



## **Notre Dame University-Louaize Report of Eligibility**

Submitted to the Commission on Institutions of Higher Education (CIHE)  
New England Association of Schools and Colleges (NEASC)

January 14, 2010

### **Background of Notre Dame University-Louaize**

Notre Dame University-Louaize (NDU) is a Lebanese non-profit Catholic institution of higher education which adopts the American system of education. It first came into being under the name of Louaize Center for Higher Education (LCHE) in 1978. LCHE was founded under the wing of Beirut University College (BUC), now the Lebanese American University (LAU), by the Maronite Order of the Holy Virgin Mary, the sponsoring society of NDU.

The Maronite Order of the Holy Virgin Mary's report entitled, "Louaize Center for Higher Education: a Detailed Statement from 1978 to 1981" dated January 16, 1981, provides information on the establishment of LCHE in terms of its objectives, importance in the region, structure, and aspirations. The report purports the need to establish a Catholic higher educational institution in Lebanon that follows the American system of education:

1. Université St. Joseph and Université Saint Esprit-Kaslik are the only two French Catholic universities in Lebanon;
2. No Catholic university that follows the American system exists in the country;
3. Catholic high school students join universities that do not promote the Lebanese Christian spirit and culture.

In 1978, 72 students joined LCHE and, in 1980, 305 students enrolled. LCHE became the very first non-profit Catholic educational institution to follow the American system in Lebanon. The academic programs were supervised by Beirut University College (BUC) while the Maronite Order of the Holy Virgin Mary took charge of administrative and financial matters.

True to the mission of the Order which insists that the country needed a national university, Catholic in spirit, Maronite in tradition, and American in system, on April 26, 1984, LCHE applied for a license to the Lebanese Ministry of Education requesting the establishment of an independent university. On August 14, 1987, the recognition of the university was sought in the form of a Presidential Decree numbered 4116, and thus NDU was founded, the only Catholic university based on the American system of education not only in Lebanon but also in the entire Arab Middle East region.

In 1999, a new campus in Barsa, Koura (North Lebanon) was opened, known as the North Lebanon Campus (NLC). To this day, the NLC still offers undergraduate programs leading to bachelor degrees in all majors offered at the Main Campus.

NDU decided to start a new chapter in its history by extending its services to the rural Shouf region where it established a campus in Deir-El-Kamar. The proposal was endorsed by the Council of the Maronite Order of the Holy Virgin Mary and approved by the Board of Trustees (BOT) in its meeting on March 8, 2001. The establishment of the Shouf Campus aspired to meet the needs of the Christian and non-Christian communities, particularly in promoting dialogue, celebrating diversity, and cementing national cohesion.

In October 1992, NDU launched its graduate programs, recognized by the Lebanese Government, offering master's degrees in Computer Science, Business Administration, International Affairs and Diplomacy, English Literature, Applied Linguistics and TEFL, and Arabic Language and Literature. In April 1994, NDU established the Faculty of Engineering and Architecture and, in October 1996, the Lebanese Government issued decree number 9278 granting NDU official recognition of its new bachelor of Architecture and bachelor of Engineering in Civil Engineering, Computer and Communication Engineering, Electrical Engineering, and Mechanical Engineering.

In July 1994, NDU celebrated its fourth graduation ceremony and NDU's president at the time, Fr. Francois Eid, announced, in his address, the completion of the study, design, and architecture of a new campus. The foundation stone was laid on November 19, 1994.

NDU's heritage and identity are traceable to roots in the Lebanese Synod held in the Monastery of Our Lady of Louaize in 1736, the motherhouse of the Maronite Order of the Holy Virgin Mary, the sponsoring society of NDU.

This Synod, considered to be the most important Synod in the history of the Maronites, exhorted "the ordinances of the diocese, of the cities, of the villages, of the convents to help each other encourage the mission" of education, particularly children. As a result, the orders started to spread education in Lebanon and splinter schools to many parts of the country, often targeting the disadvantaged within a Christian Maronite ethos that believed in *Education for All*. Such a decision is remarkable, considering the time during which it was taken.

NDU's religious affiliation does not impose any sectarian obligations on faculty members, staff, or students. The cultural and spiritual heritage of the Maronite Order of the Holy Virgin Mary highlights a belief in a unified Lebanon, a belief in education as a means of protection against fanaticism and corruption, and a dedication to freedom of thought and expression. NDU espouses such values and beliefs irrespective of color, creed, race, or gender and seeks to enhance these values through the liberal education it offers and the career preparation that caters to the real needs of Lebanon and the region.

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## Eligibility Requirement 1

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*The institution publicly declares itself to be an American-style institution, for example, through its name, mission statement, catalog, and other declarations and actions that reflect its commitment to offering an American-style education abroad.*

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In a letter to the Chairman of the Equivalence Committee of the Ministry of Education dated September 8, 1987, Abbot Antoine Sfeir, then Superior General of the Maronite Order of the Holy Virgin Mary, states that NDU follows the “American System of Higher Education”. Also, a letter from the General Secretary of Maronite Order of the Holy Virgin Mary shows the NDU’ adoption of the American system (See **Appendix A**)<sup>1</sup>. This fact was embodied formally in the mission statement approved by the BOT in the year 2000, which states that “Notre Dame University-Louaize [...] adopts the American system of Education”. Since 2000, this mission statement has appeared in NDU’s annual catalog under “Statement of Purpose”. The new mission statement approved by the University Council on March 3, 2008, and awaiting BOT approval, states that “NDU is committed to the philosophy and standards of the American model of liberal arts education.” In addition, under *Identity*, NDU distinguishes itself as “a private, Lebanese non-profit Catholic institution of higher education which adopts the American system of education” (NDU Catalog 2009-2010, page 41). NDU has also signed a number of memoranda of cooperation and/or understanding with numerous American universities (NDU Catalog 2009-2010, pages 64-65). Furthermore, NDU is affiliated to a number of associations based in the USA, including the American Association of Collegiate Registrars and Admissions Officers (ACRAO), the Council of Independent Colleges, the College Board, the Association of International Educators (NAFSA), and the Association of Catholic Colleges and Universities (ACCU) (NDU Catalog 2009-2010, page. 65).

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## Eligibility Requirement 2

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*Has formally adopted a statement of mission, which demonstrates that the fundamental purposes of the institution are educational, and which is also appropriate to a degree-granting institution and appropriate to those needs of society it seeks to serve.*

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NDU’s mission statement has evolved since its official inception in 1987 by virtue of Legislative Decree 4116 signed by the President of the Lebanese Republic and by the Acting Prime Minister and Minister of Education and Fine Arts. Article 4 of NDU’s Constitution and Bylaws dated December 13<sup>th</sup>, 1989, states the following:

Its purpose is to offer higher education to all Lebanese and foreign students, regardless of race, color, sex or religion, in a spirit of openness to all human cultures, while maintaining the Catholic spirit in which the Maronite Mariamite Order believes.

The mission statement was adopted during the official licensing of the University in 1987 and was approved by the Board of Overseers in 1989, which later became known as the BOT in 1995.

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<sup>1</sup> All appendices that appear in this document are available at the Office of the Vice-President for Academic Affairs.

