



ANNUAL REPORT

Office of the President

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Notre Dame University - Louaize
Zouk Mosbeh - Lebanon

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The President's Message



Notre Dame University-Louaize (NDU) has taken remarkable and confident strides yet again this year en route toward achieving distinction in higher education. Building on the momentum of NDU's mission statement and staunch dedication to its guiding Catholic core values, the academic year 2009-2010 was unique in many respects, but most markedly in the unflinching commitment of the entire NDU community to nurture and develop a culture of dialogue and distinction in higher education. This burgeoning culture caters to the cultivation of professionals and intellectuals equipped with knowledge, skills, integrity, and dedication to the fulfillment of the University's strategic goals. It is indeed gratifying to note, for instance, that during the academic year 2009-2010 the University's reputation as a distinguished institution for life-long learning has grown not only in Lebanon, but also across the Arab Middle East. The continued exponential increase of students applying to join and those joining NDU over the years in concert with the graduation of increasing numbers of skilled persons—now working in various sectors of the economy both in Lebanon and across the region—immediately attest to the esteemed position and reputation the University enjoys in the academic arena. This arena, however, is not without challenges, which NDU is bound to face.

Today, among the challenges facing higher education in Lebanon and the neighboring region is the growing demand for higher education accompanied by the rapid expansion of private higher educational institutions, particularly at a time when public institutions have become overburdened with excessive enrolment, coupled with diminishing resources at their disposal. The number of students enrolled in Arab higher educational institutions today is 7.6 million, which is more than twice the figure it was 10 years ago (2.9 million). Coterminous with the need to accommodate the increasing number of students attending higher education, the number of universities increased from 174 in the early 1990s to 467 between 1998 and 2009 (*UNESCO Regional Report, 2009*).

The Lebanese landscape of higher education is not atypical. From the academic year 1966-67 to 2008-2009, the number of students attending higher education grew by 85.4%, and the number of higher educational institutions increased by 73.1% over the same period. The main consequence of this increase, which often careened out of control, was a deterioration in public sector quality due to meager government resource allocations, and a parallel deterioration in private sector quality audit and control given the near absence of national frameworks for quality assurance. This situation raised public speculations as to what makes one institution of higher education distinguishable from the other in terms of input (resources) and output (graduates).

Another challenge that affected the performance of higher education in Lebanon was the global financial crisis. Although Lebanon has weathered the stormy crisis and its corollary recession rather well, the country's enormous public debt burden has resulted in considerable socio-economic problems that have affected Lebanese society in general and its youth in particular, leading to further migration and brain-drain.

To redress the various challenges facing higher education in Lebanon today, NDU has continued to build upon its attributes during the academic year 2009-2010, which are: integrity, honesty, and dedication in serving the needs of others. These attributes are at the heart of the University's mission, core values, and vision, which are in turn deeply rooted in the tradition and heritage of the Maronite Order of the Holy Virgin Mary, the sponsoring society of NDU. Moreover, being positioned in the culture of Catholic higher education, NDU affiliates itself to the principles of the *universitas magistrorum et scholarium*, i.e., it dedicates itself to research, teaching and the education of students who freely associate with their lecturers in a common love of knowledge and tradition in compliance with its motto, *Gaudium de Veritate* (the Joy of Truth). Despite the challenges, considerable achievements have, thus, been contrived during the academic year 2009-2010. These achievements are, notably, NDU's unyielding commitment to attain quality assurance through extensive preparations for institutional accreditation with the New England Association for Schools and Colleges (NEASC), adherence to the American model of higher education, forming cadres of skilled faculty members and students by emphasizing faculty development, and community engagement in dialogue, research, and distinction in every field of knowledge. It is in this way that NDU seeks to distinguish itself amidst public speculations pertaining to quality education in Lebanon and the region. Moreover, despite Lebanon's troubled economy, which has taken its toll on the living conditions of the Lebanese, particularly the youth, the academic year 2009-2010 witnessed NDU allocating generous financial aid packages to students in need in order to alleviate the various financial burdens placed on them. The University, thus, proceeded with its plans to provide equal opportunities of access to higher education without sacrificing its commitment to achieving quality and distinction in teaching and research.

I am proud to acknowledge that during the academic 2009-2010, NDU won several international and regional awards in many fields, organized cross-cultural bridging conferences, continued along its journey of academic self-renewal, in addition to graduating skilled labor needed for the sustainable development of Lebanon and its neighboring region. Examples of these achievements will be detailed in the body of this annual report.

I am indebted to the NDU community members for their solid support and commitment to the mission and strategic goals of the University, which are precious to our continuing efforts dedicated to maintaining high quality standards in teaching, research, and community service as well as in achieving distinction in higher education.

Father Walid Moussa, President

The Deluge of Education Providers and Provisions: Toward a Culture of Dialogue and Collaboration

I. Introduction

One of the immediately discernible characteristic features of higher education in Lebanon today is its agglomeration into a vast array of providers and provisions. These institutions are differentiated by: sector (public, private), status (universities, colleges, institutes), nationality (national, international institutions, or branches of them), model (American, French, Arabic), cultural affiliation (Islamic, Christian, and non-religious), recognition (accredited, non-accredited), and language of instruction (Arabic, French, English). In addition, these institutions are differentiated by diversity of provisions: undergraduate, undergraduate, and graduate without Doctoral degrees, and undergraduate and graduate with a Doctoral degree.

