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For the 325<sup>th</sup> Anniversary of the Monastery Notre Dame Louaize the General Curia of the Maronite Mariamite Order and its great daughter institution our University wish to celebrate the 20<sup>th</sup> year of the University's foundation. Both wish to express their thanks to the founders of this institution of Higher Learning and their appreciation of their spreading of the Word of God. The harvests of good and of blessing that have flowed from the graciousness of Our Lady, first and foremost the soil and seed, nobly express the spirit of Salhab El-Haklani and Abdallah Qara'aly, one of an inspired heart and a planning mind. We further ask how Lebanon was and how it might not have been. It is still much of it ever more illuminated by the black-robed scholars. May God be ever merciful and generous.

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## The President's Message

### Never Miss The Target!

*The German polymath Johann Wolfgang von Goethe once said: "Things which matter most must never be at the mercy of things which matter least."*

Speaking of *most* and *least* is delineating a scale.

Moreover, the differentiation of things in terms of their mattering and in reference to such a scale is very insinuating. One can easily realize that the relevance of things is *relative*. Indeed, things may vary in their importance. But the hard task remains, that of identifying what is important and what makes it important.

What are the important matters? It is very complex to give an answer to such a question. It is quite impossible to list the important matters *in general*. In this regard, Stephen R. Covey gave a clear definition of *importance*. In his *7th Habits of Highly Effective People*, he stated: "*Importance* has to do with results. If something is important, it contributes to your mission, your values, your high priority goals."

According to Covey, things are then important not because of themselves but because of what makes them so.

Consequently, the fundamental approach is to first state the mission, identify the values, and list the high priority goals of the institution. Afterwards, in relation to mission, values, and goals, things may gain their degree of importance. Furthermore, this approach will entail the task of prioritization: Put first things first. At this point, the question becomes: What are *the first things*? Certainly, the first things cannot but be those mattering most to the institution. They should be what carry out the mission, implement the values, and achieve the goals.

These inspiring words of Goethe shall always be at the foundation of our Strategic Plan that we, at NDU, have been engaged in developing since October 2006. Our mission, values, and goals, shall be the corner stone of this planning. Moreover, the celebration of NDU's 20th anniversary is for us a great opportunity to fortify our commitment to our institution. It is the time when our *belonging* to NDU shall be the *most important* matter, the *first thing* on the list of priorities.

We are continuously challenged by this belongingness. Our endeavor may not have a smooth path without obstacles. Problems may arise to disrupt our attention and distort our orientation. However, our effectiveness depends on focusing on what is the most important, seizing the opportunities given to us, rather than being distracted by problems encountered. According to Peter Drucker, as paraphrased by Covey, "Effective people are not problem-minded; they're opportunity-minded. They feed opportunities and starve problems."

We, at NDU, want to seize opportunities and make what matters most be always the first on our priority list of actions.

President  
Fr. Walid Moussa

## Mission and Diversity, Concerns in Higher Education

○ | By Ameen A. Rihani



*With a quickly changing world, concerns related to mission and diversity in higher education are becoming of a greater significance. At the opening session of the Association of Catholic Colleges and Universities Conference in Washington, D.C., February 3-5, 2007, where NDU was represented by its President Rev. Fr. Walid Moussa and Dr. Ameen Rihani, some opening remarks/questions, from the President of ACCU, Fr. William Leahy, President of Boston College, are to be remembered:*

*How to become, joyfully, distinguishably, and intellectually, better Catholics? Engaging otherness, engaging locally the world's pluralism, and engaging the disciplines with knowledge of the Catholic intellectual tradition, might be prerequisites for becoming a better Catholic at the spiritual and professional levels of performance.*

Pope Benedict XVI asked lately: *"Why should faith and reason be afraid of each other, if they can express themselves better by meeting and engaging one another?"*

### Catholic Higher Education in a Global Context

Archbishop Michael Miller presented the following facts and figures: 270 Catholic institutions of h.e. out of 2000 around the world are ecclesiastical. More than half are faculties of theology; others are schools of philosophy and canon law. Other types are affiliated schools, aggregated and incorporated. About 800 institutions offer pontifical degrees.

The mega trends that are shaping Catholic higher education (h. e.), according to Miller, are as follows:

- | Catholic h. e. is increasingly affected by globalization, and globalization is redefining how individuals and institutions are controlling their behavior and discipline.
- | Globalization is turning cultural differences into common trends

that are mostly affected by materialism, hyper individualism, and consumed knowledge.

- | The Holy See encourages critical assessment on globalization.
- | The decreasing attention paid to students is another result of globalization. Learning skills are replacing human values and general education, which build up the whole human being.

Cooperation among Catholic universities could take place at the level of inter-departmental and inter-disciplinary academic activities.

### Catholic Higher Education in an American Context

It is a tendency to treat the mind, to instrumentalise the mind, the knowledge, the intellect as expressed by Kathleen Kaveny, University of Notre Dame. The human person is the producer and the consumer of his own mind. It can be used with equal facility for good or evil. Ethics comes in, as extrinsic, to control neutral knowledge. We need to communicate that the human mind is not an

instrumental object, since it carries an intrinsic value. Morality is not something instrumental even if it can control the misuse and abuse of neutral knowledge. It is not knowledge itself that is necessarily Catholic, but the rounding of all knowledge. This rounding is really Catholic.

Catholic could mean, sociologically, the voluntary, according to William Porter from the University of Dayton; it could mean, theologically, the witness. Students in their vast majority identify themselves as having a weak bond with the Church. They are indifferent. There is a small group of Catholic students who respond to the dynamics of social pluralism and deal with it through their significant spiritual energy. They are looking for a Catholic form of light. Navigating between Catholic identity and pluralistic culture is the real challenge of contemporary Catholic higher education.

Identity and dialogue are the two poles of modern human values according to Amelia Velmen of Fordham University. Connecting personal identity with social contribution is a clear on-going challenge. The basic problem is the lack of security and self-confidence.

Let us discover the Catholic connections with what other neighbors or partners are doing. Emptying one self, out of love, makes us ready to accept otherness, to build a trust with all humility.

### Making the Catholic Mission Explicit in the Curriculum

Andrea Lee, President, College of St. Catherine, emphasized that the Mission is every one's job: the Catholic tradition is of intellectual inquiry and ethical leadership; it is the integration in the Core Curriculum; these principles may be highlighted through presentations at orientation sessions and faculty workshops. Curriculum Assessment is based on teaching social justice. Student engagement is characterized by student recognition, and students' awareness of their needs. The outcome is deepening appreciation, evolving distinctiveness, enhancing faculty development, and attracting national activities.

A Catholic university is an on-going dialogue between the Christian community and the culture in which it finds itself, as expressed by Anthony Cerna, President of Sacred Heart University, and Amata Miller from the College of St. Catherine. Values and principles that shape the Catholic intellectual tradition are based on rich historical texts of our heritage. Literature, prayers, poetry, and songs, old and new, could be part of this heritage.

### Catholic Higher Education Research Cooperative

Ellen Boylan of Marywood University, Mark Gunty of University of Notre Dame, Gerry McLaughlin of DePaul University, and Margaret Ryan of Boston College determined the objectives:

- o | Providing an introduction to the role of the Catholic mission in shaping higher education
- o | Presenting information on the issue
- o | Discussing values of cooperation
- o | Exploring how information can support decision making
- o | Developing mutual awareness
- o | Discussing interdisciplinary possibilities.

The closing remarks at the final plenary session focused on ways and means to have an effective Catholic mission in higher education. These could be summed up in three remarks to render the Catholic mission more effective:

1. **On the students' level:** getting students engaged in this mission is a major objective. This could take place by giving the students the opportunity to participate, in their own way, in the Catholic life on campus and in the community.
2. **On the intellectual level:** allowing

faculty members and staff to share their own experiences and express it in writing. Calling of seminars to discuss the meaning and effectiveness of a university with a Catholic mission. Introducing this mission in every course offered and every intellectual activity offered on campus.

- 3. On the social level:** creating the awareness within the university community on the meaning of social justice, social and individual ethics, and the love with which we deal with each other. This Catholic mission could be integrated in all courses offered and activities achieved on campus.

Effectiveness could be translated into several activities among students, faculty, and staff. The activities include seminars on the meaning and implementation of the Catholic mission, questionnaires related to student life in relation to morality, ethics, and Catholic values, creative writings with spiritual themes, individual evaluation of the liturgy, and the Catholic mission in a social and human context (justice, freedom, equity, human rights, etc..)

### Diversity and Inclusion in the Academic Programs

Diversity without inclusion remains theoretical. Freeman A. Hrabowski, President of The University of Maryland, Baltimore County, considers that it is important to appreciate challenges and opportunities that

students are faced with (ACE Conference, Washington, D.C., February 11 - 13, 2007). Preparing leaders of the future requires encouragement of being talented and smart. Students from low-income families are usually poorly performing students. Students come to campus with ideas already set. It is our responsibility to open their minds and teach them how to examine their set ideas and beliefs. The campus culture should become an open-minded, flexible, diversified and tolerant way of thinking. On a personal note, it is worthwhile observing that a student in higher education is a student of higher values, higher attitude, and higher intellectual and emotional discipline. It is the responsibility of university professors and administrators to cultivate a sense of intellectual behavior among students of higher education in order to make out of them the leaders of tomorrow.

### The Changing Face of America

Ron Suskind, Pulitzer Prize-winning journalist and author of *A Hope in the Unseen: An American Odyssey from the Inner City to the Ivy League*, was instrumental in highlighting that the light of learning is different than mere names, titles and subjects. The light of learning is the exposure to knowledge. This requests a series of continuous choices. To learn is to be ready to give up. Giving up set ideas and beliefs is a serious first step of learning. "All what I do is to write; write about things that are broken. All what I do is to write about broken processes."

What does education do to our souls? Education could lead you to raise your voice even at the White House. The real challenge of today is the fact that we are exposed at once to everything. We cannot be phony anymore. We cannot say one thing and do another. We are to be true to ourselves. Only then can we possess faith and genuineness. Only then can we capture the spirit.

To write is to think and, on a personal note, to think is to evaluate, to analyze, to rationalize, to imagine and come up with new ideas, some of which could be an addition to the historic repertoire of the human flow of sound ideas.

If mission and diversity are of a major concern nowadays in higher education, it is extremely dynamic to reconsider the role of universities, not only in America and other developed countries, but also in underdeveloped countries around the world, to examine their role in changing the face of the twenty-first century in order to be able to face the new challenges of the modern time.

## GRADUATE DIVISION

Faculty of Business Administration & Economics

### Launching the FBAE Graduate Student Council!!!

**NDU FBAE**

Faculty of Business Administration  
and Economics

The Graduate Student Council (GSC) is formed of current MBA and MIB students. The purpose of this council is to increase feedback and the sense of belongingness and connection among our graduate students, faculty members, and NDU.

The inaugural meeting and reception was held on January 11, 2007 at 7:30 p.m. in the Friends Hall. VPAA Dr. G. Mills, Graduate Director Dr. R. Mehanna, Dr. C. Akhras (on behalf of the Graduate Orientation ad-hoc committee), Graduate Faculty members, and members of the GSC all spoke and shared their constructive views during this event.

A cocktail reception followed. The GSC will be meeting monthly with the Director of Graduate Programs.

► *From left to right: Mr. Raja Shaffu, Mr. Antoine Khalil, Mrs. Norma Frayha, some members of the Graduate Students Council, and Miss Gilberte Khairallah.*



Elie el Semaan



▲ *From left to right: some members of the Graduate Students Council, Dr. Caroline Akhras, Mrs. Viviane Nakhle, and Dr. Elham Hasham*

▼ *From left to right: Dr. Atef Harb, Dr. Louis Hobeika, Dr. Geoffrey Mills, Dr. Rock-Antoine Mehanna, Dr. Hassan Hamadi.*



The first orientation session was held in the Auditorium on Wednesday, February 21st, 2007, at 5.30 p.m. The program was as follows:

1. National Anthem
2. Welcome from the Director of Graduate Programs, Dr. Rock-Antoine Mehanna (7 mins.)
3. Talk on Student Affairs by Rev. Fr. Bechara Khoury, Director SAO (7 mins.)
4. Talk on Library Services by Mrs. Leslie Hage, Director of Libraries (7 mins.)
5. Talk on Graduate Orientation Committee by Dr. Elham Hasham, GOC Secratery (7 mins.)
6. PowerPoint Presentation
7. Q & A
8. NDU Alma Mater
9. Cocktail

## Mission of the Graduate Division in the FBAE at NDU

The GDFBAE is committed to preparing its graduate students to become regional business leaders, ethical entrepreneurs, creative scholars and active global citizens.

▼ *Instructors and graduate students*



▲ *The podium at the First Orientation Session: Dr. Elham Hasham, Fr. Bechara Khoury, Dr. Rock-Antoine Mehanna and Mrs. Leslile Hage.*

▼ *And now for some refreshment!*



▼ *General view of the meeting.*



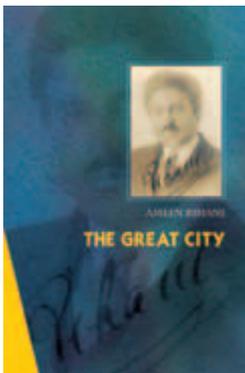
## Rihani's Bust Unveiled

*To celebrate the 130th anniversary of the birth of the Lebanese-American literary figure Ameen Rihani, the bust of Rihani was unveiled at NDU Main Campus on March 1st 2007, at 12: 15 p.m.*

The program in the Auditorium started with the Lebanese National Anthem followed by a video and PowerPoint clip entitled *Ameen Rihani: Voice and Image*. Mr. Suheil Mattar, Director of Public Relations at NDU, gave a PowerPoint presentation about Rihani's life and Rev. Fr. Walid Moussa, President of NDU, explained the objectives of the National Pantheon project at NDU, emphasizing the role of Rihani as a national and international thinker and role model for developed and developing nations in the 21 century. Mr. Talal Salman, owner and editor-in-chief of *As-Safir* newspaper in Beirut, paid tribute to Rihani as a Lebanese Arab contemporary thinker. H. E. Ambassador Fouad Turk highlighted the significance of Rihani's modernism and contemporary concerns and trends of thought based on liberalism, globalism and human advancement. Dr. Ameen Albert Rihani focused on *The Great City*, stressing that Rihani determined its framework early in the 20<sup>th</sup> century and that NDU is now passing on its inspiration in the early days of the 21<sup>st</sup> century.

The ceremony ended with the unveiling of the Rihani bust at the main entrance leading to the Administration Building and University Library.

There was an audience of over 300 people, consisting of students, professors, men of letters, and media reporters. A pamphlet was distributed during the ceremony entitled *The Great City*, including selections from what Rihani wrote on the subject, in Arabic and English, taken from *Ar-Rihaniyat* and *The Book of Khalid*.



## NDU participates in ACTSAU

### The Thirteenth Forum for Exchanging Training Offers between Arab Universities

*Notre Dame University participated this year in the International Conference that was organized by the ACTSAU (Arab Council for Training Students of Arab Universities) and held in Amman in Jordan between 6th and 8th March, 2007, and hosted by the Hashemite University of Jordan.*

The Director of Public Relations, **Mr. Suheil Matar**, and the Public Relations Coordinator, **Ms. Jocelyne Issa**, represented Notre Dame University at *The Thirteenth Forum for Exchanging Training Offers between Arab universities*. The ACTSAU has around 130 university members from different Arab countries such as Egypt, Jordan, Palestine, Yemen, Libya, etc.

**The main objectives of the Council are as follows:**

- | Encouraging Arab universities to provide funded training offers in all specializations for each other's students. For this purpose, an Annual Exchange Conference is organized by ACTSAU in cooperation with one of the Arab universities. During the

conference, training offers are exchanged between the university representatives. Consequently students can have the opportunity to be trained outside their own countries. Up to now ten exchange conferences have been held and 3000 students have participated in this exchange program.

- | Encouraging the scientific, cultural and art activities of students by organizing an Annual Student Innovation Activity Conference. During the conference students present work projects of their own about a certain topic. These projects are presented in front of an examining committee, and financial prizes are presented to the winning students. Up to now six innovation conferences have been organized. Such activities encourage dialogue and strengthen relationships between Arab university students.

Notre Dame University offered between four and six training opportunities to different Arab universities during the

Conference after contacting several Lebanese companies, including **Alfred and Jack Matta, Indevco and Audi Bank**, and receiving their approval for hosting Arab students for summer training.

In return, NDU accepted some eight funded offers from Arab universities to host NDU students in different majors so they may complete their summer training outside. Moreover, each student will be introduced to the host country's tourist sites and to its culture.

The NDU students as well as other Arab students will become accustomed to the work environment throughout this exchange program instead of simply studying in terms of theory and examinations. Through these means a large number of students will be able to gain experience in various fields and reach a higher level of responsibility and so be well prepared for future employment after graduation.



Workshop  
16 June, 2006

## TEACHING CREATIVITY / TEACHING CREATIVELY

○ | By Melissa Plourde and Linda Selwood Choueiri

*In spring 2006 the Dean of Faculty of Architecture, Art and Design, FAAD, Dr. Assaad Eid, invited Ms. Melissa Plourde, currently Assistant Professor at LAU, and Ms. Linda Selwood Choueiri, currently Chairperson of the Design Department, to organize a one-day workshop about TEACHING METHODOLOGIES for all full-time and part-time instructors at FAAD. The intention was to provide instructors within the discipline of Architecture, Art and Design with up-to-date information on current teaching methodologies, and to evaluate how they were teaching and how their students were learning; in short to envision the future direction of their teaching goals.*

Melissa Plourde, Graphic Designer, MFA graduate from USA, has taught graphic design in Lebanon for some years. She is a wizard in visual communication and has a special interest in teaching methodologies. Linda Choueiri has done substantial research into teaching methodologies and creativity both as an ongoing researcher and as graduate student preparing her Master Degree thesis from The Parson School of Design/Bank St. College of Education, New York.

Teaching has fascinated Ms. Choueiri since the years she was the course leader of the Foundation Studies, and discovered that having the intention to improve the course content and teaching methods was enough to bring about substantial progress towards a higher level of learning. After much brain-storming it was decided to first create a questionnaire for the FAAD instructors in order to get their feed-back on the topics such as the instructors' role in the classroom, their vision for FAAD, teaching methods that work in class, problem areas and challenges, what makes an inspiring instructor, a student survey to influence teachers' efforts in a constructive manner, and ensuring instructor recognition. This information was then integrated into the lectures as topics and quotes.

The workshop began with opening remarks by NDU President Rev. Fr. Walid Moussa, followed by an introduction by the Dean Dr. A. Eid.

The workshop was divided into two parts; AM session, a PowerPoint presentation TEACHING CREATIVITY, followed by a PM session PowerPoint presentation TEACHING CREATIVELY, both sessions concluding with a creative brainstorming with all the participants.

► *The podium:  
Dr. Assaad Eid, Fr. Walid Moussa,  
Ms. Linda Choueri and  
Ms. Melissa Plourde.*



## TEACHING CREATIVITY

The AM sessions began by defining important concepts; *DESIGN* has many varied definitions. In *Encyclopedia of 20<sup>th</sup> Century Design* the definition is:

"...the art and service involved in the planning and making of a product, tool, artifact, building, or service... Design is a conscious activity, guided by aims and objectives. It refers to planned and organized actions intended to bring about some predetermined outcome, although there may also be accidental or unexpected results. Design activity usually displays expertise, knowledge, creativity and thoroughness. It has a close relationship with technology, human needs and aesthetics."  
 (Julier, 1993)

Designers have great responsibility toward society; they have even been called a "dangerous breed" since they may design products that pollute, waste, destroy the environment and keep the poor poor and the rich rich.

**CREATIVITY** is the thinking ability to create and is characterized by being the creation of something original or new, formed by an imaginative and innovative process. The thinking process is complex because it is not linear; on the contrary, designers talk about developing the ability to entertain several 'tracks' of thought simultaneously. This refers to the many opposite considerations involved in the creative design process, such as thinking at once in the functional track, the inventive track, the material track, the mechanical track, the philosophical track, the environmental track, and the economic track.

**FLOW** is a term coined by Mihaly Csikszentmihalyi to describe an optimal state of inner experience.

"... Flow activities have as their primary function the provision of enjoyable experiences. Play, art, pageantry, ritual, and sports are some examples. Because of the way they are constructed, they help participants and spectators achieve an ordered state of mind that is highly enjoyable." (1990)

This process brings order into the mental consciousness because a person must have full attention to the task at hand and momentarily forget everything else. These periods of struggling to overcome challenges are what people find to be the most enjoyable times of their lives. When asked to rank 16 different activities as being more or less similar to flow, the groups of highly skilled rock climbers, composers of music, chess players, and so on...listed the item 'designing or discovering something new' as being the most similar to their flow activity.



► Fr. Moussa makes a point and Dr. Eid considers.

