury.

**Information kindly supplied by Dr. Marcel Georges,
Chairperson, Civil Engineering, NDU**



Baalbek: after an earthquake

MINISTER GHAZI ARIDI

On Friday December 1st, **Minister Ghazi Aridi** was the guest of the P.R. class. NDU President **Father Boutros Tarabay** and Public Relations Director **Mr. Suhail Matar** were both present for the important occasion, with **Dr. Khalid Fakih** taking the chair.

The minister referred to the recent refusal of Progressive Socialist Party chief Walid Jumblatt to speak in the media, saying that this was a strategic political decision. Minister Aridi, who is political advisor to Mr. Jumblatt, said that the one thing he was proud of in his life was having been Mr. Jumblatt's comrade. He denied that his chief had been under any pressure to cancel his television appearance or to withdraw from discussion with students. He also denied that there was any rift between Mr. Jumblatt and Prime Minister Rafik Hariri that could affect his own position as a minister in the government. Minister Aridi affirmed that Mr. Jumblatt had taken a huge risk by taking certain political positions and that this should be taken into account.

Minister Aridi discussed media freedom with great frankness, giving an assurance that laws were not sacred and would be amended to allow more demo-

AND THE PR CLASS



Keen interest



Minister Ghazi Aridi and University officials stand for the National Anthem



A relaxed Atmosphere

cratic practices. Asked about the existence of the Lebanese Ministry of Information at a time when First World countries no longer had such a ministry, he said that he himself had been calling for the closing down of the ministry of which he was now head. But first there must be strong media institutions. He also promised that work was under way to amend the audio-visual media law.

DR. BASSEL FLEIHAN, TRADE & ECONOMY

Report by Richard Abi Saleh



On Monday, December 11th, **Dr. Bassel Fleihan**, Minister of Trade and the Economy, was presented to an audience of faculty, staff and students by **Father Boutros Tarabay**, NDU President, **Mr. Suhail Matar**, PR Director, and **Mr. Ibrahim Debbas**, following an invitation extended to him by students of the Business School. He had been asked to talk about the challenges resulting from the local depression and about the new policies intended to boost the economy.

The Minister gave students a new estimate of the number of unemployed, now put at 70% of the labour force. He said that unfortunately most of the unemployed were to be found among the young. To reduce the emigration of educated young people, to cut down the number of unemployed, and to raise purchasing power, many laws needed to be brought into force, and were being brought into force, that had originally been applied in the 1950s. With the new policy of reducing taxes on imports, his ministry was trying to improve the purchasing power of the Lebanese, so they could buy more goods for less money. There was also a policy for cutting taxes on the airport, restaurants and hotels by 5%, so as to encourage foreigners to visit Lebanon and so encourage the service sector, progress in which would boost the economy as a whole. Furthermore, he intended to extend privatisation, which would increase the cash flow for the government and provide the public with better service at a lower price. The minister said it was also necessary to activate industry and firms by giving loans at low rates or by reducing taxes on new enterprises for ten years, or else by providing plots of land for new firms on condition that they hired Lebanese.

AND THE ROLE OF LEBANESE JOURNALISM

Report by Richard Abi Saleh

Mr. Gibran Tueni, who needs no introduction, was invited by the PR classes to speak at NDU on Wednesday, December 6th. The lively occasion took place with **Mr. Suhail Matar**, **Mr. Ibrahim Debbas** and **Miss Carla Matta** presiding. Not surprisingly, NDU's guest spoke about the importance of journalism both locally and internationally. In particular, he insisted that Lebanon must play a major role in the international news media and not merely act on the local level.

As for the big boom in technology and the web world, Mr. Tueni declared our journalists should take full advantage of these developments and learn how to use them in the right way. However, it was absolutely necessary to consider the sources of news, as these sources might be biased or might even wilfully distort information. One had to consider the brand name and compare the different ways they presented the news.

Mr. Gibran Tueni pointed out that when radio was invented a century ago, it was widely thought that newspapers had no more role to play, but this was by no means the case. Then when television came on the market, this was thought to mean the end of radio but once again the fear was unjustified. Finally, when the Internet was launched a few years ago, people again thought that there was no place any more for printed newspapers, but again they were wrong.

Admittedly, today anybody can open his or her computer and link up on the Internet to know the latest news. But there are very many who want to obtain their news from the printed page because they want to refer to something they can hold in their hands, keep by them, and read on the bus or in the street. For this reason, said Mr. Tueni, the different media complemented each other and none could be done away with. People had different needs and tastes and preferences, which should be respected.

After speaking about the regional news, the speaker mentioned the importance of having the Lebanese Army in the South of Lebanon rather than other armies. He told students that they were the hope of Lebanon for bringing about change and maintaining the spirit of independence. He told them that they must bring about change by peaceful means and by reasonable dialogue. They should work for good relations with Syria, which should be sound relations of friendship. They must rectify the relationship, with Baabda and not Damascus as a point of reference for all Lebanese. Mr. Tueni urged his audience to work in a patriotic spirit for a better future and for peace in the region. He said that the devils threatening Lebanon were two, Israel and sectarianism. The first devil caused physical damage, which could be repaired, but the second caused spiritual damage, which was more serious and harder to repair. Therefore the public at large should be concerned about the competency of the people who were employed and not about their sectarian allegiance, as such an attitude falsified judgment.

Needless to say, question-time was lively!