Over the years, periodical reviews of the mission statement ensued in view of the University's continued growth and maturity and in order to more accurately reflect NDU's aspirations and the direction it was taking. Modifications made were more in form rather than in substance. The current mission statement states:

As a Catholic institution inspired by the cultural and spiritual heritage of the Maronite Order of the Holy Virgin Mary, Notre Dame University-Louaize (NDU) seeks to provide comprehensive quality education that fosters excellence in scholarship, lifelong learning, enlightened citizenship, human solidarity, moral integrity, and belief in God. In designing its curricula, NDU is committed to the philosophy and standards of the American model of liberal arts education. Conceiving itself as an authentic academic community, NDU promotes diversity, respect for human dignity and rights, and concern for the common good. Its profound aspiration is to prepare its students to be future leaders who can exercise reason upon knowledge and shape a world of truth, justice, love and freedom.

The mission statement is found in all NDU's official publications, in particular, in the yearly catalog (NDU Catalog 2009-2010, page 41).

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### **Eligibility Requirement 3**

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*Offers one or more collegiate-level education programs, consistent with its mission, that lead to a degree in a recognized field of study and requires at least one year to completing.*

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“Across all programs and planning, the hallmark of education at NDU is a conception of learning grounded in values. This conception is reflected in the new mission statement which emphasizes education, moral values, and citizenship values that the University seeks to further promote and integrate into its academic life and community service. The education dimension comprised reference to such terms as education, scholarship, knowledge, and lifelong learning accounting for 33% of the total distribution of terms, moral values which referred to moral integrity, belief in God, respect, dignity, and rights constituted 39% of the distribution, while the remaining 28% went to citizenship values such as enlightened citizenship, future leaders, and diversity. The high emphasis on values (moral, citizenship) in the new mission statement reflects the legacy of values of the Maronite Order of the Holy Virgin Mary which highlights a strong belief in spiritual values and citizenship as a vehicle for promoting a better and more just society” (President's Annual Report, 2007-2008).

At the undergraduate level, the General Education Requirements (GER) fulfill the liberal arts component and provide students with opportunities to explore and enhance their moral values and citizenship responsibilities. Major and core courses in curricula satisfy the education dimension.

In addition, NDU's degree programs must meet residency requirements which stipulates a minimum of 6 semesters for the bachelor of Arts, the bachelor of Business Administration, the bachelor of Hotel Management and Tourism, the bachelor of Nursing, and the bachelor of Science, while the bachelor of Architecture and the bachelor of Engineering require a minimum of 10 semesters' residency (See NDU

Catalog 2009-2010, page. 90, for a list of undergraduate and graduate degree programs) if the student is admitted at the sophomore level.

If the student starts at the freshman level, there are no residency requirements to complete the freshman year. Once completed, the student must obtain official equivalency with the Lebanese Baccalaureate through the Ministry of Education and Higher Education (MEHE) before being allowed to register in sophomore courses. One should point out that freshman students at NDU have no declared major and none of the courses taken at the freshman-level may apply towards their eventual major. Once admitted to a major at the sophomore level, residency requirements apply (**See Appendix B**).

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#### **Eligibility Requirement 4**

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*Offers academic programs that are comparable in terms of length, curriculum, objectives, learning outcomes, and degrees awarded to those offered by regionally accredited institutions in the United States.*

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NDU's academic programs may be compared with those offered at American institutions of higher education such as Boston College (BC) which, like NDU, requires all students to fulfill BC's core requirements which total 30 credits in the following subjects:

English, fine arts, history, mathematics, natural sciences, social sciences, philosophy, and theology, as well as the foreign language proficiency requirement.

Moreover, all students in BC's College of Arts and Sciences are required to take a minimum of 10 courses in their chosen major, as is the case at NDU (**See Appendix C**).

NDU offers the following undergraduate degrees: bachelor of Arts, bachelor of Architecture, bachelor of Business Administration, bachelor of Engineering, bachelor of Hotel Management and Tourism, bachelor of Nursing, and bachelor of Science. The Teaching Diploma and Teaching Certificate are also offered.

bachelor degrees in the Faculty of Architecture, Arts and Design (excluding Architecture and Interior Design), the Faculty of Business Administration and Economics, the Faculty of Humanities, the Faculty of Natural and Applied Sciences, the Faculty of Nursing and Health Sciences, and the Faculty of Political Science, Public Administration and Diplomacy include:

- A. In terms of length, they comprise between 90 to 112 credits with a minimum residency specified in Eligibility Requirement 3.
- B. In terms of curriculum:
  - a set of 27 to 33 credits to fulfill the GERs is required as a foundation for a liberal arts education. GERs are distributed as follows: communication skills (9 credits), philosophy and religion (6 credits), cultural studies and social sciences (6 credits), citizenship (3 to 6 credits), and sciences (3 to 6 credits);
  - a set of 36 to 54 credits in major courses, depending on the requirements of individual major programs;
  - an internship course in the major, as appropriate;
  - a 3-credit senior project course or the equivalent, as appropriate;

- a set of six credits in free elective courses, as appropriate;
  - the set of remaining credits are for core courses.
- C. In terms of objectives, these are found in the catalog while learning outcomes are usually specified in the individual syllabi of courses.

The bachelor of Engineering, the bachelor of Architecture, and the bachelor of Arts in Interior Design include:

- A. In terms of length, they comprise between 136 to 182 credits with a minimum residency specified in Eligibility Requirement 3.
- B. In terms of curriculum:
- a set of 27 credits of GERs is required as a foundation for a liberal arts education. GERs are distributed as follows: communication skills (9 credits); philosophy and religion (6 credits); cultural studies and social sciences (6 credits); citizenship (3 credits); and science (3 credits);
  - the remaining credits are distributed among major courses, core courses, internship, and workshop courses (when applicable), laboratory courses (when applicable), senior project courses (when applicable), and free electives as appropriate.
- C. In terms of objectives, these are found in the catalog while learning outcomes are usually specified in the individual syllabi of courses.

At the graduate level, NDU awards the master of Architecture, master of Arts, the master of Business Administration, and the master of Science. These include:

- A. In terms of length, between 30 and 39 credits with a minimum residency requirement of 2 semesters, one semester and two summers, or four summers;
- B. In terms of objectives, these are found in the catalog while learning outcomes are usually specified in the individual syllabi of courses.

