

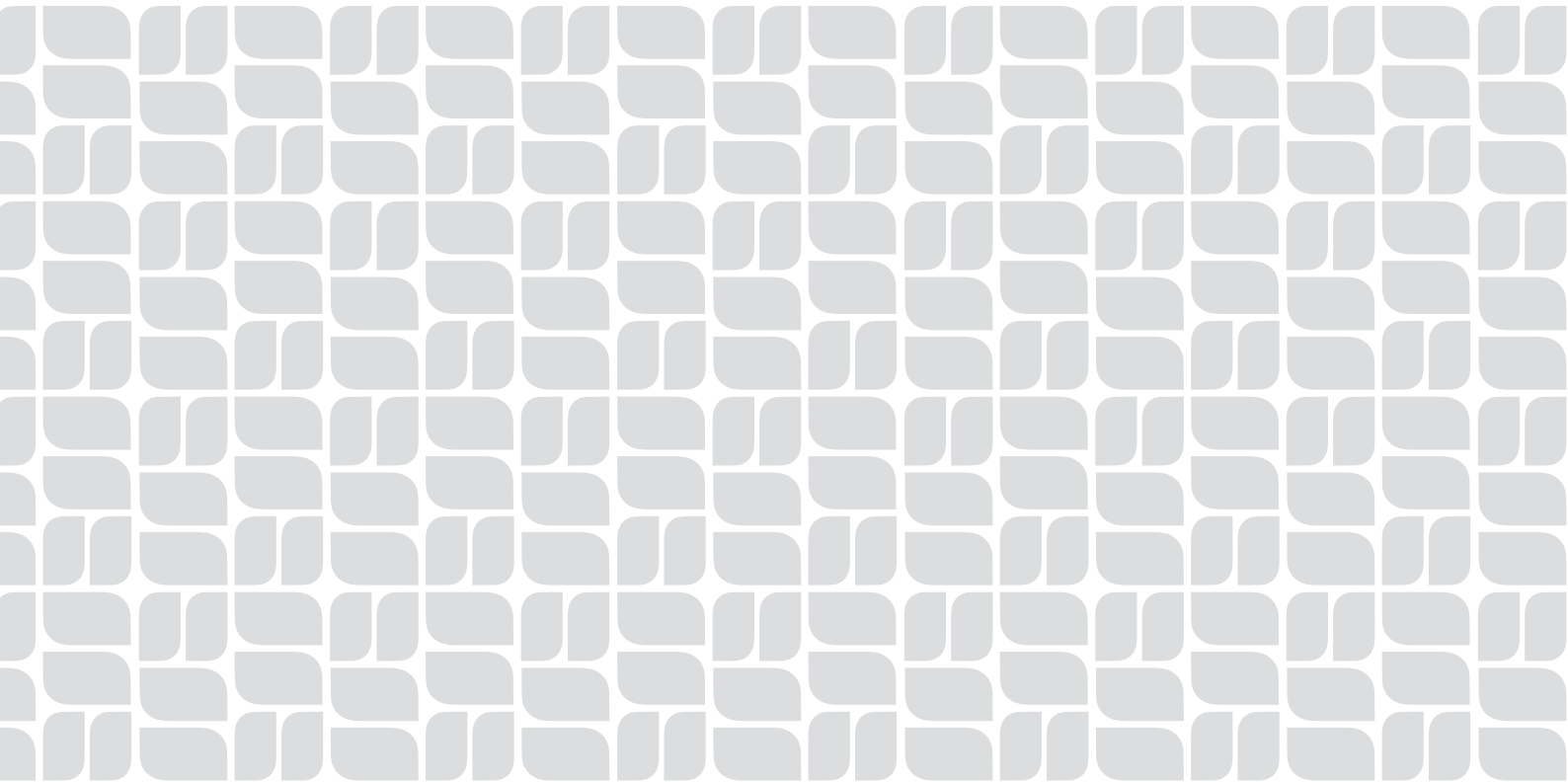
ANNUAL REPORT | 2011-2012

OFFICE OF THE PRESIDENT



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PRESIDENT'S MESSAGE

The Silver Jubilee of Notre Dame University-Louaize (NDU) is a historic moment for us, the only Catholic University in Lebanon, which is committed to the philosophy and standards of the American model of liberal arts education. Our 25th Anniversary provides our community with a unique opportunity to explore the past to understand the present and shape the future through the lens of global influences of ever-greater complexity and uncertainty, which increasingly shape contemporary society in all spheres of life: economic, social, political, technological, and cultural. Since our inception, our growth has been fraught with challenges; challenges that we surmounted through the unrelenting efforts of our administrators and faculty and staff members who demonstrated the strong commitment necessary to fulfill our Mission.



Since its founding, NDU managed to survive through the ravages of the protracted Lebanese civil war (1975-1990), and a post-war period marked by a fragile peace agreement and a precarious security situation, perpetual conflict-ridden politics, a brittle economy, and deep social divisions. Despite the promise of change both within Lebanon and across the Arab Middle East, our youth still bear the scars of this instability.

Sensitive to the need to promote national reconciliation in war-torn Lebanon, and to pursue its educational mission in a climate of learning, which stresses the importance of the individual, spirituality, integrity, and life-long learning - as reflected in the Lebanese Synod of 1736 - the Maronite Order of the Holy Virgin Mary (MMO) decided to establish a university as envisioned by Fr. Bechara Rahi, now Patriarch of the Maronite Church. The University came into being by virtue of Presidential Decree Number 4116, dated August 14, 1987.

My message in no way whatsoever intends to focus on the severity of the Lebanese civil war, rather, it serves to underscore the woes and challenges our administrators and faculty and staff members faced, during that dark and treacherous period, and the heroic efforts they made to help our youth keep alive the hope of a prosperous future in a reconciled society.

Our Silver Jubilee celebration is an opportunity to salute the resolute efforts of our community members - a community that has worked hard to make us one of the premier universities in Lebanon in a relatively short time. Today, we are a modern American-style University with a Main Campus and two Regional Campuses (North Lebanon and Shouf) equipped with modern physical infrastructure and facilities; 7 Faculties, offering 56 undergraduate and 19 graduate degree programs to 7,370 students; 228 full-time and 441 part-time faculty members; 250 staff members; a committed administration; and about 12,000 alumni. We should all embrace these remarkable achievements and regard them with pride.

Although the main theme of this Annual Report is "Celebrating the Silver Jubilee," every year is a time to continue with the usual flow of activities and a time to continue toward progress and growth as guided by the standards of quality in higher education. The following pages mirror our multifaceted role as a University of choice, our usual torrent of activities, and our special moments of celebration.