A consequence of this often untidy situation of the higher education landscape in Lebanon is the limited mobility and exchange of students and faculty members across higher educational institutions. The lack of horizontal mobility of students and faculty members enfeebles cross-scholarly fertilization, research cooperation, and partnerships at times when sustainable cooperation and partnerships constitute functional requisites of globalization, internalization, and inter/intra cultural dialogue. In line with NDU's mission statement, which echoes the guiding principles of *Ex Corde Ecclesiae*, the University committed itself toward establishing academic, cultural, and scientific cooperative links with other higher educational institutions in the region despite the challenge of structural differences aligning them. The ultimate goal of cooperating and collaborating with other higher educational institutions was to incept and develop original forms of dialogue and collaboration centered on the mutual exchange

of ideas, scientific research, and cross-cultural learning. Examples of cooperation and collaboration on issues of dialogue, democracy, human rights, and exchange of scientific research between NDU and other higher educational institutions are presented in the sections set forth below.

II. Cooperation with Higher Educational Institutions

As stipulated in *Ex Corde Ecclesiae*, a Catholic University enables the Church to institute an incomparably fertile dialogue with people of every culture. As a Catholic University, following the American system of higher education, NDU engaged—during the academic year 2009–2010—in various scholarly activities that promote dialogue and cross-cultural learning, involving a number of both regional and international higher educational institutions.

1. The International Association of Universities Conference.

Continuing and fast-changing economic, scientific, and technological forces as main attributes of globalization characterized the arena NDU entered during the academic year 2009–2010. Given NDU's role in breeding a culture of dialogue across higher educational institutions and as part of its mission to make meaningful contributions to the “search for meaning” (*Ex Corde Ecclesiae*), a conference on “The Role of Higher Education in Fostering the Culture of Dialogue and Understanding” was held at the University between November 4 and 6, 2009. A large number of renowned Lebanese and international figures attended the conference: the International Association of Universities (IAU), Association of Arab

The Deluge of Education Providers and Provisions: Toward a Culture of Dialogue and Collaboration



Fostering the culture of dialogue and understanding: The International Association of Universities Conference

Universities (AAU), Rabitat al-Jamiaat al-Lubnania (Union of Lebanese Universities), religious orders, political and cultural figures, and representatives of higher educational institutions from various countries. This conference provided numerous opportunities for mutual learning, sustainable cooperation, and cross-cultural bridging among countries initiated by higher educational institutions from different parts of the world.

The University's President (see textbox 1) articulated a concise description of NDU's vision toward dialogue in the era of globalization.

Textbox 1

The mission of NDU falls within the umbrella of this multifaceted dialogue...we are living in an age of globalization, which necessitates dialogue that transcends the boundaries of geography, religion, ethnicity, and ideology. On top of this, the culture of dialogue takes on different dimensions that transcend Lebanon to touch the world and beyond Notre Dame University to touch all universities around the world.

Father Walid Moussa, President of NDU

The IAU President, Juan Ramón de la Fuente, called for the opening of cultural ranks to



Exploring the text and the context of dialogue

others and exploring opportunities to listen to others, emphasizing cultural education as one of the best choices for building the future of societies (see textbox 2).

Textbox 2

We are here to listen to each other and talk about our concerns with audacity, especially since we live in a world of communication. Therefore, we should understand others, their cultures, and societies. This cannot be achieved without dialogue, understanding the other party, and listening to him/her.

Juan Ramón de la Fuente, IAU President

The Deluge of Education Providers and Provisions: Toward a Culture of Dialogue and Collaboration

Federico Mayor Zaragoza, the former Director-General of UNESCO, Co-Chair of the High Level Group United Nations Alliance of Civilizations, emphasized the importance of building a sustainable society based on human rights (see textbox 3).

Textbox 3

Historically, humanity is at a turning point; thus, it should decide on the future it wants, because we are one big family, living on one planet and facing one fate. Therefore, we have to work together in order to build a sustainable society based on human rights, freedom, peace, and justice.
Federico Mayor Zaragoza, the High Level Group United Nations Alliance of Civilizations

Moreover, building on the momentum of human rights, freedom, peace, and justice as integral components of NDU's mission statement and its guiding Catholic core values, the University organized a series of conferences and workshops on democracy, peace, and human rights, during the academic year 2009-2010.

2. European- Arab Universities' Meeting

Hosted by NDU, higher educational institutions from across the MENA region met on April 29 and 30, 2010, to discuss how to coalesce efforts in studying and propagating democracy and the rule of law. The Arab Democracy Foundation (ADF) and the European Inter-University Center in Human Rights and Democratization (EIUC) organized this event. Universities representing the Arab world included Qatar, UAE, Jordan, Palestine, Egypt, Lebanon, and Morocco. Turkey, Italy, France, and Slovakia represented Europe. Among other topics, discussants explored developing democracy and human rights curriculum for the MENA region, publishing teaching tools that either replace or augment existing textbooks in the field, and creating a website and database for all universities in the region, which offer courses and conduct research in the fields of democratic development and human rights.

