

Address of Father Walid Moussa, New President of NDU, Lebanon On the Occasion of the Handover Ceremony

What we are today is nothing but a gift of God, an overflow of His love and fullness of his Fullness. So, from here I would like to thank God for his plentiful gifts and bounties, which he has bestowed and still is bestowing upon me. But, at the same time, I do realize the magnitude of these gifts and blessings, and God is waiting for me to present accounts on their investment.

From this rostrum, I cannot but thank my Order, the Maronite Mariamite Order, in the person of its Superior General, Abbot Semaan Abou Abdo. My Order has worked and continues to work in promoting the gifts of God and the blessings he has conferred upon me, and considers them as an abundance from the love of God upon the Order and the Church. Also, from the heart, I would like to thank the Council of Assistant-Generals of the Maronite Mariamite Order that has entrusted me with the task of presiding over this University and has given me a great responsibility, which I will strive, along with my brother monks, to shoulder with the greatest commitment and loyalty.

To the Virgin Mary, Our Lady of Louaize, the patron of this University and its protector, I consecrate myself and I renew the consecration of this building and all those in it; for I am certain that the Virgin Mary has chosen me to preside over her University, not because I am deserving of this position, but because she wants me to serve her through this position and wants me to carry and spread her message. Hence, I ask her to help me and keep a vigilant eye on me when I am performing my tasks.

Dear Friends,

What does it mean to be the President of Notre Dame University – Lebanon?

Paul the Apostle wrote to his disciple Timothy saying, "Let no one despise your youth, but set the believers an example in speech and conduct, in love, in faith, in purity." (1 Timothy, 4:12)

I take inspiration from these guidelines in performing my duties as president of this University. I want to be a role model not only in words but also in deeds stemming from my love and my faith; and it is on these foundations that I view my relation with the family of NDU:



P.O. Box 72 Zouk Michael
Zouk Mosbeh, Lebanon
Phone 961 9 218 950 Ext. 2462 - 2135
Fax 961 9 224803
www.ndu.edu.lb
aarihani@ndu.edu.lb



Father Walid Moussa

Board of Trustees, administrators, professors, employees, students, alumni and Friends of NDU.

I shall work with this University to be a leader cooperating with every individual and to be an inspiration to every individual, because I believe that leadership and openness to learning are inherent characteristics. I also consider the success of the individual as being the success of the institution and that the success of the institution lies in the success of its individuals. Here I would like to quote Stephen R. Covey on leadership when he says, "An empowered organization is one in which individuals have the knowledge, skill, desire and opportunity to personally succeed in a way that leads to collective organizational success."

We shall work together, each from his position, to transcend all difficulties and obstacles that will face us on our road to success, because there lies our success.

Booker T. Washington says, "Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has had to overcome while trying to succeed."

We will work together and we will succeed together, but we have yet to ponder upon the quintessential questions: What kind of university do we want? What kind of university do we want to be part of? What do we want to achieve? How can this university be distinguished from its forty-one counterparts? These questions hold within their folds the process of renewal and development in the academic, administrative and economic fields.

The Holy Bible says that those who are invited to the wedding of the king's son should heed the invitation, for they cannot ignore it.

Also, they should come wearing their wedding garment. So should we, for we belong to NDU and we should wear the proper garment that indicates our belonging to this University; and the concept of belonging requires of us to unite together, students and officials, to be proud of our University and to work for its progress and development.

The late U.S. President Harry S. Truman said, "Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

Let us not fear development even if it carries the winds of change; for thus, and only thus, can we continue and write together the history of this University, one of victory. We are asked to be leaders and to beget leaders, and not to be mere professors or employees who let time pass them by without knowing.

What we are about to embark upon is a great adventure that requires us to think deeply and thoroughly. We want to build a tower, which is why we have to sit together and make our calculations to see how we can complete it. We do not want to lay down foundations and not be able to finish the building. We do not want to be looked down upon and laughed at.

I am quite aware of the dire times befalling our country. I am also aware that spirits are troubled and that the economic situation is not reassuring. But, I believe and am optimistic that we shall have a better tomorrow and that joy will replace sorrow and will bring back to Lebanon the atmosphere of freedom, sovereignty and peace.

Let us work together with a love that springs from a pure heart, a true conscience and a genuine faith. Let us trade together with the talents that were given to us so they may grow and flourish and so we may be rewarded and hear the voice of the Lord saying, "For to every one who has will more be given, and he will have abundance; but from him who has not, even what he has will be taken away." I would like to hear this from all those working in this University, for we are together in the same boat and we have to bring it safely to shore.

Last but not least, I would like to extend my gratitude and appreciation to all those who have worked and are working for the development of this University, and to all those who have carried its name high and are endeavoring to make it a lighthouse of wisdom. Here I would like to especially thank the presidents who have preceded me in running this University: Archbishop Bechara El-Rahi, Abbot Antoine Sfeir, Abbot Francois Eid, and Father Boutros Tarabay, with whom I had the honor of working and who is today handing over to me not only the tasks, but also the spirit of work and love of this University. Together we will continue our journey and we will reach our destination.

May God look upon me and help me in carrying the torch of our University and in continuing down the path of my predecessors.

I thank you all for participating in this occasion. God bless you and our University.

NDU Libraries Launch a Librarian Exchange with the Madonna University Library (USA)

By Leslie Alter Hage, Director of the Libraries, Notre Dame University-Louaize

The NDU Libraries are proud to announce that we have initiated a Librarian Exchange Program with the Madonna University Library (Michigan, USA). Miss Antoinette Kattoura, a paraprofessional cataloging librarian with the NDU Libraries is the first participant in what is hoped will be an ongoing collaboration between the Madonna University Library and the NDU Libraries.

Building upon existing agreements between Notre Dame University-Louaize and Madonna University, the objective of the Librarian Exchange program is to enhance the sharing of information, knowledge and expertise, and develop better communication and understanding between Lebanese and American librarians. Drawing from the experiences of other librarian exchange programs as documented in the literature, we decided that a short-term (six- to twelve-week) exchange would provide the most benefit for both the librarians selected and the institutions, while keeping the costs in a manageable range.

The NDU Libraries selected Miss Kattoura from a pool of applicants to spend two months, from early September to the end of October 2005, working at the Madonna University Library in Livonia, Michigan.