I congratulate you all on our Silver Jubilee, and thank you for making our dream a reality.

Rev. Fr. **Walid Moussa, S.T.D.**
President

THE SILVER JUBILEE

The year 2012 marks the Silver Jubilee of Notre Dame University-Louaize (NDU). This report elaborates on the substantial progress NDU has made in the last 25 years on a number of fronts including, but not limited to the following:

- Attracting growing numbers of students;
- Recruiting qualified faculty and staff members;
- Establishing new Faculties and programs;
- Upgrading physical facilities and infrastructure;
- Implementing scholarly activities; and
- Seeking institutional accreditation by the New England Association of Schools and Colleges (NEASC).



The number of students at NDU has increased almost 50-fold since its founding (from 152 students in Fall 1987 to 7,052 students in Fall 2011). From 1991 to 2012, NDU realized a growth of 1,730 percent in the number of graduating students per Faculty, per major. The NDU Alumni body grew dramatically from 66 graduates in 1990-91 to approximately 12,000 graduates in 2012. We held our 22nd Commencement Ceremony on July 13, 2012, 21 years after our first graduation ceremony, which took place in 1991. His Excellency the President of the Republic of Lebanon General Michel Suleiman delivered this year's commencement address. Abbot Boutros Tarabay, Superior General of the Maronite Order of the Holy Virgin Mary, deans, faculty members, staff, and a large number of social and political dignitaries also attended. Families of graduating students proudly watched their sons and daughters, coming forward to receive their degrees and looking to the future with a newfound confidence; a future where they are expected to contribute to the development of their nation and the region. In the words of one alumnus:

Success in any career begins with education and training. The MBA program was a special milestone, which contributed both to my personal and professional growth in an international career. It provided me with networks and open-mindedness resulting from interactions with people performing internationally. Along with that come an increased sense of self-esteem and a feeling of accomplishment and personal satisfaction (Rudy Kassis, BBA '08 – International Business Management and currently completing his MBA in Project & Operation Management, FBAE).

NDU is a hub of multilayered activities, covering academic, research, social, community service, and community engagement. Our students score remarkable achievements in the market place, in the community, and in international, local, and regional arenas. These students win international film festivals as well as local and regional competitions in catering, hospitality management, and sports. Our faculty members, in the quest for self-development, seize every opportunity to engage in scholarly activities so that they can contribute to teaching enhancement from the



position of knowledge. The achievements of both our students and faculty members instill in us great pride and self-confidence in our ability to contribute toward developing our nation and empowering our graduates with the will, integrity, knowledge, and skills they need to prosper in a globalizing world.

A press conference was held on December 16, 2011, to mark the official announcement of the inauguration of NDU's Silver Jubilee. A series of celebrations took place on all three campuses, demonstrating our community's unequivocal support, enthusiasm, and dedication to contribute in one way or another to the success of this important milestone. Some of these celebrations were dedicated to honor distinguished individuals who served the University for the last 25 years with dedication, passion, and commitment.

The "Seal of the Jubilee" was used as a symbol for most of these activities during the academic year 2011-2012. Some were kept to bear testimony to our 25th Anniversary.

Russia Honors NDU

On the occasion of the Silver Jubilee, the Russian Ambassador to Lebanon Alexander Zasytkin awarded Medals of Honor on March 26, 2012, to Fr. Walid Moussa, Mr. Souhail Matar, and Dr. Abdo Kahi, as a mark of appreciation from Russia for the special ties established with NDU.

Founder's Day

NDU celebrated its 25th Founder's Day on Thursday, May 10, 2012. NDU community members, friends of NDU, and individuals who have served the University since its inception came together to celebrate with Fr. Walid Moussa, NDU President and Abbot Boutros Tarabay, Superior General of the Maronite Order of the Holy Virgin Mary. Fr. Moussa delivered his Annual Address at the close of the special ceremony, which centered on solemnly observing and reflecting on 25 years of tremendous achievement. A toast to the continued success of NDU followed the President's speech.

A celebratory party under the theme "Once Upon a Time" was organized for everyone at the Main Campus on May 11, 2012. The festive atmosphere resonated across the entire Campus for the entire night. With famous Lebanese guests attending from almost every cultural and artistic arena. The celebration was an occasion for NDU to tell its story in a different way. NDU students also celebrated their Alma Mater through music, parades, and live performances.

The Jubilee Concert and Adagio

An enchanting concert was held on May 10, 2012, to celebrate the Silver Jubilee, "The Jubilee Adagio," composed by NDU Choirmaster Fr. Khalil Rahme, was composed especially for that night and masterfully interpreted by the NDU Quartet, with Mrs. Imane Homsy on the qanun, or a plucked trapezoidal zither, which is the Middle Eastern equivalent of Iyad Kanaan's harp compositions. The concert pieces will be recorded and made available for all to enjoy.

The BOT's Fundraising Jubilee Concert

As part of the Board of Trustees (BOT) fund-raising endeavor, Lebanese singer Dalya Chammoun performed a well-received live concert at Issam Fares Hall on Thursday, May 17, 2012. She covered a variety of hits made famous by legendary Lebanese diva Fairouz.

NDU's Jubilee Dinner

NDU organized a Jubilee Dinner on the evening of July 18, 2012, to commemorate August 14, 1987, the date on which the Lebanese government licensed the Maronite Order of the Holy Virgin Mary to establish an independent Catholic university committed to the philosophy and standards of the American model of liberal arts education. Everyone at NDU was present to celebrate (administrators and faculty and staff members). NDU's Silver Jubilee was expressed everywhere: on the menu and in the drinks, in the color themes, and on the 25-year milestone symbol adorning every table. A draw took place and 25 members of the community won 25 bicycles: olive oil, pressed from NDU's olive trees and symbolizing NDU's firm roots and growth, was distributed to everyone present.

NDU's Visual Image

As the Jubilee year unfolded, NDU launched a major project, addressing its visual image. Given its development, NDU deemed it necessary to assess whether its existing branding truly expressed its Mission and Values. Headed by a faculty member and alumni, a team of specialized graphic designers and internationally renowned experts in the field of Branding undertook a complete review of all the various ways we present ourselves to the world. The result of this exercise is evident in the design and layout of this report. The new and adapted version of the University logo better reflects NDU's Marian Identity and Motto by visually representing who we are. The project produced a new

set of brand guidelines to standardize all our public outreach tools and venues. The total implementation of our new visual image is now well underway.