3. Education and Human Rights

During the academic year 2009-2010, the Faculty of Political Science Public



Coalescing efforts in studying and propagating democracy and the rule of law



A long-overdue dialogue among different Arab universities

Administration and Diplomacy (FPSPAD) organized an International Conference on “The Role of Arab Universities in the Education, Practice and Promotion of Human Rights.” The main objective of the conference was to initiate a long-overdue dialogue among different Arab Universities in cooperation with international experts, scholars and academicians, on the important role that these universities should play in spreading the culture of Human Rights and contributing to peace, social stability, and development. The goal of this conference fell in line with NDU’s strategic goal to promote a whole person equipped with skills and knowledge to support the propagation of dialogue, human rights, and democracy in a world troubled with fanaticism and human rights violations.

4. The Architecture of Sustainability

The academic year 2009–2010 was notable in the extensive efforts that NDU undertook to promote concepts and actions for sustainable development in order to coalesce with the impetus of peace-building and propagation of dialogue. The Faculty of Architecture, Art and Design (FAAD) organized a series of workshops on the ecological aspects of contemporary building design and toward climate appropriate cities. Sustainability also encompassed raising awareness of the Lebanese in the Diaspora



Expressing diversity and the mosaic of cultural dialogue

through a number of activities, including an international exhibition on Lebanese Diaspora. In addition, FAAD organized a fashion design show, articulating dialogue between various cultural expressions through a mosaic of clothing and design.

5. Networking with Higher Educational Institutions

In networking with other universities to embrace the goal of building cultural bridges, NDU signed a memorandum of understanding with the University of Bahrain (UOB) on April 11, 2010, establishing a framework for exchanges of faculty members and students, as



Building cultural bridges: signing a memorandum of understanding between NDU and the University of Bahrain (UOB)

well as academic and research cooperation between the two institutions. In addition, NDU extended its collaboration with European and North American higher educational institutions and international research centers. As such, NDU signed memoranda of understanding with the Tatar State University of Humanities and Education in the Russian Federation, the Salve Regina University in the USA, and the Center for Lebanese Studies, Oxford University, UK.

Keeping in line with networking and collaborating with other higher educational institutions, the University International Affairs Office (UIAO) signed agreements with a number of Universities to carry out projects and programs funded by the USA State Department, USAID, and European Union foundations. In addition, the UIAO has been able to educate a selective group of students from Australia (2), USA (1), and Iraq (5), and facilitated the applications for NDU students to join studies and scholarships abroad, including the prestigious Fulbright Award.

Faculty exchange was at the core of UIAO's work: five NDU faculty members have been selected for Fulbright Scholarship programs and quite a few are engaged in projects related to the European Union and UNESCO support. Four American scholars have been selected to come to Lebanon on a Fulbright teaching scholarship in order to increase diversity on campus and enhance cross-cultural learning among faculty members and students. Moreover, networking with higher educational institutions involved cross-scholarly collaboration. For instance, the Faculty of Engineering at NDU and the RaMSiS (Radio and Mixed Signal Integrated Systems) Group of the ICT School at the Royal Institute of Technology (KTH), Stockholm, Sweden organized the 6th RaMSiS Summer School that took place from July 12 until July 14, 2010 on the NDU Campus. Experts from Canada, Germany, Lebanon, Sweden and the USA attended the conference.





NDU promotes diversity,
respect for
human **dignity** and rights,
and concern for
the common **good**.

The En Routes to Distinction

I. Introduction

As part of its self-renewal, NDU committed itself to achieving distinction in higher education through seeking institutional accreditation from the New England Association for Schools and Colleges (NEASC), particularly in the absence of quality assurance standards and frameworks in Lebanon.

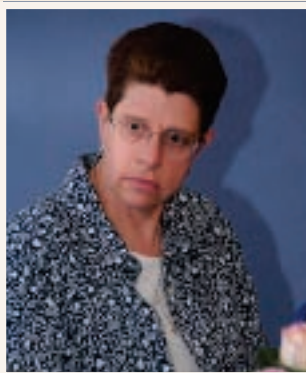
II. Institutional Accreditation

The NDU mission statement reflects the centrality of the American model of liberal arts education, which is integrated in the curricula, teaching, research, and community service. To ensure NDU's adherence to the philosophy and standards of the American model of higher education in a manner that corresponds to the way in which the University carries out its various scholarly and service activities, NDU has over the years engaged in the challenging, yet vivacious preparation process of applying to institutional accreditation. The President's decision to engage the community members of NDU in preparing for accreditation as enunciated in his inauguration speech in the

academic year 2006-2007 and repeatedly during the academic year 2009-2010, has culminated in a number of important reforms to accommodate the emerging academic needs of the University and to address the quality standards set by the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC).