This concept of FLOW is important for teaching of design, because that is exactly the state the students need in order to have periods of creativity, AHA moments. The only requirement is a good atmosphere that allows for mistakes and promotes artistic freedom.

**PROBLEM** is defined as a matter difficult to arrange or for which it is difficult to decide the best course of action. In relation to creativity a problem is defined as a situation where a change must be made to the current process to bring it back to an acceptable level. The difficult nature of problem-solving in fact encourages creative thinking.

**CREATIVE THINKING** is a specific thought process which improves the ability to be creative; being in an optimal state of mind for generating original, diverse and elaborate ideas. It is a series of mental actions, which produce changes and developments of thought. It is the process of exploring multiple avenues of actions or thoughts; sometimes called divergent thinking because thought patterns and areas of belief are expanded.

The creative person is less predictable, but more flexible;

he or she is also more skeptical and may be less respectful of authority, since the nature of creativity is to question what is.

## Creative Environment

Two remarks about the state of our 'creative environment' from the FAAD instructors:

“What is missing in our faculty is a ‘meaningful’ space.”

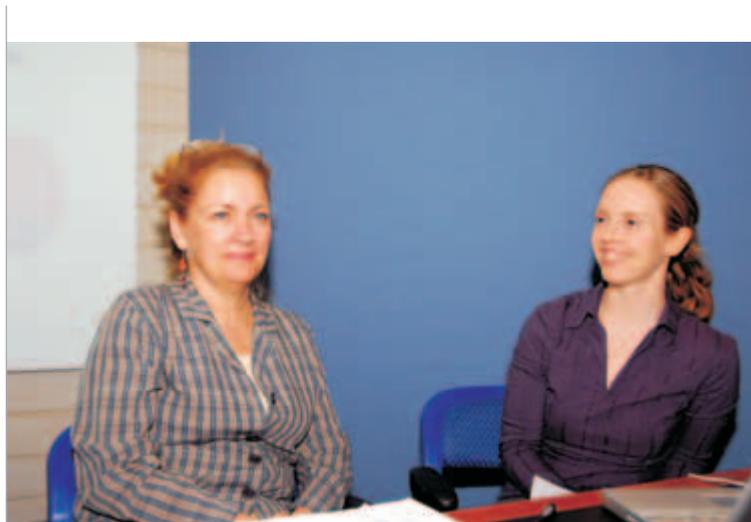
”FAAD studios need to look like studios and not like hospitals.”

Beyond the physical resources we should also consider the emotional. One instructor suggests that we need to create a vibrant new “hub” of intellectual and imaginative activities. Creativity needs to be stimulated; creative space is needed in order to have creative students and faculty.

Our goal as instructors of design and creativity whether in architecture, graphic design or interior design is to assist the students to question and challenge what is and not necessarily to follow the usual way of doing things, to discover relationships that are not obvious, to envision what might be, “what if?”, to try alternatives and new approaches, and to explore and to ask critical questions.

Part of the creative space is also the emotional attitudes; a creative space is one where people can be themselves, where ideas are listened to and not judged. Brainstorming is an integrated part of the creative process, where respect, mature freedom and experimentations are encouraged.

The morning sessions also included various methods to stimulate creativity, such



◀ Ms. Linda Choueri and Ms. Melissa Plourde.

as humor to help a certain liberation, and adding constraints in order to squeeze the thinking into being more creative, and to throw caution to the wind.

A **BRAINSTORMING** session with the instructors followed, applying the methods of Edward de Bono among others, to uncover ways we can teach creativity.

## TEACHING CREATIVELY

Steven Heller states in his book *Teaching Graphic Design*;

"Teaching ...is dedicated work, and I've learned that being a good teacher is not as easy as simply passing on one's knowledge base to others. Some great designers with formidable experience are pathetic teachers. Good design educators must have the ability to relate to students, engender trust, show compassion, and instill ideas, techniques, and abilities. ...A teacher must be generous to a fault, but not entirely selfless. A teacher must have the courage and confidence of his convictions, yet know when to bend if necessary. A teacher must create a program that will encourage his students to learn how to learn, and then know when to leave the rest up to them. Incidentally a teacher must be a **mentor**, which is easy to say but difficult to be... An individual educator's energy and charisma is essential to the fulfillment of this process, but the syllabus is her blueprint, roadmap, and manifesto rolled into one."

Steven Heller has written many books about Graphic Design and is well researched.

Learning styles and teaching styles are changing; instructors used to lecture, but

those days are over. Teaching today is about encouraging team-work, peer tutoring, peer critique, workshops, students becoming their own learners and instructors becoming a guide, a mentor. The reason is technology; the digital world has added enormous information to our lives. As a result, knowledge is no longer limited to factual information but rather must develop into knowledge in higher-level thinking skills and abilities in complex analyses. To achieve this; teaching and learning is changing to becoming learner-based, which means that the students become their own instructors, while the instructors' presence is the catalyst; with a role now to guide, coach and to facilitate.

At the end of the day all parties agreed that more workshops are needed, and that

- | **TEACHING CREATIVITY** depends on the ability of **TEACHING CREATIVELY!**



► *General view of the participants.*

3.6 – 6 credits

Prerequisite: arp 444

## Iceberg Architecture: Design Competition

A jury sat for ARP 555 Architecture Design V – Project Two Student Competition: Industrial Plant – ICEBERG RS (Refrigeration System), on Friday, January 12, 2007 at 9:00 a.m. in the Architecture Studio HA 320.



The architecture design class ARP 555 Architecture Design V, instructed by Habib Melki and Aram Yeretian, was approached by Mr. Issam & Mr. George Farjallah, owners of FTC – Farjallah Trading Company sal., who wished to sponsor a student competition during the Fall 2006 semester. Mr. Salim Akl, PT instructor at NDU, acted as liaison between the Architecture Department instructors and FTC. The subject of the competition was the development of an industrial plant named ICEBERG RS (Refrigeration System) in a dry and desert area. FTC-Farjallah Trading Company sal. has been experiencing a noticeable company growth on a regional scale. The owners believe that there is now an opportunity to capitalize on the upward trend of the market and have purchased a parcel (lots #178 and 179) located in a rural industrial area for development.



The program laid down functional requirements aimed at providing comfortable spaces by considering functional relationships, access, special proportions, natural lighting, ventilation, control of solar exposure, etc. The project design had to display concepts of climate-responsive design.

Each student had to research and analyze different design parameters in order to gradually define and develop his/her architectural solution.





## OBJECTIVES

- | In general, the design process that an architect adopts is based on his/her understanding of the project's requirements in terms of site, program, budget, etc. The student's particular process had also to cover a vision of a formal architectural dimension.
- | In addition to the above, each student had to try to integrate parameters relating to climate-responsive design in this project. Participants were specially encouraged to consider in their designs passive means of energy conservation, which included concerns such as well-studied massing and proper geographical building orientation, appropriate placing of suitably-sized windows, the use of water-conserving landscaping to block the summer sun, etc. The intention behind this competition was to promote and enhance awareness pertaining to designing buildings that relate to the climate. Students were expected to propose creative design solutions that addressed the issues of passive heating, cooling, daylighting, etc.
- | Energy Use and Conservation: FTC -Farjallah Trading Company sal. desired that the building be as energy-efficient as possible in all seasons. The design had to take into consideration the following passive solar criteria:

- | Glass Orientation
- | Building Form
- | Shading Natural Lighting
- | Insulation

- | Ease of construction was to be considered



materials and techniques as economically and appropriately as possible.

- | Durability of proposed building materials and ease of maintenance were major considerations.
- | There was to be adherence to building regulations in terms of heights, setbacks, areas, etc.
- | Attention was to be given to high-quality, self-explanatory, professional presentation drawing.

## GRADING CRITERIA

- | Project Process
- | Development of all Programmed Spaces
- | Conformity to given surfaces
- | Compliance with required spatial relationships
- | Energy Conservation Sensitivity

## Jury members

- | Mr. Issam & Mr. George Farjallah - FTC -Farjallah Trading Company sal.
- | Mr. Salim Akl, PT instructor at NDU and liaison between Farjallah Trading Company sal & NDU
- | Mr. Sany Jamal - Order of Engineers & Architects representative & PT instructor at NDU
- | NDU Representatives
  - Dr. Assad Eid - FAAD Dean
  - Mr. Jean-Pierre Asmar - Chairman, Department of Architecture
  - Mr. Aram Yeretian - ARP 555 Instructor
  - Mr. Habib Melki, ARP 555 Instructor

## STUDENTS

00980504	AZAR JOSEPH
00990335	MOUSSALLY ANGELIQUE
20012334	BASSIM HANNA
20012576	KFOURY IMAD
20020225	BAROUKY ABDO
20021512	DARROUS ROLAND
20031078	HANNA SHADI
20031705	RIACHI ELIE
20033273	HADDAD RACHEL
20033305	JURDI EL CHANTAL
20061352	NOUHRA RAMI



◀▲▼ *Dr. Assaad Eid and jury members congratulate.*



## AWARDS

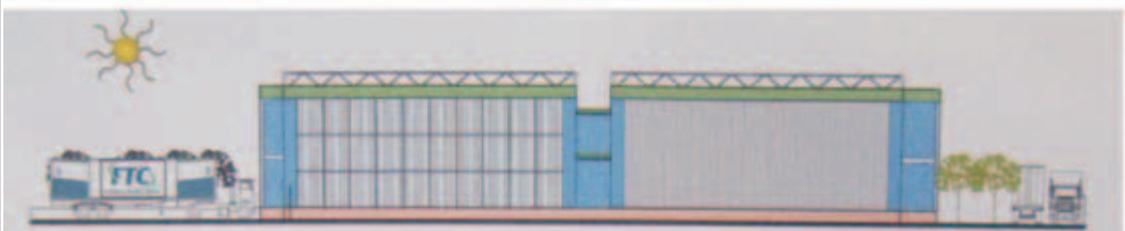
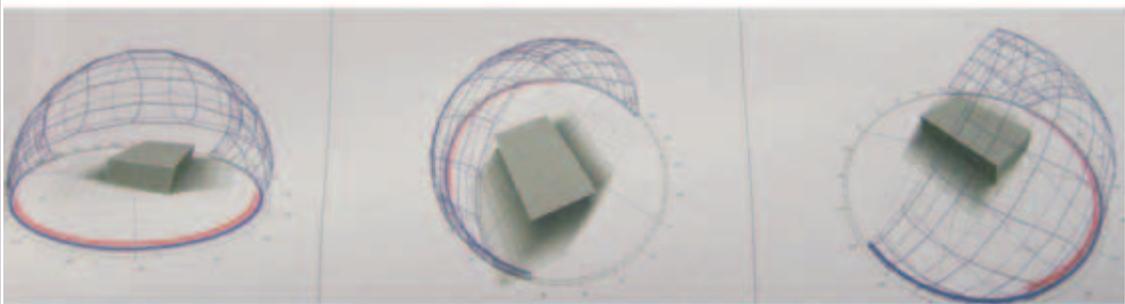
○ | Three cash prizes were distributed among the winning entries:

- ▣ | First Place           \$ 800   RIACHI, ELIE
- ▣ | Second Place       \$ 500   BAROUKY, ABDO
- ▣ | Third Place         \$ 200   DARROUS, ROLAND

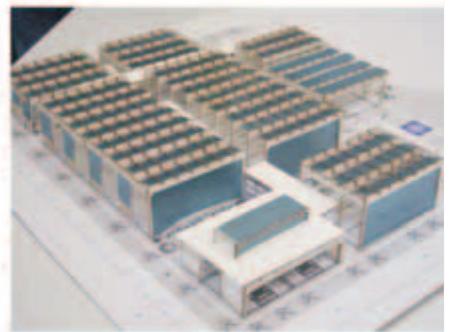
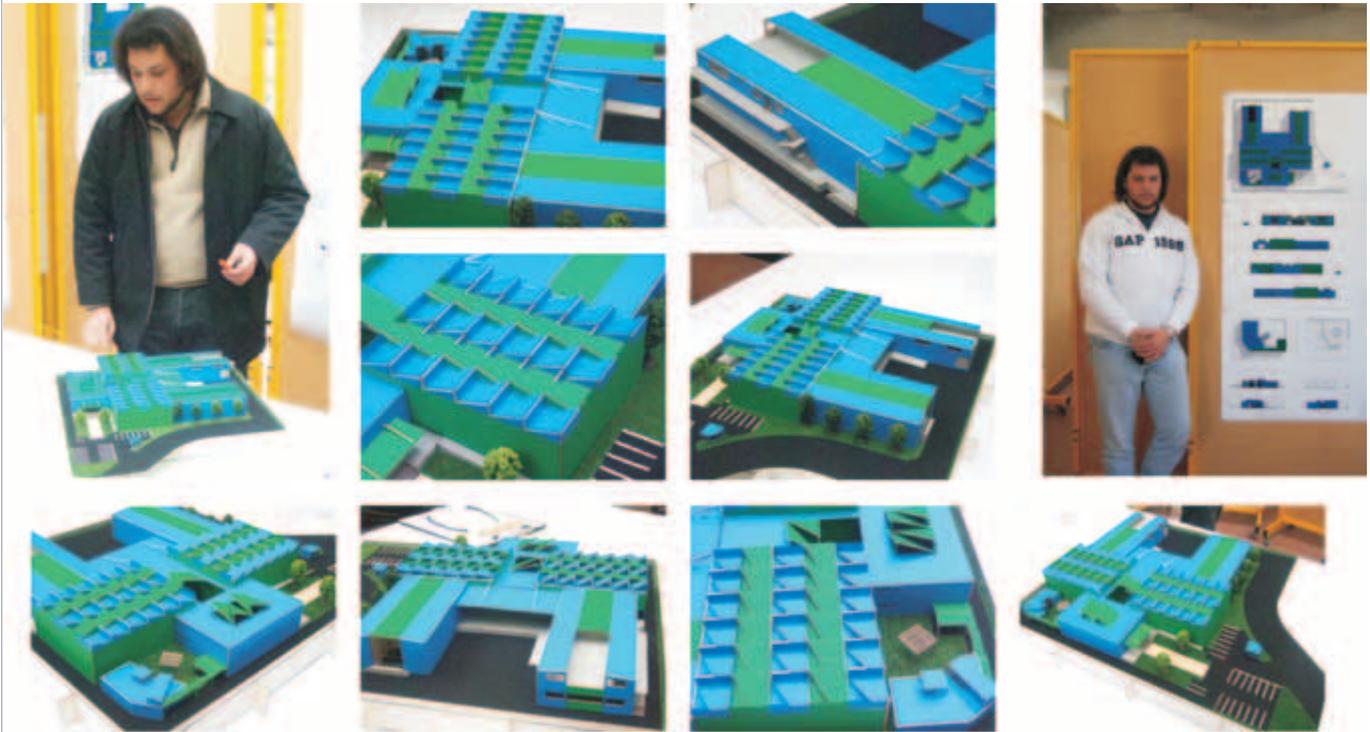
**First Place: 20031705 RIACHI, ELIE**

**Second Place: 20020225 BAROUKY, ABDO**

### Third Place: 20021512 DARROUS ROLAND



## Other Entries





## Arab Presence in South America:

### The Contribution of the Arab Culture and Immigration to the Construction of the Social and Cultural Identity of the South American Countries.

○ | By **Elie G. Nabhan** (edited)

*This was the title of a conference held under the auspices of the Embassy of Brazil in cooperation with the Lebanese Emigration Research Center (LERC) and the American University of Beirut (AUB), and hosted at AUB campus on Tuesday, 5<sup>th</sup> December, 2006.*

The impact made by Arab society and culture, and in particular the Lebanese, on their countries of immigration, over the course of a century, is seen as perhaps the most significant of immigrant influences in South America. The conference held at the AUB identified this phenomenon and its importance for identity in the new immigrant homelands.

Opening remarks were made by **Mr. Ibrahim Khoury**, AUB Director of Information and Public Relations, who introduced the distinguished panel, H.E the Ambassador of Brazil **Mr. Eduardo Seixas**,

H.E. the Ambassador of Paraguay, **Mr. Alejandro Hamed Franco**, Her Excellency **Mrs. Georgina El-Chaer-Mallat**, the Ambassador of Columbia, **Mr. Carlos Eddé**, Lebanese-Brazilian and leader of the National Bloc Party in Lebanon, **Professor Oswaldo Truzzi** from the Sao Carlos Federal University in Sao Paulo, **Professor Boutros Labaki**, and **Dr. Eugene Sensenig-Dabbous**, Adjunct Research Associate at LERC.

Mr. Seixas referred to the first adventurers who left the ports of Beirut, Jaffa and Alexandria in the late nineteenth century seeking their fortune in a remote continent called "Amrika", a paradise where one could become wealthy and then return to one's homeland as soon as possible. However, those who arrived in such ports as Barranquilla, Buenos Aires and Rio de Janeiro never returned but settled in their new countries pursuing prosperity, building trade relations and founding industries. Families were raised with an Eastern culture that helped to mold these new societies.

Dr Sensenig-Dabbous explained the aims of LERC in promoting the academic study of contemporary and

historic migration to, from and through Lebanon, and of relationships within the network of Lebanese diasporic communities worldwide. Several PhD candidates have been received from Latin America who were conducting research on Lebanese migration in Argentina, Mexico and Brazil. The most important relationship was with Brazil through **Mr. Roberto Khatlab**, a permanent Associate Researcher at the Center, who helped in organizing an exhibition on Lebanese migration to Brazil as well as publishing an annotated bibliography on the same subject which was introduced by Professor Oswaldo Truzzi, also one of the expert panelists present.

Dr. Sensenig-Dabbous explained the difficulties faced by the Center in implementing its current project on insecurity, migration and return in the post-summer-2006 war period for the Euro-Mediterranean Consortium for Applied Research on International Migration (CARIM) of the European Commission.

The panel presentation on the construction and identities of the South-American societies began with



H.E. Alejandro Hamed Franco giving a comprehensive overview and placing matters within a historical context in his talk titled *The Contribution of the Arab immigrants to the development of South America*. Citing the examples of Argentina, Chile, Cuba, Ecuador, Mexico, Paraguay, Uruguay, Venezuela and Costa Rica in Central America, the ambassador gave a detailed overview of population and immigration, of the religion and settlement of migrants, of how they grew to being involved in industry, the professions, the media, literature and music, the military field and political life, and of the decline of the Arabic language through successive generations.

The panel's second speaker, Professor Oswaldo Truzzi, then spoke about *The Lebanese in Brazil*, the beginning of their integration as peddlers, their affirmation as merchants, the changes in their image and identities and the patterns of upward mobility displayed by the first Brazilian-born generation.

Her Excellency Georgina El-Chaer-Mallat, coming from a family who had immigrated to Columbia in the early 1900s, gave a touching account of *the Arab Presence in Columbia*. Many, she said, followed the lead of a parent or friend who had left behind a difficult situation to seek the "Continent of Opportunities" and a better way of life. The first Arab immigrants arrived in Columbia around 1875, landing especially at Barranquilla, which allowed them to continue inland towards Bogota. With its unexplored land, its natural resources, its climate, its cash crops and fruits, its precious

metals and gems, the country, though mysterious and strange, offered promise of a prosperous economic future.

The Lebanese in particular, energetic, pragmatic and tenacious, gained the trust of the Columbians, soon to be expressed in mixed marriages between Arabs and Columbians. Orienting towards business, the Lebanese and other Arabs, through an innate capacity to negotiate with intelligence, adapted to changing situations and integrated with the Columbians. Introducing a strategy of traveling to sell, they went door to door and cut down on profits to sell more. Later on came ownership of factories, success in the commercial, industrial, financial and food-processing sectors, and a generation later entry into the medical and legal professions.

Today she said, Arab and Lebanese communities are more than ever integrated into Columbian society and contribute to all levels and sectors. Those who arrived 130 years ago now form an integral part of its political, social and economical fields of activity. The roots of the past and seeds of a prosperous future she believes will grow and contribute to promotion and development between Columbia and the countries of origin.

Mr. Carlos Eddé, spoke freely on *Improving relations between South America and Lebanon*. He eloquently described his experiences as a Lebanese-Brazilian growing up between the two countries.

The main problem facing Lebanon, said Mr. Eddé, was that the diaspora were unwilling to invest in the country. Despite several campaigns and conferences, investment in Lebanon had declined for the basic reason that although there was a lot of goodwill between the government and the business sector, the prevalent corruption and the lack of a rule of law discouraged any investment. Referring to an old Scottish saying "if you look after the pennies the pounds will take care of themselves", Mr. Eddé argued that only the introduction of a Rule of Law would allow for the return and an increase in investments.

Professor Boutros Labaki concluded with a talk on the *Economic and political contribution of the Lebanese in South America*, referring to the successful integration of the Lebanese into South American societies despite the preservation of many cultural and social characteristics. The Lebanese, he said, had always contributed and still did to the formation of the economic and political elites in many of the South American countries.