Culture at NDU

In the spirit of the President's Message, which he delivered in 2010, NDU aims at educating a generation of cultured leaders and citizens. Based on this message, cultural activities abounded at NDU during this academic year. The celebrations took off with Said Akl's centennial, our national and internationally acclaimed poet. Throughout this academic year, NDU played a leading role by coordinating cultural events on a nationwide scale. NDU provided the nation with a window into its richness, heritage, and innovation by commemorating great Lebanese personalities and introducing them to its pantheon, organizing book signing events, poetry readings, and science-based conferences and exhibitions.

Said Akl's Centennial

NDU's strong relationship with Said Akl, a towering figure in Lebanese literature, dates back to its founding. Akl wrote our anthem and donated his literary works to the University. It was only fitting that NDU became the driving force behind the nationwide celebrations of his centennial in tribute of his extraordinary achievements as a poet, erudite, and philosopher. Some would see NDU's Silver Jubilee and Said Akl's centennial as an opportunity to continue in his legacy and be inspired by a life of excellence. A flurry of side activities celebrated Akl's centennial such as:

Concert

Under the auspices of Minister of Culture Mr. Gaby Layoun, a world premiere concert was held on Saturday November 5, 2011, at the Palais des Congres, Dbayeh, Lebanon, to acknowledge the distinguished and generous contribution of poet Said Akl to philosophy, culture, and art. Iyad Kanaan composed the music, famed soloist Mrs. Ronza performed the vocals with Mrs. Dolcy Lawoun on the Piano, and Fr. Khalil Rahme led the NDU Choir.

The Revolution of the Letter

The Lions Club of Lebanon organized an event at NDU on March 27, 2012, to honor Said Akl. The event was titled "Revolution of the Letter with Said Akl," which focused on his famed reformulation of the Arabic language, using Latin script, as well as his inspiring works in the Lebanese vernacular.

Poetry

The Faculty of Humanities, where the majority of Said Akl's literary collections are preserved, organized a poetry declamation focused on his poetry and prose. The jam-packed event was held at the NDU's Friends Hall on Tuesday, May 29, 2012.

Said Akl's Bust

Ms. Rima Najem Bejjani, a Lebanese journalist, donated a bust of Said Akl, which was unveiled in front of Issam Fares Hall on June 13, 2012. The unveiling ceremony was preceded by a gathering, which was held in the Issam Fares Hall at NDU Main Campus, where many prominent Lebanese artists, members of the NDU community, and social and political figures were present to honor Akl.



Closing Ceremony

NDU hosted the Closing Ceremony of the centennial celebration on Wednesday, July 4, 2012, in Beirut UNESCO Palace, inviting poets and artists from various Arab countries to attend, namely, Mr. Farouk Choucha, Egypt; Mrs. Colette Khoury, Syria; Mr. Haydar Mahmoud, Jordan; Mr. Abdel el-Rahman Jadh, Saudi Arabia; Mr. Georges Chakkour, Lebanon; and Former Lebanese Ambassador to the U.N. Fouad el-Turk. Also in attendance were Lebanese singers Ms. Najwa Karam and Mr. Wadiah al-Safi. During the ceremony, Ms. Guitta Harb performed a song written by Akl.

Books and Prints

A conference was organized on November 2, 2012, in the memory of Father Antoine el-Rahi. The conference discussed the contents of his book titled *Jesus the Savior*, which was published a few weeks before his death. Additionally, under the auspices of His Beatitude Patriarch Mar Bechara Boutros al-Rahi, NDU, in collaboration with three other Maronite Universities in Lebanon, launched a book dedicated to his Beatitude Cardinal Mar Nasrallah Boutros Sfeir.

Many other book-signing ceremonies were held during the year, including: the Jubilee of Flowers and Love in which Mr. Souheil Matar launched and signed his new book *”أيها الأصدقاء من القلب إلى القلب - الجزء الثاني”*, and the French translation of his book *”عفواً هذا أنا”* on February 15, 2012 at Issam Fares Hall; Mr. Zahi Nader signed his new book in the Friends Hall, on March 15, 2012; on the evening of April 27, 2012, poet Emile Faher signed his book *”صرخة عتاباً وميجاناً”* Ms Rihab El Helou's *”أدونيس أرض عششروت”* was signed on June 12, 2012 in the Friends Hall; while Mr Michel Sakr, honored by the Mr. Antoine Abou Jaoudeh, offered his book (the Art of Bas Relief) to the guests of the Issam Fares Hall on Tuesday, June 26, 2012; Fr. Abdo Antoun's books *”بين الغريزة والعقل”* and *”جكم من قصص”* were introduced in June.

THE QUEST FOR ACCREDITATION

We celebrated our Silver Jubilee with great pride, and it gave us the opportunity to reflect on our past and present achievements and look boldly to the challenges ahead. The main challenge in the next few years is to obtain institutional accreditation from the New England Association of Schools and Colleges (NEASC); thereby, assuring the quality of our curricula. We have embarked on this challenging venture to ensure that we continue to provide our students with the best education and to meet and oftentimes exceed the expectations of their parents. As an alumnus said:

Your university education will shape your career — that is what my father told me. It is essential to choose an institution, which is fully devoted to provide its students with the best of everything. The excellence of NDU professors, the strength of our curricula, and the commitment to the education of future generations of leaders have placed NDU at the forefront of American-styled higher education in Lebanon. NDU does it from the heart (Nassim Saad, BS '2000 - Actuarial Science NDU, pursued his MS in Actuarial Science at Boston University, U.S.A).

This academic year coincided with NDU's engagement in the Self-Study, as part of NDU's preparations for institutional accreditation by NEASC.

The Self-Study

In January, 2011, NDU began preparing for the Self-Study, which fell in line with addressing issues and concerns raised by the Commission, regarding governance and financial reporting. In April 2011, the President formed the Accreditation Steering Committee (ASC) and its subcommittees, and reappointed the Executive Accreditation Committee (EAC) to support subcommittee members in the Self-Study. These committees were composed of faculty members, some senior administrators, members of the Board of Trustees, and individuals who represent the NDU community. A coordinator was appointed to follow up on the day-to-day progress.

Communication and Involvement

To enhance communication and involvement in the Self-Study process, the NEASC's standards for accreditation, the Self-Study Guide, and the names of committee and subcommittee members were posted on the NDU Website along with the creation of a discussion forum on Blackboard. The timeline of the Self-Study, all minutes of meetings, presentations delivered during the Steering Committee meetings, and all documents pertaining to the Self-Study process were also posted on the Intranet. All institutional data collected and filled in the S-series and E-Series were posted on Blackboard then sent to all subcommittees in November, 2011.