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**Eligibility Requirement 5**

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*Awards the associate's or bachelor's degrees in three or more liberal arts areas or requires that all undergraduates take 50% or more of their credits in the liberal arts and sciences. May also award the master's or doctor's degree.*

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NDU currently offers 108 degrees, diplomas, and certificates, including 71 bachelor's and 31 master's degrees, 5 Teaching Diplomas, and 1 Teaching Certificate. These are distributed across the Faculties as follows:

| <b>Faculty</b>   | <b>bachelor</b> | <b>master</b> | <b>Teaching Diploma</b> | <b>Teaching Certificate</b> |
|--|-----------------|---------------|-------------------------|-----------------------------|
| Faculty of Architecture, Art, and Design                     | 9               | 4             | --                      | --                          |
| Faculty of Business Administration and Economics             | 7               | 3             | --                      | --                          |
| Faculty of Engineering                                       | 4               | --            | --                      | --                          |
| Faculty of Humanities  | 8               | 5             | 5                       | 1                           |
| Faculty of Natural and Applied Sciences                      | 10              | 2             | --                      | --                          |
| Faculty of Nursing and Health Sciences                       | 3               | --            | --                      | --                          |
| Faculty of Political Sciences, Public Affairs, and Diplomacy | 5               | 3             | --                      | --                          |

(NDU Catalog 2009-2010, pp. 116-119)

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## Eligibility Requirement 6

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*Has, for each of its educational programs, clearly defined and published objectives appropriate to higher education in level, standards, and quality, as well as the means for achieving them, including a designated course of studies acceptable for meeting degree requirements, adequate guidance to degree candidates in the satisfaction of requirements, and adequate grading or evaluation procedures.*

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The programs of study offered at NDU have clearly defined objectives and well-designed quality courses that lead up to a designated specialization. Reference is made to Chapter 5 in the University's Bylaws in 5.4:7 to the "University Curricula Policy" which is based on the following principles:

- (a) "Offering curricula that promote the University mission and objectives as set by the BOT in the University Constitution and on which the University was officially licensed by the Lebanese Government according to Legislative Decree 4116;
- (b) Offering curricula that contribute to the educational, cultural, social, economical [sic], scientific, and technological development of Lebanon, the Middle-East region, and the world;
- (c) Offering the undergraduate degrees of bachelor, bachelor of Science, bachelor of Arts, bachelor of Engineering, bachelor of Architecture, Diplomas, and Teaching Diplomas with the License Equivalence by requiring of all Lebanese applicants the official Lebanese Baccalaureate Part II or its official equivalence. However, non-Lebanese applicants will normally be accepted as freshmen upon receiving the official authorization from the Lebanese Government".

In addition, it is stated that the "University Curricula Policy" offers the following guidelines for non-professional bachelor degrees:

- 27 credits called General Education Requirements<sup>2</sup>;
- 36-64 credits in major courses;
- 1-credit internship course in the major;
- 6 credits in Free Elective courses;
- remaining credits for core courses.

and the following guidelines are offered for professional degrees and diplomas:

- 18 credits in GER courses;
- Remaining credits should be distributed among major and core courses, internship and workshop courses, laboratory and senior project courses.

Finally, the "University Curricula Policy" includes principles governing graduate degrees at the master's level and a continuing education program.

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<sup>2</sup> General Education Requirements were recently changed. Changes were approved by the University Council on August 14, 2008 and are pending modification and approval of the bylaws by the BOT.



NDU's program curricula are published in the annual University Catalog which is found on-line on NDU's website ([www.ndu.edu.lb](http://www.ndu.edu.lb)). Also, see the NDU Catalog 2009-2010, pp. 116-119, for a list of undergraduate and graduate degree programs. Information regarding degree programs is also published in individual Faculty brochures and print-letters.

Guidance activities for students are summarized as follows:

- NDU provides pre-scheduled orientation sessions to all new students at the beginning of every academic semester. This is an activity prepared by the Office of Student Affairs, the Admissions Office, and the Registrar;
- A Student Handbook, prepared by the Student Affairs Office, is distributed to all students, faculty members, and academic administrators;
- Guidelines and directives for students are provided in NDU's Catalog 2009-2010 (pp. 46-115) and on-line on NDU's website ([www.ndu.edu.lb](http://www.ndu.edu.lb)). All students are assigned advisors to help students throughout the duration of their academic studies.

The institution's evaluation procedures specify the following criteria and information:

- The catalog contains a table of contents that lists all procedures pertaining to the criteria, system, and provisions of grading. This catalog illustrates academic standing and its rules (see below);
- Faculty members are required by the rules and regulations of the University to prepare a syllabus for each course that they teach to include criteria of how students are to be evaluated and how grades are calculated (see below).

The University uses the following system of grades. This system consists of letter grades with their corresponding numerical ranges (*i.e.*, percentage equivalence and the 4.0 point maximum)<sup>3</sup>.

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<sup>3</sup> Grading system is covered in more detail on pages 83-84 (Undergraduate) and page 106 (Graduate) in NDU's Catalog 2009-2010.

**a. Undergraduate**

| <b>Grade</b>   | <b>Description</b>       | <b>Quality points/credits</b> | <b>Interval</b> |
|----------------|--------------------------|-------------------------------|-----------------|
| A <sup>+</sup> | Outstanding              | 4.0                           | 97-100          |
| A              | Excellent                | 4.0                           | 93-96           |
| A <sup>-</sup> | Very good                | 3.7                           | 89-92           |
| B <sup>+</sup> | Good                     | 3.3                           | 85-88           |
| B              | Good                     | 3.0                           | 80-84           |
| B <sup>-</sup> | Good                     | 2.7                           | 77-79           |
| C <sup>+</sup> | Satisfactory             | 2.3                           | 73-76           |
| C              | Satisfactory             | 2.0                           | 70-72           |
| C <sup>-</sup> | Passing                  | 1.7                           | 66-69           |
| D <sup>+</sup> | Passing                  | 1.3                           | 63-65           |
| D              | Lowest passing           | 1.0                           | 60-62           |
| F              | Failure                  | 0.0                           | 0-59            |
| UW             | Unofficial<br>Withdrawal |                               |                 |
| W              | Withdrawal               |                               |                 |
| PR             | Progress re-enroll       |                               |                 |
| U              | Audit                    |                               |                 |
| I              | Incomplete               |                               |                 |

**b. Graduate**

| <b>Grade</b>   | <b>Description</b>              | <b>Quality points/credits</b> | <b>Interval</b> |
|----------------|---------------------------------|-------------------------------|-----------------|
| A <sup>+</sup> | Outstanding                     | 4.0                           | 97-100          |
| A              | Excellent                       | 4.0                           | 93-96           |
| A <sup>-</sup> | Skillful                        | 3.7                           | 89-92           |
| B <sup>+</sup> | Very good                       | 3.3                           | 85-88           |
| B              | Good                            | 3.0                           | 81-84           |
| B <sup>-</sup> | Good                            | 2.7                           | 77-80           |
| C <sup>+</sup> | Satisfactory                    | 2.3                           | 73-76           |
| C              | Passing but not<br>satisfactory | 2.0                           | 70-72           |
| F              | Failure                         | 0.0                           | 0-69            |
| UW             | Unofficial<br>Withdrawal        |                               |                 |
| W              | Official<br>Withdrawal          |                               |                 |
| P              | Passing                         |                               |                 |
| PR             | Progress, re-<br>enroll         |                               |                 |
| UP             | Unsatisfactory<br>progress      |                               |                 |
| U              | Audit                           |                               |                 |
| I              | Incomplete                      |                               |                 |

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## Eligibility Requirement 7

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*Awards only degrees appropriate to each graduate's level of attainment.*

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**I. Degrees granted to Undergraduate Programs** (bachelor of Architecture, bachelor of Arts, bachelor of Business Administration, bachelor of Engineering, bachelor of Hotel Management and Tourism, bachelor of Nursing, and bachelor of Science). The following students are admitted to NDU's undergraduate program:

- Students joining NDU at the sophomore level with a declared major at the time of admission;
- Students joining NDU at the freshman level with an authorization from the Lebanese Ministry of Education and Higher Learning;
- Teaching Diploma/Teaching Certificate students joining NDU at the sophomore level with a declared major at the time of admission.