Following NDU's official submission of the Eligibility Report to NEASC on January 19, 2010, the CIHE-NEASC assessment visit to NDU took place between June 14 and 19, 2010 as part of the process outlined in the Commission's program of Candidacy for Accreditation for Free-Standing Institutions Abroad. The visit provided opportunities for NDU to examine its academic performance and brought a renewed commitment to achieving distinction in teaching, research, and community service.

In August 2010, CIHE provided NDU with a detailed report and feedback, evaluating performance and achievements of the University in its preparation for institutional accreditation. Excerpts from the CIHE's report are presented in textbox 4.



Dr. Patricia O'Brien, Deputy Director of CIHE



The CIHE's Team of Reviewers: Dr. David Finney, President of Champlain College, USA and Dr. Orin Grossman, former Academic Vice President, Fairfield University, USA

Textbox 4

NDU is a young institution, but it has accomplished a great deal in its 23 years. In addition, it has well-developed plans for the future, including construction at the main campus of an academic building for the Faculty of Architecture, Art, and Design and a five-story parking garage; a commitment to hiring 100 full-time faculty (20 per year) during the next five years; and plans to increase student enrollment and the number of programs offered at the branch campuses

It is the sense of the team that Notre Dame University-Louaize is well positioned to continue its institutional development and to meet the Standards for Accreditation.

Eligibility Report, CIHE/NEASC, 2010

In another note, the NEASC/CIHE eligibility feedback report acclaimed the distinctive role of NDU's Shouf campus in promoting solidarity and social cohesion in a region that bore the brunt of civil strife between the warring factions in the region during the 1975-1990 protracted war (see textbox 5).

Textbox 5

An important aspect of NDU's mission is to promote respect for diversity and to further reconciliation among religious groups that, at one time, were at war with each other. All members of the campus community spoke of the success of this aspect of the mission; students, in a particular way, spoke with conviction about this. Our sense is that the University seeks to develop not only educated graduates prepared to take their place in the work force but also Lebanese citizens equipped with the tools and values needed to build an ever more robust civil society.

Eligibility Report, CIHE/NEASC, 2010

At present, NDU is well positioned to start its self-evaluation being one of the most important and challenging stages in the accreditation process. Faculty members are expected to engage in this process through their actions and reflections of quality issues and standards. In line with this, NDU has set plans to address three concerns during the

academic year 2009-2010: the library; increasing the number of American citizens on the governing board, administration, faculty and professional staff, and student learning outcomes.

1. The Library

During the academic year 2009-2010, NDU focused on reviewing the resources currently available to library users in relation to the degree programs currently offered by NDU and developing strategies to enhance the collections, especially in areas where the collection is weak. The primary goal for the next academic year will be the creation of written Collection Development policies for all majors/subjects and developing priorities to lay focus on when allocating money for new library materials purchases in both print and electronic formats.

Moreover, NDU is to build a new library building, which models after the libraries of higher educational institutions in the USA. In July 2010, an architect drew a map and construction plan for a new library with specifications similar to those found in American higher education facilities that allow users to receive assistance from librarians and access to the print and electronic resources provided by the library, particularly with the appropriate environment for library users to study on an individual basis or in groups.

2. Increasing the Number of American Citizens on Campus

About 68% of full-time faculty members at NDU have experience in American higher education. According to statistics collected at NDU during the academic year 2009-10, the percentage of full-time and administrative members holding American citizenship is 9.1%. NDU has already set plans for gradual short-term and long-term implementation that will lead to a substantial increase of American citizens on campus; thereby, fulfilling the University's strategic goal of increasing the diversity of its governing board, administration, faculty members, and professional staff.

3. Student Learning Outcomes

Although faculty members are now asked to include learning outcomes in all syllabi, the office of the Vice President for Academic Affairs has scheduled a series of training workshops for faculty members on assessment and evaluation of student learning, courses, and programs in line with the University's mission statement during the academic year 2009-2010. The topics of the training workshops covered qualitative and quantitative data analysis of student learning outcomes and reporting results to the NDU community for discussion, improvement, and further planning.

4. Institutional-wide Reforms

From the onset, the President of NDU did not seek institutional accreditation for the sake of gaining recognition from NEASC. Rather, the aim was to establish a modicum of institutional-wide reforms; thus, enriching NDU's academic culture and propelling it forward while providing students and faculty members with quality education, research, and training opportunities in order to cultivate skilled labor capable of responding to rising social demands and meaningfully contributing to the globalized era. For this reason, NDU implemented strategic plans to enhance the academic performance of the University, improve the working environment of faculty and staff members, and sharpen the efficiency of the administration.

a. The University Academic Steering Committee

During the academic year 2009-2010, the President of NDU formed the University Academic Steering Committee (UASC) to develop new tools for measuring the performance of faculty members, establish a data set system with polices for managing accretion of data and communicating results to the community for improvement, suggesting a new catalog that chimes with the syllabi, and developing policies and procedures for faculty members files. Building on the burgeoning cultural of evidence and improvement at NDU, the various UASC's sub-committees met on a regular basis, conducted interviews with faculty members and concerned academic units,

reviewed the pertinent literature, consulted websites, and engaged in brainstorming sessions. An important outcome was the development of action plans that adhere to the reform efforts undertaken by the University during the academic year 2009-2010.