Starting October 1, 2011, all subcommittees started their regular weekly meetings. In addition, these subcommittees engaged in data collection by conducting interviews with the community members concerned, analyzing documents, and administering questionnaires to create a connected chain of evidence in analyzing the performance of the University against each of the 11 standards. They submitted in sequence their Description, Appraisal, and Projection reports before merging all results into a single narrative. By the end of Summer 2012, almost all subcommittees were nearing completion of the tasks assigned.

As the University pursued the Self-Study, important academic reforms were conterminously implemented, including the drafting of student learning outcomes and setting up mission statements and measureable degree program objectives.



Student Learning Outcomes

All Faculties and Departments developed their program learning outcomes, during the academic year. Faculty members made efforts to ascertain the measurability of student learning outcomes for use in program evaluation and enhancement of the curriculum at a later stage. The learning outcomes are currently under publication and will soon appear in print.

Accompanying this effort, the Center for Applied Research in Education (CARE) scheduled a series of workshops during Fall 2011 centered on the theory and practice of student learning outcomes and assessment, two key measures of institutional effectiveness. These workshops sought to help faculty members redesign existing courses and make intended learning outcomes and assessment more explicit. An experienced faculty developer was invited to NDU to support capacity building of faculty members in the area of critical thinking and program assessment.



With the generous support of the American

Embassy in Beirut and the Fulbright Program, Dr. Pamela Nice, Fulbright Specialist, contributed toward fulfilling NDU's Mission by making herself available to consult with faculty members on how to teach critical thinking skills to students. A total of eight workshops on topics ranging from "Backwards Course Design" to "Critical Thinking and Program Assessment," among others were conducted during the academic year 2011-2012. In the same context and in support of the previous workshops, NDU established Teaching Enhancement Grants to support faculty members in incorporating critical thinking into their courses and better outcomes assessment. A total of four teams of "critical partners" from various faculties were offered grants to engage in the process of instructional redesign. All faculty members selected are currently implementing curricular changes in the classroom.

Missions and Objectives for Faculties and Departments

All Faculties and Departments have vigorously engaged in writing their mission statements, program objectives and learning outcomes for each degree program involving faculty members. Analyses of all mission statements, degree program objectives, and student learning outcomes were conducted in way that they articulate the strategic expressions of NDU's identity and core values. Their analyses focused on the degree to which these mission statements comprised dimensions on the following scale: local, regional, international, citizenship, and skills and competencies, which are articulated in

NDU's various official documents.

Since its founding in 1987, NDU's strategy portfolio focused on capacity building, signaling its crucial role in enhancing the University's internal efficiency and improving the quality of education and service rendered to students and the community at large. In line with this, NDU provided faculty members and students with capacity building opportunities to enhance their skills and competencies in areas vital to the realization of the University's Mission and Goals.

CAPACITY BUILDING AND DEVELOPMENT

Sponsored Development

As NDU continues to respond to the growing demands of the industry and undertakes initiatives to promote sustainable development in Lebanon, the University strives to introduce, maintain, and develop the concepts of sustainability and quality in all of its academic endeavors. It has continued its collaboration within a TEMPUS project titled "Re-orient University Curricula to Address Sustainability (RUCAS)", whose aim is to integrate sustainable development into courses and programs. In addition, NDU participated in a project titled "Towards a Lebanese Quality Assurance Agency," also funded by TEMPUS. The project takes recent proposed changes in the Lebanese higher education law in the realm of quality assurance, and seeks to develop standards, criteria for peer evaluation, and organizational practices for the establishment of a national quality assurance

agency. Other examples also include a grant received by the Department of Mathematics and Statistics from the Society of Actuaries to be used for the promotion and development of the actuarial sciences program.

Despite limited financial resources available for research, some progress has been made on the front of soliciting research funds from external and internal agencies. During the period 2010- 2012, faculty members obtained 37 research grants, as follows: 40.5 percent from external agencies including Tempus, 32.4 percent from the University, and 27 percent from the Lebanese National Council for Scientific Research (L-CNRS). These grants are considered vital vistas for rendering opportunities for faculty members' self-development as well as for the development of the communities the University serves.

Scholarly Activities

Faculty scholarship encourages collaboration and knowledge-sharing between academics and academic institutions. Scholarly activities conducted and organized by faculty members individually, in collaboration, or within their units of affiliation are instrumental in harnessing advanced research areas for national development.

Lead by the faculty members and Deans of the Faculty of Natural & Applied Sciences (FNAS), Faculty of Nursing & Health Sciences (FNHS), Faculty of Engineering (FE), Faculty of Business Administration & Economics (FBAE), and the Faculty of Humanities (FH), organized at NDU, on March 22-24, 2012, the "18th LAAS Science Meeting: New Discoveries in Science", jointly with the Lebanese Association for the Advancement of Sciences (LAAS), and the Lebanese National Council for Scientific Research (L-CNRS). This international conference attracted more than 200 researchers, presenting more than 150 oral papers and posters screened through a review process. Invited speakers came from the U.S.A., Italy, France, and the U.K. NDU topped the list of Lebanese universities with 33 research papers contributed to the conference, surpassing much older and much larger universities. Awards were given for the best paper and best poster of the conference.

Recognizing the importance of developing research in

humanistic subjects, which are at the heart of liberal arts education, FH organized the 38th International Byron Conference, attracting 49 international and local participants. A contributing factor to its success was the active participation of our students not only in hosting activities, but also in presenting papers and contributing to discussions as foundation for exploring the human experience that helps them develop their taste for the humanities and sculpts their appreciation of art and culture.

Given the importance of physical education in developing overall cognitive abilities and motor skills through sports, the FH also organized the 3rd Annual Physical Education and Sport Symposium under the theme of "Sport Management." It brought speakers from the local sport community to participate in a panel discussion that is only now gaining ground in Lebanon. Its importance and purpose were emphasized and how it affects the promotion and growth of a sport culture in the country. The FNHS organized jointly with the Water Energy & Environment Research Center (WEERC) a conference on "Where Do We Stand from the Lebanese Association for Food Quality and Safety?" and also organized, jointly with the Lebanese Canadian Hospital, a conference on "Weight Management in all its Aspects."





Furthermore, the Faculty of Political Sciences, Public Administration and Diplomacy (FPSPAD) organized a conference under the High Patronage of President of the republic, Michel Suleiman on the occasion of 15th anniversary of the Apostolic Exhortation "A New Hope for Lebanon." The conference titled: "Renewing the Lebanese System in light of Lebanon's Role and Mission in the Region" attracted around 20 politicians and renowned public figures to discuss the different dimensions of the Lebanese political system. The community and the media received the conference positively.

A Conference titled "The University between Globalization and Tradition" took place at the Shouf Campus. The conference featured many prominent educators, experts, media personalities, and religious figures who engaged in discussing issues of globalization and its impact on Lebanon.