### Graduation Requirements

Students must fulfill the following requirements in order to graduate:

- Completing all required credits for the degree;
- Fulfilling satisfactorily all course requirements for the degree as well as remedial/intensive courses given upon admission;
- Fulfilling all other admission requirements;
- Maintaining at least a 2.0/4.0 cumulative GPA for the degree;
- Satisfying the residency requirements for the degree;
- Maintaining the required minimum cumulative GPA, for the major and/or core courses required for the degree, as specified by the concerned Department;
- Maintaining good academic standing;
- Settling all accounts with the University.

### Second Degree Requirements

A student with a bachelor degree may register for another degree at NDU after being accepted by the University. Such a student must:

- Satisfy all the requirements for the new degree;
- Have a residency of at least two full semesters;
- Complete at least 30 credits in the new degree over and above the credits already; used to satisfy the first degree with a minimum cumulative GPA of 2.0/4.0.

### Freshman Program

- Students joining NDU's Freshman Program must have authorization from the Lebanese Ministry of Education and Higher Learning;
- Students entering the Freshman Program at NDU are required to complete a minimum of 30 credits. They must follow either the Arts or the Science program.
- The Freshman Program includes courses in the following areas: (Arts and Science);  
*Humanities and Social Sciences* (9 cr. with a minimum of 3 cr. in each area)  
*Natural Sciences and Mathematics* (6 cr. with a minimum of 3 cr. in Natural Sciences);

- Freshman students cannot be considered sophomore students unless they have completed 30 credits of Freshman courses successfully;
- In exceptional cases, the Equivalency Committee in the Lebanese Ministry of Education and Higher Learning will give permission to the freshman students who still need one course or 5 credits to complete the Freshman Program requirements to register in sophomore courses, on condition they register for the missing freshman course and passes it successfully;
- Freshman students cannot register in sophomore courses without having this prior authorization.
- According to the regulations of the Lebanese Ministry of Education and Higher Learning the above mentioned areas include the following subjects:  
*Humanities:* Languages/Literature/Philosophy/History;  
*Social Sciences:* Psychology/Sociology/Anthropology/Economics/ Geography/ Business Administration//Political Studies;  
*Natural Sciences:* Biology/Chemistry/Physics/Geology/Astronomy/Nutrition  
*Mathematics;*  
*Computer Science;*  
*Arts:* Art/Music/Drama (not to exceed 3 cr.).
- Once all the Freshman Program requirements are completed, students apply to the Ministry of Education and Higher Learning for the Lebanese Baccalaureate part II equivalence;
- After receiving the equivalence students may declare their major;
- Follows all the degree requirement of number one.

#### Teaching Diploma

Requirements: A holder of the official Lebanese Baccalaureate Part II or its equivalent will be eligible for a Teaching Diploma upon completing satisfactorily at least 18 credits beyond his/her bachelor degree with a cumulative GPA of at least 2.0/4.0.

#### Teaching Certificate

Requirements: A holder of the official Lebanese Baccalaureate Part II or its equivalent will be eligible for a Teaching Certificate upon completing satisfactorily 18 credits with a cumulative GPA of at least 2.0/4.0.

#### Graduation Check List

Two semesters prior to graduation, the Office of the Registrar must submit to the concerned Academic Advisors and students a graduation list of potential candidates for graduation for verification. This list must include the following:

- The already completed requirements for the degree;
- The requirements, which remain to be completed for graduation;
- The cumulative GPA for the degree;
- The major courses and the core courses average.

Once the checking process is completed, the checked list must be returned to the Office of the Registrar to finalize the tentative graduation list and hence send it back to the Faculty for voting at the end of the student last semester.

#### Residency Requirements

- Residency Requirements for bachelor of Art, bachelor of Science, bachelor of Nursing, bachelor of Business Administration, and bachelor of Hotel Management

Minimum Residency: A minimum of 8 semesters of residency is required, beginning with the Freshman Class, or 6 semesters, beginning with the Sophomore Class

Maximum Residency: A maximum of 16 semesters of residency is allowed, beginning with the Freshman Class, and 12 semesters, beginning with the Sophomore Class;

- Residency Requirements for bachelor of Engineering  
A minimum of 10 semesters and a maximum of 20 semesters  
At least the last 45 credits must be completed at NDU, in addition to all other graduation requirements for the degree;
- Residency Requirements for bachelor of Architecture  
A minimum of 10 semesters and a maximum of 20 semesters  
At least the last 45 credits must be completed at NDU, in addition to all other graduation requirements for the degree.

**II. Degrees granted to Graduate Programs** (master of Architecture, master of Arts, master of Science, master of Business Administration, and master of Business Administration – master in International Business (MIB):

#### Degree Requirements

- Thesis based on independent research work;
- A non-thesis program where students are required to take 6 credits in lieu of thesis with a comprehensive exam.

#### Language Requirements

Aside from English proficiency requirements, there are no special university language requirements for the master's degree. However, individual departments and programs may set their own language requirements either as a general rule or in specific cases. The faculty graduate committee will determine examination procedures.

#### Residency Requirements

To meet the minimum residency requirements for the master's degree, students must register and be in residence, as graduate students, for at least two semesters, one semester and two summers, or four summers.

All requirements for the master's degree must be completed within a period of four years after admission to graduate study. Students attending summer sessions only must complete all requirements within a period of six summers after admission to graduate study. Extension beyond the maximum period of study requires the approval of the graduate committee of the faculty.

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### Eligibility Requirement 8

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*Offers its instructional programs entirely or predominantly through coursework that includes face-to-face instruction.*

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The large majority of courses are based on face-to-face instruction (**See Appendix D**). Degree programs also include a number of internship, laboratory, and senior project courses. All these courses are

delivered through face-to-face instruction and are given in classrooms or in labs where contact with the instructor is continuous for the duration of the allocated time slot for the course. Students registered in internship courses or completing their senior projects are required to meet with their instructor on a regular basis.

All regular courses offered at NDU are assigned an instructor, a classroom, and a schedule as well as a maximum number of students allowed per class, as evidenced in course offerings and course schedules for the Fall and Spring semesters of the last five years. Students enrolled in courses are requested to abide by a University-wide attendance policy that limits the number of absences to four sessions for those courses that meet twice per week and six sessions for those that meet three times per week (NDU Catalog 2009-2010, p. 81). Absentees are requested to pass by the Students Affairs Office to justify their absences. As stated in the policy, the Student Affairs Office is the only NDU office allowed to issue excuses for absences. It has published a set of rules identifying the situations and conditions in which it issues such documents. They are made available to the students in the Student Handbook and the annual student agenda distributed to all students at the beginning of every academic year. These criteria are also found in the NDU Catalog 2008-2009 (pp. 56-57).