b. Training

A series of training workshops were provided to all faculty members during the academic year 2009-2010. These workshops covered writing research proposals and academic assessment. The idea for providing a workshop on writing research proposals at NDU came in response to faculty members' requests to receive training on writing research proposals and learn about opportunities for accessing research grants. This workshop was rooted in recommendations made by the University's President to provide the professional development of faculty members with wider academic opportunities as documented in the President's annual report of 2007-2008 and in response to the requirements of institutional accreditation. Faculty members endorsed their satisfaction with the content and utility of the workshop in helping them apply for research grants.

Another workshop on Academic Assessment was conducted. Being an integral part of NDU's mission statement and strategic planning, the Academic Assessment workshop centered on preparing detailed syllabi, course evaluation, program evaluation, learning outcomes, lesson plan, student performance, student and faculty portfolios, teaching methodology, research and publications, service, and professional relations with students and colleagues.

Within the framework of unremitting endeavors aimed at constantly improving the academic standards at NDU and engaging students with a variety of constructivist pedagogies, faculty members at the North Lebanon Campus (NLC) organized in-class visits by lecturers, experts, and professionals (each in his/her field) to discuss real-life cases related to the topic discussed in various courses; hence allowing students to relate the text to their immediate social contexts. In addition, students participated in a number of workshops and seminars that addressed timely issues in Lebanon and around the world.

The En Routes to Distinction

In the Shouf Campus, a number of workshops and seminars were held during the academic year 2009-2010 on the role and importance of Computer Communication Engineering (CCE) in the healthcare sector, mobile communication, and networking. These workshops and seminars sought to enhance students' knowledge and develop their cognitive skills.

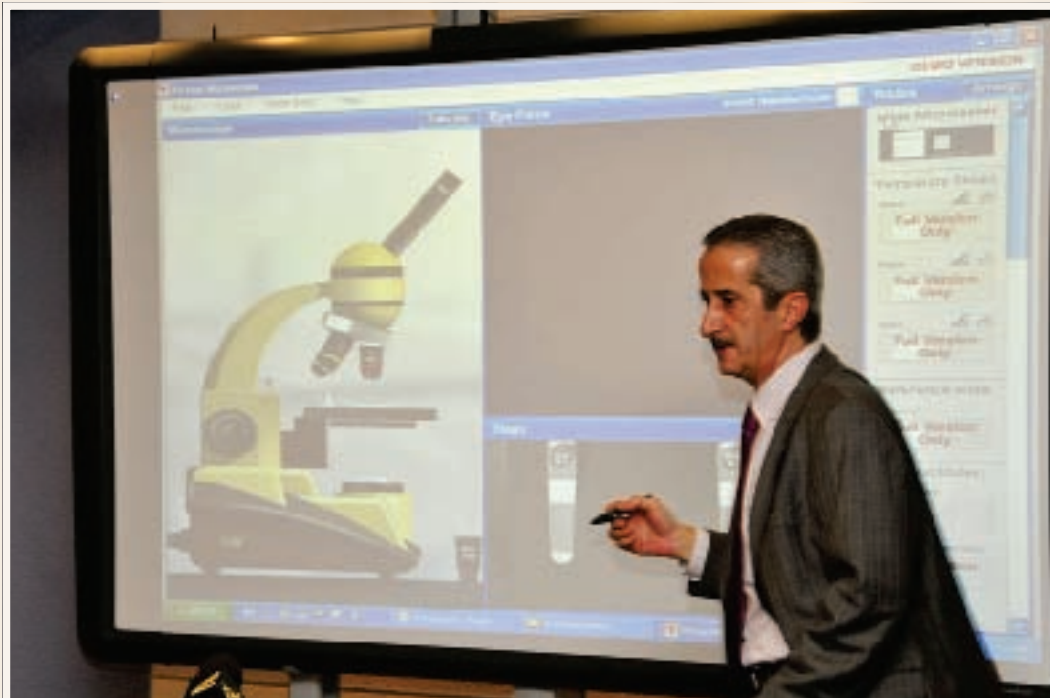
The entire experience of conducting workshops at NDU was an encouraging one, including the organizational process and corollary collaborative work among presenters and workshop organizers.

c. Facilities

pedagogical objectives. At the Shouf Campus, main strategies were drawn to review and organize the various functions and operations provided and maintained by the Campus laboratories.

d. Supporting the Working Environment

Developing an environment conducive to nurturing a cadre of faculty members and students with skills is at the heart to NDU's quest for excellence and distinction in teaching, research and service. In fulfillment of the Faculty Concerns Committee (FCC) together with the outcome of the Faculty Development Report (FDC), the teaching load of faculty members was reduced, salaries were adjusted, and the University provided more occasions to



Smart classrooms for facilitating constructivist teaching and learning

During the academic year 2009-2010, NDU transformed its classes into smart classrooms equipped with modern technology to facilitate the process of teaching and learning. In addition, a number of classrooms and lecture halls were equipped with interactive white boards and faculty members received training on the use of technology for achieving

faculty members and students for research opportunities. In the three University campuses, a number of initiatives were implemented to improve the conditions of faculty members and staff for better and more efficient performance of their duties in teaching, research, service, and administration.