Within the framework of the project "New technologies (ICT) for an Integrated and Sustainable Management of Natural Resources in Lebanon", and with support from the Italian Development Cooperation office in Lebanon, a training course on "Water Quality Management" was organized by WEERC in cooperation with the University of Insubria (Italy) - Insubria Center on International Security (ICIS). In addition, a training course on dams design was held on April 24, 2012 at the NDU's Division of Continuing Education (DCE) campus.

Faculty members' participation in conferences held across the globe has contributed to building their scholarship portfolio as they presented papers at international and regional venues. NDU's contribution to the global development of knowledge remains an important strategic objective.

Information and Technology Resources Training

Throughout the academic year 2011-2012, the Division of Computing Services & University eLearning Center conducted a number of innovative technology training workshops for faculty members to facilitate their teaching, learning, and research through the use of technology for achieving pedagogical outcomes. Faculty members also received training workshops on the effective use of multimedia equipment and interactive white boards available in classrooms together with continuous training on the use of the NDU's "Course Management System."

Moreover, faculty members from the Department of English, Translation and Education (DETE) actively participated in the training workshops on MyCompLab

held by Pearsons Publishers in collaboration with the Division of Computing Services (DCS). In addition, the FNAS organized two workshops namely MyProgramming Lab workshop, by Pearson and the GIS for Everyone workshop by ESRI International.

The Library provided training sessions to students to learn how to effectively use available resources for their courses and research. Total attendance was 971 students, which is an increase of 62 percent over the previous academic year. The sessions were customized as per the class level, students' English skills, and the instructor requirements, with sessions delivered to English, Engineering, Advertising, Mass Communication, Interior Design, Music, and Health classes.

Students

NDU encourages its students to challenge themselves, develop, and compare themselves to peers in other institutions. It encourages them to collaborate on research projects, coauthor papers, and learn new skills that will prove invaluable once they graduate and compete in the global marketplace.

Two teams of students from the FE won first place in the category of Electrical Engineering, and 3rd place in Computer and Communication Engineering, in a competition organized yearly by the Order of Engineers, Tripoli Branch. The competition involved all universities offering engineering programs in the North such as NDU through its North Lebanon Campus

(NLC). Furthermore, one of the two teams work was published in the proceedings of the 19th International IEEE-Conference on Telecommunications (ICT 2012).

FBAE students from the Department of Hotel and Tourism Management (DHTM) competed at HORECA in cooking and raffled 10 awards, knowing that they were competing against schools whose main program are to train chefs. Two other teams of FBAE students joined in a research competition organized by **اللجنة البطيرية الاسقفية**. They occupied the two top stops, garnering both the first and second prizes.

The students of FPSPAD had the special opportunity this year to participate in the Interuniversity Distant Learning

Course on “International Criminal Law & Procedures” that was put together by NDU and Asser Institute – The Hague, the Special Tribunal for Lebanon and six Lebanese Universities. Three NDU students were among the top 25 who completed the course and got the best grade on the final exam and consequently won a trip to The Hague to visit the different international courts.

NDU students participated in the Student Conference on Current Issues in English, Translation, Education, Mass Communication, and Psychology. The purpose of the conference was to involve students in serious academic activities and to showcase their work to the public. The conference established the high level of inquiry our students are encouraged to pursue and the diversity of subjects of interest.

For the first time this year a Student Editorial Committee was formed to write articles in the NDU Spirit, cover small research topics (the civil state, Islamic fundamentalism) and to report on the activities of Faculties and clubs.

Faculty members teaching courses where writing research papers are part of the assessment were asked to encourage their students to publish their research work in professional journals. Among others, two students’ papers extracted from their MBA theses were accepted in a refereed conference. The International conference was organized by IEEE (The World Largest Association for the Advancement of Technology) and was held in Beirut on November 28 and 29. The conference theme was REDEC (Renewable Energies for Developing Countries).

During the academic year 2011-2012 students in the Radio/TV and mass communication programs were given numerous opportunities to show their short films and meet with professionals during the NDU’s Student Film Festival. The festival brought together an unprecedented number of student films from and around the country.



Athletics

More than 750 NDU athletes were involved in different sports teams. The most notable results were in men’s Basketball, futsal, table tennis, Taekwondo, Judo, Tennis, and Swimming, where NDU contestants won the Universities Championships. During the academic year 2011-2012, the NDU sports team also participated, in international competitions. These were:

- ➔ The International University Sports Festival in Turkey. NDU athletes won the gold medal in Men’s Basketball, the bronze medal in football, and our swimmer Mirella Alam grabbed three gold medals;
- ➔ For their participation in the World Sport for All Games in Lithuania, the NDU folkdance group won top billing for the best performance.

Staff

Investing in human resources through training and development is a vital capacity building venue for staff members. NDU encourages staff members to actively engage in professional development through professional memberships and attendance of conferences, seminars, and training workshops offered by the University and other specialized institutions.

At the NDU Libraries, all of our professional librarians and paraprofessional library specialists are members of the Lebanese Library Association. During the 2011-2012 academic year, the NDU Libraries provided either full or partial support for a number of library personnel to participate in national and international conferences in the U.S.A., Lebanon, and Turkey.



COMMUNITY SERVICE AND ENGAGEMENT

Community engagement and service represent core functions of academia and they occupy a central position in the NDU's Mission Statement. Over the years, NDU has touted community engagement and community service as strategic conduits for promoting citizenship values and attitudes among students. These are nurtured through extra curricula activities and volunteer work guided by the University's Mission and Core Values.

Community Service

Motivated by a sense of civic altruism and support to the needy and the marginalized in the community, a number of community service projects were implemented at Roumieh prison, daycares, and nursing homes during the academic year 2011-2012. Students wearing clown suits visited St. Jude Hospital (Children Cancer Center) and entertained hospitalized children. Others organized a visit to the Ain W Zein elderly home in the Shouf region. It gave them an opportunity to listen to touching stories about the elderly and their lives in nursing homes.

In addition, students collected donations and gave it all to a local orphanage during Christmas. These activities gave our students numerous opportunities to examine issues of inequality and debate concepts of justice and empowerment in their classes using their own analytical lenses.

In order to provide opportunities for our students' moral development and promote their sense of responsibility toward empowering the marginalized, the Community Service Office (CSO) at NDU concluded an understanding with SESOBEL, whereby NDU students entertain children with special needs, such as escorting them during their special periodic trips. This was reflected during a trip to Animal City in Nahr el-Kaleb (Dog River), and in City Mall in Nahr el-Mott (Death River), and the Pit Stop Center in Zouk Mosbeh.