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#### **Eligibility Requirement 9**

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*Uses English as a principal language of instruction and operation, sufficient to permit an evaluation by the Commission and to ensure the ability of its graduates to continue their education in other regionally accredited U.S. institutions.*

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In accordance with its mission statement, NDU adopts the American system of higher education with English as its language of instruction in all its programs and courses with exception to one compulsory GER course in Arabic language or literature. Furthermore, NDU offers language courses in Chinese, French, German, Italian, Latin, Spanish, and Syriac. It is worth noting that the Syriac language is part of the Maronite tradition and heritage and is partly integrated in church mass. In addition, correspondence with the government is made in Arabic, the official language in Lebanon. All in all, the employment of English is evident across all NDU's publications, syllabi, catalog, bylaws, language of instruction in the classroom, entrance exams, databases, Blackboard, reports, and memos.

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#### **Eligibility Requirement 10**

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*In addition to study of the areas of specialization proper to its principal educational programs, requires a coherent and substantive program of general education at the postsecondary level, comparable to those offered by institutions in the United States, as either a prerequisite to or a clearly defined element in those programs; documents a commitment and resource base sufficient to facilitate students' achievement of the goals of general education.*

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NDU's mission statement emphasizes the importance of providing all its students with an education built on a liberal arts foundation. Therefore, it requires all students enrolled in degree programs to complete a set of GER courses as part of the requirements for their degree. The current requirements consist of 27 to 33 credit hours for all undergraduate majors.

The GERs are divided into the following categories (NDU Catalog 2009-2010, pp. 113-114):

- a- *Communication Skills*, 6 credits in English and 3 credits in Arabic;
- b- *Philosophy and Religion*, 6 credits (3 credits must be in Religion);
- c- *Cultural Studies and Social Sciences*, 6 credits;
- d- *Citizenship*, 3 to 6 credits;
- e- *Science and Technology*, 3 to 6 credits.

Specific guidelines concerning the GER can be found in each Faculty and Department section of the NDU Catalog 2009-2010.

The GER curriculum is supported by qualified faculty members, library resources, and adequate physical facilities. Most GER courses are taught by full-time Ph.D. holders.

In addition, the Library’s collection, as of August 31, 2008, comprises a total of 131,719 volumes, journals, and manuscripts, half of which are in electronic format (President’s Annual Report 2007-2008 and University Council minutes of January 13, 2009).

The physical facilities and resources supporting the teaching-learning process in the GER courses are: 65 classrooms, two design studios, one ceramics laboratory, one photography laboratory, one acting studio, a radio/TV studio, an interpreting laboratory, a Writing Center, and a computer center equipped with up-to-date hardware terminals and software programs. Classrooms and labs are equipped with technology as shown in the table below.

**Number of PCs available in labs & classrooms across all three campuses**

|                 | Classrooms |      | Labs |      | Total per Campuses |      |
|-----------------|------------|------|------|------|--------------------|------|
|                 | PCs        | LCDs | PCs  | LCDs | PCs                | LCDs |
| Main            | 44         | 44   | 312  | 10   | 356                | 54   |
| Shouf           | 8          | 8    | 70   |      | 87                 | 8    |
| North           | 11         | 11   | 21   | 2    | 32                 | 13   |
| DCE             | 2          | 2    | 23   | 1    | 25                 | 3    |
| Total per Usage | 65         | 65   | 426  | 13   | 500                | 78   |

**Eligibility Requirement 11**

*Has adopted a statement specifying the potential students it wishes to serve, and admits qualified students to its programs under admission policies consistent with this statement and appropriate to those programs.*

The Admissions Office states in the Catalog: “By promoting its academic and administrative facets and by recruiting students from local, regional, and international provenance, the Admissions Office aims at

enhancing the universal image of NDU, an institution where all can explore the horizons of positive plurality within a rich human spectrum. At present, the seven Faculties at NDU are attracting students from over 40 countries worldwide and are catering for the market demands of Lebanon and its surroundings” (NDU Catalog 2009-2010 p. 70).

On NDU’s website, The Admissions Office adds that “NDU is always actively searching for students that can enrich the University’s already multi-cultural and multi-talented student body. Students with a wide view of the world around them, prone to discovering new ways of experiencing life, the world, and the people whose paths they cross are key elements of a successful university.”

The NDU Admissions selection process considers several criteria for acceptance. An applicant is accepted if he or she fulfills all the requirements, is conditionally accepted if one of the requirements is missing, and is rejected when the requirements are not met.

The selection depends on the following rigorous assessment model (in no particular order):

1. TOEFL or Writing section of SAT I or EET (NDU’s English Entrance Test);
2. SAT I Reasoning scores or NDU Entrance Exam;
3. Secondary School GPA;
4. The application and the application essay.

A composite score is calculated based on an appraisal of the accepted students and remedial courses are accordingly allocated. School grades (second and third secondary years) are weighted 55% and SAT I (or NDU Entrance Exam) is weighted 45% in evaluating an application. Applicants must accumulate the score required by the Faculty to which they applied to gain acceptance (**See Appendix E** for details regarding English and Math placement).

In addition to the examination score, NDU’s application form, and the essay, other documents are also evaluated (See NDU’s Catalog 2009-2010, pp. 70-79 for further details regarding undergraduate and graduate admission).

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### **Eligibility Requirement 12**

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*Has students enrolled in and pursuing its principal educational programs at the time of the Commission’s evaluation.*

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The total number of students on all three campuses in Fall 2009-2010 was 6,061, of whom 5,414 (89.3%) are enrolled in the Main Campus, 349 (5.7%) in North Lebanon Campus, and 298 (4.9%) in Shouf Campus. 5,515 students are enrolled in 46 bachelor degree programs, 546 students in 16 master’s programs, and 6 Teaching Diploma/Certificate program.

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### **Eligibility Requirement 13**

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*Has available to students and the public a current and accurate catalog or comparable official publication setting forth purposes and objectives, entrance requirements and procedures, rules and regulations for student conduct, programs and courses, degree completion requirements, full-time and part-time faculty and degrees held, costs, refunds, and other items related to attending or withdrawing from the institution.*

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NDU's 2009-2010 Catalog is available on NDU's website at [www.ndu.edu.lb](http://www.ndu.edu.lb) and incorporates accurate and detailed information including: a university directory for faculty, staff, and offices, the academic calendar, the University's academic support services, student services, admissions requirements, policies for each program of study, academic rules and regulations, academic registration policies, degree completion requirements, programs and their requirements, including a description of all courses, a list of full-time faculty (including rank and degrees), tuition and fees, and other necessary information.

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#### **Eligibility Requirement 14**

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*Has a charter and/or other formal authority from the appropriate government agency authorizing it to grant all degrees it awards; has the necessary operating authority for each jurisdiction in which it conducts its activities, and is operating within its authority. If the institution is not legally eligible for local government approval, it otherwise documents its standing and significant support from the local community and other relevant communities of interest.*

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Degree-granting institutions in Lebanon receive authority to operate through the Ministry of Education and Higher Education. The role of the Council for Higher Education has been set forth by the Lebanese Government designating the Council as a nationally- recognized licensing agency. In this regard, the Council holds a unique position in higher education in Lebanon.