She also participated in the annual conference of Michigan Library Association from October 26-28, where she had the opportunity to meet and interact with professional librarians and other library staff from all types of libraries throughout Michigan and the surrounding area. Financial support for Miss Kattoura to participate in this exchange was provided by the NDU Libraries, while on-campus housing was provided by Madonna University.

Miss Kattoura had the opportunity to develop a better understanding of how American academic libraries function as well as to improve her spoken English language and presentation skills through daily interaction with Madonna University's librarians, faculty and students. She was actively involved in the daily work of the librarians and other library staff in all areas of the Madonna University Library, in order to gain a broad understanding of the work flow and the variety of services offered for the benefit of library users. In addition, Miss Kattoura had the opportunity to share information about Lebanese libraries, in general and the NDU Libraries in particular, through presentations and personal interactions.

In the future, the NDU Libraries look forward to improving the quality of our collections and services by developing additional collaborative agreements and exchange programs with American institutions and hopefully hosting American librarians.

Visit to Indiana University, Bloomington and Indiana University-Purdue University at Indianapolis

On September 13-16, 2005 Professor Boulos Sarru', Dean of the Faculty of Humanities at NDU, visited the campuses of Indiana University at Bloomington (IUB) and Indiana University-Purdue University at Indianapolis (IUPUI). The visit is a culmination of long correspondence with officials from both universities and NDU, and was mediated by Dr. Patricia Biddinger, Recruiting and Retention Officer at IUPUI.



From Left to Right: Dr. Marianne Wokeck, Dean Robert White, Professor Boulos Sarru', Dr. Edward Curtis

The purpose of the visit was to explore the possibilities of establishing advanced academic relations, namely in the field of humanities.

The visit commenced with a lengthy meeting with President Emeritus of Indiana University Dr. John Ryan and Executive Vice Chancellor and Dean of Faculties at IUPUI Professor William Plater, with Dr. Patricia Biddinger attending, at the Columbia Club in Indianapolis. Both gentlemen were extremely enthusiastic about establishing relations with NDU.

At IUB, the following meetings included, but were not exclusive of, Dr. Stephen Watt, Chairman of the Department of English at Dr. Claude Clegg, Associate Dean of the School of Liberal Arts, Dr. Nicholas Williams, English Graduate Advisor, Dr. Kathleen Sideli, Associate Dean, Office of Overseas Studies.

The focus of these meetings was on establishing joint degree between IU and NDU, and exploring possibilities of student exchange.

The meetings at IUPUI addressed basically the same concerns but with a broader application and exposure. Meetings with Dr. Stephanie Leslie, Coordinator of Study Abroad, Dr. Marianne Wokeck, Director of American Studies Museum, Dr. Edward Curtis, Millennial Chair of Liberal Arts and American Studies, Dr. Robert White, and Dean of the School of Liberal Arts covered a broad spectrum of interests, especially in the fields of English and American Studies, Religious Studies, Psychology and Sociology, faculty and student exchange, and Arabic for non-native speakers.

Though the visit had an introductory nature, it generated tremendous interest in following up on specific concerns that would lead to full-fledged academic relations between NDU and the universities visited.

An extensive effort, and genuine good will, must be exerted by NDU officials in the way of furthering these contacts and of reaping their dividends. Indeed, more than the first step has been taken.

Notre Dame University Partnership With Madonna University

The Partnership

The formal partnership between Notre Dame University and the Madonna University was established in 2002 and reinforced in 2004. It represents a unique and innovative partnership, which is committed to developing and promoting all academic and administrative units at both universities by exchanging ideas, experience and personnel at the professorial, administration and student levels.

The collaboration between the different departments of NDU and their counterparts at MU has been actively pursued over the last year and is on-going, following the identification of institutional needs, recognition of the potential mutual benefits to each university, and a desire to respond by building capacity to meet identified needs. A shared identity and similar professional and academic interests, as well as the need to operate within a common standards of broader reform, has stimulated and directed the development of the collaboration. It is a partnership that seeks to bring together the knowledge, experience and resources of the two Universities for the benefit of the people of Lebanon and those living in the Michigan region, as well as for the mutual benefit of both institutions.



The group from Madonna University at NDU

Shared Beliefs

The partnership is founded on the following shared principles:

- a. Improvements in knowledge about current and emerging educational needs is essential
- b. The capacity of each university is to be enhanced by its profiting from the experience of the other.
- c. NDU and MU are Catholic universities which aim at maintaining the best American standards of higher education.

- d. An emphasis on curriculum and workforce development and support is essential to maximising the merit of an institution.
- e. Educational opportunities should be tailored to suit the needs of the staff and students and of the society for which they will be working.
- f. Research undertaken within the practical work environment enhances students' awareness of the practical application of comparative societies approach in the conduct of their work.
- g. Outside funding should be sought to increase the capacity for the collaboration between NDU and MU to attain its practice and research objectives.
- h. Involvement in collaborative projects is voluntary and participation should be formally recognized.

Partnership Objectives

The objectives of the formal partnership are as follows:

- a. Initiating and developing new academic programs.
- b. Conducting collaborative research programs and program development that is commensurate with the goals of both universities and which serves to enhance the well-being of people at large.
- c. Increasing the sustainability of joint projects.
- d. Establishing effective communication with key professionals of both universities for the purpose of improved planning and management of services, initiatives and programs.
- e. Enhancing the capacity of NDU to foster its American Studies programs.
- f. Enhancing the capacity of MU University to undertake research and education in the area of Middle Eastern studies.

Grant by the USAID

Having been granted \$100,000 by the State Department, USAID to financially contribute to the enhancement of partnership between NDU and MU, especially for the promoting of American Studies at NDU and the establishment of Middle Eastern Studies at MU, the representatives of both universities progressed with the following:

In December 2004, the President of Madonna University, Sr. Rose Marie, the Vice-President for Academic Affairs, Ernest Nolan and the Director of International Studies, Jonathan Swift, came to visit Notre Dame University and to meet with the administrators concerned and its faculty members who would be collaborating in the two above mentioned studies.

A plan was devised for exchange visits by an NDU team of professors to visit Madonna and vice versa.