Mr. Ibrahim Debbas, Mr. Gibran Tueni, Mr. Suhail Matar and Ms. Carla Matta

DORY CHAMOUN,

GUEST OF THE SOCIAL CLUB AND THE FINANCIAL AND BANKING CLUB

Discussing with students at NDU on Wednesday, December 21st, NLP leader Dory Chamoun said that it should not be denied that there were still a number of Lebanese nationals held prisoner in Syrian jails, since certain people had seen their relatives there. The number recently released was not up to expectations and all such prisoners should be released in the near future. Mr. Dory Chamoun, whose party is now in opposition, discussed various current issues, chief among them the role of youth in decision-making, the question of freedom of speech and the economic crisis.

Asked about the identity of the murderers of his brother with his wife and sons, he expressed uncertainty, for he still did not really know who was behind the assassination. He thought that it was part of a series of acts which were beyond the ability of Samir Geagea to organise. Had he been 100% certain of the latter's responsibility he would have gone to the trial, but everything that had happened was treated from a political angle.

Referring to the farmers of Shibaa, he said that he remembered that in 1957 some Lebanese nationals living there had visited his father Camille Chamoun, at that time President of the Republic, and told him that they were under pressure from Syria to accept Syrian identity. His father had answered them that it was important for Lebanese citizens to keep their Lebanese identity and to reject any proposals to the contrary.



Dory Chamoun, guest of the Social Club and the Financial and Banking Club at NDU on December 2000

As for criticisms directed against members of the Opposition for not having participated in the parliamentary elections, Mr. Dory Shamoun thought that on the whole there was little difference between the deputies, but the important thing had been to reject the law which had been drawn up for the elections. A number of deputies had been against it but had been unable to introduce any change. Turning to another subject, he urged the government to send the Army to the South, as its presence there would be a factor of confidence influencing European and American governments and companies, which considered this a prerequisite for launching economic projects.

Mr. Shamoun concluded by saying that the youth of the country had to play a major role in decision-making by demanding their rights and by expressing their ideas. It was important for young people to discuss matters and to involve themselves in strategic political decision.

AIDS AY

Aids

is not a subject that we want to talk about in these pages, but the astounding ignorance of so many people, even though educated about elementary health matters, obliges us. We are faced with a difficulty here. So many innocent people suffer that it is important that there should be instruction about how to minimise transmission of this condition; but at the same time there must not be a false sense of security surrounding the prophylactic methods and we must firmly oppose the moral laxity that is the fundamental cause of the worldwide epidemic. During World War II, there were posters in Britain warning the public and saying where confidential treatment for venereal (sexually transmitted)

diseases could be found; they also bore the sentence, heavily underlined, **Clean living is the only real safeguard.** This statement is as true as ever, but at present we do not often hear it.

At NDU, informing students about AIDS was a task taken in hand by the Natural and Applied Sciences Academic Club, in collaboration with the JCD (*Jeunesse contre la drogue*). The following information is drawn mainly from the talk given by **Doctor Jacques Mokhbat**, a specialist in infectious diseases and founder member of the Lebanese AIDS Society, also involved in the National Aids Program. It was passed on to us by **Doctor Ghada Noun**, immunologist and member of the NDU Faculty.



AIDS (SIDA in French) stands for Acquired Immune Deficiency Syndrome, a condition caused by the HIV virus (Human Deficiency Virus). The infection destroys the body's ability to fight disease. It is thought to have had its origin among chimpanzees in Africa, where the virus was transmitted to humans through blood contact during hunts, after which it adapted itself to the human system. It was probably present in mankind in the 1950s and since the 1980s has spread like wildfire until now there are more than 30 million people infected worldwide.

In November 1984, a Lebanese student studying in the USA died from the disease. Over the last decade there has been an exponential spread of the disease in Lebanon. Despite a certain levelling off, the condition is still spreading here. The estimated number of infected persons is 3000, but there is little information about either those in a dubious relationship with the law, such as homosexuals and male and female "sex workers", or those in the Lebanese Diaspora.

AIDS is transmitted by any form of sexual intercourse, through blood contact in the case of sharing syringes and needles by drug addicts, or injury from contaminated medical instruments (blood for transfusions is usually tested for HIV), and from mother to baby during pregnancy, birth or suckling.

There are influenza-like symptoms immediately after infection and then the virus attacks the immune system cells called lymphocytes in the blood over a period averaging ten years. The victim generally dies from infections or tumours against which he or she no longer has any resistance. Blood tests, reimbursed by social security and medical insurance, have been available since 1985. Treatment, costing US\$ 1,200 a month in Lebanon but reimbursed by the Ministry of Health, has to be lifelong as it does not eliminate the virus but only reduces its activity. It has certain relatively mild side-effects.

Clean living
is the only
real safeguard!

We would like to add the following to the above information. An infected person wanting to seduce another will often lie, denying that he or she has AIDS, or be ignorant of the fact.

Limiting the number of sexual partners and using condoms, which are only about 95% effective even if properly used, only reduce the risk of catching this disease, which is 100% fatal at present, and looks like being 100% fatal for a very long time to come. We remember a conversation among soldiers of about 25 years of age, only 20% of whom had had any sexual experience and that only occasionally. That was about fifty years ago. If clean living was possible then, it is possible now. It is no use saying that social customs have changed. One must pray, use one's will power, and study and work hard to marry young. One must swim against the current of moral decadence and not go with it. Remember that chastity is the sole 100% efficient protection against AIDS.