**The Lebanese in Brazil:**  
**A Successful Trajectory – Migration and Working Relationships within the Society**

○ | By Elie G. Nabhan (edited)

The friends of the Lebanese Emigration Research Center (LERC) in cooperation with the Embassy of Brazil organized as part of its ongoing lecture series a conference titled *Lebanese in Brazil: A Successful Trajectory*, presented by **Dr. Oswaldo Truzzi** in the auditorium at Notre Dame University on Wednesday, 6<sup>th</sup> December, 2006.

Associate Director of LERC **Ms. Guita Hourani** welcomed the audience and introduced the lecture's moderator **Mr. Roberto Khatlab**, an author and Associate Researcher at LERC.

Mr. Khatlab opened proceedings by emphasizing the special relationship existing between Lebanon and Brazil due to the originality of the relations between the two countries primarily based on the historic exchange of population between the two countries, the to-and-fro movement between both countries that created the biggest community of Lebanese people living on foreign soil.

The beginnings of this huge migration to Brazil can be traced back to the 1880's. Dom Pedro II himself, the 19<sup>th</sup> Century Emperor of Brazil, traveled to Lebanon, firing the people's curiosity about discovering Brazil. In this way a cordial and reciprocal Lebanese-Brazilian relationship was founded with a close and growing friendship between the two peoples.

To start with, Dr. Truzzi divided his lecture following two eras of Lebanese migration to Brazil. He first focused on the earlier era characterized by the migration of Christian families. He dealt with the beginning of their economic integration as peddlers, their affirmation as merchants, the changes in their images, and the patterns of upward mobility of the Brazilian-born generation. Christian migration, said Dr. Truzzi, began during Ottoman occupation, so the migrants were holders of Turkish travel documents.

Though agrarian in their homeland, they became adept in commerce and spread themselves throughout the urban and rural territories of Brazil.

Dr. Truzzi stressed that the Lebanese maintained an openness and an accessibility towards all new arrivals in Brazil, regardless of nationality, while the nurturing of good relationships was to have a telling effect on Lebanese economic activity as peddling rapidly evolved into retail trading and then into wholesale and industry.

Dr. Truzzi made the point that Lebanese migration to Brazil was not a trip into the unknown. The migrants left well-prepared, fully instructed in the process of emigration, filled with knowledge of Brazilian society, aware of its culture and knowing exactly where to go and the type of work that Brazil was offering.



◀ From left to right : Mr. Roberto Khatlab, Dr. Oswaldo Truzzi, Ms. Guita Hourani, First Secretary Brazilian Embassy Mr. Roberto Medeiros.



The Lebanese migrants already in Brazil quickly developed a tight chain of solidarity with new Lebanese arrivals. This integrated business chain linked by ethnic bonds was to set them apart from other migrant communities and secure for them a strategic position within the manufacturing and commercial arena. By concentrating their business in the textile, haberdashery and clothing industries, they created a special niche in the Brazilian economy which soon resulted in significant social and economic upward mobility for a large number of the families.

The Christian Lebanese community in Brazil grew steadily, for the migrants shared a common religion with the rest of Brazil and this eased their passage into the existing society. In this way they quickly accustomed themselves to the Brazilian way of life.

Dr. Truzzi then discussed the second era of Lebanese migration to Brazil, this time with Muslim migrants. He contrasted the two migrations, indicating that the Muslims differed from the Christians by their continued efforts to lend importance to their own

religious identities and by their difficulty in adapting to Brazilian society, especially in Sao Paulo.

Although both Lebanese Christian and Muslim migrant groups related to each other in the course of commerce, sharing interests in terms of trade, or partaking in some cultural matters, Dr. Truzzi pointed out that the distance between the two communities, evident because of their historic religious conflicts experienced in Lebanon, was now again present in Brazil.

Naturally both sets of migrants in their own periods of emigration, as with all emigrants elsewhere, faced certain difficulties in adjusting and accommodating to their new surroundings and the changes they had to face. The early Christian migrants had to overcome many challenges and compete with the other nationalities present in Brazilian society at the time, mainly the proud descendants of the Portuguese colonizers.

The Lebanese Muslim migrant, Dr. Truzzi, explained, confronted the Brazilian culture within the scope of an Islamic doctrine. Muslims preferred to

remain attached to ideologically motivated customs such as in the way they dressed, the avoidance of alcohol and the non-participation of women in the work field, and thus confronted the other non-Muslim societies in Brazil.

Dr. Truzzi brought academic insight into the new tensions created between the established Lebanese-Brazilian society and the later migration of Lebanese Muslims into the country and in conclusion said that, while Brazilian society had taught many lessons to the Lebanese, the Lebanese had also brought much to Brazil. With following generations gaining prominence in all professions and fields, Brazil he said, can be seen as a successful trajectory of the Lebanese migration as a whole.

The lecture was attended by **Ambassador Samir Hobeika, Mr. Roberto Gabriel**

► *The panel sits: from left to right, Mr. Roberto Khatlab, Dr. Oswaldo Truzzi, Ms. Guita Hourani.*



◄ *Dr. Truzzi speaking about the Lebanese presence in Brazil.*



Medieros, First Secretary of the Embassy of Brazil, Mr. Garro Olivier, Director, *Agence Universitaire de la Francophonie (AUF)*, Rev. Fr. Emile Edde, Mr. Wassim Manssoori, President of the *Association des Boursiers* of the AUF, Ms. Julnar Deaibess of the AUF, Mr. Naji Farah,

Director of the Journal *RJLiban*, Ms. Nohad Topalian, Journalist, Senior correspondent *Al-Anwar* newspaper, and friends, associate researchers, and staff of LERC.

Dr. Truzzi has been Full Professor at the Federal University of Sao Carlos in the State of Sao Paulo, Brazil, and was a Fulbright Visiting Scholar at the Center

of Latin American Studies of the University of Chicago. His main books and articles are dedicated to the social history of migrations to Brazil, among them those concerning Arab immigration: *Patricios-Sirios e Libaneses em Sao Paulo*; *De Mascates a Doutores: Sirios e Libaneses em Sao Paulo*; and *The Right Place at the Right Time: Syrians and Lebanese in Brazil and the United States- a comparative Approach*. Dr. Truzzi, together with two colleagues, coordinated the group of International Migrations of the group *International Migrations of ANPOCS- Associacao Nacional de Pesquisa e Pos-Graduacao em Ciencias Sociais* (National Association of Research and Graduate Studies on Social Sciences) in Brazil.



▲ Part of the audience.

## LERC Activities

### Florence Conference

*The LERC was represented by Guita Hourani at a High-level Training Conference in Florence Italy.*



LERC's Associate Director, Guita Hourani, attended a CARIM (Euro-Mediterranean Consortium for Applied Research on International Migration) advanced training session on International Migration and Cooperation in the Euro-Mediterranean Area held in Florence between the 11<sup>th</sup> and the 15<sup>th</sup> December, 2006.

The Conference reviewed and discussed various aspects of international co-operation that could help to make migration profitable to the countries of both origin and destination, as well as to migrants themselves.

The intensive training sessions were aimed at bringing together various forms of international collaboration and those practices designed to monitor migration or having goals with a bearing on migration

The lecturers themselves were leading figures from the European Union, drawn from different universities in Europe as well as from other prominent international organizations.

Touching upon all aspects of migration, the lectures gave an insight into migration today. **Dr. Philippe Fargues** of CARIM and the head of the Center talked about issues of statistics and demography related to trends and

policies of migration in the Arab region.

Other presentations covered European religion and migration, bringing to the fore the important topic of religion in Europe; another presentation discussed the global approach to migration through comprehensive European migration policies; another topic discussed was the return migration to the motherland and the resultant policies, while another lecture covered the ongoing illegal immigration of third-world nationals.

What was of great interest to the participants, drawn from the Mediterranean area and the North African states of Egypt, Tunisia, Morocco and Algeria, with four participants representing Lebanon, was the overview of how the European Union was looking at migration. Also how it was adapting migration policies, especially in terms of security and religion, when integrating migrants in

their host countries, and the effect of immigrants and their response to certain policies dealing with these issues.

At the end of the lectures the floor was open to debate and comments were made about issues related to migration in the Middle East. Ms. Hourani herself spoke about the problems of research activities in Lebanon, basically the lack of data. Ms. Hourani also gave her views on remittances, an aspect of migration that is vital to Lebanon and its economy.

"The Conference was very beneficial," she commented, "as we learnt more about the main issues that are of concern to the European Union in terms of migration and security."



▲ From left to right: Jean-Pierre Cassarino (Scientific coordinator - MIREM Project, EUI), Guita Hourani (associate Director for LERC) and Philippe Fargues (Director of CARIM), Florence, Italy December 2006

# Insecurity and Migration

Close Links Found Between Insecurity, Migration and Return Following The Summer 2006 War in Lebanon, Defined by Latest Study.

*LERC has released of the first part of its study entitled Insecurity, Migration and Return: the Case of Lebanon Following the Summer 2006 War, a work commissioned by the European Union's Consortium for Applied Research on International Migration (CARIM).*

## Defining human (in)security

According to Ibrahim Sirkeci, author of *The Environment of Insecurity in Turkey and the Emigration of Turkish Kurds to Germany*, international migration "is a dynamic movement from the area of origin (which is) characterized by an environment of insecurity (EOI)" to destinations that are "less insecure" or provide "relative security".

LERC's study assumed that human insecurity forces migration and discourages the return of migrants. It identified human insecurity,

whether economic, societal or political, as affect society from the individual to the community levels.

Economic insecurity as defined by the study can be indicated by poverty, unemployment, deficient welfare system and heavy national debt. Societal insecurity implies food insecurity, health insecurity, environmental insecurity, ethno-religious insecurity and moral and personal insecurity. Political insecurity covers lack of respect for political rights, political crimes and terrorism, human trafficking and corruption in government and in democratic procedures. All threats are interrelated and one can lead to another. Hence, forced migration is seen as both an important threat to human security and one of the most significant consequences of human insecurity.

LERC's study first summarized the socio-economic and political situation in Lebanon since the Summer 2006 War and its consequent political and economic ramifications. It found evidence that an "environment of insecurity" (EOI) reigns in Lebanon, furthering emigration and preventing the return of migrants.

## LERC's applied methodology

In response to the requests of the Consortium for Applied Research on International Migration (CARIM), part of the EU's MEDA program adopted in Valencia in 2002 and financed by the EU, the survey covered three major stages. Two questionnaires were developed for the first, largely quantitative, part of this survey: one for permanent residents of Lebanon and one for former residents now living abroad. The first questionnaire was largely intended to discover whether the situation in the country was engendering further migration. The questionnaire for migrants abroad was intended to discover whether the situation in Lebanon had affected any desire to return permanently.

In the second part of the quantitative process, a questionnaire was developed for embassies and consular sections and then adapted to obtain information from immigration services helping prospective migrants with their applications. This study reports on responses from two embassies and two offices offering immigration services

As part of the qualitative phase, two

questionnaires were developed, one for expert interviews and one for in-depth interviews. The total number of interviews was nineteen, eleven of them being expert while eight were in-depth. There was also a comprehensive media overview targeting major Lebanese newspapers, journals and magazines for articles and reports, to compensate for the lack of literature on the subject of war and migration, particularly in Lebanon.

In targeting Lebanese residents (460 participants), migrants (74 participants), experts (19 interviewees), embassies (two) and immigration services (two), LERC was able to extract a substantial amount of information and data on the state of migration and return in Lebanon, on the profile of the potential migrants, on the reasons for migration, on their financial ability to leave, on the relationship between migrants and residents specifically regarding increases in remittances, on their expectations, and family reunification applications among other important indicators.

## Survey results

### Residents

Almost two thirds (60.5%) of Lebanese residents surveyed wanted to emigrate while 39.0% did not intend to emigrate.

When the residents surveyed were asked about the impact of the Summer 2006 War on their decision to leave, 68.4% confirmed that the War had helped them take the decision. 39.3% of residents questioned said they would leave to secure their future while

25.3% would leave due to Lebanon's insecurity.

A socio-demographic analysis indicated that 62.5% of those between 21 and 30, traditionally the prime age bracket for Lebanese migrants, and 56.5% of those between 31 and 40 wanted to migrate or were considering doing so. The study also revealed that 61.3% of the Christians surveyed wanted to leave and 59.7% of the Muslims.

### Migrants

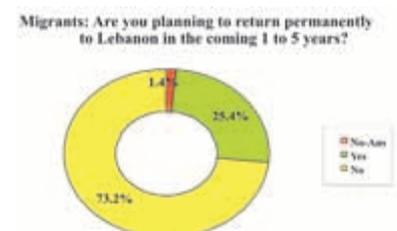
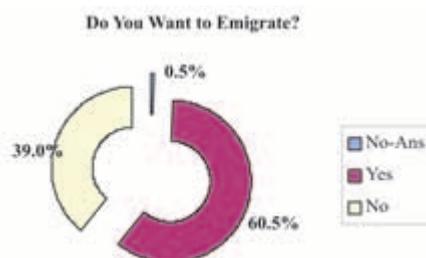
Migrants surveyed were from all walks of life with different migratory experiences and different perceptions and degrees of tolerance. The study found that migrants, like residents, based their perceptions on their worries about government collapse and their fear of armed groups. The conditions necessary for returning or staying, given by migrants or residents, were similar in terms of political security, employment and societal security. 31.1% of the migrants surveyed said that their reason for not returning was the instability of Lebanon, 24.4% said the reason was the political situation, while 17.8% preferred to stay abroad to secure their future.

Almost three-quarters of migrants questioned (73.2%) said they had no plans for returning permanently to Lebanon over the next one to five years

and 25.4% said they were planning to do so, while 1.4% refused to answer. When asked about the impact of the Summer 2006 War on their decision, 60% of the migrants surveyed said that they had decided not to return following the War, 37% said that the war had not negatively affected their decision to return, and 3% gave no answer.

The study will soon be available on the internet at [www.carim.org](http://www.carim.org). A fully-fledged and expanded report will be published in April by NDU Press. For further details about the study results, or for interviews with the authors, please contact Ms. Guita G. Hourani (09-218955 ext 2328 or 2262 or 03-653158).

**Insecurity, Migration and Return: The Case of Lebanon Following the Summer 2006 War, a study by Guita G. Hourani and Eugene Sensenig-Dabbous, Lebanese Emigration Research Center, in coordination with the Consortium for Applied Research on International Migration (CARIM), February 2007.**



# Communio

## Communio



The NDU *Communio/Metanexus* Circle held its second meeting of the autumn semester in the SAO premises on Tuesday, 12<sup>th</sup> December, 2006 and continued the

discussion over Pope Benedict's Regensburg address, which as is well known led to some misunderstanding.

Early in the proceedings, **Dr. Youssef K. El-Hage** presented himself and gave a summary of his Vatican work. He is not only dean of the Faculty of Natural and Applied Sciences at NDU, Ph.D. Physics and M.A. Philosophy, but also adviser to the Commission for Relations with Muslims at the Pontifical Council for Religious Dialogue in Rome. This is his second term and he explained that while under the Commission's previous president the stress was on how Christians and Muslims viewed each other, under the new one attention is now concentrated on the question of violence.

**Dr. Habib Charles Malik** (LAU), speaking with his usual force and clarity, remarked that while one may regret the apparent decline of Christianity in the West, he had been greatly impressed during his recent travels by the World Youth Alliance, based in New York, largely but not entirely Roman Catholic, and inspired by the message of Pope John Paul II. It was active worldwide except only in the Middle East and was interested in setting up in Lebanon.

**Dr. Edward Alam** (NDU), presiding, referred to the previous meeting and the discussion about whether the Pope's quotation from a Byzantine emperor had been appropriate to the context. He pointed out that Pope Benedict had been critical of certain Western theological and philosophical approaches downgrading either reason or divine guidance for man to attain truth, and had praised religions such as Islam that had not excluded divine action from reason.

Dr. Hage remarked that the Pope's words, said in his German mother-tongue, had been poorly translated. Two key words should have been rendered in English, not by *evil and inhuman*, but by *bad and inhumane*. Further, it was clear from the German text that the Pope distanced himself from the emperor's opinion, if indeed authentic. Dr. Hage then added that the aim now of dialogue was not conversion or domination but reaching a common understanding of the human person and factors affecting its humanity.

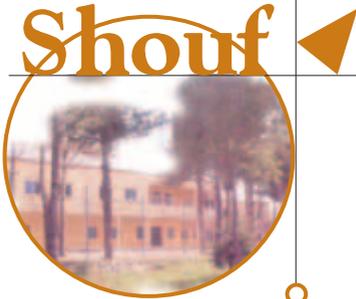
There was general regret among those present at the way Christians, whether devout or merely nominal, are generally totally ignorant of their religion and in particular of Old Testament and New Testament history.

One agreeable feature of this particular meeting was the number of students present and actively interested. It should be pointed out that *Communio/Metanexus* meetings are open to people of every religious persuasion (a number of Muslims from abroad had attended the previous session) and their contributions are most welcome. Nor is university membership required, only an intelligent concern about how divine revelation may help both the individual and his society.

Apart from those mentioned above, participants in the meeting of December 12th included Amer Abillama (NDU), Rayane Abou Jaoude (AUB), George Badawi (NDU), Karl Dandan (NDU), William Lteif (NDU), Chadi Machabe (JNDU), Father Martin McDermott S.J. (U.S.-J.), K.J. Mortimer (NDU), Walid Mourad (NDU), Joëlle Rizk (NDU) and Dr. Doumit Salameh (NDU).

- o | Further information about *Communio* may be obtained from website [ealam@ndu.edu.lb](mailto:ealam@ndu.edu.lb)

# Engineering Laboratory



o | Dr. Charbel Zgheib

*In a world that increasingly turns to technology for solutions, Notre Dame University-Shouf Campus is one of the nation's distinguished universities committed to answering today's problems with tomorrow's engineering technologies. Innovative faculty, advanced facilities, and competitive programs combine to provide an engineering university of the 21<sup>st</sup> century.*

*The fast-growing Shouf Campus is foremost in the region for Engineering and stands in the forefront of modern technology. Here, students receive a focused, technologically-based education. The current focus is on Computer and Communication Engineering with an eye towards future program expansion.*

*The NDU-SC CCE Department has state-of-the-art laboratory facilities which are briefly described hereafter.*

## LAB 1



◀ Drawing:  
Architect Tony  
G. Yazbeck

### DESCRIPTION

Lab 1 occupies 45.02 m<sup>2</sup> of advanced laboratory space, which may be accessed from the first floor of the campus's Laboratories Section.

### UTILIZATION

Also identified as room CC 214, Lab 1 is utilized for the following courses:

o | **EEN 203 Circuits Laboratory**

An introduction to circuit laboratory instruments, Ohm's and Kirchhoff's laws, Mesh, Nodal, and Superposition Analyses, Thevenin's Theorem, RC, RL, and RLC networks, and Op-amps.

o | **EEN 221 Logic Design Laboratory**

Serves for experiments with basic Logic gates, combinational network design, sequential network design, designing

with counters, registers, decoders, multiplexers, and adders.

o | **EEN 312 Electronic Circuits Laboratory**

Introduces the practical applications of analog circuits, including transistor and diode circuits; op-amp applications, simple amplifiers, filters, and oscillators.



**o | EEN 325 Micro-Processor Laboratory**

Gives the students the ability to design and program their own applications, interfacing with state-of-the-art microprocessors, and assembly language programming. Students utilize ASM and PICBASIC languages based on Microcontrollers PIC.

**EQUIPMENTS**

- ▣ | Hameg (Oscilloscopes, Multimeters, Function Generators, Power Supplies, Curve Tracer).
- ▣ | Digital Training System Boards.
- ▣ | Flight 68000 – MKII Training System
- ▣ | Pentium IV PC's.



**LAB 2**



◀ *Drawing:*  
*Architect Tony*  
*G. Yazbeck*

**DESCRIPTION**

Lab 2, located in the same section, utilizes 45.02 m2 of additional laboratory space.

**UTILISATION**

Room CC 215 accommodates the following:

**o | EEN 363 Instrumentation Laboratory**

Cover input and output transducers. Position, temperature, light intensity; force, speed and sound measurement.

**o | EEN 444 Communication Systems Laboratory**

An introduction to Amplitude Modulation; Fault Detection in DSB and SSB Systems; FM Modulators Demodulators; Analog to Digital Conversion A/D, Digital to Analog Conversion D/A, Encoding/Decoding, Pulse Modulation, PAM, PPM, PDM, Coherent Detection of Signal in Noise; Frequency Shift Keying (FSK).

**EQUIPMENTS**

- ▣ | Hameg (Oscilloscopes, Multimeters, Function Generators, Power Supplies,

Curve Tracer).

- ▣ | LJ Technical Systems (DSB/SSB AM Transmitter / Receiver, FM Communication Trainer, Signal Sampling Reconstruction, PAM Transmitter/Receiver, PCM Transmitter / Receiver, Carrier Modulation / Demodulation, Fiber Optics Trainer).
- ▣ | DIGIAC 1750 STATIONS.