NDU students also hosted on-campus a group of youth from Father Roberts's institution for the deaf. Visitors spent a whole day at the main campus where they had opportunity to visit all Faculties and attend classes alongside NDU students as a symbol to mainstream challenged students into regular classrooms.



Faculties

Moreover, community members who engaged in the NDU's various activities had the opportunity to learn from scholarly activities and exhibitions such as the NGO's forum under the slogan "Serving, Sharing, and Solidarity." On a national level, a seminar titled "Children with Learning Difficulties" was held at the University during the academic year 2011-2012. Specialists, practitioners, and parents of children with learning challenges discussed a variety of issues and presented valuable information where participants shared with panelists their experiences, concerns, questions, and views.

The UNDP Peace Building Committee in the FPSPAD organized a mutual visit for NDU youth and Palestinian youth to break stereotypes and respective phobia and to get to know the reality better. The celebration of the International Human Rights Day (for 3 years) and the organization of a Social NGOs Fair under the slogan "Serving, Sharing, and Solidarity" (for two years) have become annual events that bring to campus a wide array of NGOs aiming to introduce their work to the NDU community, recruit volunteers and explore ways of cooperation. The Fair this year included around 30 NGOs representing the full spectrum of activity of these organizations.

At the FBAE, the DHTM's initiated fundraising to buy and distribute five PlayStations for the entertainment of the children at the S.O.S village.



Moving Forward

NDU kept its momentous progress in 2011-2012, expanding its physical facilities, programs, and supporting learning facilities such as the Library and information technology services. A number of significant and sustained improvements reflected the shared aspirations of the University as it pursues achieving excellence in higher education articulated in its 2007 Strategic Plan. The plan encompasses amending the Constitution and By-laws to better represent new positions, units, and structures created at NDU, revamping the Business Office, introducing new majors and minors, expanding and upgrading the University's infrastructure and technological facilities, and strengthening the fringe benefits and salaries of our staff and faculty members.

International Cooperation

NDU signed a Memorandum of Understanding (MOU) with Centre international d'Etude du sport (CIES), the academic branch of FIFA, based in Neuchatel, Switzerland, to launch the FIFA/CIES Sport Management Program. The FH will administer the program within the premises of the Division of Continuing Education (DCE) and the first cohort is scheduled to commence their studies in Spring 2013.

NDU will be offering a Teaching Diploma (TD) to high school teachers in Egypt. This project was established upon the request of the General Secretariat of Catholic Schools (GSCS) in Egypt and upon the initiation of the Maronite Bishop in Egypt, Francois Eid, former President of NDU. The TD program caters to high school teachers of English and Science in Anglophone Catholic schools in Egypt. NDU education professors will teach the theoretical courses. Practicum courses will be supervised by GSCS trainers in coordination with NDU professors.

Business Office and Financial Reporting

The Business Office has reconciled financial reports to the generally accepted accounting principles used in American institutions of higher education. The university adopted the GAAP software to that end. In addition, the University established a new organizational chart for the Business Office taking into consideration the growing demand for a new structure and system capable of responding to the emerging needs of NDU.

Expanding Collections

New resources were added to the NDU Libraries collections (print and electronic) on a daily basis in support of the academic and research interests of the NDU community. There were 91,000 unique non-serial titles included in the NDU Libraries online system (73.4 percent English, 12.5 percent Arabic, 8.2 percent French, and 5.9 percent Other languages), as of August 31, 2012; with 8,500 new titles added, through purchases, gifts and exchange, between September 1, 2011 and August 31, 2012. The e-resources are available at all three campuses through the University intranet and are also available off-campus to faculty members, staff, and students. Five of the e-resources contain information in the Arabic language/script.

The Lebanese Emigration Research Center (LERC) in cooperation with the Centro Argentino De Investigacion Sobre La Inmigracion Libanesa (CAILL) and under the auspices of the Argentinean Ambassador to Lebanon, H. E. Mr. José Gutierrez Maxwell, organized a ceremony, whereby 65 Lebanese-Argentineans repatriated their ancestors to Lebanon by donating their photos to the Lebanon and Migration Museum at NDU on September 24, 2012.

The Museum unveiled an authentic scale replica of the Titanic, which sank in the North Atlantic Ocean on 15 April 1912 after colliding with an iceberg during its mundane voyage, and a memorial plaque, listing the names of the Lebanese who perished in the tragedy; and through Les Amis de Portugal-Liban, Lebanese-French artist Mr. Sami Hamaoui, gave one of his paintings to the Lebanese Emigrant Nucleus Museum at NDU. His artwork will form part of the cultural material in the Museum's permanent exhibition.

Introducing New Majors and Minors

In order to capitalize on recent changes taking place in the region and address timely issues that concern the University's Mission and the society at large, curricula changes and revisions were instigated.

Approved curricular revisions and changes took place in the MA in Translation and Interpretation program and the Remedial English Communication Skills program to ensure their academic quality and effectiveness. Additionally, the FH obtained the approval of the Ministry of Education and Higher Education (MEHE) to offer a Teaching Diploma in Computer Science.

During the academic year 2011-12, the FNAS received from the MEHE the license for the Master Program in Financial Mathematics and one for a MS program in Biology. Some of the new programs have been already launched.

The FNHS submitted to the MEHE its proposed MS program in Human Nutrition program, and recently submitted proposals for two new interdisciplinary distinctive BS and MS programs in Food Safety and Quality Management. The proposed programs respond to a need on the part of the food industry, government and public health establishments to have qualified employees to assure and safeguard the Lebanese food supply.

The FPSPAD introduced a new minor in Gender Studies. With the eminent establishment of the new Law degree program and the transformation of the Faculty into the Faculty of Law and Political Science, the Faculty is planning a series of events, conferences, and cooperation projects that would provide the proper launch for the program.

In the Shouf Campus, the Division of Continuing Education (DCE) was revitalized in order to rebuild bridges with the surrounding communities and to render lifelong learning opportunities to adult learners. In addition, with the aim of revivifying the Faculty of Architecture, Art and Design (FAAD) majors and to answer the increased number of applicants, the FAAD launched successfully Architecture as another program offered at NDU-SC. More so, the Information Technology program (IT) is now offered at that campus.

In the NLC, the FH started offering the Radio/TV program during the academic year 2011-2012. In addition, the FNAS began offering its Bachelor of Information Technology at the campus. With the Mechanical Engineering program made available for students of the NLC in 2011-2012, the FE now offers all its degree programs in both the North and Main Campuses. Moreover, a new high quality Physics laboratory was inaugurated at the beginning of September 2012 at NLC. The lab is equipped to offer five lab courses for engineering and biology students.