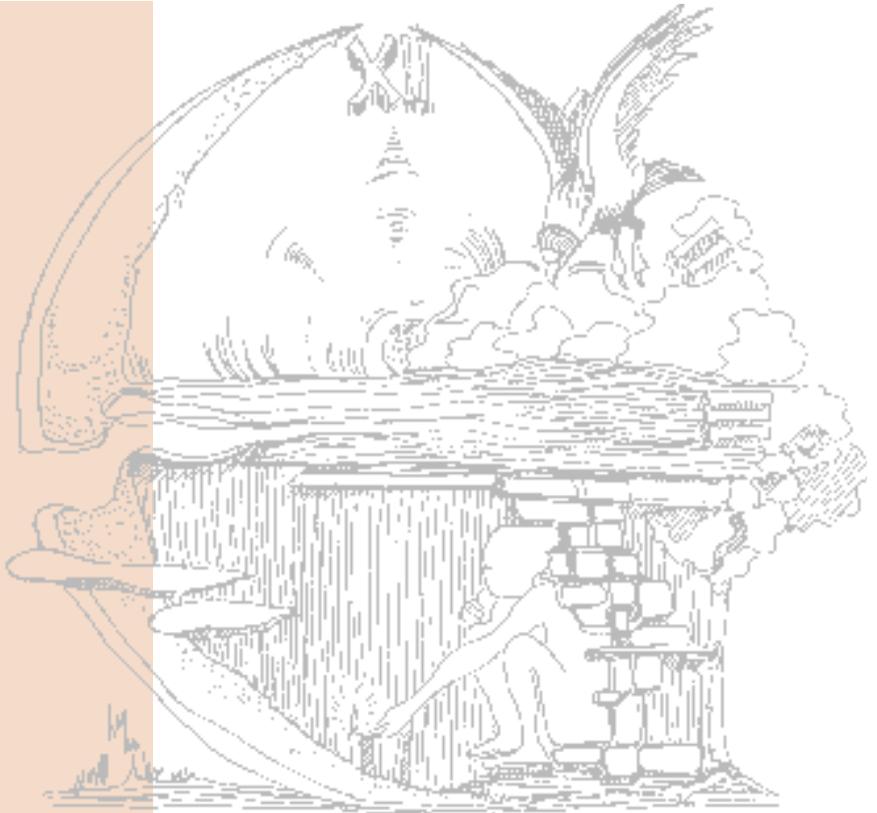
K. J. M.

**Clean living is the only
real safeguard!**

LA PRIERE D'UN SOIR

La prière
D'un soir
Miroitant
Dans le noir
Se dit à voix basse
Dédaignant les appâts
Se dit soir et matin
Sans promesses et sans
liens.
La prière d'une vierge
Sans lumière
Sans cierge
Se dit tous les jours
Avec calme et amour.

Dr. Amal Malek



HAVE WE BECOME A “CULTURELESS” SOCIETY?

I was happy to receive an invitation to a piano concert at NDU College, since cultural events are rather minimal in Beirut, and I enjoy listening to good music.

In the small audience I spotted a grand total of *one* colleague! This was a free concert yet there were only a few guests attending, no more than about seventy. Granted it was on a Friday night and most people would be going out, but the concert was at 8 p.m. and most evenings in Beirut do not start before 9.30 p.m..

What is happening to our educated elite? Have our senses been dulled and have our priorities shifted? Have we reached the point where there is no more appreciation of music or of art?

Looking at the nearly empty concert hall, I feared for the future of Lebanon. From where shall we get our inspiration?

Dr. Amal S. Malek

Congratulations for your doctorate, Dr. Malek! - NDU Spirit

THE NEW CHALLENGES OF POLITICS

This was the title of the homily of Pope John Paul II at the closing Eucharist of the Political World Jubilee. The Holy Father remarked that the decline of the ideologies had led to a crisis in the political formations, leading to a different conception of political representation and of the role of institutions. Addressing himself particularly to the heads of state, government officials and parliamentarians present, he proposed politics as a service with an unshakable morality to rediscover the feeling of participation by using dialogue. He pointed out that the relation of man with God was not one of fear or slavery or oppression but one of serene confidence arising from a free choice motivated by love. Therefore the Commandments should be understood first of all as a privileged belonging to the Lord and not as a burden. His Holiness wanted politicians to reflect on the meaning and the value of Divine Law, for it was their task to prepare just laws and to ensure their being accepted and applied.

Further, a Christian politician had to express himself through a correct conception of political and social life by referring to the principles of the social doctrine developed by the Church over the centuries. Even if their application could sometimes be subject to different concrete evaluations because of the complexity of political realities, politics could never be reduced to a mere question of interests, demagoguery or electoral calculations. His Holiness then insisted on dialogue rather than violence for Christians in opposition.



SAINT THOMAS MORE (1478-1535)

His Holiness John Paul used the occasion of the Jubilee to proclaim the martyr Saint Thomas More the patron saint of politicians. Thomas More was born in Cheapside in London, the son of a distinguished barrister, Sir John More. Part of his early education was in the household of John Morton, Archbishop of Canterbury, later created cardinal. He went to Oxford to study the humanities through the Latin and Greek classics; but because of the wishes of his father, who wanted him to follow him in his legal profession, in 1494 he entered New Inn as a student of law and then in 1496 moved to Lincoln's Inn. However, he never neglected the humanities.

He spent some time in a Carthusian monastery near London. Over the last thousand years the order of the Carthusians have always kept up a life of extreme rigour. The monks live as hermits in small separate houses, meeting only twice a day for the liturgical offices in church, fast until midday and touch animal food only in the case of illness. Thomas More did not stay very long in the cloister, but between 1500 and 1504 he continued to practise its austerities, wearing a hairshirt and sleeping on the ground with a wooden log as a pillow. At the same time, Thomas was a severe critic of the abuses in the Church. In 1504 he married Jane Colt, who gave him four children, and he entered parliament in the same year. As a result of his success on diplomatic and commercial missions to France and to the Netherlands, he gained the favour of King Henry VIII, who appointed him undersheriff of London in 1510, master of bequests in 1514, treasurer of the exchequer in 1521 and speaker of the House of Commons in 1523. In 1511 his wife died and he married a widow, Alice Middleton.