Due to the unstable political conditions in Lebanon, the NDU team had to postpone its visit until September 7, 2005, when it has spent 10 days at MU. During this visit many meetings took place and at which it was concluded that, further consideration is to be given to the requisite or common courses to all minors or majors in American Studies; the exact nature of the general courses is still to be determined. It may well be that common courses and electives will be chosen from a wide assortment within the three faculties at NDU, depending on the student's choice of minor or major. Certainly, comparative studies and critical analysis are to figure prominently in the selection. The agenda included another area of mutual concern namely faculty professional development.

Building on this area would lead to a better interpretation of American music, art, literature, and political history up to the present day, as well as of areas of the Middle East when the MU starts to focus its attention on that field of study. Most participants agreed that our concern should be whatever is vital for students in the modern world with the background that leads to today's issues.

It was agreed that teachers from the two universities engaging in symposia and conferences as well as in exchanging pedagogy and learning experiences. This may be done face-to-face, via television, or other electronic means.

On October 17, 2005 the MU team came to NDU and spent about 8 days to continue on what has been started at MU. The visit was successful in bridging some of the gaps relating to timetable of implementation of the two programs namely American Studies at NDU and Middle Eastern Studies at MU meeting with the President of NDU, Fr. Walid Moussa, and a meeting with the US Ambassador in Lebanon, his Excellence Mr. Jeffrey Feltman, and his team from the Office of Cultural Affairs, were both very encouraging and helpful in moving the two universities partnership to areas of cooperation beyond that of the spending constraints of the USAID grant.



The group from NDU at Madonna University

A Resource Book for every Scholar Sponsored Research and Development

This book gives a survey of the research centers of Notre Dame University, Louaize, and details about the "American Connection" of NDU in Canada and the United States, as explained in the Introduction by the NDU Vice-President for Sponsored Research and Development, **Dr. Ameen Albert Rihani**. E-mail addresses and telephone and fax numbers are given throughout.

The Marian Studies Center (AMC)

First comes the Marian Studies Center, which owes much to the late much-loved and regretted Anwar Saber. The Center is a natural development of the dedication of the Maronite Mariamite Order and of Notre Dame University to the Virgin Mary and has no counterpart in the Middle East. It strengthens the links between the various Eastern Churches, marked by their common Marian devotion, and indicates a path to be followed by Christian-Muslim dialogue based on the common denominator of the inspiring image of our Mother Mary, who is held in high respect by Muslims in view of the way she is honored in the Merciful Koran. The history of the Center began with the launching of the luxurious and encyclopedic series of volumes *The Virgin Mary in Lebanon*, listing and superbly illustrating all the present and former churches and shrines dedicated to Our Lady, district by district (*caza*), with descriptions in both Arabic and English. In this work, various Catholic and Orthodox authorities have been of great help.

Other publications and numerous recent activities are also indicated, as well as projects for future electronic resources, reviews, conferences, university courses and theological studies.

Center for Digitization and Preservation (CDP)

This Center, we are told, will ensure the preservation of ancient documents and the transfer of their texts to modern media, making previously unpublished works readily available to modern scholars. The collection of oriental and other manuscripts will be the largest in the Middle East and of service with its rare cultural material to all the Churches of the region.

To help scholars, governments and institutions, the CDP offers the following services:

- The preservation of significant manuscripts by photography and/or electronic scanning.
- The digitization of manuscripts and their incorporation into searchable electronic databases at minimal cost.
- The translation and publication of ancient and medieval texts.

The CDP was established in March 2003 and now its collection of digitized manuscripts is growing rapidly. One feature of its activity has been cooperation with the Genealogical Society of Utah, USA. Of late the CDP mobile studio has been operating in St. Anthony's Monastery (Mariamite Order) in Rome.

Lebanese Center for Societal Research (LCSR)

This Center promotes cooperation between academic researchers and decision-makers in the political, economic, social, health and educational sectors. It is an outcome of NDU's work in forwarding relations between research methodology and dialogue to draw attention to matters of public concern such as traffic, water, electricity, telecommunication, etc., and studies the public perception of these subjects.

The Center has drafted summaries of research, studies and workshops and has already organized two international conferences attended by Arab and Western scholars, one about democracy and how it is threatened and the other about interaction between religions. The LCSR project was launched in October 2004 with the publication of *On the Path of the City: Qualms and Dreams*. Cooperation is particularly close with the Faculty of Humanities.

As is the case for all the other NDU Centers, the book under review gives details about intentions, achievements, documentation, sourcing and funding of the LCSR.

The Lebanese Emigration Research Center (LERC)

NDU is the first Lebanese university to have a center specifically for research on the emigration of Lebanese, who like other Mediterranean peoples began in the mid-nineteenth century to seek their fortune in Europe, Africa, Australia and particularly the Americas.

Founded in 2003, LERC has an advisory board of specialists of Lebanese descent around the world. A roster is being prepared of university professors overseas of Lebanese ancestry. A database and a library are being built up and publications are being produced in Arabic and in the languages of the countries of Lebanese immigration. Research is in progress on the links between villages and their expatriate children. The major activities of LERC listed in the book are too numerous and extensive for mention in this review, but it is enough to say

that they are greatly promoting the international standing of Notre Dame University.

Already many specialists are cooperating around the world, as are ambassadors and diplomats of various nationalities.

Of particular interest and importance is the association of Friends of LERC, who extend the web of contacts with Lebanese emigrants and their descendants in all walks of life and thus can inform about the emigrant experience. In particular, the Friends have provided funds for graduate research grants. This year an agreement was signed with the Investment Development Authority of Lebanon with a view to yet further extension of activities.

One remarkable activity detailed in the book is the History Workshop Festival, held the first time at Zgharta/Ehden. With guidance from specialists from LERC, inhabitants of Lebanese villages and descendants of those who emigrated from them in the past are encouraged to study their history, using archives, oral tradition and old letters and photographs as well as all the modern means of digitization and the Internet.

The Water, Energy and Environment Research Center (WEERC)

In the Middle East, as in many other parts of the globe, water has become a crisis issue, and WEERC exists to supply decision-makers with scientific, economic and social data concerning water and energy resources and their sustainable use while preserving the environment. Its conferences, hosting top experts from Europe and the Arab World, deal with technical problems of water management and also with diplomatic questions arising from the use of sources that cross international boundaries and the consequent need to form expert negotiators. There have been conferences and training sessions on water management and on diplomatic negotiation connected with it held in cooperation with ESCWA, FAO, ALMEE, IDRIC, UNDP, UNESCO, AUB, DFID, the European Commission, the Euro-Mediterranean Institute, the Palestinian Water Authority, the Massachusetts Institute of Technology, and the Universities of Norway and of Newcastle-on-Tyne, UK.