**BENEFITS**

Having obtained the theoretical knowledge from each pre-requisite course, the students are introduced to practical and simulating methods to compare all results.

The choice for students to work individually or in team spirit is an ideal



complement to the established work ethic of NDU-SC.

Dedicated laboratory instructors assist all CCE students by establishing professional contacts, guiding students through their laboratory reports and projects, and offering them the necessary training in their respective fields.

Open laboratory hours offer all senior students the resources and facilities needed for attaining a high level of achievement and success in their projects.

### FUTURE IMPLEMENTATION

Faculty members continuously share their expertise and resources on many levels, bringing the latest technologies to our campus through innovative courses, materials and equipment.

#### ○ | EEN 481 Digital Signal Processing Laboratory

An example of a laboratory course that will be implemented in NDU-SC, using a recent licensed version of LabView Software.

### EFFICIENCY

Our equipment matches the highest international standard of manufacturers. HAMEG Equipment and LJ Technical Systems, and DIGIAC were recently acquired in agreement with our CCE students to help them shape a more promising career.

### REFERENCES

<http://www.ljgroup.com>  
<http://www.hameg.com>

## Famous Broadcaster's Visit

On Friday, 19th January, 2007, the famous Lebanese broadcaster Neshan Der Haroutounian gave a talk at the NDU Shouf Campus at the invitation of the Public Relations students. The speech dealt with self-esteem, fame, TV programs and the speaker's own career.

On the question of self-esteem, he insisted on the importance of this quality for enhancing one's potential. As for his TV program, he made it clear that he did not mind interviewing a celebrity whom he himself did not admire, it being important only that the celebrity in question should attract an audience. Mr. Haroutounian added that he stuck to his own

beliefs even if they were contrary to those of the station he worked for.

He then spoke about the difficulties that he had had to face in the past. At first, TV stations refused to employ him, while some accepted him only on condition that he change his name. He refused to do this and finally after many trials managed to get a job with NEWTV.

The event ended with coffee being served while students took advantage of the opportunity to engage the distinguished speaker in conversation.

Report sent by Fady Khoury

## National University Dialogue on Electoral Reforms in Lebanon

○ | Nayla Habr  
Clinical Psychology, NDU

The Civil Campaign for Electoral Reform (CCER)\* and the University Initiative for Electoral Reform (UIFER) organized an orientation and training workshop on the proposed draft electoral law of the Boutros Commission on January 17<sup>th</sup> at the Crown Plaza Hotel in Hamra, Beirut. University professors (NDU, AUB, LAU, HU, BU, LU, USJ, etc.) and students, as well as civil society activists were present to actively engage in the CCER and UIFER's efforts to introduce the debate on the new draft electoral law to almost all universities in Lebanon. The event's panel consisted of various professors, a researcher from the Lebanese Emigration Research Center (LERC) and a former member of the National Commission for a New Electoral Law.

**Dr. Eugene Sensenig-Dabbous**, an NDU professor and a LERC scholar, was the initiator of this workshop, which was triggered by an

article he wrote, entitled "*Why is everyone ignoring the Boutros proposal?*" for *The Daily Star* on 4 January 2007. In it, he emphasised: "*In a last-ditch effort to save the law, some former members of the Boutros Commission have joined forces with student activists and professors at major Lebanese universities to form the University Initiative for Electoral Reform. The goal of this initiative is to awaken the nation from its collective amnesia and salvage the stakeholder character of the electoral reform law.*" Dr. Sensenig opened the workshop by giving a brief background to *The Work of the Boutros Commission*, which he considers to be one of the main victims of last summer's war. He also stated that the aim of the workshop was to have a model student joint parliamentary reform session on the two days immediately prior to the draft electoral law's first anniversary. On 31 May 2007, students will then present a fully evaluated and examined draft law to the public.

The next speaker was **Mr. Ziad Baroud**, a former member of the National Commission for a New Electoral Law, who covered the issue of *Women's Representation and the Transitional*

*Quota*. Mr. Baroud began with the fact that the drafting process of the law was open to stakeholders, including experts, NGOs and the Lebanese people in general, both at home and abroad. For the first time ever, the Lebanese were able to submit suggestions and views regarding different aspects of the law, such as the rights of women, inclusion of people with disabilities, expatriate voting, proportional voting, gerrymandering, etc. The document proposes a 30% female quota system for all candidates, which Mr. Baroud believes should be given a real chance. He also believes that what is of utmost importance is that the Electoral Reform was written in Lebanon for Lebanon by all the Lebanese; therefore, any future criticism can only be seen as being positive and constructive for Lebanon as a whole.

The third speaker of the panel was **Dr. Elia Elia**, a professor at Balamand University. Dr. Elia discussed *The Regulation of Campaign Spending*, stating that Lebanon faced electoral bribing as politicians were buying their votes from the people in 1996, 2000 and 2005. However, the law attempts to solve this spending problem (and others) through imposing equality

among candidates. Unfortunately, the law is being rejected by some politicians because of their refusal of the reform program.

Next, **Dr. Dima Dabbous-Sensenig**, a professor for Media Law at the Lebanese American University of Beirut (and former Media Studies professor at NDU), covered the issue of *Regulation of Election Media*. Two major studies have shown that there are biases in the Lebanese media, which make the task of ensuring democracy even harder. According to Dr. Dabbous, the media-related issues in the law are very good if properly interpreted and implemented. She also mentioned several ambiguous aspects of the law that needed further clarification; these included the rule of equal candidate access to private media, the question of the ability of private media to refuse a candidate, equal opportunities among candidates, and broadcasting costs.

Dr. Sensenig continued the workshop with his ideas on *Out-of-Country Voting*. He stressed the fact that the articles of the law related to out-of-country voting were too general. For instance, the draft law mentions that

elections should be carried out at embassies and consulates; however this model undermines participation, as some people may not be able to travel long distances in large countries. Also, Dr. Sensenig questioned the article which stated that all Lebanese abroad would vote two months before elections take place in Lebanon. The types of elections (local, national) were not even dealt with. NDU's LERC presented a 120-page whitepaper to the Boutros Commission, which could – according to Sensenig – help iron out some of these weaknesses.

Dr. Elia took the floor again to end the workshop's panel discussion, highlighting the issue of the *"Mixed" System and Proportional Representation*. On the basis of this model, Dr. Elia explained that minority political parties would have the possibility of running for elections and representing their supporters. He confirmed that this system would lead to better participation and representation, and that it was necessary in Lebanon since the country itself was made up of minorities. However, after nine months of work, the law met passive behaviour from the media and very few newspapers wrote about it. Dr. Elia's final words were: *"Without a new electoral law, without the implementation, we can't reach political stability and will always use this lack of a law as a scapegoat."*

The panel discussion was followed by over an hour of lively debate, in which many students, including over fifteen from Notre Dame University, took part.

NDU students from both the Humanities and PSPAD Faculties, as well as student interns and staff at LERC, will be participating in the many courses taught this spring using the draft election law. NDU has set up a working group on absentee voting in preparation for the May 2007 model parliamentary debate.

All of Lebanon's major universities will be teaching the draft law in the spring semester while CCER and UIFER initiate public debate on the draft. Dr. Sensenig ended his article in *The Daily Star* with the following: *"That's why it's worth repeating: A draft law exists for electoral reform in Lebanon, and it has benefited from the input of many in the Lebanese society. It makes no sense in the present climate to ignore the proposal to death."*

The CCER is made up of the following Lebanese civil society organisations:

The Lebanese Center for Policy Studies (LCPS)  
<http://www.lcps-lebanon.org/web04/english/index.html>



The Lebanese Transparency Association (LTA)  
<http://www.transparency-lebanon.org/>



Lebanese Association for Democratic Elections (LADE)  
<http://www.ladeleb.org/>



## Arab World Geographer

### Professors and Students Put NDU on the Map at the Beirut Arab World Geographer Conference

○ | Sara Al-Mokdad, FPSPAD alummist

In early December of last year, the Lebanese American University (LAU) Beirut Campus hosted a two-day conference organized by the Arab World Geographer (AWG) and Ohio State University, Akron Ohio. In his opening address, AWG editor-in-chief **Professor Ghazi Walid Fallah** highlighted the significance of regional support for the journal's annual conference, especially the financial assistance coming from **HRH Prince Waleed bin Talal's Kingdom Foundation for Strategic Initiatives**. By maintaining the Beirut venue of *The Euro-Arab Encounter: Geographical Linkages and Cross-Cultural Research Agendas*, the AWG emphasised its commitment to the Lebanese capital as a major hub in the Middle East. Originally planned for the year 2005, this international

conference had to be postponed a first time until October 2006 because of the assassination of the late Prime Minister Rafic El Hariri. The Summer 2006 War against Lebanon and its people caused a second delay, postponing the conference till the 7<sup>th</sup> and 8<sup>th</sup> of December, 2006. Despite the tense situation, the AWG drew papers and participants from the United Kingdom, France, Algeria, Morocco, Spain, Italy, Hungary, the US, Canada and other places around the world.

This conference took place at a unique time and under the most extraordinary circumstances, as the AWG journal completes its ninth year of existence. Since its inauguration, back in 1998, the founders of the journal have been committed to advancing geographical knowledge pertaining to the predominantly Arab and Muslim regions of the world.

The conference dealt with a wide range of exciting topics; one of the unique topics that attracted the attention of

this author and personally affects many NDU graduates was the issue of Euro-Arab skilled labour migration and the continuous Lebanese loss of human capital, a topic highlighted in a paper presented by **Akram Al Ariss** from the United Kingdom. Al Ariss stressed the overall Lebanese talent-drain since 1990, and also dealt with the push and pull factors behind the migration of skilled and experienced Lebanese to Europe. He emphasised the ongoing attempts to comprehend the links between those migrants from Lebanon and their host countries by focusing on the expats' identities and narratives. He thought that this was a dangerous phenomenon that Lebanon was now facing, with a significant number of graduates leaving their homeland in search of a better standard of living, a major reason for this brain-drain being the basic fact that Lebanon lacks the primary means for investing in its talented and highly motivated youth.

An interesting paper for political science students was the *European*

*Model of International Law Compliance Applied to the Arab Countries* presented by **Mario Alfaro** (USA); other topic areas included the environment, technology transfer, economic development, media, the arts, urban planning, youth culture, Euro-Arab comparative studies, Orientalism and many other related issues. The AWG literally covered the entire spectrum of scientific endeavour in the MENA region, pushing the limits of the field of geographic study into new realms.

Numerically NDU was the Lebanese university best represented at the conference. Two papers were presented by NDU professors during the panel

dedicated to European travel literature in the MENA region, one by **Dr. Naji Oueijan** (Humanities) on English travel authors, and one by **Dr. Eugene Sensenig-Dabbous** (FPSPAD) on Austrian travel authors in Egypt between the two World Wars. **Dr. Paul Jahshan** (Humanities) helped bring the conference to Lebanon and also chaired a panel. Finally the *Arab World Geographer* has a keen interest in including students in its ongoing research and publications. Drs. Jahshan, Oueijan and Sensenig-Dabbous were very active in recruiting students from throughout Lebanon to participate in this international scholarly event. However, the only students to take

advantage of the rare opportunity were **Joe Malkoun** (FPSPAD) and this author. Both Joe and I wish to encourage advanced NDU students from all six faculties to take up the AWG's offer and consider publishing in this prestigious refereed journal. The next conference will be held in two years, most likely in the Arab Gulf region.

Beirut January 2007

Photos by courtesy of Ghazi-Walid Falah

▼ *Group photo of the Conference.*



► *Dr. Eugene Sensenig - Dabbous represent NDU at the Conference.*

▼ *Sara Al-Mokdad, author of the article.*



## Electoral Reform

### University group reported in Daily Star

*On Wednesday, February 21, 2007, The Daily Star carried a report by Maria Abi-Habib about the activities of the University Initiative for Electoral Reform, UIFER for short, pointing out that although in principle parliamentary elections are not due until 2009, the present tension between government and opposition make earlier polls a possibility, in which case UIFER wants a new electoral law prepared.*

The recommendations of a panel headed by former minister Fouad Boutros were to have been debated in Parliament on 13 July, 2006, but the Summer War intervened. To regain momentum, UIFER plans to have the draft law taught in eight leading universities this semester, including LAU, NDU and AUB. Dr. Eugene Sensenig-Dabbous of NDU and UIFER says that UIFER has one main goal, to prevent this draft law being swept under the rug.

Jeffery Karam, NDU student and UIFER member, points out that while politicians are demanding a new electoral law and new elections, there is this draft law that no one is discussing and UIFER wants to know why it has not been passed. *Daily Star* mentions that professors at NDU and LAU began incorporating the draft law into their curricula last semester. Pleased with the results UIFER decided an extension to other universities during the present semester.

Dr. Sensenig-Dabbous is quoted as saying that the young are supposed to be getting prepared to take over their country for the future instead of walking around with sticks and hitting people. The professor asked whether we wanted students riding around on scooters chanting party slogans or dealing with the difficult task of government reform. Jeffery Karam remarked that the draft law reduced the voting age from 21 to 18 and that most university students were between 18 and 22.



## System-on-Chip (IWSOC'06) 6<sup>th</sup> International Workshop

*The 6<sup>th</sup> International Workshop on System-on-Chip (IWSOC'06) for Real-Time Applications was held in Cairo, Egypt (December 27 – 29, 2006) and confirmed the increase of interest in topics related to System-on-Chip technologies. The workshop gathered together researchers and professional organizations to discuss current research topics in the domain of large-scale Integrated Circuits, IC technologies, Hardware/Software Co-design and System-on-Chip. The workshop received 112 full paper submissions, of which 38 papers were selected for publication after a peer review process (two reviews per paper).*

The workshop was held at the Grand Hyatt Cairo Hotel in conjunction with the International Conference on MEMS, Nano and Smart Systems. Two distinguished speakers, Dr. Hazem El Tahawy, Managing Director, Mentor Graphics Egypt, and Prof. Graham Jullien, iCORE Chair in Advanced Technology Processing Systems (ATIPS), were invited to give plenary talks.

Dr. Wael Badawy, University of Calgary, ECE department, and Dr. Ashraf Salem, Ain Shams University, Egypt, served as conference Co-Chairs. The workshop was co-sponsored by Mentor Graphics, University of Calgary, Ain Shams University and the Technical Institute on Micro, Nano, and Smart Systems, Canada. The workshop also attracted a number of technical Co-Sponsors. These include IEEE Circuits and Systems Society and two of the Society's Technical Committees (VLSI and Communication).

The technical program consisted of 7 sessions (44 oral presentations) and two plenary talks. NDU was present at this international event through Dr. Mustapha Hamad and Dr. Abdallah Kassem, both from the Faculty of Engineering, ECCE Department. Dr. Hamad presented his paper titled *A PIC Based Microcontroller Design Laboratory* in Session #3 (Network and Communication) chaired by Prof. Serag Habib from Cairo University, Egypt. It is important to note that CCE students Charley Bechara and Manar Khattar,

now NDU graduates, have significantly contributed to the work on this paper.

Dr. Kassem's presentation, *An Efficient SoC Dedicated to Ultrasonic Digital Imaging Systems*, was given in Session #7 (Reconfigurability-2), chaired by Prof. Hani Fikry from Université Francaise, Egypt. It is important to note that this research was in cooperation with PolyStim Neurotechnologies Laboratory, École Polytechnique de Montréal, Canada.

Dr. Hamad and Dr. Kassem discussed with Mentor Graphics representatives the possibility of cooperation between NDU and Mentor Graphics, Egypt, in particular, how Mentor Graphics could help in developing some of the ECCE laboratories at NDU.

The IWSOC'06 ended its program with a dinner given at the Nile Marquise Cruise, Grand Hyatt Hotel.

○ | Dr. Mustapha Hamad,  
Associate Professor ECCE

○ | Dr. Abdallah Kassem,  
Assistant Professor, ECCE

► From left to right:  
Dr. Mustapha Hamad,  
Prof. Wael Badawy,  
Dr. Abdallah Kassem and  
Prof. Ashraf Salem.



## Society of Civil Engineering

On December 6th, 2006, there was a lecture given by **Doctor Bassam Touma** about shoring and designing piles with an overview of all types of piles and foundations that may be adopted in civil engineering. There was also an introduction to the use of a practical engineering software written by the speaker. Furthermore, some practicing engineers were introduced to the audience.

On January 11th, 2007, **Doctor Fady Hamdan** gave a lecture on security measures in buildings and design structures to make them resistant to fires and explosions. The lecture covered also the effect of fires in buildings on the components of the structures such as columns, slabs and beams.

In January 31st, 2007, **Doctor Shady Najjar** spoke on the importance of the **Reliability Analyses in Structural and Geotechnical Engineering**. In this seminar, an overview of reliability-based design in civil engineering was presented, with particular emphasis on structural and geotechnical design applications. A general presentation of the ingredients needed to perform a reliability analysis was also provided, along with practical reliability-based design examples and research topics illustrating the applicability of reliability theory in civil engineering design.

On December 19<sup>th</sup>, 2006, there was a session with **Doctor Elie Chakar** in the Computer Center to improve the ability of students to use the ROBOT software.

On January 20th, 2007, members of the Society visited the Dbayeh water treatment plant and saw the stages that water passes through in order to be treated, such as screening, coagulation, filtration and chlorination. The whole process was clearly explained by an engineer working at the plant, who took samples of water and tested the concentration of chlorine.

○ | **George Bader**  
President, Society of  
Civil Engineering



▲ As can be seen, the yellow color indicates a concentration of 0.5g/m<sup>3</sup> of chlorine.



## Defense of MIB Memoirs FBAE Graduate Division, Fall 2006

The MBA-MIB is an executive program, specializing in International Business, taught entirely in English. The program is composed of an 11-month period of formal teaching at NDU, followed by 4 to 6 months internship of with some international dimension, and the formal presentation of an **individual research project** (Memoir) related to the internship, in front of a professional jury. The following MIB candidates have defended their Memoirs during Fall 2006:

MIB Candidate  
**Lina Ghoussoub**  
Supervisor  
**Dr. George Labaki**

Title: **Development of an  
Outreach and  
Communications Strategy for  
the UNDP-POGAR Program.**

### Executive Summary Introduction

The United Nations Development Program (UNDP) has a program on Governance in the Arab Region called POGAR, which embraces noble goals related to human development with a focus on encouraging good governance practices. It aims at achieving political, economic and social reform through building knowledge in the state, civil society and the private sector in order to allow internal reform tailored to the needs of Arab societies. POGAR focuses on three main pillars of good governance, namely: the rule of law, transparency and accountability, and participation. It has launched a number of projects and initiatives in cooperation with beneficiary institutions. Despite its ambitious goals, the program is still not widely known except in some specialized or elite circles and has not yet developed a comprehensive and effective outreach communication strategy to increase its effectiveness. The purpose of this Memoir is to propose an outreach communications strategy which would have a direct impact on the visibility and effectiveness of the program.

MIB Candidate  
**Rania Najem**  
Supervisor  
**Dr. George Labaki**

Title: **Equivalence of Foreign  
Degrees and Accreditation of  
Foreign Diplomas in Lebanon:  
The Case of NDU.**

### Abstract Introduction

This thesis project is the result of a significant period of experience in the Admissions and Registrar Department of Notre Dame University – Shouf Campus and a year of study in the MBA – MIB program.

The case study deals with a fundamental part in the educational policies set by the Ministry of Education in Lebanon. The article is divided into two main parts: foreign diplomas equivalency and foreign degrees accreditation.

MIB candidate  
**Daniel El Jiz**  
Supervisor  
**Dr. Atef Harb**

Title: **The impact of Informational  
Asymmetry on Credit Rationing  
and its Effects on the French  
Economy.**

### Abstract Introduction

The “credit rationing”, to which we are referring in this “Memoir”, should be considered as a permanent disequilibrium situation, in which the interest rate will not be adjusted according to the law of demand and supply. We are going to explain in the first place the different types of informational asymmetry, where the credit rationing is often considered as a consequence of the conflicted relations, which could be existing between the lenders and the borrowers having different objectives. In the first place, we are going to identify the implicit contracts (done between the bank and the borrower) and their benefits in relation to the context of risk division. On the other hand, we are going to demonstrate how the bank will use the interest rate swap (IRS) as a hedging technique method in order to eliminate the risk provided from such contracts. ▶▶

**Abstract**

With the increase of competition in the textile and garments industry in Lebanon from Far East countries, South East Asia and the Arab world, and due to unstable environment and political turbulences, local producers must start thinking of adopting new alternative growth strategies such as opening new international markets. In addition, they have to invest more into machinery and find new sources of financing with low Interest rate such as KAFALAT or EIB Lending projects. Investing into technology will help local producers to differentiate and add values to their products in term of quality and service in order to compete with the foreign players. This paper describes the Lebanese textile and garments industry situation and problems, local market analysis; the problems faced by a local producer, the family business status and finally growth strategies.