Following Cardinal Wolsey's failure to obtain from Rome

the annulment of the king's marriage to Katherine of Aragon, who was finally incapable of providing a male heir to the throne, and the cardinal's consequent disgrace, Thomas More was appointed Lord Chancellor. In his judicial capacity More showed himself scrupulous and painstaking; he was severe on heretics but never sentenced any to death. At first he backed King Henry's effort to obtain annulment of his first marriage; but after all efforts in this direction had failed, his conscience obliged him to oppose the king's rejection of all papal authority. In 1534 he was arrested on a charge of high treason as having refused to recognise Henry as unique supreme head of the Church in England. The following year he was beheaded on July 6th, which is now his feast day.

More's most famous work is Utopia, a book describing an ideal state governed through reason and toleration, with care for all members of society. His deep learning was accompanied by a fine sense of humour. He was the close friend of the eminent humanists Desiderius Erasmus and John Colet. Thomas More was beatified by Pope Leo XIII in 1886 and canonised by Pope Pius XI in 1935.

RETURNING HOME: A POST-WAR LEBANESE PHENOMENON

by Dr. Amal Saleeby Malek

This was the title of my doctoral thesis, one of the reasons for my choice of subject being my personal experience. In 1976, during the war, my family and I left Lebanon and settled in the United States, thinking that our stay there would be very temporary. I came back twenty years later to a changed post-war Lebanon. The many decisions my husband, my daughter and I had to make prompted me to investigate the situation, for Lebanon had experienced emigration before, but massive repatriation was something new and unusual. The length of the war, fifteen years, meant that those who had left and were now returning had had enough time to adapt to life abroad. Now they had to reintegrate into a new Lebanon.



An unfamiliar view for returnees - The Bourj as it now is!

The increasing mobility in the world at large justifies the assumption that the twenty-first century will see an even greater number of returnees. So this phenomenon must be studied from several points of view, with emphasis on the need for recommendations regarding the educational system and for society as a whole. Making the process of transition and adaptation easier for returnees is of particular importance. So my research points to the need to explore the phenomenon of post-war return in order to facilitate reintegration.

Establishing how the problems of adaptation affected school achievement and performance served as a basis for my research project. The study has however an importance beyond the academic angle. It is crucial for Lebanon to facilitate and so render possible the return of Lebanese to their homeland. The Lebanese system of education *must* be able to absorb the children of the returnees and to address their needs, as this is crucial for the eventual decision to stay. This thesis represents a pioneer study, which I hope will be a step in the right direction opening the door to further research.

Finally, the originality of this subject lies in its timeliness; Lebanon is witnessing the repatriation process now.

It is hypothesized that returning students adapt to the American system of education because they were following it abroad but have difficulties



adapting to Lebanese society as a whole. The limited extent to which these students mix with other Lebanese indicates that they live in their own small world and have their own friends, mainly other returnees who have lived overseas and form a minority group.

The framework of the thesis is the Lebanese War (1975-1990), its problems and its repercussions, which have left a mark in the economic, social and educational fields. It presents a cultural narrative about the adaptation experience of the returnees, both children and parents. The educational and social lives of the students are compared to those of similar “Third Culture kids”, and their adaptation to the American educational system and to Lebanese society is examined.

Do the returnees feel they belong in Lebanon or in another country? Do they adapt to school only or also to society in general? Do they truly integrate, or re-integrate, enough to want to build their future in Lebanon? There are differences between those Lebanese who have benefited from their overseas



Welcoming the Student Returnee

exposure and those who have not. The former have gained a perceived added dimension, an edge, and can contribute educationally, culturally and financially to Lebanon and are an element necessary for its resurgence.

It is safe to assume that students face difficulties in adapting to the new environment and to the new school (where they may lack motivation to achieve), in understanding and accepting new social rules and customs, in adapting to a new family life (which may involve the extended family), and in learning or at least understanding the Arabic language. It should be noted that although most parents encourage their children to learn Arabic, they prefer to enroll them in the American high school program. In this way pupils take special Arabic at school (ASL) and the need to hire private tutors is avoided.

One problem students sometimes face on moving to Lebanon is having to repeat a Grade if they come from another system of education, for example if switching from the British system to the American. They may feel that they have no choice but to join the American system as they cannot fit into the Lebanese program. Most parents who decide on the American system however do so because they consider it the most flexible as it has electives, and these involve choice, contributing to the children's development. The competitive nature of the American system may have the advantage of teaching healthy competition.

Changes are bound to occur as a result of adaptation. Even if school achievement does not change, the student's attitude may change. Thus, even if the student's grades are high, he or she may not be necessarily happy. As a matter of fact, students may compensate a lack of socializing by studying.

The research was conducted on returnees following the American education system, and schools were chosen according to geographical location. It should be understood that our sample population was from Beirut and from its neighboring regions of Metn and Kesrouan, where it was possible to find a concentration of students following the American system. Only the private sector was targeted, since the public school system in Lebanon offers the Lebanese Baccalaureate program only. It is well known that private schools are expensive and therefore cater to a more affluent society.

Quantitative and qualitative methods were used: questionnaires, interviews and statistical analysis (SPSS). Questionnaires were further supplemented by written comments. The study is scientifically supported by statistics in addition to narrative descriptive surveys. The aim was to investigate how many students had problems and in what areas specifically. The purpose of the Interview was to check for discrepancies or contradictions between children and their parents based on observations and comments. Interviews were meant to present a more global picture of the family, not one limited to the student at school.