WEERC was established in May 2003 on the initiative of Dr. Fady Comair (its Director, also Director General of the Ministry of Energy and Water) and Dr. Shehwan Khoury, Dean of Engineering, supported by Dr. Jack Harb, Chairman of Civil Engineering. The first conference was organized in July, 2003, under the patronage of H.R.H. Prince Talal Ibn Abdul-Aziz.

Details are given of the funding provided by various countries and international organizations and agencies.

The University Research Board

The book explains that this board came into existence as NDU was being transformed from an institute purely for higher education into one heavily involved in research and the actual advancement of learning and technology. Details are given about activities sponsored and the resources.

NDU Washington DC Office

This office in the United States capital, we learn, organizes regular contacts with universities interested in cooperation with NDU for exchange programs, research projects, library support and various other functions. It also gives backing to the activities of the American Friends of NDU, coordinating between chapters and encouraging Americans of Lebanese descent and other Americans interested in NDU and In American Catholic education in Lebanon. The Office also plays a major role in recruiting faculty members.

The Office visits Lebanese church communities and Lebanese associations, among other things explaining to members the significance of sending their children for a year to NDU to touch base with the Lebanese heritage and culture while doing their undergraduate or graduate studies.

This chapter of the book details relations with leading universities and with eminent political, educational and religious personalities, among them US Congressman Ray Lahood, who was guest speaker at the 2004 Graduation Ceremony. It also devotes sections to Michigan, Connecticut, Pennsylvania, Maryland, California, Massachusetts and Canada.

American Friends of NDU

This association builds relationships with Lebanese-American communities in order to introduce them to NDU and its role, to strengthen bonds between the Friends and the University so that new Lebanese-Americans generations will better understand their heritage, and to offer their children and various friends an opportunity to visit the NDU campus for a summer session or a semester to learn Arabic and to absorb Lebanese history and culture.

The association also arranges exchange programs with universities and other institutions of higher learning and cooperation with research centers and departments devoted to Middle East studies, as well as cooperation with libraries and press offices for exchange of publications.

There is an outline of the history of the Friends, information for those applying for scholarships, a list of members and a letter from the (Federal) Internal Revenue Service recognizing the Friends as a non-profit organization.

Memoranda of Understanding (MOU) with Universities in North America

The five eminent universities listed here include Brigham Young, Utah, with which an agreement was signed for digitizing and preserving manuscripts. There is also a list of other world-famous universities with which there have been contacts made, including Fordham, Georgetown, John Hopkins, Laval, Notre Dame (US) and Yale and a list of university organizations of which NDU is a member.

Notre Dame University Press

We learn that all details about the Research Centers' publications are available in *Publications Catalogue-2005*, which includes synopses as well as titles. The Catalogue covers the following series:

1. General Public Interest Series, so far thirty-three books concerning in particular the seminars of interest to experts and scholars.
2. The Humanities Series, with works on philosophy, religion, science and technology.
3. Compendium of *The Virgin Mary in Lebanon*, so far six volumes covering shrines devoted to Our Lady in the five districts (*caza*) of North Lebanon.
4. Lebanese Manuscripts Series. This breaks new ground.
5. Murex Series, Lebanon by Lebanese Authors, translated into English for the western reader to understand Lebanon through eminent Lebanese writers.
6. University Textbooks Series, meant to make good the lack of textbooks having reference to the local environmental, cultural and economic scene.

Books published by the various Research Centers are also indicated.

Indications of Excellence

Under this title the last page points out NDU programs of study, such as the Actuarial, Environmental and Musi-mediological courses, which were the first of their kind in Lebanon and the region. It also recalls that the engineering laboratories have equipment widely reputed for pioneering techniques in the fields of energy and environment research.

The reader is informed that NDU students have been accepted for graduate studies in thirty-six leading universities, including Harvard, Cornell, Georgetown, Tufts, George Washington and McGill, while for the last four years in succession NDU graduates have been accorded Fulbright scholarships.

The Choir and Orchestra group has earned an international reputation for its renderings of both eastern and western music.

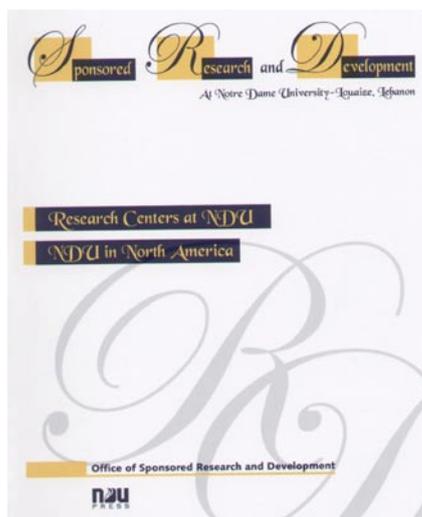
The book *Sponsored Research and Development* will be of great practical value to any scholar, scientist or educational institution having an interest in the Middle East.

For information about the above mentioned publications, please contact:

Telefax: 961-9-224803

E-mail: fhjjj@ndu.edu.lb

Postal address: NDU Press, P.O. Box 72,
Zouk Mikael, Lebanon.



Foreword of the book

When I was asked to prepare this book on *Sponsored Research and Development* my immediate answer was that the main framework is already drawn in the regular Annual Reports. The reply included two major points: first, "I want everybody to read and know what the Office of Sponsored Research and Development is doing", and second "this knowledge requires broader details; the details that could draw the attention of readers here in Lebanon or over there in the United States". Suddenly I found myself in the middle of files, reports, documents, facts and figures that were altogether the material I worked with, lately, to come up with this book so everybody could read and know what is going on in *Sponsored Research at NDU*, and what is going on in terms of the NDU relations with the USA.

Sponsored Research

One of the major concerns of the Office of Sponsored Research and Development is to provide an appropriate healthy environment, an environment that enhances, facilitates, and supports research

throughout the University. It is the responsibility of the Vice President for Sponsored Research and Development to start moving with the University from a simple teaching place to a research site; from a school of higher learning to a think tank; from a consuming knowledge area to a criticizing and eventually producing knowledge spot; and from an unfriendly deal with understanding to a friendly approach and interaction with comprehension.