NDU was granted an absolute charter in 1987 as an independent university adopting the American system of education. The constitutional framework within which NDU operates is based upon this charter, details of which are printed in the University Bylaws and Constitutions. Embodied within the charter are such fundamental principles as the University's duty to teach, examine, and carry out research.

Acquisition of a charter from the Council for Higher Education facilitates the acceptance of the University's degrees by educational institutions in the US and other foreign countries.

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#### **Eligibility Requirement 15**

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***Has sufficient organizational and operational independence to be held accountable for meeting the Commission's standards.***

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Despite the absence of written procedures for a large number of operations in the University, there is evidence of efficient work-flow that allows, partially or fully, the successful delivery of services as a response to needs and development. As such, the President of NDU has spearheaded the effort to codify the need for written policies by appointing a University Academic Steering Committee (UASC) to produce, among other things, an agreed-upon definition of policies.

NDU is composed of a complex system of interdependent units, making and implementing units. The organization chart includes a functional departmentalization scheme with relatively moderate levels of centralization. These units may be divided into the following:

- *Major academic units:* Office of Vice President for Academic Affairs, Office of Research and Development and its research centers, the seven Faculties (Faculty of Architecture, Art, and Design, Faculty of Business Administration and Economics, Faculty of Engineering, Faculty of Humanities, Faculty of Natural and Applied Sciences, Faculty of Nursing and Health Sciences, faculty of Political Science, Public Administration, and Diplomacy);
- *Major administrative units:* Office of Finance, Business Office, Office of Administration, Human Resources Office, Purchasing Office, Maintenance Office, Construction Office, General Services, Office of Public Relations, Alumni Affairs Office;
- *Academic support units:* the NDU Libraries, Division of Computing Services, Division of Continuing Education, Writing Center, Science Labs, Engineering Labs;
- *Co-academic units:* Office of the Registrar, Admissions Office, Student Affairs Office.

Because of their work-flow focus and their semi-autonomous nature, the organizational structure of NDU helps allow flexibility and innovation.

Using the best information available based on the rubrics of integration and application, the following remarks are pertinent:

1. There are no written uniform standard operational procedures at NDU at present. Different units create different procedures depending on their particular needs;
2. Reporting in the organizational chart within the academic units is clearly outlined. Nevertheless, the communication procedures between academic units and administrative units are not formalized;
3. There is a high emphasis on verbal agreement, a chain of communication that is culturally based;
4. Hiring criteria, appointment/reappointment, policies and procedures for faculty are fully or partially detailed in the University's Bylaws. However, procedures are being developed to set up a clear framework for the University's non-academic staff;
5. Most issues, academic or administrative, are addressed through common practices. The University is aware of the need to focus on developing a culture of evidence;
6. In the relationship between students and the University, there are some written procedures for specific tasks such as student application procedures, registration procedures, Student Affairs Office procedures, payment of tuition, commencement exercises;

7. The nature of the structure of NDU has implications on relationships, in the sense that personnel tend to think of fairness in terms of outcomes and how they are treated interpersonally;
8. To ensure that most university constituents have input in the process of various events, the University has many venues for suggestions, through faculty committees, ad-hoc committees, the Board of Deans, and the University Council. This approach hopes to allow more coordination and open communication among different university units.

As NDU begins conducting its operations based on a written-driven process, it is crucial that the path taken be as transparent, widely-communicated and comprehensive as possible without losing the current flexibility built into this system. Taking this direction, our current state of knowledge about organizational and operational independence at NDU is restricted.

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### **Eligibility Requirement 16**

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*Has a governing board that includes representation reflecting the public interest that oversees the institution, working to assure the fulfillment of its mission and advance the institution's level of quality; assures that fewer than one-half of the board members have any financial interest in the institution, including as employee, stock-holder, or corporate director.*

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NDU's BOT is composed of highly accomplished and experienced leaders of the community. Members of the BOT have directed their expertise towards the fulfillment of the University's mission. They have, in fact, channeled their energy, consideration, and action into doing what best serves the university both on the academic and financial levels. They are driven by their commitment to NDU and to ensuring its constant quest for excellence.

A new Constitution and the Bylaws for the BOT of NDU was approved on December 7, 2009. The new constitution and bylaws stipulate the following:

The BOT, shall be formed of a minimum of 15 members and a maximum of 25 members. The Maronite Order of the Holy Virgin Mary may be represented by a maximum of five members. The members of the Board are select community leaders of high moral, educational, and social caliber, coupled with expertise in academic, financial, and administrative fields. The members of the BOT shall serve for a five year term, renewable once and they are not entitled to any compensations or remunerations for their efforts (**See Appendix F**).

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### **Eligibility Requirement 17**

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*Has a chief executive officer whose full-time or major responsibility is to the institution and who possesses the requisite authority.*

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The Supreme Council<sup>4</sup> shall appoint the President of the University for a period of three years, renewable. The President should have all the qualifications stipulated in the Lebanese law governing higher education in Lebanon. The Supreme Council may consult the BOT for advisement on the possible appointment.

The President is the chief executive administrative and academic officer of the University. He shall have the authority and right to direct all operations and activities of the University in accordance with the University Constitution, Bylaws, and the laws governing higher education in Lebanon. The President shall submit to the Supreme Council and to the BOT regular reports about the academic, financial, and administrative status of the University (**See Appendix F**).

NDU has had four presidents since its inception as an independent university in 1987. The average term for each president has been six years.

In this capacity, the University President has the authority and the right to direct all university operations in line with its objectives and constitution.

The President has general responsibility for the direction and supervision of the University, its divisions, and branches. The President's duties include preparing an annual report on the university's academic, personnel, fiscal, public relations, administrative affairs, and physical conditions and operations. He directs and monitors the execution of plans that have gained BOT approval and is the only communication liaison between the University and the BOT.

The President is responsible for developing and maintaining good relations with national and international organizations. The President is also responsible for presenting to the public a favorable image of the University and its mission. He is responsible for all appointments in the University including terms of employment.

The President is responsible for assembling qualified faculty and administrative staff and for ensuring the University receives full cooperation from each faculty member and administrative staff member in achieving the objectives of the University.

Being an ex-officio member of the BOT and all its committees, the President supervises the performance and reviews, with the BOT, an evaluation of the qualifications and abilities of the vice presidents, deans, directors, department heads, and other principal administrators. This review is made not less than once each year and it should always precede the reappointment of the individuals evaluated.

The President also summarizes and coordinates the budget estimates submitted by faculties, departments, and branches and, in consultation with the Vice President for Academic Affairs, Vice President for Development, Director of Finance, and Director of Administration, prepares a budget adjusted to the income and the needs of the University.

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<sup>4</sup> The Council Of Elders is the Supreme Council; it shall be the highest executive body and enjoys the privileges of (1) Supervising the performance of the University and the BOT and (2) appointing the President of the University.

Last but not least, the President has the right to veto any recommendation or decision submitted by any of the University's units. He also has the right to form or dissolve ad hoc committees and appoint their chairpersons.