MIB Candidate  
Mazen Akiki  
Supervisor

Dr. Tanios Touma

Title: **Family Business: International Dynamics; The Textile and Garments Case in Lebanon.**

**Abstract Introduction**

KUMHO Company is a Korean tire manufacturer represented by M.K. Trading as an official agent working in the Syrian market. Even though huge opportunities are open to KUMHO brand in Syria and its ability to dominate the growing Syrian market as being one of the market leaders, KUMHO brand has unfortunately a sales volume of almost zero in Syria. KUMHO's problem in the Syrian market is a strategic one.

MIB Candidate  
Zahi Chaker  
Supervisor

Dr. Tanios Touma

Title: **"The Korean Kumho Tires in Syria"; ZR Global: Acquiring KUMHO Representation in Syria.**

M.K. Trading is a bureaucratic company, used to working in a traditional way and suffering from an absence of the operational flexibility needed to allow it to follow the market changes, facts which have opened the way for competition to dominate and kill the brand, and to push M.K. Trading towards bankruptcy, and obliged KUMHO Company to find another representative in Syria.

**Abstract Introduction**

When we talk about an economic boom, we talk about a set of economic and social factors that interact together and produce a large increase in the economic activity of a country, an industry or a sector by itself. The economic boom in the UAE started with a vision of Dubai being the Pearl of the Middle East. The presence of Black Gold in UAE soil was a basic asset for the country to build a base on and increase its wealth. The nation increased its wealth through its oil extraction operations and used its returns to build an intensive and modern infrastructure, with airports, ports, roads, telecommunication network, hi-tech, etc.. Job opportunities flourished and people from all over the world started coming to work in different sectors; construction, real estate, tourism, manufacturing, health etc.. A free zone was built in Jabel Ali in which multinational companies have established their regional offices. Dubai's vision of being a regional and international business hub has become now a reality. Will it last? A fresh view from the perspective of a local company that is trying to grow.

MIB Candidate  
Rany Eid  
Supervisor

Dr. Tanios Touma

Title: **Construction Industry in UAE: Extra Company Case.**

**Introduction:**

Money laundering is a controversial phenomenon for almost everybody on this planet and at the same time a serious issue that is recently being placed on the fundamental responsibilities and duties of the international community in order to find as far as possible the ultimate and effective systems, procedures, and tools to counteract money laundering.

MIB Candidate  
Jad Akl  
Supervisor

Dr. George Labaki

Title: **Fighting Money Laundering: The Case of Byblos Bank.**

Recently, all cooperating countries have reached common ground for a good understanding of money laundering in order to win this war. This understanding comprises a common definition of money laundering as a crime and a clear awareness of both the growing influence and the negative consequences on the national economies of the laundering of ill-gotten gains. The fight against this crime is now a priority. Therefore, the international community, including banks, non-bank financial institutions, and other formal institutions, has recently improved its measures of prevention and detection, as I witnessed during my experience at Byblos Bank Compliance Unit.

MIB candidate  
Rania Khalife  
Supervisor  
Dr. Tanios Touma

Title: **First National Bank SAL**  
in Jordan.

### Introduction

Although the economic situation in Lebanon was affected negatively since February 2004, the banking sector proved to be solid and continued to develop. First National Bank SAL. is one of the Lebanese banks that took advantage of this period and took several steps to enhance its local & regional position.

MIB Candidate  
Edmond Bouez  
Supervisor  
Dr. George Labaki

Title: **Merger and**  
**Acquisition: the Ejada Case.**

### Introduction

Mergers and acquisitions have been part of the fabric of business for more than a century, and they have become integral elements in the strategic initiatives of well-managed businesses. The practice of mergers and acquisitions has been established as a fine business art and a proven technique for seizing competitive advantage and responding to the myriad forces that are challenging businesses and changing their competitive environment.

MIB Candidate  
Bernard Hatem  
Supervisor  
Dr. Tanios Touma

Title: **Social Marketing:**  
**Strategies applied in Lebanon**  
**and United Arab of Emirates**

### Abstract

The subject of this thesis is the role and impact analysis of social marketing media campaigns in the MENA region and the strategies used and applied in Lebanon and UAE. My thesis begins by providing the guidelines for social marketing and the effect on society. After studying the marketing mix and analyzing the media channels and pertinent concepts related to Social Marketing, the thesis studies and analyzes three cases:

Pink Ribbon Campaign (Fighting breast cancer in Lebanon)

Bahr Loubnan Campaign (Protect the Lebanese Sea!)

Fighting breast cancer in UAE

At the end, a comparative analysis is drawn between social marketing in Lebanon and UAE in addition to recommendations and future guidelines.

MIB Candidate  
Gaby-Jaber Salem  
Supervisor  
Dr. Mohamad Hamadeh

Title: **Currency fluctuations,**  
**risk and the marketing of**  
**hedging operations.**

### Abstract Introduction

Foreign exchange is the settlement and arrangement of funds around the world, by buying and selling currencies. More than \$1.5 trillion dollars (US) is exchanged daily by thousands of banks and foreign currency traders all over the world. As major currencies are subject to a flexible exchange rate, this means a high volatility in the market, and this can significantly devalue the purchasing power or harm multinational companies when doing business worldwide and vice versa.

This paper describes currency fluctuations, risk, and hedging operations in a Lebanese bank, and finally some recommendations about how to market hedging in foreign exchange departments.

MIB Candidate  
Abed El-Ghany Koussa  
Supervisor  
Dr. Tanios Touma

Title: **M & B Trading and**  
**Marketing: Reorganization of**  
**the Company for**  
**International Expansion**

### Abstract

M & B Trading and Marketing is a Lebanese company that owns a shoe brand and retail store chain, known as Mario Bruni. The firm is operating with nineteen outlets across Lebanon, Kingdom of Saudi Arabia, Egypt, Syria, Romania, and Jordan. M & B was founded in 1996. The store became one of the Arab World's leading players in women's and men's footwear. Since Mario Bruni is now expanding to Europe, it is crucial for the company to reorganize itself in order to meet international standards and to be able to successfully enter the European market. Therefore, in this Memoir, I describe the operations and tasks performed by each department in the company, point out the existing weaknesses and suggest solutions to reorganize the divisions of the firm and fill in the gaps that were found.

### Reading Committee

- | 1- Supervisor of MIB Candidate □ | 2- Dr. Tanios Touma, MIB Academic Committee member □ | 3- Dr. Mohamad Hamadeh, MIB Academic Committee member □ | 4- Dr. Bertrand Marçais; Dr. Anthony-St. John Wanis, Dr. Bernard Fremont; and Dr. Antoine Bastien; Dr. Olivier Guillard (from Bordeaux Business School)
- | 5- Dr. Rock-Antoine Mehanna, Director, Graduate Division, FBAE

For reasons of space, only the introductory paragraphs of the abstracts have been given. - Ed.)

# Fulbright Visit: Religion and Pluralism

o | Dr. Ziad Fahed

*Selected by the Cultural Affairs Office of the US Embassy in Beirut and the State Department, and after obtaining the approval of NDU President, Fr. Walid Moussa, I had the opportunity to participate in the Fulbright program Religion in the US: Pluralism and Public Presence at the University of California, Santa Barbara (UCSB), for a six-week program during last summer 2006.*

This program offered me the opportunity for a better understanding of American culture and enabled me to experience religious pluralism and to interact with scholars and with the seventeen participants from all around the world.

The principal organizer of the Institute on Religious Pluralism was the Department of Religious Studies at UCSB, which is ranked as the second-best center in the nation for the study of religion. It has a strong faculty and resources with more than 18 full-timers, and is involved in teaching up to 2,000 undergraduate and 75 graduate students each quarter. The University of Santa Barbara is a highly prestigious university, with several of its members awarded the Nobel Prize.

The program in question treats the study of Religion as a discipline approached descriptively and analytically. Hence the Summer Institute focused on Religion as it is 'on the ground', as opposed to what it 'ought to be'. It analyzed religion in its social and political contexts without any normative judgments.

The religious topics during those six weeks included the following:

- o | History of religion and religions in the USA, their many sources and cultural influences
- Demography and sociology of religion in the USA: gender, regional, racial and ethnic patterns

▼ *A young Chinese lady who is a Firm Believer in Christ – nothing to do with the FBI!*



▲ *Dr. Ziad Fahed shakes hands with Dr. Clarke, chairman of the program.*

○ | **Religion and domestic politics Los Angeles:** A case study in **ethnic and religious pluralism** – We visited the largest religious groups. The lectures given by some scholars from University of California Los Angeles (UCLA) helped us to study the religious diversity in LA.

○ | **Faith-based initiatives** – a changing public face for religion

○ | **Religion, journalists, and the media:** we met a professional journalist working on this topic. I had the opportunity to visit the Trinity Broadcasting Network (TBN) which is an international religious TV station, the programs of which are broadcast worldwide.

○ | **Religion and film:** an important discussion took place about some movies that we had seen at UCSB.

○ | **Curriculum development** – we studied together the way to continue

our research in this field. The connections that we have built together as scholars from seventeen different countries will be very helpful.

○ | **A study tour of Salt Lake City (Utah):** more than four days of study-tour in this city. We met different scholars from the Church of Jesus Christ of Latter-day Saints and some other scholars from other churches.

○ | **A study tour to Atlanta (Georgia):** visit to the Department of Religious Studies at Georgia State University with a visit to the Martin Luther King Center on Non-Violence and a tour taking us to the CNN.

○ | **A study tour to Washington, DC:** visits to some places of religious interest and the Native American Museum, etc. The debriefing took place at the Department of State and allowed us to share our experiences and exchange suggestions for the future.

Last but not least I am very grateful to the Department of State, to the Cultural Affairs Office at the US embassy in Beirut and to Fr. Moussa, NDU President, for giving me the opportunity to attend, experience and participate in all of the above, for I was the first Lebanese to follow this program at UCSB. I hope that, being a Fulbrighter, I may continue to benefit from the contacts established all around the world and from the experience that I had the opportunity of enjoying. I hope that this unique experience will allow me to continue serving Notre Dame University. I do believe that many things can be done in this field and that we may establish a serious and scientific dialogue of faith and religion in this area of the Middle East.



▲ A Zimbabwean evangelist.



▼ A very mixed group.

## NDU RED CARPET

*On January Friday 19, 2007, NDU held its own 'Red Carpet' Evening.*

*Radio/TV/Film graduating students invited family, friends, press and many famous media figures to the screening of their senior films at the NDU Conference hall.*

The Graduating students were: Houeida Beshrawi, Elie El-Semaan, Diana Saliba, Tania Nasr and Nader Tabri.

Here you will find a brief description of each of the films.



○ | **Film: Chehade**

**Director and Scriptwriter:** Houeida Beshrawi

**Starring:** Abdel Karim Baalbaki

**Genre:** Comedy/ Drama

**Duration:** 14 min 50 sec

**Plot:** *Chehade* is a film which depicts the traditional Lebanese Man. The film is about Chehade, who was brought up as the only boy in the family and lives his whole life satisfying his male ego from one woman to another.

○ | **Film: Ghanile Ta Ihlam (*Sing me a dream*)**

**Director and Scriptwriter:** Elie El-Semaan

**Starring:** Nada Bou Farhat, Omar Ammar, Roy Saab, Patricia Kassis and Issam Breidy

**Genre:** Musical Film

**Original Songs-**

**Song Lyrics:** Elie El-Semaan and Vania Aoun

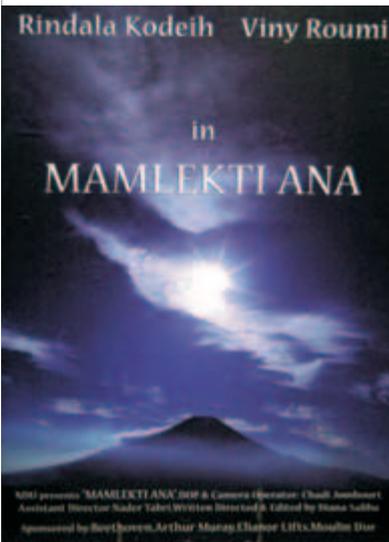
**Music:** Bassem Melki

**Musical Arrangement and Recording:** Paul Abou Gharib

**Duration:** 15 minutes

**Plot:** *Ghanile Ta Ihlam* is a musical film inspired by Victor Hugo's *Les Miserables*. This film compares Jean Valjean (*Les Miserables*) to a young boy on the streets of present-day Lebanon only to find that there are thousands of Jean Valjean's in the world today. The film is based on every person's right to dream, to dream of a better tomorrow "There is nothing like a dream to create the future" (Victor Hugo).





○ | Film: Mamlekti Ana  
(My Kingdom)

Director and Scriptwriter:

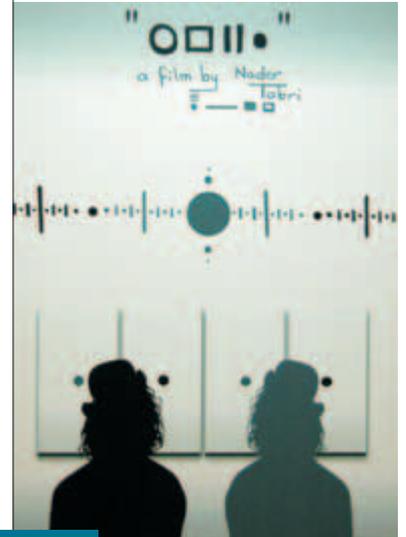
Diana Saliba

Starring: Rindala Kodeih,  
Viny Roumi

Genre: Drama

Duration: 15 minutes

Plot: This film depicts the struggles of a prominent business woman maintaining her strong image and holding on to her feminine feelings. These struggles are made obvious when she meets a charming young man.



○ | Film: " O Q II "

Director and Scriptwriter:  
Nader Tabri

Starring: Nader Tabri and Roy  
Badran

Genre: Experimental

Duration: 14 minutes

Plot: This film compares two types of characters in the world: The traditional person and the explorative person. This film shows the struggle which occurs when these two different groups of people meet. It is a struggle between the world of black and white with the world of color and life. This film is a reflection of a struggling society.



○ | Film: Zoha

Director and Scriptwriter: Tania Nasr

Starring: Pierre Dagher, Nada Saiby

Genre: Drama

Duration: 15 minutes

Plot: Zoha is a narrative film about a young prostitute. Zoha takes us through her life and through her many intimate relationships until she reaches one relationship which changes her life. In this film we see how different men used the same woman for different social fulfillment.

## NDU Cafeteria – Good news for gourmets

Faqra Catering extended an open invitation to one and all for the inauguration of the newly renovated NDU Cafeteria at midday on Monday, January 15th, 2007, held under the patronage of NDU President Rev. Fr. Walid Moussa, OMM. A Buffet Cocktail was open to all from 12 midday to one o'clock. Our photo shows the Universities authorities making their tour of inspection.



## Social

o | Twins born to Joyce Chidiac Ghossain  
NDU Spirit congratulates Mr. Sayed Ghossain and Mrs. Joyce Chidiac Ghossain, Director of the NDU President's Office, on the birth of twin daughters, Maria-Pia and Gabriella, on 19 September, 2006.



Gabriella



Maria-Pia

o | Twins born to Jocelyne Chidiac Nasr-Jade, sister of Joyce Congratulations also to Mr. Albert and Mrs. Jocelyne Nasr-Jade, Secretary, Human Resources Office, on the birth of two sons on 29 December, 2006, Jad at 8.05 a.m. and Joe at 8.06 a.m..



Joe (left)

Jad (right)

## Obituary

**Bahjat Qassem Chedid (Abou Riad)**

The editorial staff of NDU Spirit wish to express their sympathy to Dr. Fouad Chedid, Director of the Shouf Campus, and family, following the decease of his father Bahjat Qassem Chedid on January 2<sup>nd</sup>, 2007. May "Abou Riad" rest in the Lord.

**Emil Youssef Assaad**

The editorial staff of NDU Spirit wish to express their sympathy to Dr. Shafika Assaad, member of the NDU faculty, and family following the decease of her father Emil Youssef Assaad on 4<sup>th</sup> January, 2007. *Requiescet in pace.*

## Just a Thought

*"Open the doors of your hearts for Jesus." (Pope John Paul II)*

A thought came to my mind and I would like to share it with you.

Logic in regard to our Creator is to listen to God's Word and to apply it to our daily life. The logic of life is to refuse the logic of murder, of abortion, and of destruction. The logic of life is to refuse killing life. Where is Peace??? Murdering, killing, hatred are not the logic of God, of Jesus Christ. Man is in need

of inner peace in order to attain God's peace. The logic of peace is a kind and forgiving logic. It is the opposite of murdering and destroying human beings. Peace is the Kingdom of God and must grow gradually, like the mustard seed of the Gospel. "Be careful not to extinguish or destroy each other," said St. Paul. When Cain killed his brother Abel, Man became accursed.

Finally, I should like to wish everyone a very happy Easter. May God bless us all and bless our University. May Jesus Christ listen to our prayers.

Christ is risen! He is truly risen!  
Χριστος ανεστη! Αλιθως ανεστη  
المسيح قام! حقاً قام!

o | Fadia El-Hage

## To Improve Your English



If you want to improve your English vocabulary, become accustomed to a variety of accents and be well-informed about world events, Third World development, scientific progress, the religious scene, health issues, the arts including ethnic music, and economic and business matters, you should listen to the BBC World Service, which comes loud and clear retransmitted from Cyprus on 1323 kHz. Transmission is suspended only between 1 a.m. and 4 a.m. at night in winter, between 2 and 5 at night in summer. Programme schedules are given according to GMT (Greenwich Mean Time). Two hours should be added for Beirut time in winter and three hours in summer.

Note that listening to radio on a pocket receiver can be done at any odd moment, when sitting in a car, eating a meal or a sandwich, or waiting for a friend.

The BBC World Service receives financial support from the Parliament of Westminster, but is completely independent of the British

Government, and ever since the General Strike of 1926 there has always been a certain tension between the Government and the BBC, which prides itself on its independence. During an interview with Prime Minister Tony Blair in February, the interviewer was almost insulting in his references to cooperation with the USA and participation in the war in Iraq.

There are broadcasts in nearly forty languages other than English, including of course Arabic, on other wavelengths. There are various means of making known to the BBC one's individual opinion on events and on broadcasts, including emailing to [worldservice@bbc.co.uk](mailto:worldservice@bbc.co.uk). An acknowledgement of reception is always sent back by the BBC. To receive a programme guide in your inbox, send to [bbcworldservice.com/schedules](mailto:bbcworldservice.com/schedules). Useful addresses include [bbcworldservice.com](http://bbcworldservice.com), [www.bbc.co.uk/info/contact](http://www.bbc.co.uk/info/contact), [www.bbcworld.com](http://www.bbcworld.com), [bbcworld@bbc.co.uk](mailto:bbcworld@bbc.co.uk), [www.bbcshop.com](http://www.bbcshop.com) and [bbcproducts@galleon.co.uk](mailto:bbcproducts@galleon.co.uk). Good listening! – Ed.

## It Starts Early! How You Abuse Your Bank Account

o | Zeina Ghossoub El-Aswad, MSc.  
Faculty of Natural and Applied Sciences

My husband, who is a physician, likens one's health to a bank account. You are born with a certain amount of money deposited in your account. How often, how much and how you spend from it dictates how long and how well you will ultimately live your life.

The title is not a dead give-away. As a matter of fact, it is somewhat confusing. But if we imagine that our world has changed its currency from money to health points (HP for short and easy), that our overall health is a checking account, and that our bodies are the banks, the story becomes very interesting... and very real!

I used to teach at schools, and I would tell you that the awareness about nutrition in this country and in the USA, as well as in Europe, is not something to boast about. Actually, it is downright pitiful. Consider the facts: The world is growing fatter, even

in Third World countries. We as human beings are becoming more and more gluttonous. Trillions of dollars are spent on food every year, and perhaps even more on the consequences of those foods. Obesity is linked to a great many diseases, so I shall list only the most important ones. This list is by no means all-embracing!

- ①- Diabetes
- ②- Heart disease
- ③- Stroke
- ④- High blood pressure
- ⑤- Cancer
- ⑥- Breathing problems
- ⑦- Lung diseases
- ⑧- Depression
- ⑨- Sexual disorders (impotence, decreased libido...)
- ⑩⑪- Others

I have just named 99% of the causes of morbidity and mortality (disease, sickness and death)! 99 %!!! That is the equivalent of 99 % of causes of bankruptcy! So why the big deal now? I mean, all these diseases affect older people (50's onwards), right? WRONG. Consider this: We start to get fat streaks in our blood stream (precursors for clogged arteries and causes of heart attacks and stroke) by the age of one!

That is, our entire life is maintained and utilized from day one of our birth. I dare say, since day one of conception since genetics plays a major role in any and all of the diseases listed up there. But since we cannot do anything about genetics (raise your hand if you decided who was going to be your mother and father), I am going to focus on what we can do!