Results allowed us to establish some significant trends. For example, the younger students (lower grades) had more problems with everyday schoolwork than with disciplinary issues, but fewer problems with society in general. The older students had more problems with issues of discipline and with adjusting to others' mentality. All in all, however, although returnees did face various difficulties, most of them did not mention any severe interpersonal or relational problems. Based on the results, the following recommendations were put forward.

- Orientation programs in schools to help students adapt.
- Multicultural programs to increase awareness of cultural diversity and to build up tolerance between students and teachers.
- School counseling for students with difficulties and involvement of parents in guidance procedures.
- Creation by teachers of ways of motivating students to achieve, with recognition and respect for

different learning styles and offers of support when this is needed.

- Adaptation of teachers' methodology to student needs in the light of the different learning styles in the various countries the students come from.
- Encouragement of students from all backgrounds to interact positively with other students and with teachers.
- Recognition and respect for different cultural values.
- Finally, acceptance by the Lebanese Ministry of Education of foreign certificates by giving equivalence and making the necessary adjustments.

In brief, it is important for the returnees to integrate (or re-integrate) enough to want to stay and settle in Lebanon, and this brings to mind questions for future research.

Will Lebanese emigrating now, for economic reasons and lack of job opportunities, return?

Will they face different or similar problems of re-adaptation on their return to Lebanon?

The option of studying abroad has always been open to students able to afford it, but their intention has been to come back and build a future in Lebanon. Will the returnees who want to go abroad again to study want to come back?

In this research the private education sector was studied. Will the Lebanese public schools in future offer the high school program to returnees and foreigners who do not fit into the Lebanese system and cannot afford private schools? This is necessary if a great number of emigrants are to return.

Do returnees enrolling in the French system of education have the same difficulties as those who follow the American system?

Finally, this research has relevance beyond education in view of the many vital contributions returning emigrants can make to the resurgence of Lebanon. They must be made to want to return and to stay. This has been only a preliminary study, meant to break new ground and to open the way for further study.

(Slightly edited and contracted – *NDU Spirit*)

Shall only walk you to the sea

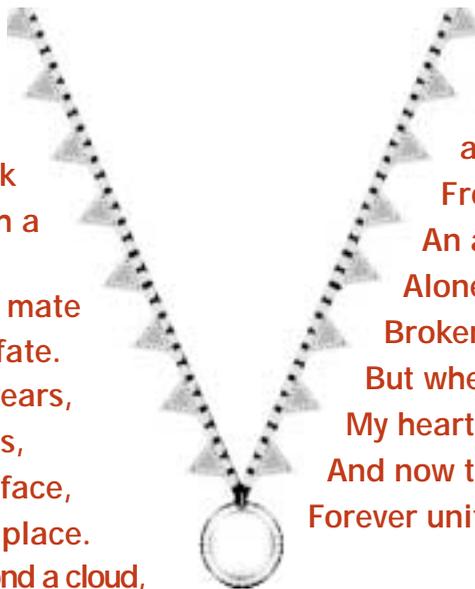
SHE...

She...
She that makes you sin,
And torments your devil within,
Can only award you pain,
And will surely drive you insane.
She that gives you satisfaction,
And does so merely out of attraction,
Will no longer pander to your panting
When you cease to be enchanting.
She that can make you high
And has you addicted to a lie
Shall only walk you to the sea;
There thirsty she will leave you be.
She is a many-splendid thing.
She is all that joy can bring.
Yet if she be any of the above,
She will be no good for love.

"Jimmy" 1999

THAT NIGHT...

That night...
Lonely winds blew on that night.
I was alone, lost in the dark
When she lit up my life with a spark.
I begged the heavens for a mate
And hoped this was in my fate.
Alone I've spent all these years,
Counting all my lonely tears,
Waiting, hoping to see her face,
Gazing, searching in every place.
Then she appeared from beyond a cloud,
She looked at me, oh so proud!



A look so deep from her brown eyes,
A light so bright though no sun did arise.
From God to me she was given,
An angel sent down from heaven.
Alone so long has been my heart,
Broken it was and all torn apart.
But when she came looking so fair,
My heart it healed and gasped some air.
And now together we shall remain
Forever united by a silver chain.

"Jimmy" 1997
Jamil Bou Francis, Mkt.Adv.

FULBRIGHT SCHOLAR AT NDU

- by Dr. D. Evans-Pritchard

It is with great pleasure that I have joined the NDU community for this academic year as a Fulbright Scholar coming from the University of Southern California in Los Angeles. During this year I have been given the opportunity to benefit from learning about Lebanon not only through my research but also through my teaching. In return I hope to contribute my experience in tourism, communications and cultural anthropology to the continuing rebuilding of the country. Attached to the Hotel Management Program here at NDU, I am teaching Sustainable Tourism Development, a subject close to my heart. Tourism, as many have argued, can be both a blessing and a blight. Sustainable tourism is the development of a culturally and environmentally responsible tourism industry that strives for equitable income for host countries, that promotes conservation of heritage and natural areas, that is built on respect and understanding between host and guest and that is also economically sustainable. During a two-year stint as Director of a Sustainable Tourism Development Program in Costa Rica, I had the opportunity to put some of these ideas into practice and thus to experience the real problems that arise when an ideal concept becomes public policy. Despite the practical difficulties, there have been many examples of the successful application of sustainable tourism worldwide at the level both of the community and of multinational corporations. I am confident that Lebanon too can benefit from this approach to tourism and I shall be working at NDU with students and faculty to initiate a local pilot project and to host a national conference on sustainable tourism development. In addition to this, I am undertaking research on the relationships between tourism, national identity and the media, by looking at the ways in which Lebanon has been promoted over the past decades and at the implications of this positive projection for the country's sense of national

identity. This has already given me the opportunity to travel widely in Lebanon and to appreciate the natural, historical and cultural diversity that the country has to offer. In undertaking this research I draw on all aspects of my somewhat eclectic background. My training has been in Middle East Studies (BA, Durham, UK), Anthropology (MPhil, Cambridge, UK) and Folklore Studies (MA and Ph.D., UCLA, USA) and the focus of my academic work has been law and society, cultural politics and presentation, documentary film production, and the impact of tourism.