Furthermore, in line with the pastoral ministry of Catholic higher education rooted in *Ex Corde Ecclesiae*, the pastoral services at NDU made significant contributions to the development of a healthy spiritual environment at NDU by providing spiritual guidance and support to the entire NDU community as guided by the mission statement of the University and its Catholic guiding principles.

As NDU is strongly committed to achieving the goal of distinction in higher education, the Office of Administration made every effort to facilitate the teaching and learning process at the University by providing classroom services and monitoring the various administrative operations that support students and faculty members in teaching and research.

5. Distinction



NDU at Cannes Film Festival

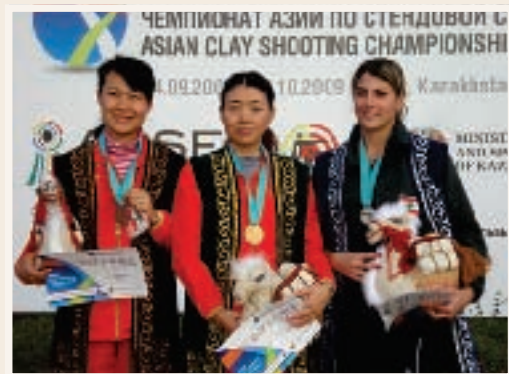
NDU accomplished a number of scholarly achievements in Radio/TV, Cannes and Clermont-Ferrand film festivals, food and catering, scientific research, and sports during the academic year 2009-2010. These achievements were both local and international in nature (see textbox 6).

Textbox 6

- Gold Medal of the National Council of Scientific Research (CNRS-L), Lebanon. 2010: Task-Force of Astronomy & Astrophysics for their efforts during the International Year of Astronomy 2009.



Research for distinction



Celebrating distinction in sports

- Nine awards in the different competitions held within the framework of the HORECA exhibition in Lebanon.
- Five awards in the film industry in Lebanon and Monaco film festival.
Participation in the Festival Libanais de Montréal.
- Participation in Cannes short film and the Clermont-Ferrand film festival.
- Winning awards in Basketball (men & women), Track & Field, Taekwondo, Martial Arts, Tennis, Volleyball (men), Futsal and Mini-football in Lebanon, Turkey, United Arab Emirates, and Egypt.
- Winning a number of research grants in various disciplines.

The En Routes to Distinction



Revitalizing the Legacy of Dialogue through Reaching Out to the Community

I. Introduction

NDU's vision asserts that dialogue is the most certain means to promote a sense of connectedness not only on a national scale but also on a broader regional and international one through reaching out to the communities the University serves. Driven by a sense to promote and strengthen dialogue, NDU contrived a variety of dialogue-oriented achievements during the academic year 2009-2010. These achievements, which are presented in the sections set forth below, are: reaching out to the alumni; reaching out to the Lebanese abroad; revitalizing the culture of dialogue by unveiling the busts of prominent Lebanese figures that espoused art, science and cross-cultural dialogue; and reaching out to students.



Celebrating diversity

II. The Alumni

Networking with alumni is the vital force for the development of NDU. To keep alumni engaged with NDU and establish a greater sense of community belonging, the University has reached its alumni through a variety of means, including social networking sites, such as Facebook and e-mails and the Alumni e-Newsletter, which features a variety of articles – events on campus and off-campus, lecture highlights, interviews, updates, and reunions. The alumni population grew to a total number of 10,633 over the



Building on the momentum of the Alumni

period 1991-2010 as a result of connecting with them. The Alumni Affairs Office (AAO) organized a number of activities during the academic year 2009-2010 that sought to keep the alumni up to date on the various activities of the University and promote dialogue among them as well as with their University. These

Revitalizing the Legacy of Dialogue through Reaching Out to the Community



activities included re-unions and building a database for locating the alumni in different parts of the world.

III. Reaching Out to the Lebanese Abroad

Guided by NDU's mission statement and the principles of *Ex Corde Ecclesiae*, which emphasize the distinctive role of a Catholic University in reaching out communities as inspired by Christian principles, the University has accomplished a great deal of activities during the academic year 2009-2010.

1. Reaching Out through Friend-raising

NDU obtained its operating license for the Canadian Friends Foundation in Montreal and Quebec. The role of this foundation is to promote NDU and its various programs in Canada, raise funds, and establish links between Canadian institutions of higher education and NDU. In addition, NDU coordinated with "Back to Roots Summer Academy" in a visit to a group of Lebanese Youth born and/or raised in the USA in order to provide them with an opportunity to learn about Lebanese culture. Moreover, NDU participated in the National Apostolate of Maronites Annual Convention in Birmingham, Alabama in the USA. More reaching out

activities were accomplished during the academic year 2009-2010. The NDU Choir participated in a joint performance on Sunday May 30, 2010, at the prestigious Carnegie Hall stage in New York, USA. The performance was followed by an additional concert for the NDU Choir on June 1, 2010 at Hudson Theater in Broadway.