We are born with a million dollars. Not much nowadays, but, considering that a few decades ago, we were born with a mere 100,000 dollars, I would say that our fortunes are better. However, with this increase in our funding, we are faced with more things to buy, more stuff to spend our money on and more ways to lose that money. So we can lose or spend our one million health points faster today than ever before.

The reasons and ways can be obvious, or really really sneaky. I want you to pause for a second and think of just five ways of abusing your health points. Most of us will think of cigarettes, alcohol, drugs, obesity, and lack of exercise and will be right. Those five lie behind most of the diseases known to man. However, there is a

paradox here. While our rates of body abuse and spending of HPs is more outrageous than at any other time, people are living longer. Why?

We are living longer, but not necessarily healthier and this longer life comes at a very high price. Here are some fun facts for you to think about. N.B.: Take out your calculators!

Treating symptoms of heart disease may cost for the average woman more than \$1 million over the course of her lifetime, according to a new study. There are more than one billion women affected with the disease worldwide.

Tens of millions of Americans (only Americans) need around 100 dollars per month for treating their high blood pressure, not to mention costs for their other diseases ...).

Some cancer medications cost 20,000 dollars per medicine per patient. This is just the cost of medicine! We have not even mentioned the fees of the doctor, the hospital, the equipment. One cancer patient can require anywhere between 250,000 to one million dollars for a life-time of treatment. This is up 500 % from ten years ago. There are millions of people with a diagnosis of cancer.

The direct healthcare cost for treating the 15 co-morbid conditions incurred by adults with obesity (BMI > 30) is \$102.2 billion. This figure was obtained by multiplying the direct cost of each

condition by the percentage of obese patients treated for the co-morbidity and then summing the cost for all fifteen conditions. The \$102.2 billion figure represents approximately 30% of the direct costs of treating the fifteen co-morbidities in adults of all BMI categories. Of the \$102.2 billion, approximately 30% is attributed to heart disease, 20% to diabetes, 9% to hypertension, 8% to stroke, 7% to arthritis, 5% to cancer and 21% to the other conditions. (Posted from the American Obesity Association, 1999). This is seven years from now, so you do the math! This does not include recent surgeries and medications.

There are on the market medicines to treat obesity that are up to 150.00 dollars per bottle (per month)!

Overall care for patients with diabetes, including treatment in all settings and for other illnesses such as congestive heart failure, averages more than \$10,000 annually per patient. There are more than 15 million diabetics in the US alone. If we assume that obesity is linked to only half of the cases, that will be a whopping 75,000,000,000 dollars annually!

You know, the list is endless, and I still have not mentioned everything. And these figures are just from one country!!! Can you imagine the debt in HP's! What bank will give us such a whopping loan??? Oh, one more thing. These figures do not include the billions and billions of dollars that go

into research for finding ways to cure our illnesses and make us live longer in a bad way so that the cycle continues!

Some of us have called obesity "the voluntary disease". Quite simply, we are heading in the wrong direction. But I will not just mention obesity here. It is the overall picture. Really, living healthy and maintaining that bank account is not about being thin and slim. There is much more to that, as we shall discover shortly.

Let me switch gears here a little bit and tell you why I am writing about all of these issues. Well, because our troubles start early, real early; but there is one trend that continues to show up time and time again. University students end up gaining 3-6 kg by the time they graduate. That may not seem much to you, but it is, in two ways. First, it sets a trend for later on as the weight we gain creeps up on us and we scarcely notice it over three or

four years. Consequently, as we grow out of the university, we shall have acquired the traits that led to this weight increase: eating more fast food, exercising less and ignoring our health. We all set out to get a job and start working, and that is great. How many of us, in our overall plan of our future, put exercise and health maintenance right up there with a successful future?

Another story from my husband. One day, a man is walking down the street. He looks up in the sky and sees God sitting there, confused, and thinking.

The man: Hello dear Lord, what seems to be the problem? You look kind of confused.

God: I am. There is a nagging question in my mind but I do not have the answer for it. Maybe you can help.

The man: Me! You are God. If you cannot find the answer, how am I going to? Anyway, fire away and let me see what I can do.

God: Why does man spend his health to make money, then spend that money to gain back his health?

Please keep in mind that I shall be discussing the issue from a nutritional standpoint.

Other disciplines involved include medicine, sports, pharmaceuticals and more.

To best approach the issue of conserving our bank roll, we need to understand what makes it increase, and what makes it wither away.

Our health involving both body and mind is such a complex affair! We are only just beginning to understand the intricacies of how the human biology and physiology function. However, there is one thing which we understand fully. Although we like to define our bodies in terms of systems and organs, it is one whole phenomenon. What affects one part will certainly affect others. It is a package deal! For simplistic arguments and explanations, we divide it into different parts. Overall, this is how the wonderful machine known as a human being functions, from a nutritional point of view:

We eat and drink, and in doing so we decide what our body has to deal with. Our food affects everything in our body, from our hair to our deepest cell. What we eat dictates, partly, how we spend our HPs. It does get a bit more complicated, however. Not only is the quantity and quality of food important, but the way we eat also has an effect. Nutrition is about quality, quantity and how you eat your food. We tackle these three issues; we understand the importance and dynamics of food.

Please remember that the outcome of this discussion is your health. I will be discussing the issues of nutrition as it relates to health, and health, as defined by the WHO, "is a state of

complete physical, mental and social well-being and not merely the absence of disease or infirmity." With that in mind, let us move on.

## Quality of food

There are five basic food groups: Carbohydrates (breads, pastas), fats (oils, spreads, animal and plant fats...), proteins (meat, beans...), vegetables and fruits. You can add water to that if you want to.

The literature is littered with information and research on the effects of different food types and categories. It is known now that fats are bad for you, fruits and vegetables are good, and carbohydrates and proteins lie somewhere in between.

I guess I am oversimplifying things but I am not trying to give you a crash course in nutrition and dietetics. Not too long ago, this was not the case.

There are many opinions out there that would disagree with what I am saying and claim that fats are good for you, so are proteins, and carbohydrates are the root of all evils. Not True. At least, we have not proven otherwise!

In truth, we need all the food categories to survive and live healthy. If we take ten people with identical bodies, but with different diseases, then each one will have a different need for a certain type of food. For example: a diabetic will have to be more careful with carbohydrates than someone who has high blood pressure, who needs to be more careful with salty foods. And the list goes on.

People who have underlying illnesses have been told, I hope, about the types of food that are good and harmful to them. But for the rest of us, we need a guiding system to tell us what to eat, and how much. That system is known as the Food Guide Pyramid; recently changed and modified, the pyramid has been a tool for us for more than ten years. This is what it includes: (Adapted from the website: MyPyramid.gov)



The Dietary Guidelines describe a healthy diet as one that –

emphasizes fruits, vegetables, whole grains, and fat-free or low-fat milk and milk products;  
includes lean meats, poultry, fish, beans, eggs, and nuts; and  
is low in saturated fats, trans fats, cholesterol, salt (sodium), and added sugars.

For a detailed list of what is in each category, please visit the website. Notice that these general guidelines tell us about the types of food, but not how much. That is because the quantity is dependent on the individual. A 90 kg person, who is 20 years of age, is different from a 70 kg person who is 50 years of age. Nutrition, in its quantity, is individually defined and based. INDIVIDUALLY.

### Quantity

This part may be self evident, but is it? How much is enough per person? How much do you have to eat, and of what, to maintain your health and your HPs? The answer: it depends. We measure foods and their quantity in two ways: Calories and ingredients. Let me elaborate.

One piece of fruit, an apple, has two components to it: the energy component (the sugars inside of it that provide energy) and the ingredient component (vitamins, minerals, fiber, water). Our bodies need both components. We need energy from food, and we need the fats, carbohydrates, proteins, vitamins, minerals and water. Each piece of food will give us its own unique

components. And our HPs depend on the combination of these two components.

Generally and simplistically speaking, disease, or lack of health, arises when our consumption of food results in an imbalance between these two components.

We may consume – too much energy (ultimately leading to obesity), too little energy (leading to diseases like wasting and anorexia nervosa), too much of the ingredients (leading to toxic build-up in our bodies), or too little ingredients (leading to deficiencies and diseases).

Now, imagine that any one or a combination of the above can result in serious health problems, and we have a plethora of scenarios that we have to deal with. Luckily, though, the solution is easier than the problem. Avoid these four imbalances and you will be in good shape. The following is a rough table of how many calories we each burn in relation to our sex, frame and height.

## Daily calories burned: Men

Feet	Height		Frame		
	Inches	Small	Medium	Large	
5	1	1427-1784	1542-1928	1652-2065	
5	2	1471-1839	1580-1975	1695-2119	
5	3	1516-1894	1619-2024	1741-2176	
5	4	1561-1951	1660-2075	1787-2234	
5	5	1606-2008	1704-2129	1834-2293	
5	6	1653-2066	1749-2186	1883-2354	
5	7	1700-2125	1796-2245	1933-2417	
5	8	1748-2185	1845-2306	1985-2481	
5	9	1796-2245	1895-2369	2037-2547	
5	10	1845-2306	1948-2435	2091-2614	
5	11	1895-2368	2003-2503	2146-2683	
6	0	1945-2431	2059-2574	2203-2753	
6	1	1996-2495	2118-2647	2260-2825	
6	2	2047-2559	2178-2723	2319-2899	
6	3	2099-2624	2240-2800	2379-2974	
6	4	2152-2690	2304-2881	2441-3051	

## Daily calories burned: Women

Feet	Height		Frame		
	Inches	Small	Medium	Large	
4	8	1171-1464	1244-1555	1365-1707	
4	9	1202-1502	1281-1601	1401-1752	
4	10	1234-1542	1319-1649	1439-1798	
4	11	1269-1586	1358-1698	1478-1847	
5	0	1305-1631	1399-1749	1518-1898	
5	1	1344-1680	1441-1801	1560-1950	
5	2	1384-1730	1484-1855	1604-2005	
5	3	1427-1784	1528-1910	1649-2061	
5	4	1472-1840	1574-1967	1695-2119	
5	5	1518-1898	1620-2025	1744-2180	
5	6	1567-1959	1668-2085	1793-2242	
5	7	1618-2023	1718-2147	1845-2306	
5	8	1671-2089	1768-2210	1897-2372	
5	9	1726-2157	1820-2275	1952-2440	
5	10	1783-2228	1873-2341	2008-2510	
5	11	1842-2302	1927-2409	2065-2582	
6	0	1903-2378	1982-2478	2124-2655	

In order for us to maintain our weight, and not gain any, we need to consume only as much energy as we expend. These values are a rough estimate of what is needed.

## How we eat

What do I mean by that? Well, we are, by design, suited for at least three meals a day. Five would be ideal. We should eat sitting down, chewing slowly and allowing ample time for digestion. Okay, with the ideal situation clearly not available all the time, we tend to miss breakfast, eat on the road in fifteen minutes or less, and wash everything down with a soda, a drink or something else. The end result is indigestion, nutrient malabsorption and a wicked case of piling up the calories.

How we eat also indicates the way we prepare our foods. How we cook, how well we cook, what we use and how we serve our foods have a monumental effect on our lives. Raise your hand if you prefer a baked potato over French fries. If you do, you are the exception, not the rule.

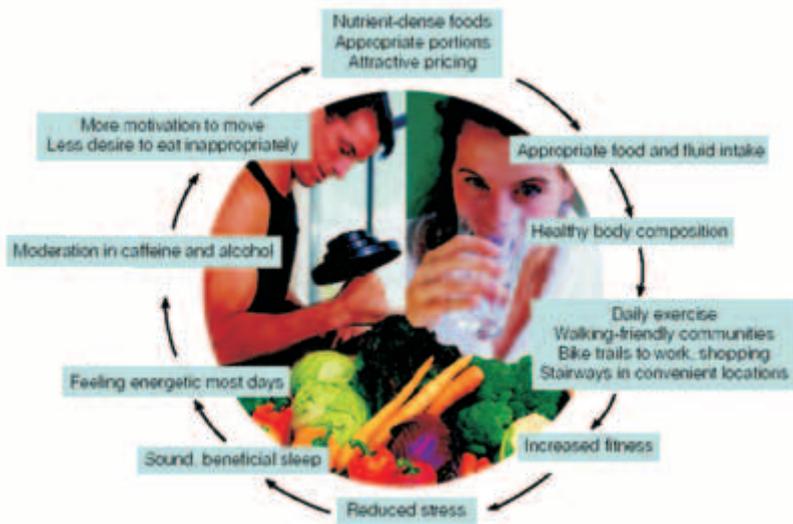
To talk about proper nutrition and food intake in one article, one setting or one journal is ridiculous. This article here is not meant for that. It is meant to raise questions and concerns about your lives.

As you can see, the complexity of proper human nutrition takes so many factors into account. You do not have to worry about all of this, just keep in mind the basics we went over here. You can always consult your dietitian or health care provider about your particular case, whether you are in sports, have a medical problem, want to lose weight, gain weight, etc. Whatever the situation, ask the right people and start taking care of it now.



At the beginning of this article, I used the checking account analogy. Here is where it pays to read (pardon the pun.) What you do with your life dictates how much you spend of your HPs and how long they last and how well they last. For me, it is not enough to live till you are 70, or 80, but rather to enjoy a good quality of life. The human body is subject to tremendous challenges every day. It is a miracle to survive one day, let alone 70 years. We are resilient, that is true. However, how we take care of ourselves goes a long way in deciding how happily we live. Life is not a destination, it is a journey.

Start enjoying that journey by taking care of your health now so you can have a better future.



○ | **GEORGE ABU-JAWDEH**

Former UNDP Resident Representative  
and United Nations Resident Coordinator,  
Vice-President of the NDU Board of Trustees and  
Former UN Ambassador

## The Environmental Effects of the Israeli Invasion of Lebanon

(The July 2006 War)

*Every act of war or aggression is destructive in every sense of the word and at all levels. The "July war" launched by Israel was a crying example of barbaric destruction on the Lebanese people and territory, especially on the environment.*

The environment was really a victim, especially of the pollution triggered by bombs, internationally forbidden, but used by Israelis for shelling more than once, on 13 and 15 July, the power utility of Jiyeh, 30 kms south of Beirut, causing the seepage into the Mediterranean Sea of 10,000 to 15,000 tons of fuel oil which affected 150 kms of coastline with some oil reaching as far north as Syria.

After the cessation of hostilities on 15 August, the Lebanese Government requested the assistance of the United Nations to help in the oil clean-up and the restoration of the coastline. In response, an action plan was drawn up at an estimated cost of 50 million Euros, with more funds needed in 2007. The problem, according to UN environment experts, is extremely difficult as the clean-up operations started late, *i.e.* not until one month after the contamination of the seawater went deep under the surface. This will make the oil increasingly fragmented and difficult to collect.

Anyway, for the long-term, when most of the cleanup has been achieved, the full consequences of the incident should be assessed and any lessons

learnt should be used to improve the preparedness of the Lebanese authorities in the event of future oil spills.

Another vivid example of major destructive effect on the environment was the shelling of some historical sites that represent a precious heritage for the country; first in the North, where the attackers destroyed the Arqa Bridge in Akkar, which was built during the Ottoman rule in this country. Another site affected site was the famous traditional old market (Souk) in the center of the city of Baalbeck (85kms east of Beirut) that was the target of more than one air raid.

This Souk is a landmark in the historic city of Baalbeck for foreign and local tourists visiting the "City of the Sun".

A third major crime against the environment was committed against agriculture by "planting" more than one million cluster-bombs in rural areas especially in the South. The farmers were frightened by such an act of aggression on their life and livelihood paralyzing their mobility in the fields and their usual work therein.



In addition to the above destructive effects on the environment and notwithstanding the enormous residential and urban areas which were transformed into rubble as a result of repeated Israeli air raids in the South, the southern suburb of Beirut and the Bekaa, the most important environmental catastrophe was that of the dismantling and displacement of the human environment. Besides the great number of victims (over 1000 killed and 3.500 wounded), around 200,000 persons left the country under pressure to seek refuge and employment elsewhere. This war seems to have shocked the Lebanese to the point of making them lose hope in their country and its future more than any previous Israeli aggression. This is really catastrophic environmentally.

In conclusion, two remarks should be highlighted:

First, the role of the UN has regrettably been much undermined. This international organization was created to be a forum for carrying on dialogues eventually leading to appropriate solutions of disputes between countries and peoples. The scenario of ferocious Israeli air and naval attacks on Lebanon resembled more that of the "Law of the Jungle" than the international rule of law within the framework of the UN.

Second, it is really heart-breaking for the peace-loving people on this earth to see the accumulated billions of dollars coming from the sky-rocketing prices of oil being used for supplying arms to "war-loving parties" leading to destruction and killing of innocent civilian victims instead of all available resources on this planet being used for human development and combating poverty and misery which continue to be increasing. It is really a strange world !!



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## MOR EPHREM AND THE SYRIAC IDENTITY

Lecture delivered by *Amine Jules Iskander*  
(Department of Architecture, NDU, part timer)  
at Stockholm University, December 3rd, 2006.

Mor Ephrem was born in Nisibis in 306. This city had been fought over by the Byzantines and the Persians for decades. In his writings, Mor Ephrem used to defend his land and people with a clear knowledge of belonging to a certain group and culture. Mor Ephrem, like all the Syriacs, had to leave his land in Nisibis. He settled in *Orhoy*, Edessa, where he took charge of its famous school. In 363, Nisibis fell to the Persians. The saint went on writing about his city and denouncing its occupation.<sup>1</sup>

In Edessa as well, Mor Ephrem had to face the domination of the Hellenistic culture and a certain hegemony of the Greek language inside the Christian Semitic world. By developing his countless *Mimré*, he imposed a Christian Aramaic literature that was to end up by being adopted in all the other Christian traditions of the East and the West.

Even though this great saint

became a symbol of Syriac literature and even though he was called “the Prophet of the Syriacs” or “the Cither of the Holy Spirit” (*Kénoro drouh qoudsho*), the messages of his texts had nothing to do with nationalism or Syriac identity. His defense of Nisibis against the Persians is an exception among his hundreds and thousands of *Mimré* about love, faith and virginity. Moreover, let us not forget that, in his writings concerning Nisibis, he was mostly defending Christians against pagans, not Syriacs against Persians.

Mor Ephrem’s *Mimré* are all about Love, Faith, the Nativity, Virginity, Mary, Joseph and God. The essence of all his thinking is about abandoning everything for God. That is to say abandoning even ourselves for the love and grace of the Lord. In this, Mor Ephrem is typically and deeply Syriac. His writings summarize the state of mind of the Syriacs and the austerity of their Church, as well as its attitude of abnegation and complete humility. The will to lead a life similar to that of the Savior, and to get closer to Him through our acts and our faith, seems to have dominated the behavior of the Syriac Churches since their early conception. This explains their

determination to blend into Western society<sup>2</sup> as they did into Eastern society, even in Edessa, the motherland of Syriac language, where they ended up by adopting the Armenian language.

Let us say that in general, contrary to their Armenian neighbors, the Syriacs are considered to have only rarely conserved their linguistic particularity. Notwithstanding their total integration in the West,<sup>3</sup> we already notice a growing tendency in the East towards a systematic acceptance of the dominant language in the environment in which these Syriacs evolve.

In the regions that are dominated by the Kurds or the Turks, the Syriacs have adopted the languages of these peoples. Further to the south, the Syriacs are an Arabic-speaking people. Another case of adaptation is to be found in the region of Mardin, where Arabic is now declining and being replaced by the Turkish language instead. In Lebanon, the Syriac Maronites have adopted Arabic as their everyday language and integrated it even into their liturgy. The Edessians who nhabit Lebanon today have continued to use Armenian up till now and use Syriac only in the liturgy.

With Abgar VIII, king of Edessa from 179

1- On “Cantiques de Nisibe”, see Mgr Behnam HINDO, *Chant pour la Nativité - de Saint Ephrem le Syriaque*, L’Harmattan, Paris, 1996, p. 8.

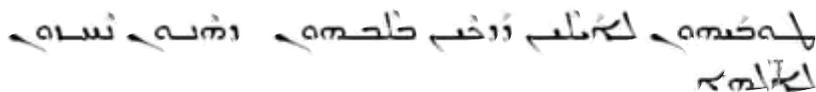
2- By West we do not mean the West of the Fertile Crescent; what is meant here is Europe, the Americas and Australia.

3- Europe, the Americas and Australia.

to 212, who converted to Christianity in 206, the first Christian state in history was born. This first Christian kingdom which was created by the Syrians in Edessa dwindled and gave way to Armenia (proclaimed Christian circa 301-314, followed by the Roman Empire and Ethiopia, circa 325-330.)

Armenia, Ethiopia and all the other Christian kingdoms that followed witnessed painful and glorious episodes throughout their history. Only the Syrians were content with being a Church and with being identified with this Church rather than with a nation or even a language.