Expanding and Upgrading of Campus Facilities

A New Faculty Building

With the soaring demand for higher education at NDU as evidenced in the increasing numbers of students attending the University year-by-year, NDU has constructed a modern and expansive building for the FAAD. The new Faculty building is equipped with modern technology and infrastructure with numerous classrooms, theaters, and offices allocated for faculty members and students. Construction of the new Faculty building was concluded as the University was celebrating its Silver Jubilee.



The Library

In line with recommendations of the NEASC visiting team to NDU in 2010, Open Stacks in the Mariam and Youssef Library providing direct access to students was implemented in June 2011. As such, all Library users can browse the print collection and select the materials they want to borrow, instead of having to rely upon searching for resources in the library catalog and having the materials being brought to them from the Closed Stacks.

In Spring 2012, the Libraries implemented the Summon Discovery Tool, which enables a familiar web-searching experience of the full breadth of library content, particularly the many e-resources the Libraries offer access to. In addition, the Libraries created a Facebook page in order to promote itself and its services, connect with users, and facilitate searching the many resources made available through embedded links to Summon, the online catalog-Webview, and the journal finder.



Technology

Recognizing the vital role of technology in advancing the University's Mission, the Division of Computing Services increased the internet bandwidth from 8 MBps in download to 25 MBps during the academic year 2011-2012. The authenticated campus wireless network is now 70 percent complete and wireless access is provided in several locations on campus including the Library, Faculties, the administration, the Students Affairs Office (SAO), student dorms, campus restaurants, and computer labs.

Supporting the teaching learning process on campus, NDU has made a significant investment in technology for classrooms. By the end of summer 2012, 95 percent of our classrooms will be equipped with technology, i.e. interactive white boards, LCD projectors, and computers. Additionally, the FollowMe print management system was implemented allowing students to track and release their printing jobs.

Capitalizing on recent advances in technology, NDU has made substantial progress in finalizing the Smart Card System during the academic year 2011-2012. The smart card system consolidates access and control of many campus activities into a single smart card. Currently, the smart card system is being used for IDs, parking entry, student housing rooms, and photocopy machines available at the library, dorms, and the computer center.

NDU also introduced during the academic year, its new Online Grading System to ease up the submission of the final grades by faculty members and their processing by the various administrators. An instructor just enters his/her grades on an online form and submits them, these are then electronically transferred through the hierarchy to the Registrar Office. This makes grades available to the students on a much shorter time scale and helps move to a paperless campus, in an effort to minimize the environmental impact of the University.



Reviewing Fringe Benefits and Salaries

NDU has pursued a transparent system of incentives to help improve the social conditions of faculty and staff members. Despite the slumberous economic situation of Lebanon, NDU was able to balance income and expenditure in its annual budget with the goal of improving the living conditions of faculty members and staff. A new salary scheme was introduced to faculty members, which will come into effect as of Fall 2012-2013. In addition, the Administration introduced revisions to existing policies and practices pertaining to the provision of social protection services to staff members, including a reconsideration of their salary bands according to rank, qualifications, and experience.

Financial Statement

During the academic year 2011-2012, NDU continued with the provision of generous financial aid to 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. Figures 1 and 2 show NDU's income and expenditure during the academic year 2011-2012.