The skills and talents of producing a text, whether through research or through creative writing, is a clear goal for every scholar regardless of the field of specialty or the area of intellectual interest. This mere fact contributes, directly or indirectly, to our awareness of fundamental concepts in science and humanities. It also provides moral, intellectual, and economic remunerations at the personal and national levels in order to enhance an improved quality of life. This is a very substantial endeavor with which the University has decided to go ahead not long time ago. The historical decision, of 1976, for a Catholic Maronite University in Lebanon to adopt the American system of higher education was paralleled only, in the year 2000, with another pioneering step in starting a sponsored research plan of action and in appointing, for this purpose, a Vice President for Sponsored Research and Development.

The objective of sponsored research, as of any teaching course at an institution of higher education, is to acquire knowledge and express it, and reveal it, clearly in writing. Once again the core issue of this responsibility lies in the fact that research and writing are inseparable. Discovering truth and writing are inseparable. Creativity and writing are inseparable. To sum it up, and to sum it all, producing knowledge and creating related significant texts are two inseparable skills. This kind of awareness and understanding requires from us to teach graduate students how to be very accurate and to the point in filling in applications. It also requires from us to instruct interested, and advanced learners, how to write proposals, how to set clear goals, and how to determine the methodology of a specific project. Theoretical learning, in this case, is not enough. Going through the writing process, and the writing experience, with all the necessary logical buildups, becomes a must.

The five Research Centers founded at NDU are barely two years old. The oldest is now 27 months old, and the youngest is 18 months old. However, what has been achieved, so far, is very promising, and very competent thanks to the full commitment and continuous efforts shown from each and every one working with these centers.

I never thought we could have done what we already did in such a short period of time. I never thought that professional conferences, seminars, workshops, published papers and books could be produced so skillfully, and proficiently, with such a small group of faculty members, students and staff, in such a short period of time.

The University Research Board is nine months old. Yet it was able to conduct very serious discussions related to research concerns, procedures and policies. It is the catalyst body by which all our research anxieties and worries are being dealt with as calmly, and as rationally, as need be. This vehicle will be, as of the academic year 2005-2006, the proper channel and mechanism by which all the sponsored research projects at the University are recorded, documented and followed up.

NDU in the USA

The second part of this book is related to the "American Connection" of NDU. This whole endeavor is not much older than the other one. I have to recognize, however, some previous attempts in that direction that could not reach a concrete result. Nevertheless the most serious challenge that I decided to take was in the fall of 2001 when I planned a trip to the United States with the idea of establishing a corporation for the University in the name of The American Friends of Notre Dame University (AFNDU). The first step was made in Washington DC where I gathered a group of about twenty interested friends and discussed with them three main documents that I have prepared for this purpose: 1) Why NDU? 2) The Objectives of this Association, and 3) Suggested Plan of Action. After few meetings I asked the group to elect the first Executive Committee of the Association who decided to start immediately on reviewing the plan of action. On the same trip the same scenario was repeated in Detroit, Michigan, and on a second trip a similar attempt took place in Waterbury, Connecticut. The Washington DC Chapter worked on the 501 C3 as a non-profit corporation officially recognized, first on the State level of Maryland, and second on the Federal level within the USA. The legal documents were issued on July 3, 2003.

Another main area of NDU presence in the USA is represented by Memorandums of Understanding (MOU) signed with American Universities focusing basically on student and faculty exchange, together with research cooperation. Other contacts have been made with a wide range of universities aiming at introducing NDU and discussing possible means of cooperation.

The NDU DC Office was established with the task of assisting NDU in all its contacts in the USA. Also a follow up task, together with the initiation of new endeavors as suggested, or requested, by the AFNDU as well as the University Administration in Beirut, became a must. Details of these tasks and activities are clarified inside this book.

Realizing that research is the core issue of intellectual development, and that physical development is the real step that supports research and think tanks at the University, one could draw a thin line between research and development and look at one in the perspective of the other. NDU Press, in this context, comes to complement this significant role: it layouts and designs the intellectual and physical outcome of this endeavor.

Finally I would like to thank Fr. Boutros Tarabay, President of NDU who asked me to publish this book, so "everybody may read and know" what Sponsored Research at NDU is doing, and how NDU is acting in the USA. This book comes up with certain information that could draw the attention of readers here in Lebanon or overseas in the United States. The objective is to have a clearer image of NDU today.

*Prof. Ameen A. Rihani,
Vice-President,
Sponsored Research and
Development
NDU, Lebanon*

Admissions In Action

At the beginning of this academic year 2005-2006, I would like to wish fellow institutions around the world prosperity and success in all their endeavors.

The Admissions Office has started its annual ritual of orientation and recruitment both locally and internationally. Our international student body is rich with diversity of religions, cultures and backgrounds and this will most definitely add a distinct flavor to the overall student body of Notre Dame University. The interaction among students results in an exchange of ideologies and perspectives for the enrichment and enhancement of individualism.

With doubt, globalization is a major factor for reshaping societies in all their facets; thus, contributions from distant lands are significant in our everyday activities and determine a completely different perspective for our local existence.

“Internationalization is an institutional process that in some way internalizes the concept of openness to the world in all the activities and organizational aspects of the university and that may launch an internal transformation to prepare the university to act more directly on the international or global scene”. (Jean-Pierre Lemasson) This is exactly what Notre Dame University is aiming for in an environment of intense competition.

NDU is preparing its beneficiaries to think in both a global and a differentiated context, to take a more cosmopolitan view and to be more aware of cultural differences to promote an open and understanding mind. Today, this is even more crucial as the complexities of the world around us seem to increase exponentially.



From Left to Right: Dr. Marcel Gerges, Mr. Chadi Kowkabani, Rev. Joseph Lahoud, Dr. Elham El Hashem, Mrs. Rosanne Solomon, Dr. Latef Chedid and Mrs. Maguy Pollak

The various units at NDU offer a realm of potential collaboration so that our students are able to clearly chart their educational paths. Our purpose is to create and disseminate knowledge of universal validity by facing up to our responsibilities in a world in which symbolic frontiers are becoming more important than physical ones. Consequently, NDU implements highly operational approaches to bridge the gap between discourse and day-to-day practice by creating convergence between all university services and the interests of our academic stakeholders.

The Admissions Office is totally committed to the promotion of NDU at large. We start once again to visit schools for orientation, to participate in school forums

and educational fairs, to maintain our contacts with educational institutions, in Lebanon and abroad, and to enhance the image of NDU.