When Mor Ephrem speaks of pure hearts, he really means to talk about the Good in humanity. That is why he mentions Saint Matthew (Matt. 5: 8):



*"Heureux les cœurs purs, car ils verront Dieu."  
« Blessed are the pure in heart, for they shall see God. »*

This sentence has nothing to do with what the 15<sup>th</sup> century Syriac Maronite scholar Gabriel Bar Qleius writes. When Bar Qleius talks about pure hearts, he means people who are Syrians as well as Catholics and Maronites and inhabiting the sacred mountains of Lebanon.<sup>4</sup> Therefore, he already reveals in the 15<sup>th</sup> century a Syriac Maronite national aspiration, that is part of the larger scale Syriac identity. However, his greater master, Mor Ephrem, did not seem to see things that way in most of his work. After mentioning Saint Matthew in the *Commentary on the Diatessaron*, he goes on to explain that one is supposed to see through the eyes of one's soul or those of one's heart, not through his physical vision.<sup>5</sup> We are projected into a spiritual dimension, away from all kind of earthly interests. For Mor Ephrem, the "mirror" of the Gospel permits us to see our true self.<sup>6</sup> Therefore the principal aim in life is to purify the heart to be able to reflect the original beauty, that is the image (*Salmo*) of God in which he created man.<sup>7</sup>

All this spirituality and abnegation, as well as its continuous illustration with mirrors and all kind of everyday objects, is typically Syriac and differs from the Greek and Latin traditions.<sup>8</sup> John of Dalyatha and many other Syriac writers used the image of the mirror to take us through their spiritual explorations.

The description about God dominates Ephrem's literature to become an example for man to follow. All a Christian's life should be is a continuous struggle to get closer to God's image. On this subject, Mor Ephrem writes:

*He clothed Himself in the likeness of man  
In order to bring man to the likeness of Himself*

4- Bar Qleius considers Lebanon as the sacred mountain of the Maronites and its cities as like the wives of Saint Maroun. See Ray Jaber MOUAWAD, *Lettres au Mont-Liban*, Lebanon, Geuthner, Paris, 2001, pp. 86-87.  
5- Sébastien BROCK, « Comment les Cœurs Purs Verront Dieu – Saint Ephrem et Quelques Auteurs Syriaques », in *Patrimoine Syriaque, Actes du Colloque VII – Le Visage de Dieu dans le Patrimoine Oriental*, CERO, Antélias, Liban, 2001, p. 133.  
6- Saint EPHREM, "Letter to Publius", *Le Muséon* 89, éd. Sébastien Brock, 1976, pp. 261-305.

7- Sébastien BROCK, *loc. cit.*, p. 139.  
8- Sébastien BROCK, *loc. cit.*, p. 142.  
9- Sebastian BROCK, *The Luminous Eye*, pp. 33, 38, 104 ; Thomas KOONAMMAKKAL, "Ephrem on the Imagery of divine love and revelation", in *Dieu Miséricorde – Dieu Amour – Patrimoine Syriaque – Actes du colloque VIII*, CERO, Antélias, Lebanon, 2003, p. 165.  
10- Georges RAHMÉ, « Saint Ephrem et le Monachisme », in *Le Monachisme Syriaque aux premiers siècles de l'Eglise – Patrimoine Syriaque – Actes du colloque V*, CERP, Antélias, Lebanon, 1998, p. 118.  
11- Georges RAHMÉ, "Saint Ephrem et le monachise", *loc. cit.*, p. 123.

*Lord, You bent and put on  
humanity's types  
So that humanity might grow  
through Your self-abasement.  
How wonderful is this  
abundance  
That the Lord should be poured  
out in us continually,  
For He has left the heavens and  
descended:  
Let us make holy for Him the  
bridal chamber of our hearts.<sup>9</sup>*

In respect to all these spiritual values, the Syriac Church and the Syriac people are continuously inclined towards asceticism and monastic life. Such a detachment from the world does not encourage conscious national aspirations. But it is necessary to point out here the fundamental difference between the Syriac Antiochian monastic tradition and that of the Antonian tradition which has its sources in Upper Egypt.<sup>10</sup> Monastic life in respect to Saint Aphraate and Saint Ephrem is understood as isolation away from women, whereas for Saint Anthony and Saint Pachomius this includes isolation from the world. As Father Georges Rahmé says,<sup>11</sup> the monastic ideal in Upper Egypt sees itself as one of retreat into the desert, using therefore exterior boundaries to

accomplish seclusion. In Upper Mesopotamia and Phoenicia–Mount Lebanon, it seeks to develop in the heart of society, protecting itself only with interior boundaries. The seclusion is only interior. This difference (between the Antiochian and Anthonine traditions) is fundamental for our commentary on Syriac identity. In fact, Mor Ephrem never isolated himself from his people. In his writings about Bishop Vologese, he likes to point out that monastic life does not conflict with apostolic and pastoral missions.<sup>12</sup> The Syriac monk is supposed to serve his people and guide them by living among them and with them. He influences his people. He is a *Malpono*<sup>13</sup>, not a *Hvisho* (not a solitary and confined recluse). He teaches and participates in the creation and formation of society. His values, aspirations, culture and identity become those of that society. Mor Ephrem never thought of a Syriac nation or civilization. His aim was the Kingdom of God, the Kingdom of Heaven, the Kingdom of Jesus Christ that is not of this world. It was precisely this ideal that spread out over all his Syriac society and that became the characteristic of this society. In this way, Mor Ephrem, whose sole aim was the Kingdom of God, participated deeply in the elaboration of our Syriac identity.

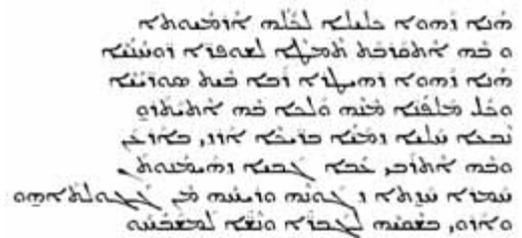
We find it necessary here to make it clear that the notion of identity or even nation does not conflict in any way with Christian spirituality or with the notion of the Kingdom of Heaven. Freedom is a central concept in Christianity and its values. The nation is like the person. It has the same needs. It has its own personality. That is why the French philosopher Philippe Sers talks about the Nation-Person.

*We need to point out, he says, that the idea of nation is important in respect to Christian thought. Each nation has its proper personal vocation. Each nation relates to a person who accomplishes a mission. The idea of nation-person does not build itself on a materialistic project, but on a spiritual one.*

*"Il faut rappeler, que l'idée de nation est importante dans la pensée chrétienne. Chaque nation a sa vocation personnelle propre. Chaque nation s'apparente à une personne qui accomplit une mission. L'idée d'une nation-personne ne se construit pas autour d'un projet matériel, mais spirituel."<sup>14</sup>*

Spirituality is at the center of the formation of nation, nationality and identity. Mor Ephrem thus becomes the symbol of all Syriacs. He is a saint and a *Malpono* for all of them. He is read and sung by all the Syriac Churches because he transcends all doctrinal discussions to focus on Christ Savior, Redeemer, King, Eternal Priest, unique Son of God, incarnated through Mary forever Virgin.<sup>15</sup>

His is the culture of all Syriacs and therefore he defines the main aspect of their identity. He unifies them by transcending all borders and all separations between Churches. For this reason, Bar Hebraeus (+1286) calls him « the Sun of the Syriacs».<sup>16</sup> What better description of our great *Malpono*, Mor Ephrem, is there than this beautiful *Mimro*<sup>17</sup> composed by Saint James of Sarug? Expressing the intimate relation between Mor Ephrem and the Syriac identity, he writes a hundred years after the *Malpono*'s death:



*He became a crown for the Aramaic nation.  
Through him, the nation drew closer to spiritual virtues.  
He became a great rhetorician among the Syriacs  
And all the doctors that followed were influenced by him  
He flowed through our land as a source of fresh and holy water.  
And through him the elected forest of our faith found its growth,  
The new wine of which the color and perfume are from Golgotha,  
And, which irrigates, watering men and women for (the Lord's) glorification.*

12- Georges RAHMÉ, "Saint Ephrem et le monachisme", loc. cit., p. 120.

13- Georges RAHMÉ, "Saint Ephrem et le monachisme", loc. cit., p. 118.

14- Philippe SERS,  *Icônes et Saintes Images / La représentation de la transcendance*, Paris, 2002, pp. 207-208.

15- Georges RAHMÉ, « Les Écrivains syriaques

», in *Sources Syriaques*, vol. I, CERO, Lebanon, 2005, p. 232.

16- Georges RAHMÉ, "Saint Ephrem et le monachisme", loc. cit., p. 117.

17- Georges RAHMÉ, "Saint Ephrem et le monachisme", loc. cit., p. 124; the *Mimro* is in French and Syriac (*serto letters*).

## A NEW ECONOMIC ROADMAP FOR A NEW LEBANON\*



○ | Dr. Rock-Antoine Mehanna

Now more than ever, the interplay between politics and economics is extremely prevalent in Lebanon. This is mainly due to a long-awaited and urgently-needed structural political and economic reform. What really makes the economic reform in Lebanon so dependent on politics is the wide-spread political corruption (a major determinant of the existing inefficient public sector) and sectarianism (or what I prefer to call *political sectarian clientele* because it depends on political allegiance within each sect.) This reform can be summarized by privatization, a smaller government, a set of institutional reforms, including the rule of law, judicial independence, business and administrative reforms, and so forth.

Equally important, there exists an obvious absence of a clear national identity to Lebanon and its role, where some constituencies want it to remain a political front for regional and ideological conflicts, while others would like to see it as a regional economic hub. This dichotomy of conflicting ideologies is hampering any attempt for the serious reform that is desperately needed before an extremely high public debt (almost 200% of GDP or double the national economic output) leads the country into a major economic and social collapse. The stakes are high, yet we still have a chance. The resiliency of expatriates, along with some competent local professional human resources, can be an impetus for a rejuvenated economy. But we must act before it is too late, and before the international community removes

its temporary support and the optimism of Lebanese Diaspora and Gulf investors vanishes.

Lebanon's public sector is the major common denominator of the dual (*corruption and political sectarian clientele*) problematic demise of the economy. The Arab World Competitiveness Report shows that in 2004 Lebanon's government performance ranks worst among 12 Arab countries. For instance, competence of public officials, favoritism in decisions of government officials, business costs of corruption, and government prioritization of information and communication technologies all came last or before last. Public institutions, infrastructure, and bureaucratic procedures have also similar disappointing results, where judicial independence, availability of legal framework for business, overall infrastructure quality, public health agencies, and administrative burden for start-ups indicate one of the worst scores in the region.

To a large extent, political corruption and sectarianism are to be blamed for this structurally weak public sector, which is not expected to disappear any time soon because its causes are ingrained and rooted in the socio-political fabric of our society, and this requires a long-term social and pedagogical strategy. Therefore, the most effective short-term strategy to solve this problem is simply to reduce the centralized role of the public sector (i.e., mainly central government) through

empowering the private sector, local government (i.e., municipalities), and civil society. The role of central government would be limited to such activities as security, foreign relations, and overseeing natural monopolies and quality standards. In fact, studies show that privatization, small governments, decentralization, e-government, and judicial independence, among others curb corruption.

Despite the obvious weakness of our public sector, one might think that the private one is in much better shape. Unfortunately, studies show that, except for a relatively good intensity of local competition and extent of branding, Lebanon's private sector lags behind other Arab countries on many fronts, such as a very low investment in training and human development, and surprisingly, one of the worst scores in reliance on professional management, efficacy of corporate boards, and willingness to delegate authority. This calls for implementing more professional standards and proper corporate governance away from the traditional kinship and friendship networks.

### The Prescription

First of all, there should be an overhaul restructuring of the government through establishing a national strategic plan synchronized by a small, lean consolidated central government that orchestrates rather than regulates the private sector and civil society. The role of government should include the formulation of public policies that are conducive to an equitable pro-business environment. The essence of this strategy is geared toward reducing the exploitative, corrupt role of the public sector through institutionalizing mechanisms that inhibit such a behavior.

The following symbiotic set of initiatives should be enacted within a "therapy shock" framework (i.e., a sudden rather than a gradual reform) and coordinated towards building a sustainable growth strategy: 1) a transparent privatization to be organized and monitored by professional international agencies to avoid monopolistic attempts and ensure public participation during this process; 2) fiscal and administrative decentralization to narrow the gap between citizens and their representatives, thus increasing the accountability of public officials; 3) a smaller size of government

through consolidating several ministries (e.g., education, higher education, culture, and technical education), while abolishing ministries without portfolios; 4) separation of legislative and executive branches so no official can be a member of parliament and a minister at the same time, in addition to the dissemination of personal net worth prior and post to holding any public post; 5) initiation of a new planning ministry that coordinates between development ministries (e.g., economy and trade, finance, education, industry, agriculture, etc.), while canceling all redundant funds and councils (a major outlet for fiscal waste and corruption); 6) business and institutional reforms to simplify, automate, and ease the process of doing business; 7) creation of tax incentives at the local governmental and private sector levels for development purposes, for initiatives consistent with the national competitiveness direction of potential infant industries, and for building agricultural and industrial cooperatives and incubators; 8) reinforcement of external accountability through a National Ombudsman (a middleman between citizens and the government whose role is to receive citizens' complaints and improve their communication with the government); and 9) establishment of a financial-educational-industrial-agricultural consortium to build quality laboratories for international competitiveness.

Lebanon should also tackle certain policy issues. The fiscal policy requires major reforms in utility taxation (telecommunication and energy), which are over-priced, thus hampering competitiveness and entrepreneurship. A higher tax on tobacco and alcohol (while blocking border smuggling and implementing strict intellectual property rights) is also to be encouraged. More importantly, a deregulation of the wireless telecommunication industry is expected to lower consumer's cost by approximately 40%. The electricity sector is a big dilemma; however, a newly professional management, an automated system, a rechargeable pre-paid card system, and gas-operated plants are expected to improve the current geo-politically inequitable collection, lower the extremely high cost of electricity, and turn it profitable. Monetary policy is relatively in better shape than the fiscal one; however, the rising percentage of foreign debt (about 55% of total public debt) is a major concern, which is increasing the risk of

the debt portfolio, thus requiring a hedging strategy to control it.

The trade policy should be more open and focus on forging and deepening trade agreements with major regional blocks and large economies such as the European Union, Gulf Cooperation Council, the United States, etc. In agriculture and industry, Lebanon should consider its potential comparative and competitive advantages in the agro-industry, agribusiness, biomedical technologies, and other value-added sectors (mainly professional services) due to its high cost structure and well-developed human resources. A former study on the country's comparative advantage sectors was conducted several years ago by the guru Michael Porter, and still sits in the drawers of the Ministry of Finance.

In sum, except for a shortage of expert and competent public officials, there is no lack of studies in Lebanon, simply an absence of political will and vision of the

country's identity—whether it should be a political front for regional political agendas (and ideologies) or a future economic hub that is well-integrated with the international community. Should the latter be chosen, public good is then to be put ahead of personal and political/sectarian interests. The recent Paris III donor conference is definitely an economic success despite the need for some minor modifications, especially when it comes to the proposed tax on interest of saving accounts, the limited deregulation of the telecommunication sector, and the absence of fiscal and administrative decentralizations among other factors. However, the government's pledges in Paris III *vis-à-vis* the economic, political and institutional reforms (including the badly-needed privatization of certain public entities, namely the electricity, water, and telecommunication sectors) is a must, and not letting experts handle it in a purely scientific and technical approach will be a big mistake with negative repercussions affecting all social strata.

\*An excerpt of this article appeared in "The General Manager", vol. 14, No. 145 & 146 (September-October 2006).

## Dr. Rock-Antoine Mehanna:

### Open First; Then Invest

**NOTE:** The full version of this article has been published in the refereed *Journal of Transnational Management*, December 2006, vol. 11, No. 2: pp. 53-76.

Contrary to the consensus among neoclassical economists, this study argues that investment does not necessarily lead to economic growth. In fact, a reverse causation between investment and growth could be more plausible. This study explores the impact of trade openness (as

complementary to terms of trade) on economic growth. Furthermore, this study attempts to replace the traditionally "overestimated" role of investment with trade in growth empirics. It adopts the new growth model as developed by Mankiw, Romer, and Weil (1992) and Barro and Sala-i-Martin (1995), and uses a panel set-up of twenty countries randomly selected from four major regions and continents from 1982 to 1997. Findings reveal that: 1) trade openness eliminates most of the explanatory power of

investment, 2) trade openness has a significant positive impact on growth *per capita*, and 3) growth seems to precede investment, rather than the reverse. Therefore, results suggest that in open economies, trade openness could replace investment and investment may not be a determinant of growth as is traditionally assumed, but rather a consequence. Governments in relatively

open economies should give priority to liberalizing their trade rather than initiating policies that induce savings and investments.

## Does Democracy Really Promote Development?

**NOTE:** The full version of this article has been published in the refereed *Global Business & Economics Review*, December 2006, vol. 8, No. 3/4: pp. 328-338.

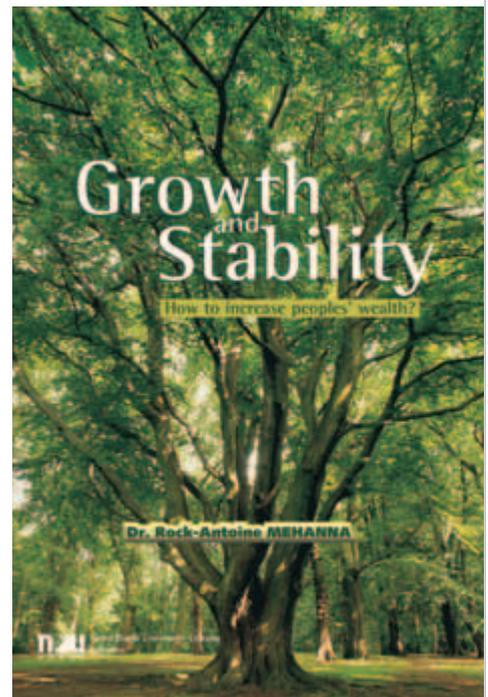
There is a growing consensus across political circles in several developed countries and among donor agencies that democracy is an essential prerequisite for economic development. Empirical evidence, however, is inconclusive regarding the direction and the existence of the relationship between democracy and development. The purpose of this paper is to investigate whether (1) democracy or (2) political stability matters for economic

development. Findings reveal that, unlike the prevalent political prescription, democracy has a statistically insignificant impact on economic development, whereas political stability seems to have a positive and statistical one. Interesting policy implications are discussed.

## Book: Growth and Stability: how to increase peoples' wealth?

Dr. Mehanna's new book examines the impact of trade openness, regional integration, and stability on economic growth across countries from different regions over a period of 16 years. It investigates the role of trade openness and investment in a new context. Additionally, Dr. Mehanna's book estimates the different levels of integration across various regional blocs and their effect on growth. Most importantly, it attempts to offer a simpler and more parsimonious, yet broader, role of government in growth empirics by encompassing traditional government variables such as the rule of law, political rights, and so forth into one variable: "stability", which reflects economic, political, and

financial stabilities. Interesting results, policy and business implications are discussed. This book should interest all policy makers, public policy analysts, corporate executives, international investors, development economists, academicians, researchers, as well as students of international business and trade, economics, business administration, international relations and politics, etc.



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## Oh, East is East,...

o | K.J. Mortimer



Try to imagine yourself in the classroom of a preparatory school<sup>1</sup> in a boringly peaceful London suburb in the year 1936. The elderly uniformed maid has lit the coal fire and smoke is pouring up the chimney, while not a little of it swirls into the room. Some fifteen or sixteen small boys are there and already their fingers are becoming blue-black from the wooden-handled pens they dip into the ink-stands. Then the owner of the school, a portly and impressive and very conscientious lady who will never see sixty again, billows into the room. She represents Protestant Anglican England with all the best of its values. She has come to announce the decease of Rudyard Kipling. A flag is to be flown at half-mast in the school playground; no more is done for the death of kings!

In those days we little boys looked unquestioningly at the map of the world spread on the wall before us and saw most of the land-masses coloured in red, that is to say they were subject to the monarch who resided in the grandeur of Buckingham Palace or Windsor Castle. We were not even consciously proud of this, for it just seemed normal and natural. Another large but lesser part of the world was

shown in green, representing the large but lesser French Empire. Yellow might show obscurer peripheral countries, such as the United States, whose fame rested chiefly on two "Negroes", Paul Robeson (what a voice!) and the boxer Joe Louis, and "Soviet Russia", famous for Rasputin.