My stay here in Lebanon has been made possible by a Fulbright Scholar Award. The Fulbright Scholar Program, which has been in existence since 1946, is an international educational exchange program designed to increase mutual understanding between the people of the United States and those of other countries. Each year around 800 American academics and professionals travel to more than 125 countries worldwide for periods of 3 to 9 months, while an equal number of foreign scholars travel to teach and to undertake research in the United States. The application process involves sending a written proposal which is evaluated by a board of scholars and educators and is then reviewed by specific agencies in the host countries. The Program is primarily funded by the US State Department and is administered by the Council for International Exchange of Scholars (www.iie.org/cies/). Graduate students from the Middle East who are interested in Fulbright fellowships should contact AMIDEAST locally or at www.amideast.org. The exchange of ideas and peoples helps in humanizing and giving cultural value to today's expanding globalization. The Fulbright Scholar Program is one way of achieving this aim, and responsible tourism is another way. I am grateful to the first for allowing me to attempt the second and am delighted to be undertaking both at NDU.



My Lord, I ask this Christmas for
My loved one near me and nothing more.
Without him I feel like a lonely star
And all I aim for seems too far.
But when he's here I feel a queen,
queen of all that can be seen,
queen of the day, queen of the night,
so for his love alone I'll fight.
He is more precious than ought I've had,
So the fear to lose him makes me sad;
When we're apart each feels the lack,
I know he shares my mood that's black.
So why are we now so far apart?
Don't you feel pity on each lonely heart?
Let him come back and this time stay,
With the blood in my heart I am ready to pay,
To pay the price of a lonely heart,
without him shot by a painful dart!



Joelle Nouaime,
International Bus. Mgnt.

GLOBAL MANAGEMENT

A Step in Enhancing Lebanon's competitiveness



By **Kamal Comair**

We are often asked: What is the most common problem that we see in the companies we work with. The answer might surprise you.

The commonly expected answer is financing, or adequate cash to run the business. It's true, cash is often a big challenge, particularly for companies in dynamic stages of change, growth or decline. But we don't have much trouble raising money for companies that have their act together. Everyone knows there are lots of banks looking for "a few good borrowers", and there are tons of second tier lenders for companies still too young for their bankers to take on. In addition, there is lots of venture capital and "angel" money looking for solid investments. And then there's the investing public via stock offerings, and the list goes on. So availability of money isn't really the problem.

The Problem.

The problem that we see most often, and which is the greatest deterrent to successful growth, is management focus.

You may ask: Is that the old saw about management, management, management? Yes, it is, but with a particular emphasis: Clear and determined focus on the most important strategy, objective, or task at hand, is the challenge that I see entrepreneurial companies most often stumbling on. Their stumbles are usually painful, and too often fatal.

The founder starts his or her company with a singular focus on one of three things, generally: a great,

innovative product, a passionate mission, or a market niche that is not being served. The company gets launched, and initially funded, as a result of that focus. Then there is a company to run, with people to hire, train and manage, operating procedures to create and then monitor, more financial commitments, more financial risk, more need for financial and for management attention.

And all this is in addition to the things that got the company going in the first place.

Founders are not particularly good at these things, but someone has to do them. To make matters worse, founders often don't trust someone else to do the work, and if hiring is not their strength they may have good reason not to trust. But often it's just because it's their company and they want it done their way. Some control oriented CEOs will supervise these activities in minute detail, even if it's not their area of expertise, often smothering the very employees they hired to do the job.

The result is the founder takes his or her eye off the ball. They no longer have enough time to drive development, or close key sales, or network with the people who will provide the next level of funding or partnering. And no one else is there to carry on with the same intensity, the same commitment, the same passion. So that great idea that launched the company now falters, and everyone wonders why the company got into trouble when it had such a great start.

The Answer.

The answer is management focus: applying the most important company resources to achieve the most important company objectives, no matter what. So, what are the most important company resources? And which are the most important company objectives?

Good questions. And of course the answers are different for every company. The way to find the answers that are right for you, however, is not so different. You can use many of the same techniques that built General Electric, Motorola, Microsoft, and every really well managed company. I believe they break down into seven fundamental tools of business management:

The Process.

Vision. There must be a clear vision of what the company wants to become, and it must be actively reflected in the mission and the daily activities of your business. If your primary focus is simply to make money, you will be distracted by every momentary challenge to current profits, and you will be repeatedly pulled from one opportunity to another. It's like trying to pick a stock by only looking at the daily trading ranges. You will spend your time chasing trends rather than setting them. Always be crystal clear about where you are going, and make sure everyone in your company sees the goal too.

Planning. The foundation of every successful venture is a plan. A well thought out (and clearly written) business plan starts with your vision and then identifies:

What you want to achieve, your specific goals and objectives;

What you must do to achieve it, what products, what markets, how much, how fast;

What resources you will need, people and money mostly; and

The strategy for using those resources to achieve the goal. When your plan is on paper, you will know what you must focus on, and so will everyone else.