Among these contacts and events are the annual Dubai Educational Exhibition; the National Apostolates of Maronites (NAM) in USA; the College Board in USA; the European Association of International Education (EAIE) and the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Annually, NDU participates in the Gulf Education and Training Exhibition (GETEX): it is the largest education and training show in the Arab World.

It is an event that is supported and sponsored by H.H. Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates; H.H. Sheikh Maktoum bin Rashid Al Maktoum, Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai; and H.H. Sheikh Nahayan bin Mubarak Al Nahayan, Minister of Education and Chancellor of the UAE.

The number of participating institutions increased by 40% in 2005. There were over 350 universities, institutions and training organizations from Lebanon, Qatar, UAE, KSA, Kuwait, Bahrain, India, Canada, Australia, France, UK, Italy, Turkey, New Zealand, Germany, Greece, USA, Iran, Switzerland, Egypt, Malta, Morocco, Malaysia, South Africa, Netherlands, Pakistan, Ireland, Slovakia, Oman, Jordan, Spain, Hungary, and Seychelles. Seminars and workshops are also offered during the Fair. Attendees include academic professionals, parents, students, school counselors, MBA seekers and administrators.

GETEX is the Middle East's leading student recruitment exhibition and attracts more than 20,000 visitors every year. Expatriates account for more than three-quarters of the 70 nationalities that comprise UAE's 4 million population; this tremendously affluent society recognizes the importance of quality education.

At the turn of every academic year, over 15,000 students graduate from high schools in UAE. Priority areas of study include banking, business and management, communications, computer science, engineering, finance, hospitality, IT, media, medicine, sciences and tourism. In addition, the competitive environment in the Middle East has created the need for working adults and executives to focus on professional education as a means to climbing the ladder of success. Thus, graduate courses are highly in demand.

NAFSA – The Association of International Educators – is the leading professional association in the field of international education and exchange and the global workplace. NAFSA sets standards of good practice; provides training, professional development and networking opportunities; and is an advocate for international education. NAFSA believes that international education advances learning and scholarship, builds respect among peoples, and enhances constructive leadership in the global community. By nature, international education is fundamental to fostering peace, security and well-being.

Notre Dame University is a member of NAFSA and this year in Seattle, State of Washington, there were over 6,800 registrants from the US and 90 other countries. The workshops, seminars and numerous special events and programs I attended have renewed my commitment to international education by increasing my awareness of how taking full advantage of networking and social opportunities can raise professional development and skill-building. Once again, the 2005 NAFSA Conference offered fresh strategies and solutions, an innovative way of thinking, a revitalized knowledge and skills base and new contacts and colleagues from around the globe.

NDU was the only institution from the Middle East and this attendance always serves as a path to more exposure. NDU's presence and contributions this year were always acknowledged and on several occasions the opportunity to give a presentation was offered since the theme of this year's conference was "Opening Minds to the Global Community".

There were seminars on each of the five strands that created and disseminated information to enable us to perform better:

1. Education Abroad Knowledge Community
2. International Education Leadership Knowledge Community
3. International Student and Scholar Services Knowledge Community
4. Recruitment, Admissions, and Preparation Knowledge Community
5. Teaching, Learning, and Scholarship Knowledge Community

There was an opportunity to meet the guest speakers and they were also introduced to NDU.

Robert Kagan is the director of the U.S. Leadership Project at the Carnegie Endowment for International Peace. Richard Riley is former Governor of South Carolina and former Secretary of Education. David Broder is a national political correspondent reporting the political scene for the Washington Post.



From Left to Right (standing): Mrs. Vernie Mowad, Mrs. Theresa Ferris-Dukovich, Dr. Sam Hazo, Dr. Hasham, Dr. Angela Zondos, Dr. Tom Michael

From Left to Right (sitting): Mrs. Mary Ann Hazo, Ms. Theresa Michael, Mrs. Martha Michael

Shashi Tharoor is Under-Secretary-General for communications and Public Information of the United Nations and has led the Department of Public Information since 2001.

Again the NAFSA Conference has been a valuable and enriching experience and has instilled more deeply the profound belief in internationalization and the impact it has on education. The professionals and events have together promoted ideals and a spirit that serves as a foundation for fostering cross-cultural understanding through the pursuit of international education and exchange. The network of skills, information, friends and colleagues that were gained at NAFSA, Seattle, 2005 affirms that international education is a profession that plays a key role in building a more peaceful and productive global community and this is becoming a competitive advantage for NDU.

In coordination with the VP for Sponsored Research and Development, Dr. Ameen Rihani, Dr. Hasham visited Boston and Pittsburg for the purpose of establishing chapters of the American Friends of NDU. In Boston, Monsignor Lahoud hosted the meetings at the rectory of Our Lady of the Cedars of Lebanon. There were many preparatory meetings held and contacts made. A committee has been launched chaired by Dr. Lateef Chdeid.

At the Boston meeting, there were many active and prominent members of the community who are enthusiastic about helping NDU in its endeavors: Mrs. Rosanne Solomon, Mrs. Maguy Pollak, Dr. Lateef Chdeid, Father Joseph Lahoud, Dr. Marcelle Gerges, Mr. Tony Homsy, Mr. Kokabani, Mr. Frank Assi and Mr. Joseph Chartouni – an NDU graduate of Architecture and who is now a Fulbright scholar at Harvard University.

Handouts that covered everything NDU has to offer, the by-laws of the AFNDU, objectives and mission, were distributed to all with NDU bags, T-shirts, caps, pen sets, pins and literature. A presentation was given and there were many questions asked and answers given. All present were thrilled and surprised to learn more about NDU. During my stay, other prominent persons were recruited – Dr Gisele Saliba, Mr. Charbel Obeid, Mrs. Fania Al Naccour and Mr. Billy Audi.

The competitive advantage that NDU has in terms of being internationalized was stressed; for example, by offering a Summer Arabic Program package and being extremely aggressive in marketing, promotion and exposure on the local, regional and international scene, NDU is meeting the challenge.