Figure 1

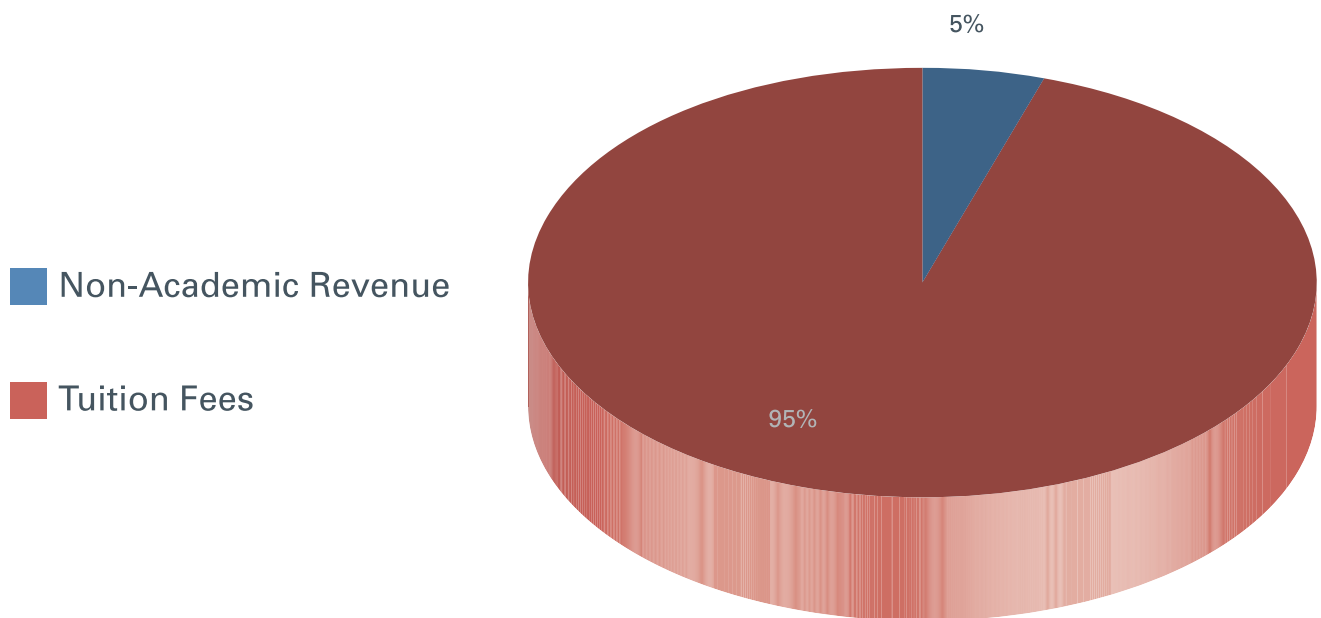
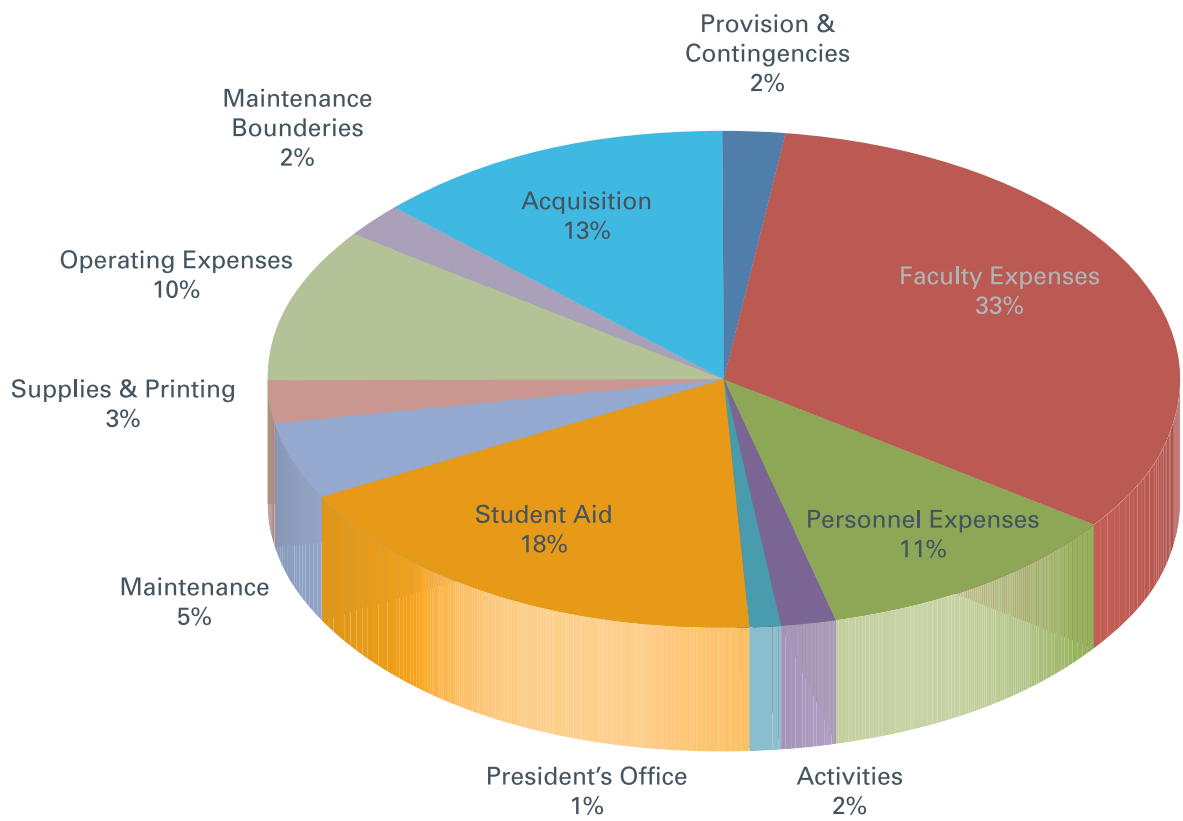
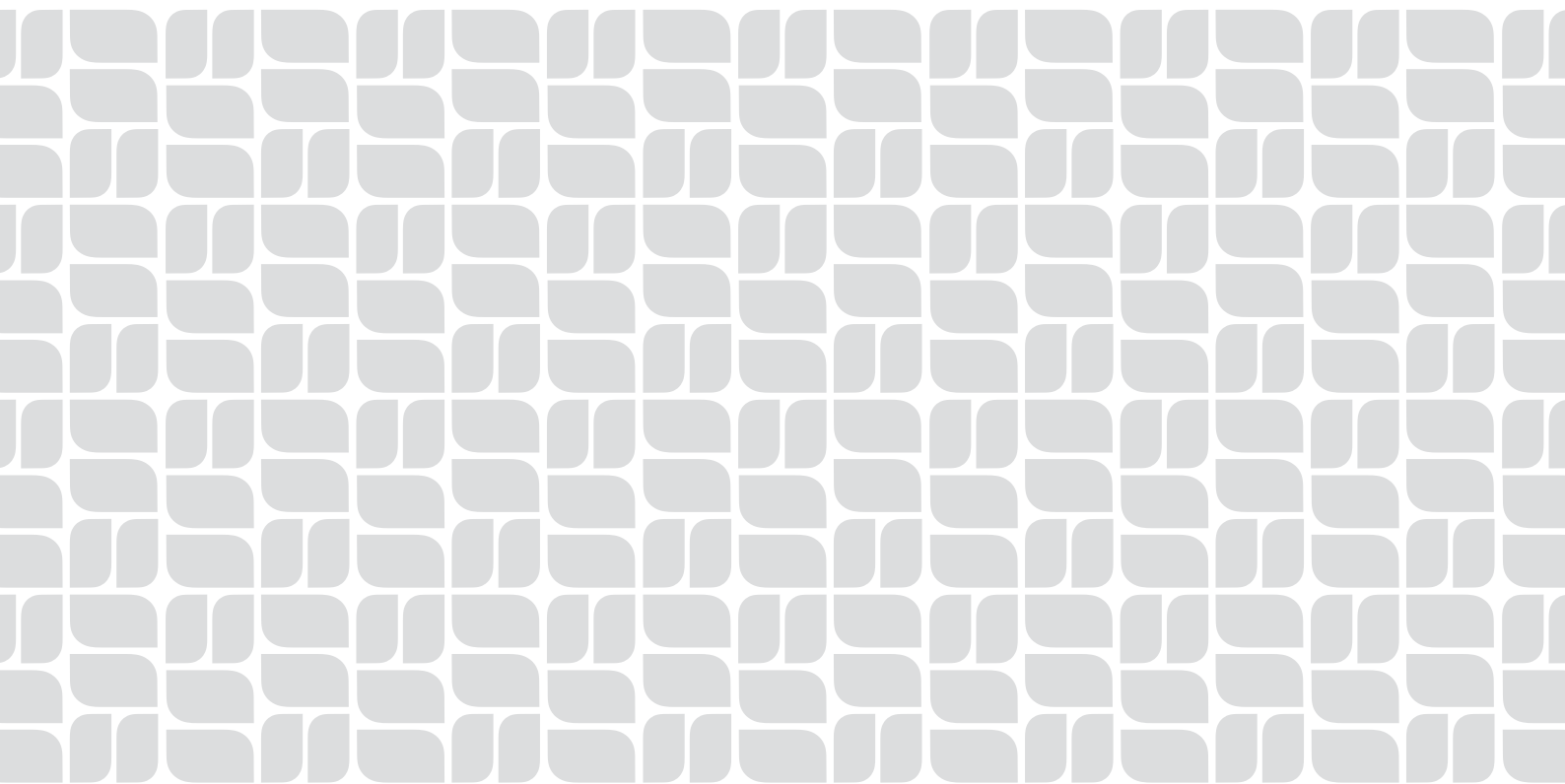


Figure 2



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