Budgeting. A budget is the monetary tracking system for your plan. Every CEO has one, but most have it in their heads somewhere, or on a shelf, rather than in the hands of everyone who can use it to help produce the desired results. A budget that is not actively used by everyone who has a role in managing the business is worse than useless, it's a waste of precious time. Every CEO should expect their people to understand, and strive to stay within range of, budget targets. This usually means that key players must have had a role in creating it. It always means that three questions are asked and answered every month:

- Why did we get a result different than we budgeted?
- What must we do differently to get a smaller variance next month?
- What did we learn that will make next year's budget better?

Managing People:

It starts with hiring. Hire the best people you can afford. Then pay them what they are worth, and expect exceptional performance from them. Define the job to be done, and then find people who excel in doing that job, whether it be CFO, salesperson or shipping clerk. You will get your money's worth many time over, and you'll need fewer people to

operate your company. If you hire primarily based on the lowest wage that you can convince someone to accept, you will never get more than a day's work for a day's pay, and that's not the way great companies are built. Hire the best.

Let your people do what you hired them for. Give them clear direction, or vision, or guidelines, and then stay out of the details. They will never do it the way you would, which is quite often better for you. They cannot do it the way you would and be the quality people you intended to hire. If their work does not meet the company's standards, then change their job or change the person. Do not spend your time making up for their shortcomings. You'll only aggravate your own shortcomings in the process, and neither job will get done right.

Managing profitability:

Productivity may be considered in many ways, but the concept of total productivity is the most logical. For instance the traditional focus on direct labor efficiency may ignore indirect labor, materials yield, constraints, throughput, cycle times, inventory levels, floor space and other overhead elements. The profit of a company will depend on the lowest combination cost to acquire materials, manufacture, and deliver product to customers.

A profitable industrial enterprise is a complex entity, but can be stated in simple equations.

**Productivity = Output / Input -or-
Profit = Sales - Costs**

It is simple to state -- a company increases productivity (profits) by raising output (sales) and by cutting input (costs). But this equation is often difficult to achieve.

Many aspects go into raising output and lowering input. A sampling includes:

Raise Output

- Maximize capacity and equipment capability
- Match throughput to customer demand
- Cut cycle times for quick response to market conditions
- Adapt inventory to continuous manufacturing practices

Lower input

- Define the product and process for high quality production
- Minimize facility capital and operating costs
- Optimize manufacturing and processes
- Simplify logistics, shipping, warehousing
- Establish standard costs and measure against them

APPROACH TO PRODUCTIVITY IMPROVEMENT

1. Identify the major controllable factors across the operation and estimate the possible contribution from improving them. Use systems such as the Pareto Principle, ABC, or 80 / 20 rule to identify the greatest savings opportunity.
2. Apply resources and improvements where there is good potential.
3. Review the cost of strategy judgments based on the best information.
4. Set up simple measurements for cost and output variables identified, or even assign some overhead cost elements to product cost if there is a direct correlation with production.
5. Stress overall productivity, not just efficiency, when employees are at work.

Managing Innovation:

Change is no longer an interval between periods of "status quo" in the business world; it is a constant. Companies can either foster and institutionalize a culture of positive change or not. In the absence of innovation, companies cultivate stress and realize smaller profits and increased inefficiencies. I am sure that when most of us here present in this conference hall started his business, there were no direct

communications with the markets. It took ten minutes to get a quote and another ten to trade. There were no faxes, no email, no mobile phones and no color television, no calculators or electronic aids. No satellites or space shuttles, no cassette tapes, CDs, videos or DVD, no automatic cameras or camcorders, digital or cable television and no footprints on the moon.

Everything seemed very simple then and we had never heard of the word risk. So, successful businesses today make changes not only as planned strategy, but as a part of the day-to-day activities of their companies. Today's business world won't-and can't--wait for a 40-page report on "the plan" for the future. Now we have electronic exchanges, online trading and the Internet, which apparently doubles every 100 days or so. Then there is e-mail and walking talking wireless broadband Internet, video conferencing, mobile phones. My guess is that there will be so much radiation around, eventually you will be able to make a toast on your phone as you surf the world wide web, zap anyone or anything that is bothering you, or x-ray your own luggage!

The boss who says, "I want a projection on that idea by the end of month" is gone. Workers expect that even when they go on a company retreat, everyone takes their laptops. Today, it is more likely for the boss to say, "I want to see your ideas on that in the morning right after our 6:30 breakfast overview." There is no doubt that the Internet is the second industrial revolution taking place in front of our eyes. It will make some of the players mega-rich, put hundreds out of work, reduce inflation, cost States and Governments 100's of millions of dollars in lost sales tax revenue, force bookshops and the like out of business, revolutionize the selling of cars and houses, bring down territorial and ethnic barriers, provide information an access to the real world and allow you and me to have anything delivered to your door within an hour. Or so they tell me... It will also reduce family and social relationships, ruin eyesight, be the number 1 reason for divorce and cause an exponential rise in cutsize. Last but not least, it will allow a 200lb, 90kilo, 48-year-old housewife to become a 22-year-old size 8 blonde. Amazing. This is the b2G, b2c and b2b environment. Business to government, business to consumer and business to business.

No doubt, companies should go global and innovate by adopting the new styles of b 2 bs.

In an organizational culture where success is measured solely by profit margin, units shipped, hours worked and/or miles conquered, there is little hope of spontaneous, productive and innovative ideas.