Moreover, Harvard University was visited and meetings with the Provost and the Director of International Programs were scheduled. NDU's programs, centers, activities, affiliations, etc. were presented. NDU's competitive advantage was stressed. The Arabic Program, the Microsoft certification and the NGOs were stressed too and these raised great interest. A meeting at length was held with Mr. Joseph Chartouni, NDU's Fullbright scholar. Mr. Chartouni was assured that NDU is proud of him and he was encouraged to contact the university for anything. Ways in which he can promote NDU at Harvard were discussed. Joseph stressed the importance of promoting the Fulbright at NDU.

The last destination was Pittsburg. Dr. Tom Michael and his wife Martha, who are both great advocates of NDU, were there to greet us. At Sunday liturgy, Rev. Father Jim Root acknowledged NDU's presence and spoke highly of NDU and encouraged everyone to contribute whatever they could to NDU and to encourage young people to visit the campus. He offered the Mass on behalf of the NDU family, faculty and staff.

The Pittsburg Chapter was officially established and Miss Theresa Michael was appointed as chairperson. Other persons were approached and showed interest in becoming Friends of NDU and they will be called in for the next meeting. The current members are Dr. Sam Hazo, Mrs. Mary Anne Hazo, Dr. Tom Michael, Mrs. Martha Michael, Ms. Theresa Michael, Dr. Jennifer Unis Sullivan, Mrs. Vernie Mowad, Mrs. Theresa Ferris-Dukovich and Dr. Angela Zondos.

Contacts were also made in Youngstown and Cleveland where there are large Lebanese communities and arrangements were made to visit them in the near future.

The Miami Chapter is another future project and contacts were made there also. Contact was also made with media persons of Lebanese origin and these showed willing to cooperate and to assist Notre Dame University in its promotion campaign.

NDU, and in particular the Admissions Office is totally committed to the enhancement of the University's image and specifically to academic excellence. NDU has established itself as a prominent academic institution of higher education in the region and continues to expand its web of international contacts.

The secret is in our teamwork and esprit de corps. I would like to salute the efforts of all concerned and particularly the staff of the Admissions Office; they all continue to demonstrate effectiveness and efficiency.

"The highest reward for a person's toil is not what they get for it, but what they become by it" (John Ruskin).

"It is the mark of an educated mind to be able to entertain a thought without accepting it" (Aristotle).

Prepared by: Dr. Elham Hasham, Director of Admissions

Nutrition Workshop on: Health Issues, Obesity, Diabetes, Heart Disease and Food Safety

A conference was organized by The Lebanese Ministry of Health, the Water, Energy and Environment Research Center (WEERC) at NDU, World Health Organization (WHO), Food and Agriculture Organization (FAO), and Hayek Hospital on October 3, focused on issues related to prevalence of non-communicable diseases related to nutrition such as obesity, diabetes and heart disease, and water safety issues. Speakers from the Ministry of Health, WHO, FAO, United Nations and the American Dietetic Association highlighted the future food, nutrition and water requirements of the Lebanese people.

Recommendations for Lebanese National Dietary Guidelines for optimal health, for Lebanese Clinical Practice Guidelines including nutrition for non-communicable diseases, and for public-private partnerships to be implemented were addressed.

Nutrition recommendations were summarized for the common non-communicable diseases, cardiovascular, diabetes and obesity, where nutrition plays a critical role in prevention as well as treatment. Discussions highlighted the need to have Lebanese National Dietary Guidelines to promote optimal health. General national dietary guidelines would need to address maintaining a healthy weight through nutritional choices and physical activity and safe water and food hygiene practices.

For example, The Dietary Guidelines for Americans 2005 (<http://www.health.gov/dietaryguidelines>) include the following recommendations:

- Feel better today. Stay healthy for tomorrow.
- Make smart choices from every food group.
- Mix up your choices within each food group.
- Find your balance between food and physical activity.
- Get the most nutrition out of your calories.
- To know the facts, use the nutrition label.
- Play it safe with food.
- About alcohol: If you choose to drink, do so in moderation.

Another recommendation focused on the need for Lebanese National Clinical Practice Guidelines that include recommendations based on published research that serve as a starting point for health care professionals as they propose treatment for the Lebanese with non-communicable diseases. National Clinical Practice Guidelines would need to have input from all stakeholders including the dietitians of Lebanon and to provide the basis for a collaborative environment between physicians, nurses and dietitians.



Group of participants in the conference

Dr Najat Yahia, Professor of Nutrition at NDU, currently is collaborating with Dr. Esther Myers, (a Registered Dietitian and the Director of the American Dietetic Association), in a research project to evaluate

the outcomes of implementing the American Dietetic Association Evidence-Based Guides for Patients with Type 2 Diabetes by Lebanese dietitians at Notre Dame de Secours University Hospital, Rizk Hospital, and Saint George's Hospital. The implementation of Clinical Practice Guidelines assumes that dietitians have demonstrated the necessary knowledge, skills, and competencies to practice dietetics and that the health-care environment acknowledges the unique contributions of dietitians to public health.

The six key components of nutrition care for diabetes that dietitians address that are included in the guides the following:

- Making healthy food choices and engaging in physical activity.
- Monitoring blood glucose and making change in therapy.
- Adjusting food and physical activity to improve blood glucose level and A1C.
- Modifying lifestyle to prevent and treat co-morbid conditions.
- Integrating medication into lifestyle.
- Timing of office visits for intervention and evaluation.

Dietitians integrate the science of nutrition, social sciences, food science, management and diet therapy as they provide nutrition care for their clients. Lebanon is one of only three countries in the Middle East who are participating in this two year project with the American Dietetic Association.

The need to have public-private partnerships to achieve both public awareness and implementation of the national dietary guidelines and clinical practice guidelines was highlighted at the conference held at NDU. Participants expressed an interest in ongoing collaborations between international organizations such as the American Dietetic Association.

These public-private partnerships would provide an ideal opportunity for a Lebanese national society for nutrition and dietetics to provide key support in public awareness campaigns for nutrient requirements, water safety, food hygiene, and national dietary guidelines for optimal health. Notre Dame University would be an ideal place to gather support for public-private partnerships to work in unison toward this common goal.

Emigration & Remittances: The Situation in Lebanon

Prepared and presented by Ms. Guita G. Hourani, Associate Director of the Lebanese Emigration Research Center for The Mediterranean Forum Migration: A challenge for the City Integration, Security and Quality of life in the Mediterranean Area, The Istituto Studi Mediterranei (ISM), Università della Svizzera Italiana, Lugano, Switzerland, Sept 30-Oct 1, 2005.