2. Reaching Out to the Diaspora

Reaching out to the Lebanese Diaspora and to the scholars and researchers in field migration studies was accomplished, among others, through the publishing of *Our People*, which is a book that narrates through both photos and documents the global Lebanese migration from the late 1900s to 2010, using the archival material from the Lebanese Emigration



Reaching to the Diaspora: Book signing of *Lebanese American*, Raff Ellis

Revitalizing the Legacy of Dialogue through Reaching Out to the Community

Research Center (LERC). Reaching out was also archived through the publication of an Arabic-language version of the only book on the Arabs in Cuba and an anthology of *Zajal*, or sung poetry, recounting Lebanese migration from 1900 to 2000. These activities sought to build a cross-cultural bridge between Lebanon and the Lebanese Diaspora.

1. Unveiling Busts

NDU unveiled the bust of May Ziadeh (1886-1941), a prolific Lebanese-Palestinian poet, essayist, and translator, in recognition of her leading role as a woman who propagated equal gender roles in a patriarchal Middle East. In addition, NDU unveiled the bust of Ibrahim Abdel Al (1908-1959), a renowned Lebanese



Unveiling gender equity and dialogue: The bust of May Ziadeh (1886-1941)

IV. Revitalizing the Culture of Dialogue

In face of Lebanon's disputatious political culture and escalation of tensions among the various vying political groups, NDU sought to promote a sustainable, co-evolutionary culture that would allow the Lebanese to learn from past experiences of dialogue and adapt this knowledge to the current situation in Lebanon. Unveiling busts of prominent Lebanese figures, organizing student elections, and celebrating the kaleidoscope of cultures were highly significant NDU achievements during the academic year 2009-2010.

scientist who, among other achievements, realized the economic and social potential of the Litani River, the only pure-Lebanese river, and drew long-term sustainable developmental plans for Lebanon. The busts of the Rahbani brothers were unveiled in recognition of their relentless contribution to the cultural development of Lebanon.

2. Students' Election

University students are considered as one of the most articulate groups of society that express their political values in university campuses. Given prevalence of political tensions in Lebanon, holding students' elections is a



The pedagogy of democracy: students' elections at NDU

daunting task. Despite this challenge, the University's commitment to promoting a sense of citizenship among students culminated in elections across the three University campuses during the academic year 2009-2010. The electoral process took place in a general mood of democracy and tolerance.

3. Celebrating the kaleidoscope of cultures

Celebrating the kaleidoscope of cultures, NDU held an international conference on Russian poet, Alexander Sergeevich Pushkin on December 2, 2009. The conference entitled "Questions of Religion and the World in the Genius of Pushkin" provided an opportunity to celebrate cultural diversity through poetry. Moreover, recognizing the role of diversity in the culture of peace, the Marian Studies Center (MSC) at NDU held a conference entitled "The Virgin Mary and Peace" on March 18, 2010. This conference sought to consolidate peace-building efforts in defense of cultural diversity and dialogue.

V. Reaching Out Students

Reaching out activities to students is an established tradition at NDU and an essential

part of its guiding core values. Activities of reaching out to students through community service were accomplished during the academic year 2009-2010. These activities aimed at strengthening the culture of dialogue among students by providing them with guidance, awareness, and assistance toward promoting a healthy social and academic development.

1. Health Day

In line with the health awareness program at NDU, the Nutrition and Biology Departments at North Lebanon Campus (NLC) arranged a Health Awareness Day for high school students, visiting the University during the open doors event. The aim of the Health Awareness Day was to stress on the role of NGOs and civil society in general public life and mainly in the health awareness sector.

2. The Civil Defense, YASA, and Red Cross

YASA, in collaboration with the Lebanese Red Cross and Civil Defense participants, simulated a car accident before NLC students to bring awareness about driving safety in Lebanon given the increasing number of road accidents.

Revitalizing the Legacy of Dialogue through Reaching Out to the Community



Embracing the victims of the Ethiopian airplane crash



3. Helping the Marginalized and Victims

Within the framework of Open Hearts Project, the Community Service Office (CSO) launched a campaign at NDU with the cooperation of the “Offre Joie” organization, to cater to the needs of 6,000 prisoners across the Lebanese territory. NDU students participated in this campaign through the distribution of basic needs and the direct contact they had with the 80 prisoners in Barbar el-Khazen prison. This activity sought to engage students with civil action in society in the framework of promoting citizenship values among them.