Take a quick test to check your company's receptivity for innovation:

- Is your boss/manager physically present in your company--not behind large closed doors, but in the trenches?
- Do you work with people diverse in age, race and background?
- Do you have more than one area at your place of business that you can work and/or meet in?
- Do you have access to the Internet at work?
- Are people promoted and rewarded frequently? Are new departments and committees being formed?
- Do different people lead meetings and write agendas, or is it always the same ones?
- Are there scoreboards and communication boards that tell the company about company performance in all areas including innovation?

Managing quality:

Specifically, ISO9000 defines guidelines for assuring quality in several areas within a company: contracts, design, production, testing, calibration and training, to name a few. Getting certified is not as hard as most are led to believe. If you look at the standard as a set of guidelines to run a business - things you should be doing anyway if you want your business

to be successful - then you can see that the standards boil down to three basic requirements: control the business, review the business and train employees to perform at a high level.

Don't be scared by all of the stories you hear about the difficulties (and costs - ISO certification can be done fairly inexpensively, if done right) of getting certification. As we've seen, the whole ISO certification process is not as hard as you may think it is. It is certainly your best tool for export.

Managing Purchasing:

A big importance has to be given to purchasing. Just remember that the industrial companies spend US\$3 in purchasing for US\$1 of added value! 50 to 80% of the turnover of the companies is made in the purchasing department which acts like a vector in the innovative capacity of the company.

A proper purchasing management should include proper selection and monitoring of "world class" suppliers along four major axes:

- Quality
- Cost
- Lead time
- Service

"Globalization" means also "strategic sourcing"!

Strategic sourcing focuses on implementing long-term solutions based on total value and cost of ownership instead of price and quick-hit savings opportunities!

Managing information systems:

Computerizing your core processes can help our company be leaner, smarter and more competitive. Getting there, they say, is half the fun! But implementing a new computer system or upgrading to new software can end up being anything but fun. For too many companies, it's a painful, expensive and drawn-out process. It doesn't have to be. It is possible to implement a new computer system without major disruptions or setbacks. How well you prepare for it, and how well you staff your implementation team can make all the difference.

What makes an effective Implementation:

- Structure Involvement at All Levels of our company.
- Analyze and re-engineer key business processes.
- Keep it as simple as possible.
- Design for Access.
- Test the system and the training.
- Bring the system to maturity
- Too much too soon: Don't try to implement an entire software system with all its features all at once. Keep it simple, start with the basics; you can always add more functions later.

Management focus is achieved by pursuing a vision with clear, targeted action plans, and employing talented, dedicated people to do whatever it takes to meet those plans.

Business success is achieved by either mastering that process, or being very lucky! Which would you rather rely on?

Kamal Comair

General Manager - GESPA - General Supplying Agencies - Indevco Group

DEA Ecole Nationale des Ponts et Chaussées - Ecole Polytechnique Fédérale de Lausanne

CEDEP - INSEAD

AUB - BE Civil engineering

SOMETHING for your GREY matter

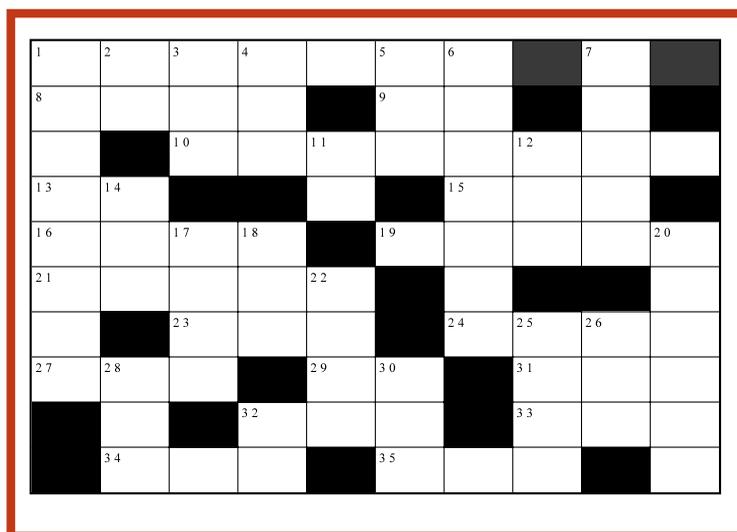
Clues

Across:

1. moment
8. midday
9. shows alternative
10. not wanted aboard
13. impersonal pronoun
15. sub-molecular particle
16. nourishment
19. interior
21. showery month
23. animal closest to man
24. shade of colour for cows
27. without exception
29. in the morning
31. travellers' halt
32. wildebeest
33. used for soap
34. no amateur
35. dehydrate

Down:

1. courageous uprising
2. disagreement
3. call for help
4. high explosive
5. immediately
6. sports coach
7. beautiful bird, winch
11. upon
12. gained
14. summit
17. of the mouth
18. plunge
20. participant in a race
22. not fat
25. greasy
26. not mattering which
28. once round for #20
30. wet earth
32. depart



Answers to crossword in issue 17

Across:

1. narrate
6. café
8. i.e.
9. usher
11. gave
12. early
14. UFO
16. allergy
18. use
19. ill
20. i.e.
21. ashes
23. odes
25. glee
26. moon
28. redress
30. scar
31. re
32. home
33. oboe

Down:

35. scent
 36. root
 37. oasis
 39. opinion
 42. oat
 43. due
 45. zest
 46. gesture
- Down:**
- Naguib Mahfouz
2. rival
 3. reel
 4. tree
 5. shy
 6. crushes
 7. FAO (Food & Agriculture Organisation)

Down:

9. urge
- 10 sly
13. arise
15. fee
17. led
18. uses
21. ale
22. silent
23. once
24. error
25. greeting
27. osmosis
29. droop
34. boot
35. Stirs
38. so
40. NDU
41. lee, Lee
44. Ur