Rudyard Kipling has always been seen as the great poet of British imperialism, glorifying the great British Commonwealth of Nations. But that is only part of the truth. As his poem *Recessional* shows, he insisted on the dangers of imperialistic pride on the part of the rulers "lest we forget, lest we forget!" Famous lines of his *Ballad of East and West* are quoted entirely out of context. "Oh, East is East and West is West, and never the twain shall meet" have been repeated to imply that the peoples of the East have weird minds and it is hopeless trying to understand them. This is just the opposite of what the complete text indicates.<sup>2</sup> Rudyard Kipling, while taking note of the fierce and warlike mentality of the tribal peoples of the North-West Frontier between India and Afghanistan, had great respect for them. Kipling should have been read by certain rulers of the world today before



they plunged into the morass! His ideal was more that of the later Roman Empire, all citizens equal. In his novel *Kim* ("You're a better man than I am, Gunga Din!") an English boy receives guidance from a highly respectable Bengali clerk. His criticism of narrow-minded and snobbish British administrators in India was ruthless. The fact is that empires may be both good and bad. They may bring together schools of wisdom and means of technology and administration to raise humanity to new levels. Without Roman and Arab imperialism modern civilization in all its aspects would not have existed. Evil is to be found only when peoples are subjugated, treated as inferior and ruthlessly exploited or even exterminated, not when all benefit alike from a new order.

The ballad we are discussing here concerns a tribesman who steals the horse of a British commanding officer, a colonel, and another officer, son of the colonel, who pursues the thief. When they finally meet, each is forced to respect the other's bravery, and the thief, who has only been following the warlike traditions of his tribe, returns with the young officer to join his regiment. At the beginning and again at the end of the ballad are the famous lines so often truncated in quotation:

- | Oh, East is East, and West is West, and never the twain shall meet,  
Till Earth and Sky stand presently at God's great Judgment Seat;  
But there is neither East nor West, Border, nor Breed, nor Birth,  
When two strong men come face to face,  
Tho' they come from the ends of the earth!

*Joseph Rudyard Kipling, 1865-1936. Born in Bombay (Mombai). Educated at the United Service College in England. In 1882, aged only seventeen, became sub-editor of the Civil and Military Gazette, Lahore India and occupied this post until 1887. Started his literary career. 1887-1889, travelled to China, Japan, USA and England. First full-length novel The Light that Failed, 1891. Barrack Room Ballads, written in soldiers' slang, 1892. 1891-1897 travelled in America, South Africa, Australia and New Zealand. Jungle Book, 1894. Travelled to England, 1896. Kim, 1901. Nobel Prize for Literature, 1907.*

#### REFERENCE

- 1- Preparatory schools were for boys up to thirteen years of age, preparing them for entry into the public schools, which before the later educational reforms were very private independent fee-paying schools.
- 2- Jesus Christ is similarly misquoted, particularly by people of reactionary social views who take his "the poor you have always with you" as an excuse for indifference and neglect; obviously the implication is that there will always be a need for those better placed to strive to help their fellows and they should do so.

## Manners Maketh the Man

Manners maketh the man, says the old adage. Table manners certainly make the man and bad manners can make a very fat, unhealthy man. But in an age of fast foods, lack of parental care and authority and TV advertising that exploits the greed of youngsters, table etiquette is sadly neglected.

In any culture polite manners when eating food are always a matter of avoiding all appearance of greed by eating small or medium-sized morsels slowly and delicately. In this way the taste buds in the mouth are not immediately satiated and a moderate meal gives prolonged gustatory pleasure. Every mouthful of every item on the plate is distinctly savoured and one has no temptation to over-eat, and what is more the digestive system is not over-burdened.

Families used to sit at a table which was their mother's pride. Children were taught

the correct way to arrange the cutlery, plates and glasses. They were instructed how to hold the knives, forks and spoons<sup>1</sup> and how to use them according to the particular food. A plate of soup, for example, had to be tilted away from one, and the soup scooped up in the same direction, then being sipped not from the point but from the side of the spoon – in fact some better-off families would use special round soup-spoons. If the presence of meat obliged one to use both knife and fork, peas had to be eaten from the back of the fork. To scoop them into the hollow side would have caused eyebrows to be raised – something which probably no longer has the chilling effect that it once did. Incidentally, the increasing use of chopsticks is to be recommended.. Unfortunately, the present tendency is to give children money to buy a sandwich, hamburger or pizza, often gulped down when they are shouting and shoving one another in the school bus or playground.

I did my military service in the years between 1945 and 1948, in the RAF (Royal Air Force), not I may add as a dashing Spitfire pilot but with an unromantic job in Middle East Headquarters keeping lists of registration numbers of military vehicles. My companions had been industrial workers or office clerks in civilian life. Their table manners might not have been quite up to the standard of the Lord Mayor's Banquet at London Guildhall, but they were quite acceptable. Gross impropriety would certainly have been frowned on.

As I remember, in those days it was rare to see a child or young person who was fat or even merely plump. Half the boys one sees nowadays would have been mercilessly tormented, labouring under the nickname "Fatty".

Polite table manners are important for their long-term effects. Digestive troubles do not appear immediately; more usually they come on slowly, the cumulative results of bad habits over many years, such as eating quickly, swallowing before the mouthful is well masticated, or not giving the food the mental attention that encourages the production of the digestive juices, starting with the saliva – no "watering at the mouth"!

Young people always tend to imagine that elderly people, with their exasperating



health problems, were born old. They forget that they themselves are following the same road and will one day, please God, themselves be old. In an English monastery of the Solesmes Benedictine congregation there was a French monk, only middle-aged but barely able to walk even with two sticks. When young, he had been in the habit of not changing his clothes after working in the rain. When taken to task he would say contemptuously: "Vous les Anglais, vous êtes trop douillets, mais nous les paysans de la Frrrance...!"<sup>2</sup> But his being a tough French peasant did not prevent rheumatism from catching up on him. The same is true of the consequences of bad eating habits.<sup>3</sup>

Now the benefits of thousands of years of human progress are being suddenly thrown to the winds. The very word education has been downgraded to meaning little more than vocational training with some theory added. It no longer means means refinement of mind and character and good taste. The values of civilization so long fought for are being neglected if not actually despised. A whole atmosphere of culture and good breeding has been lost.

I was once told that the formation of good habits is now called scientifically "behavioural modification". This expressions sounds more appropriate to laboratory rats or white mice than to civilized members of society. Unlike the traditional vocabulary, it hardly presents a young person with the ideal of becoming a well-brought-up young lady or gentleman.

Food now is often devoured in haste and the lack of real enjoyment is compensated by increased quantity. Children eating on their way to school cannot give attention to taste nor can the highly-strung employee or businessman snatching at his sandwich as he clutches the wheel and drives to work with his eyes on the surrounding traffic.

In fact over-eating may be due to various factors such as stress or boredom. A religious superior giving a retreat to future priests in an order warned that for some clergy greed was a compensation for celibacy – and explained their well-rounded appearance! In any case, self-discipline, involving spiritual, motives, care for good manners and vigorous daily exercise, is the necessary corrective. In every way, good manners restore beauty to our lives.

o | K.J. Mortimer

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- 1- Note a difference between the British usage and the American, particularly important when following instructions for taking medicine. In British usage, a *dessert* spoon is the one used for eating pudding or taking soup and a *tablespoon* is a very large spoon used for serving, not for eating.
  - 2- "You English are too soft, but we French peasants..."
  - 3- A common bad habit with long-term consequences now is turning music on very loud, so young people are becoming prematurely deaf. In middle age they are becoming stone deaf.

## Taizé

*Dr. Ziad Fahed, in the framework of his function in the Student Affairs Office, is acutely aware of the spiritual as well as the intellectual and national dimensions of Notre Dame University-Louaizé. In the previous section of **NDU Spirit** he speaks of his religious experience at UCSB and readers may recall his description of Taizé, a non-sectarian community founded in France by Brother Roger. Unhappily, Brother Roger, aged 90, was stabbed to death by a mentally deranged woman. He was baptized as a Calvinist, but he was an intimate friend of Pope John Paul II and, although he has never made any formal admission to the Church of Rome, according to a BBC correspondent at John Paul's requiem he was very publicly given Communion by Cardinal Ratzinger, now himself Pope.*

*Dr. Fahed has kindly sent us the text of the latest Letter from Taizé, from which, with kind permission, we give the following extracts, written by the new superior, Brother Alois.*

Thirty years ago, Brother Roger spent some time in Kolkata (Calcutta) with brothers and young people from different continents, living in a poor district and taking part in Mother Teresa's work with abandoned children and the dying. He brought back the *Letter to the People of God*, made public during a young adult meeting at Notre Dame Cathedral in Paris. Later on, he wrote several messages and three books with Mother Teresa.

This presence in 1976 was the seed of a lasting relationship of our community with the Christians of India. Visits throughout the country, two intercontinental meetings in Madras and the constant arrival of young Indians to Taizé have represented different facets of this relationship. And Kolkata continued to signify for us both human distress and the faces of people giving their lives for the very poorest and thus becoming beacons of light.

So I thought it was important to return to Kolkata and to prepare a meeting there. It brought together 6000 young people, most of them Asians, from October 5-9, 2006. The meeting was an attempt to give a new dimension to the "pilgrimage of trust"—journeying alongside young people from Asia on their own continent, listening to them and supporting their hope. The *Letter from Kolkata* was written after this

gathering, to be made public at the European meeting in Zagreb.

### Letter from Kolkata, Letter 2007

As we continue the "pilgrimage of trust on earth" that brings together young people from many countries, we understand more and more deeply this reality: all humanity forms a single family and God lives within every human being without exception.

In India, as in other parts of Asia, we have discovered how much the quite natural attention paid to the presence of God in the whole of creation implies respect for the other person and what is sacred for him or her. Today, in modern societies, it is so important to reawaken that attentiveness to God and that respect for human beings.

Every human being is sacred for God. Christ opened his arms on the cross to gather together all humanity in God. If he sends us to the ends of the earth to communicate God's love, this takes place above all through a dialogue of life. God never places us on the level of a power struggle with those who do not know him.

So many young people across the world are ready to make the unity of the human family more visible. They let



◀ Brother Roger, a face of Christ.

themselves be challenged by a question: how can we resist all forms of violence and discrimination; how can we go beyond walls of hatred or indifference? These walls exist between peoples and continents, but they are also close to each of us, and are even found within the human heart. It is up to us, then, to make a choice: to choose to love, to choose hope.

The huge problems of our societies can foster defeatism. By choosing to love, we discover a space of freedom to create a future for ourselves and for those entrusted to us.

With a minimum of resources, God makes us creators with him, even where circumstances are not favorable. Going towards others, sometimes with empty hands, listening, trying to understand... and already a deadlocked situation can be transformed.

God awaits us in those who are poorer than we are. "What you have done to one of

these, the least, you have done to me."<sup>1</sup>

In the North as in the South, great inequalities keep alive a fear of the future. Some people courageously devote their energies to changing structures of injustice.

We all need to ask ourselves questions about our lifestyle. We need to simplify our lives. And then we will become more able to go towards others with open hearts.

Today there are a host of initiatives for sharing available to everyone. Inventive and fairer forms of trade, or micro-credit, have demonstrated that economic growth and solidarity with the poorest can go hand in hand. Some people make sure that part of their income contributes to the establishment of greater justice.

Giving our time is precious if our societies are to acquire a more human appearance. Everyone can try to listen to and support even just one other person: a neglected child, a young person with no work or hope, someone who is deprived, an elderly person.

Choosing to love, choosing hope. As we walk along this road with perseverance, we are surprised to discover that,

before we have done anything, God has chosen each one of us: "Do not be afraid; I have called you by name; you belong to me. I am your God, you are precious in my sight and I love you"<sup>2</sup>

In prayer, we place ourselves and those entrusted to us before the benevolent eyes of God. God welcomes us as we are, with what is good, but also with our inner contradictions and even our faults.

The Gospel assures us that our weaknesses can become a doorway through which the Holy Spirit enters our life.

Thirty years ago, Brother Roger wrote in Calcutta: "Prayer is a source of loving for you. In total selflessness, abandon yourself, body and spirit. Every day go deeply into a few lines of the Scriptures, to be brought face to face with Another, with the Risen Lord. In silence, let a living word of Christ be born in you, then put it into practice right away."

As he was leaving Calcutta, he added:

"Now we are leaving after having discovered, in the very heart of deep distress, a people's astonishing vitality, and having encountered witnesses to a different future for all. As a

contribution to this future, the People of God has one possibility all its own: spread across the entire world, it can build up a parable of sharing in the human family. Such a parable will have force enough to propagate itself, shaking even the most immovable structures and creating communion in the human family<sup>3</sup>."

This appeal of Brother Roger's is more relevant than ever today. Scattered across the world, Christians can sustain hope for all by rooting their lives in this amazing news: after the resurrection of Christ, our humanity is no longer fragmented.

How can we be witnesses to a God of love on earth if we allow our separations between Christians to continue? Let us dare to advance towards visible unity! When we turn to Christ together, when we come together to pray, the Holy Spirit is already uniting us. Humbly, in prayer, we learn constantly to belong to one another. Will we have the courage no longer to act without taking others into account?

The closer we come to Christ and to his Gospel, the closer we come to one another.

An exchange of gifts comes about through reciprocal hospitality. All these gifts are

necessary today to make the voice of the Gospel audible. Those who have placed their trust in Christ are called to offer their unity to all. And praise of God can burst forth.

And then that beautiful Gospel parable comes to life: the tiny mustard-seed becomes the largest of the garden plants, so that the birds of the air come to build their nests in it<sup>4</sup>. Rooted in Christ, we discover a capacity to be open to all, even to those who cannot believe in him or who are indifferent. Christ became the servant of all; he does not humiliate anybody.

More than ever, today we have possibilities to live in communion beyond national borders. God gives us his breath, his Spirit. And we pray, "Guide our steps along the way of peace<sup>5</sup>."

A young man from Lebanon, the father of a family, wrote to us while the bombings in the Middle East were intensifying on both sides, "Peace of heart is possible! When you have been humiliated, the temptation is to want to humiliate in return. In spite of the suffering, in spite of the hatred which is growing stronger and stronger, in spite of the desire for vengeance that wells up in us during moments of weakness, I believe in that peace. Yes, peace here and now!"

Some Taizé brothers have been living for thirty years in Bangladesh, with people who are almost all Muslims. They share the daily life of the poorest and most abandoned. One of them wrote, "We are discovering more and more that those who are rejected by society because of their weakness and

their apparent uselessness are a presence of God. If we welcome them, they lead us progressively to leave behind a world of hypercompetition and to head towards a world of communion of hearts. In the great diversity of religions and cultures, our presence in Bangladesh wishes to be the sign that the service of our vulnerable brothers and sisters opens a road of peace and unity."

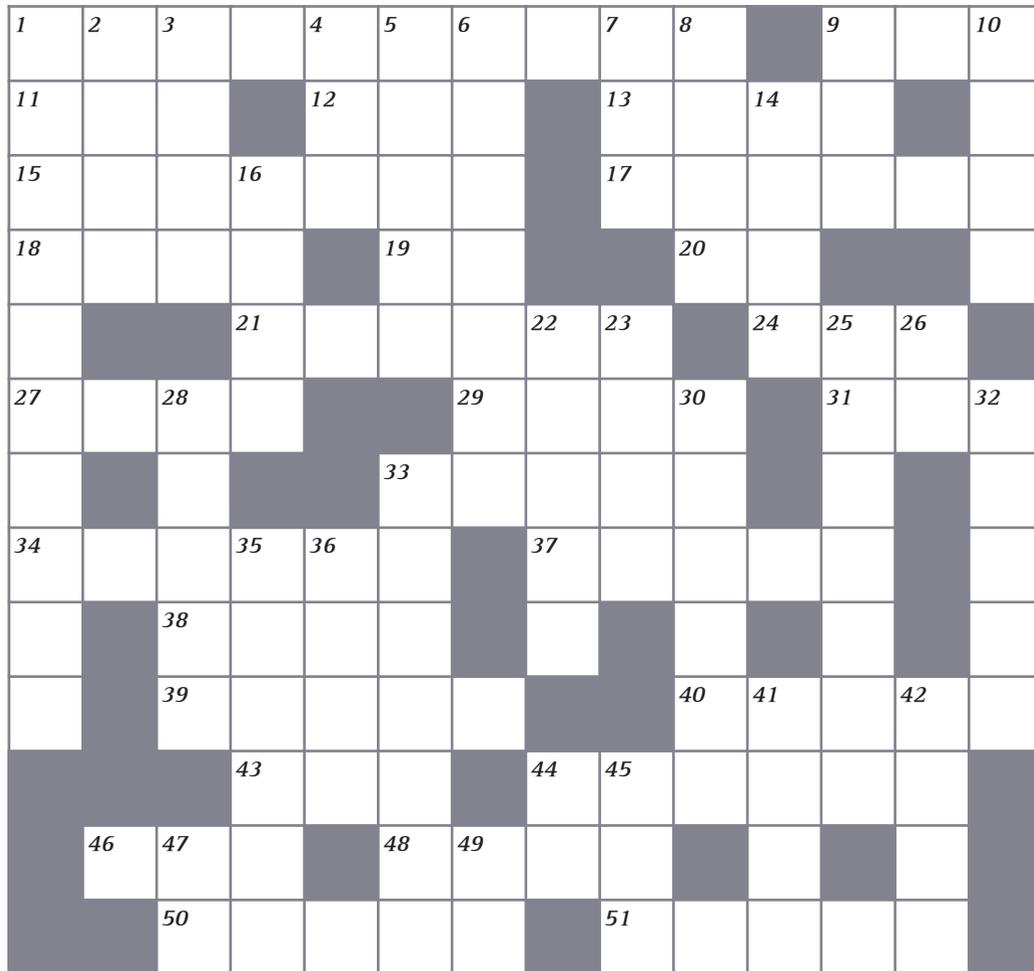
Inequalities sooner or later lead to violence. 20% of the world population, living in the most developed countries, use 80% of the natural resources of our world. A responsible management of the sources of energy and of drinking water is becoming more and more urgent.

A Christian living in Palestine in the sixth century wrote, "Imagine that the world is a circle, that God is the center, and that the radii are the different ways human beings live. When those who wish to come closer to God walk towards the center of the circle, they come closer to one another at the same time as to God. The closer they come to God, the closer they come to one another. And the closer they come to one another, the closer they come to God." (Dorotheus of Gaza, Instructions VI.)

- |1- Matthew 25:40.
- |2- Isaiah 43:1-4
- |3- Brother Roger, Letter to the People of God, 1976.
- |4- See Luke 13:18-21.
- |5- See Luke 1:79.

# Something for your grey matter

## Crossword



### Across:

1. combines of nature, fauna and flora 9. mountain pasture 11. purpose 12. tailless anthropoid 13. on top of 15. Russian prairies 17. better arranged 18. river in north-east England 19. preposition of place 20. physical training 21. price list 24. Soviet anti-aircraft rocket 27. rodent pests 29. very young horse 31. obese 33. regular repetition of events 34. pendant ice 37. very, beyond 38. destitute 39. gnomes, sprites 40. our planet 43. meadow 44. church community 46. body of salt water 48. number of items 50. low vegetation 51. German industrial town

### Down:

1. liturgical season 2. cathedral town 3. augur 4. bark like a small dog 5. lance 6. bear witness 7. male person 8. kind of exercise with music 9. able, tending, suitable 10. small sweat gland 14. cereal commonly given to animals 16. household animals 22. point of concentration 23. collapse 25. matters, business 26. graduate degree 28. absurdity 30. written character 32. kitchen rubbish 33. grains from grass 35. top of shirt 36. affection 41. you may get this if you are naughty 42. afterwards 44. added to a letter (abbrev.) 45. devoured 47. for example (Latin abbrev.) 49. exists

N.B. We regret that in issue 38 there was an error in the printing of the crossword frame. The answers intended were as follows:

**Across:** 1. official capacities, qualities – attributions 2. strike – hit 3. Like father, like ... – son 12. adder, viper – asp 14. complaint – gripe 15. apply (pressure, effort) – exert 16. fate – nemesis 18. employ – use 20. small measure of liquid (abbrev.) – cc 21. furrow in the road – rut 22. plan – scheme 26. communal insect – ant 27. animal fat used for cooking – suet 28. kind of jewel – opal 30. anger – ire 31. winding – spiral 35. thick wires – cables 36. possessive adjective – its 37. Chinese dictator – Mao 40. domestic animal – pet 41. European mountains – Alps 42. negative prefix – non **Down:** 1. pugnacity – aggressivity 2. bony – thin 3. ready for eating – ripe 4. one on a list 5. purposes – uses 6. poisonous – toxic 7. unavoidable – inescapable 8. not artificial – natural 9. Nazi troops – SS 13. attractive, superficially beautiful – pretty 17. Everybody's mother, evening before – Eve, eve 19. source of light – sun 23 dog (pejorative) – cur 24. kicks backwards – heels 25. film hero from another planet – ET 28. vocal – oral 29. fellow combatant – ally 31. fibre for rope – sisal 32. H2O but not liquid – ice 33. willow – aspen 38. soft-headed broom or brush – mop 39. mother (col.) – ma 40. Italian river – Po