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### Eligibility Requirement 18

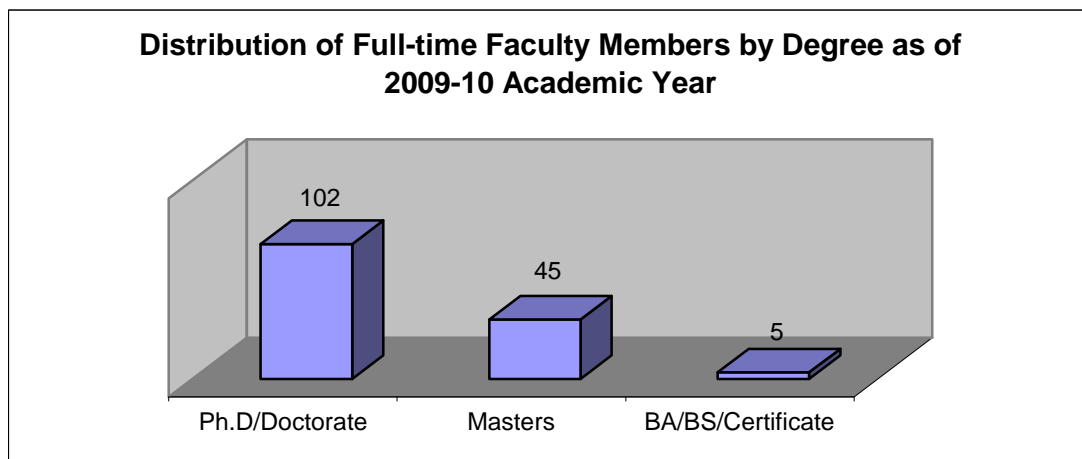
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*Has faculty sufficient in number, qualifications, and experience to support the academic program offered, including an adequate number of faculty whose time commitment to the institution is sufficient to assure the accomplishment of class and out-of-class responsibilities essential to the fulfillment of institutional mission and purposes.*

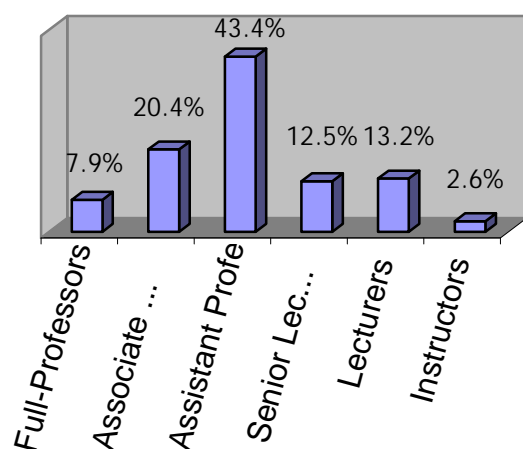
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NDU currently has 152 active full-time faculty members. The number of part-time faculty is 345 (2009-2010). The full-time equivalent is 323 faculty members. It is worth mentioning that according to NDU's bylaws, full-time faculty members are not expected to have additional employment outside the University without prior approval of the administration.

During the 2009-10 academic year 67.1% of full-time faculty members are Ph.D. or Doctorate holders, 29.6% are master holders and 3.3% have a BA/BS/Certificate. In addition, the majority of full-time faculty members are Assistant Professors (See figures below).



Distribution of Full-time Faculty Members by Rank 2009-10



NDU has 3 university standing committees: the University Curriculum Committee, the University Students Affairs Committee, and the University Personnel Committee, the last being essentially the Board of Deans with the appropriate Chairperson of a Department. Furthermore, each Faculty has 2 or 3 standing committees: the Faculty Curriculum Committee, Faculty Personnel Committee, and, when appropriate, the Faculty Graduate Committee. Departments form 3 standing committees: the Department Curriculum Committee, the Department Personnel Committee, and the Department Outcomes Assessment Committee. The University Council, the President, Faculties, and Departments have the prerogative to initiate ad-hoc committees when need arises. All these committees are composed of full-time faculty members. In October 2009, the President formed the University Academic Steering Committee (UASC). The UASC consists of full-time faculty members nominated by Faculties.

In addition to committee membership, full-time faculty members assume other out-of-class responsibilities among which are academic advising, club advising, and participation in orientation and open doors activities. They are also expected to provide one office hour for every three-credit course.

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### Eligibility Requirement 19

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*Has sufficient staff, with appropriate preparation and experience, to provide the administrative services necessary to support its mission and purposes.*

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The total staff population at NDU during the 2009-10 academic year is 207. The majority of staff members and co-academics are holders of BA/BS degrees while others hold MA/MS degrees in a variety of academic disciplines (See **Appendix G**).

Staff members occupy positions of secretaries of departments, administrative assistants to deans, directors, vice-presidents, and the President. NDU prepares staff training sessions and personnel training sessions for newly-appointed members and constantly updates its staff on the latest technology, principles, and development through staff training and various professional development opportunities. For example, during the 2007-08 academic year, NDU provided a series of training and professional development opportunities. The Division of Computing Services and University e-Learning Center has extensively trained non-academic staff members on ICT-use in performing administrative duties and assuring quality service in the various administrative offices and units across the University. In addition, a system of appraisal was put in place for assuring the quality of service provided by staff members to students, faculty, administrators, and the community at large. NDU also teamed with a professional development consultant, International Management Training Institute (IMTI), to provide additional appraisal and training for its staff members.

Co-academics essentially work in academic support units such as the Division of Computing Services, in the NDU Libraries, in studios and in the labs. They are all MS or MA holders in disciplines appropriate to the service they provide. They are also required to teach one 3-credit course per semester at the sophomore level as part of their duties (**See Appendix G**).

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### **Eligibility Requirement 20**

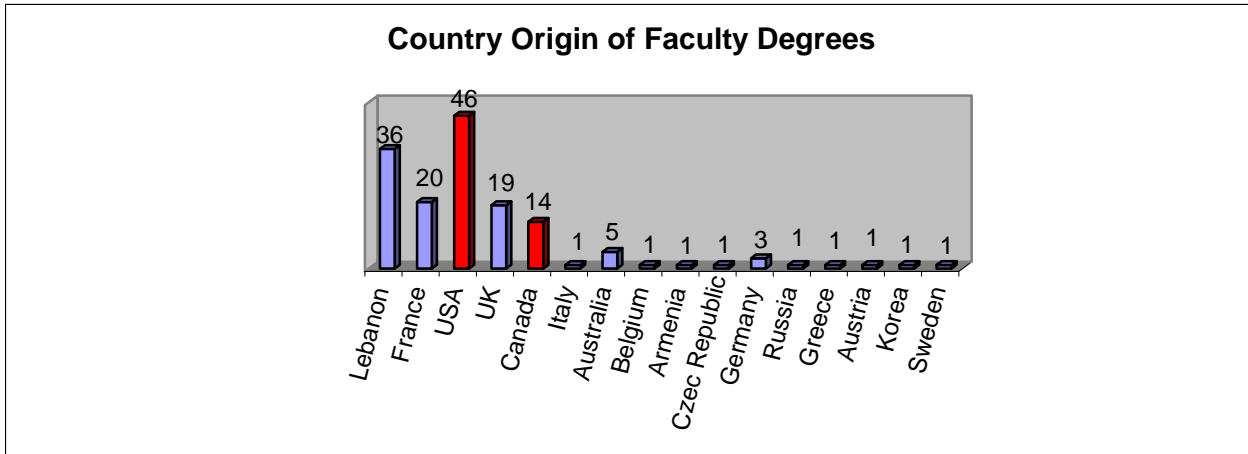
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*Has a governing board, administration, faculty, and professional staff including a significant proportion of Americans and others with experience in American higher education who are collectively prepared to insure the institution offers an American-style education and meets the Standards for Accreditation.*

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Being an institution that adopts the American system of higher education, NDU ensures that all its staff are acquainted or become acquainted with the American experience in higher education.