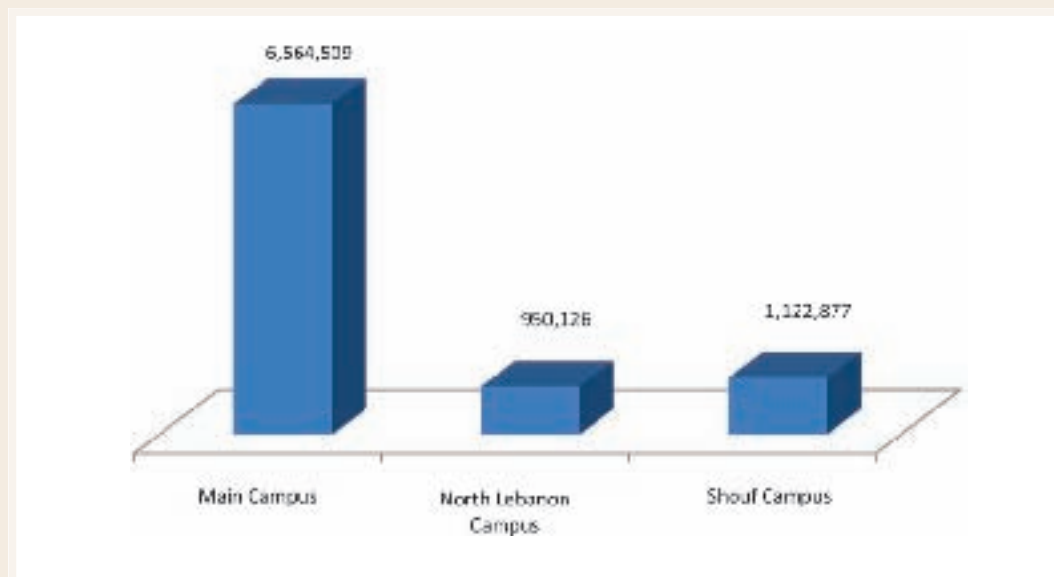
Moreover, during the Christmas and New Year’s break, in cooperation with the “Hand of Mercy” organization, a group of students visited a large number of needy families in the Keserwan region and distributed food rations and other items. In addition, following the devastating earthquake that struck Haiti and Chile, and in response to the campaign initiated by the Council of Catholic Patriarchs and Bishops, NDU organized a large solidarity campaign at the University entitled, “Now Donate United.” Through this campaign, students and staff were

provided with the opportunity to show their solidarity with their brothers everywhere. In parallel, the Community Service Office (CSO) at NDU established a solidarity meeting with families of the Ethiopian plane victims, who flocked from across Lebanon to participate in the Mass that was held for the souls of the victims. Through this act, NDU was able to demonstrate to its students the importance of unity and solidarity with all members of society.

4. Providing Aid to Students

Financial aid to students aims to alleviate the financial burdens placed on students and their families. In addition, developing a culture sustainable dialogue rests, partly at least, with providing students with an opportunity to access quality education regardless of inherent socio-economic differences among them. To narrow the socio-economic gaps among students, which might blight the life chances of dialogue, NDU allocated generous financial aid to students in need across the three campuses (see figure 1 below).

Figure 1



Total Financial Aid in USD by Campus during the Academic Year 2009-2010

Financial Statement

During the academic year 2009-2010, NDU provided generous financial support to its students and allocated funds for self-renewal in the form of academic development, equipping laboratories and centers of learning and research with the latest technology and supporting research and training for faculty and staff members. These accomplishments were achieved despite the continuing degeneration of the Lebanese economy and the meager donations NDU receives.

Figures 2 and 3 demonstrate the distribution of NDU's income and expenditure during the academic year 2009-2010.

Figure 2

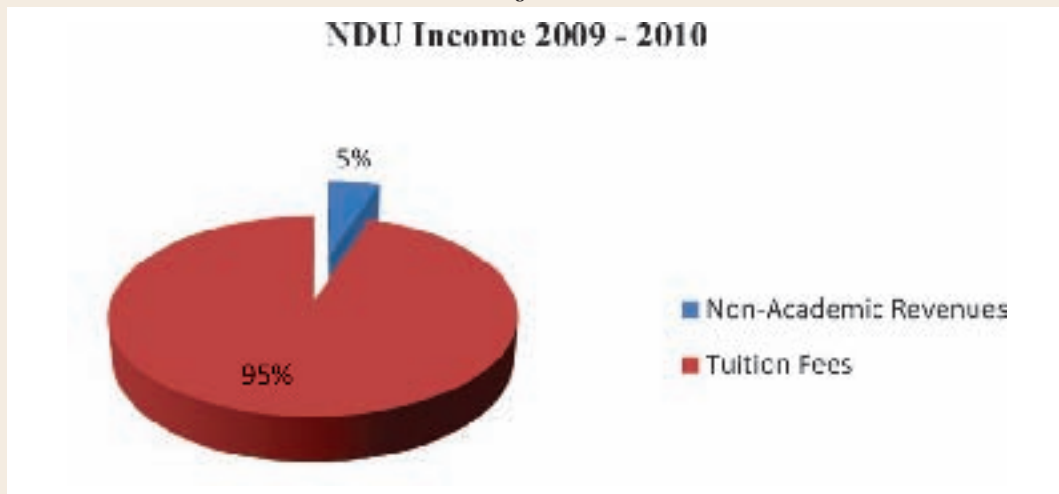


Figure 3