NDU employs 190 staff members from diverse backgrounds and with a variety of educational degrees and expertise, each in accordance with his or her position. While some obtained their degrees from institutions of higher education or vocational institutes in Lebanon, others were educated overseas. In fact, 46 members of NDU's staff acquired their degrees from the U.S and most of them pursued their degrees in institutions that adopt the American system of education. As the table below demonstrates, the majority of full-time faculty members have experience in American institutions of higher education as graduates from the US (30.3%) and Canada (9.2%). Some faculty members earned their postgraduate degrees at British (12.5%) and Australian (3.3%) universities (See figure below).



The distribution of full-time faculty members by country of degree awarded varies from Faculty to Faculty (See **Appendix H**).

The majority of these faculty members have experience in American institutions of higher education as measured by their participation in conferences, Fulbright Awards, publishing in North American refereed journals, and teaching in institutions of higher education that follow the American-credit system of education. In addition, 75 full-time faculty members at the University have participated in various forms of accreditation since October 2006, when NDU commenced its accreditation process.

See **Appendix I** for more details pertaining to NDU’s faculty and administration members’ experience in North America.

NDU has 61 faculty members and/or co-academics who occupy administrative positions. The positions include that of the president, counselors to the president, vice-presidents, deans, chairpersons, directors of research centers, directors of offices, directors of academic support service units, and heads of academic units such as the studios. Twenty five of these administrators hold degrees from the US or Canada, and/or have American higher education experience.

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### Eligibility Requirement 21

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*Devotes all, or substantially all, of its gross income to the support of its educational purposes and programs.*

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NDU devotes all its income (93% generated from tuition, 6% from non-academic revenues, and 1% from donations) to support educational purposes. The allocation of fund and spending are detailed below:



| <b>Description</b>                                | <b>% Of Total Actual Expenses 07/08</b> | <b>% Of Total Actual Expenses 06/07</b> |
|---|---|---|
| Faculty Cost                                      | 36.93%                                  | 35.39%                                  |
| Student Aid                                       | 17.20%                                  | 16.84%                                  |
| Acquisition                                       | 12.63%                                  | 17.53%                                  |
| Administration & Staff Cost                       | 10.89%                                  | 10.90%                                  |
| Operating Expenses                                | 9.58%                                   | 7.65%                                   |
| Maintenance Expenses                              | 2.55%                                   | 3.21%                                   |
| Supplies, Software and Printing                   | 3.22%                                   | 2.85%                                   |
| Maintenance Boundaries + Environmental Activities | 1.63%                                   | 1.47%                                   |
| President's Office                                | 1.39%                                   | 1.37%                                   |
| Provision for contingencies                       | 1.83%                                   | 1.39%                                   |
| SAO Office  | 1.94%                                   | 1.12%                                   |
|   | 0.34%                                   | 0.29%                                   |
| <b>Total Expenses</b>                             | <b>100%</b>                             | <b>100%</b>                             |

The distribution of funds (68% for academic and 32% administration) is in the following categories:

| <b>Academic</b>                                 | <b>Administrative</b>                              |
|---|--|
| Full Time Faculty Salary                        | Administrative & Staff Salary                      |
| Compensation for Academic Administration        | Overtime   |
| Indemnities (Year-End Service)                  | Contract Personnel                                 |
| Medical Insurance                               | Fringe Benefits                                    |
| Life & Disability                               | Social Security                                    |
| Schooling (NDU & Schools)                       | Transport Allowances                               |
| Bonus   | Bonus  |
| Part Time Faculty                               | Public Relations                                   |
| Advertising                                     | Training & Development of Personnel                |
| Faculty R & D                                   | Invitations  |
| International Relations                         | Legal Consulting Fees, External Audit, Educational |
| Ceremonies: Commencement, Sport ...             | Special Funds                                      |
| Travel & Accommodation                          | Choir NDU  |
| Athletics Teams' supplies                       | Placement Office                                   |
| Activities: Sport, Educational & Cultural trips | Alumni Office                                      |
| Student Aid                                     | Other  |
| Year Book CD & Print                            | Equipment  |
| Catalogues & Cards                              | Furniture  |
| Computer Supplies                               | Sanitary   |
| Rentals   | Painting   |
| Academic Supplies                               | Vehicles   |
|   | Grounds & Buildings                                |
|   | Contingency  |
|   | Office Supplies                                    |
|   | Stationary   |
|   | Photocopying                                       |
|   | Utilities & Generators                             |
|   | Gasoline, Lubricant & Other                        |
|   | Insurance: General, Fire, Burglary                 |

|  |   |
|--|---|
|  | Taxes: Municipal ...<br>Financial Fees<br>Entertainment<br>Cleaning<br>Miscellaneous Contingency Expenses |
|--|---|

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**Eligibility Requirement 22**

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*Documents a funding base, financial resources, and plans for financial development adequate to carry out its stated purposes.*

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NDU establishes a yearly budget for carrying out its plans for financial development. At the present time, NDU is reassessing its fundraising activities in view of strengthening and developing more extensively its relationships with the community at large, in Lebanon and overseas. For example, NDU operates a regional office in Washington D.C. which is ripe for reaching out to the Lebanese expatriate community in North America. In addition, the University established a corporation in the name of the American Friends of NDU (AFNDU) with a 501 C 3 status, a non-profit organization in the USA (See **Appendix J** for AFNDU’s classification ruling by the US Internal Revenue Service). In view of putting a detailed plan into action, a rich base of potential resources will be accessed to support NDU’s continued growth and commitment to pursuing high standards of education and research. A sample business plan is attached together with a five-year financial projection (**See Appendix K**).

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**Eligibility Requirement 23**

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*Has financial records that relate clearly to the institution’s educational activities and has these records externally audited on a regular schedule; if auditing procedures differ from those generally used in the United States, provides financial records reconciled to accounting practices common to American higher education.*

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NDU maintains accounting records and books in accordance with Lebanese Accounting System. These books are audited regularly throughout the year and are closed at end of every academic year (August 31) of each year. Auditing is conducted by a Sworn Expert CPA and in accordance with International Standards on Auditing (ISA).

Although NDU does not follow accounting practices common to American higher education, its accounting books are detailed in a manner that we could extract any accounting information with details at any time (**See Appendix L**).

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### Eligibility Requirement 24

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*Has graduated at least one class in its principal educational programs before the Commission's evaluation for accredited status. If the institution has graduated its first class not more than one year before the Commission's evaluation, the effective date of accreditation will be the date of graduation of that first class. '*

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NDU graduated its first class of 99 graduates in 1990, i.e., three years after the establishment of the University in 1987. Up until 2009, 10,252 students have graduated from NDU.