In response to an invitation from the Istituto Studi Mediterranei (ISM) of the Università della Svizzera Italiana in cooperation with the Cities of Lugano and Milan as organizers, Ms. Hourani, gave a presentation on the current Lebanese emigration and on the volume and importance of Lebanese emigrants' remittances in the economic life of Lebanon.

The forum in Lugano was held in response to the phenomenon of increased migration and the correlation between migration and security. International migration has been slated to top the agenda of most of the world's countries and of international organizations. In its official invitation, the ISM positioned the context of its forum stating "international migrations play an ever greater role in the life of contemporary societies. Migratory flows resulting from political, economic and social pressures are a serious challenge for countries of origin as well as for receiving countries. They present dangers but also offer opportunities."



The forum called upon cities and regions from the Mediterranean Basin such as the Great Region of Casablanca and the cities of Athens, Valencia, Barcelona, and Milano, among others to share their experiences

with the conferees and to present their views and their action in response to the imperative issues of integration, security and quality of life.

Several international organizations, government agencies and administrations, and universities were represented by prominent officials -- the Syndicate of the City of Lugano, the Syndicate of the City of Milano, the Institutional Department of the Ticino Canton, the Forum pour l'Intégration des Migrants et des Migrants, the Directorate of Development and Cooperation (DSC), and the Haut Conseil à l'Intégration of the French government. Other participants included a former under-secretary of the State Department of the United States of America, the Mediterranean Representative of the International Organization of Migration (IOM), and the universities of Genoa, Istanbul, Bulgaria, Siena, Milan, Sofia, and San Diego, California.

Ms. Hourani's presentation illustrated the volume, profile, characteristics, geographical distribution, and level of education of the Lebanese emigrants. She also showed the volume of remittances received through formal channels to Lebanon and their importance to Lebanon's economy and household resources and expenditures. Ms. Hourani discussed the socio-political impact of emigration on Lebanon, as well as the effect of remittances on the lives of their recipients and on their country.

The attendees were astounded to know that around nine hundred thousand Lebanese left Lebanon between 1975 and 2002 and that of these 45% left after the cessation of the armed conflict, between 1991 and 2002. They were even more astonished to know that Lebanon receives an average of \$1.6 billion dollars in remittances on a yearly basis.

Ms. Hourani made several contacts with different institutions and individuals for future collaboration on the subject of migration in the Mediterranean region.

WEERC Workshop For Chekka pilot area

The workshop was organized by the Water, Energy and Environment Research Center (WEERC) at NDU in association with Meditate and in cooperation with the School of Water Sciences at Cranfield University, was held in the Pierre Abou Khatter Hall, on Thursday and Friday the 9th and 10th of June, 2005.

The first workshop process was entitled Construction of a livelihood vision, Social and Economic Development. The second process, held in the afternoon, dealt with How water supports social and economic development.

The third workshop process, held in the morning of Friday, dealt with implications of water use, trade-off and conflicts, to define a Business as usual Scenario and then the boundary condition for extreme scenario.



The lecturer at the Workshop

MEDITATE is an acronym formed from Mediterranean Development of Innovative Technologies for intergrated waTer managemEnt. Mr Philippe Ker Rault says the MEDITATE project aims at developing water scarcity management in the Mediterranean catchment, using karst submarine springs, desalination and re-use. The aim of the NDU workshop was to build a water vision and scenario of social and economic drivers. Work Package 2 was devoted to the socio-economic analysis of water demand, availability and needs.

Mediterranean countries have long experience of water scarcity and its management, and now governments are facing increasing demands. Karst aquifers are an interesting potential source of high value, so far under-exploited. For countries without them, integrated water management is a key system, using various alternative systems such as re-use and desalination. Such planning is the core of the MEDITATE project.

Work Package 2 aims at water governance and improved use by social surveys and cost-effectiveness analysis, concentrating on the vision for 2025 to determine the scenarios to be used in WP4.

The foundation for WP2 is the data about case-study areas, their political circumstances, socio-economic condition, ecological and sanitary records, and geographical and demographical backgrounds. The WP2 inter-disciplinary team has to conduct research in a way that can finally produce a comparative analysis. Philippe Ker Rault Work Package 2 Coordinator p.kerrault@cranfield.ac.uk

New Coordinator: NDU-DC Office

Ms. Haley-Marie Kalil is the new coordinator of NDU Washington, DC Office. Ms. Kalil is also an assistant to the Publisher and West Coast Sales Team of Ziff Davis Media, Baseline magazine in San Francisco, California. She holds a BA in Journalism from the University of North Carolina at Chapel Hill since 2004. She was part of the marketing team for Algonquin Books in Chapel Hill, North Carolina.

Haley is the recipient of Thomas J. Fleming Scholarship (2003/04), Jacques Hardé Travel Award (2003), and she is a member of the National Society of Collegiate Scholars (2002/04). She is enrolled, at present, as an MA student in Communications, Culture and Technology at Georgetown University.



Ms. Haley-Marie Kalil

You can reach Haley at:
 NDU, DC Office
 Suite 600, 1717K
 Street, NW,
 Washington, DC 20036
 Tel: (202) 349-1705
 Fax: (202) 331-3759
 E-mail: dc-office@ndu.edu.lb



UNESCO Interactive Workshop: "Introduction to Online Teaching and Learning"

UNESCO Offices in Beirut and Cairo, in collaboration with the Arab Fund for Economic and Social Development, the OPEC Fund, the AGFUND and Notre Dame University is organized an interactive workshop on "Introduction to Online Teaching and Learning" on 5-9 September 2005 from 9:00 a.m. till 5:00 p.m. at Notre Dame University, Zouk Mosbeh, Lebanon.

This workshop comes within the framework of UNESCO's efforts towards building individual and organizational capacities and bringing together education and technology. Its aim is to provide young faculty members from various universities within the Arab region with the knowledge needed to create, manage and teach high quality, interactive, fully online or Web enhanced courses.



From Left to Right: Dr. Amr Azzouz, Fr. B. Tarabay, Minister Khaled Kabbani, Dr. Ramzi Salame, Dr. Ameen Rihani and Dr. Abdo Kahi.

The Lebanese Center for Societal Research (LCSR)

The Lebanese Center for Societal Research (LCSR) in cooperation with the Faculty of Political Science, Public Administration and Diplomacy organized its first international Conference entitled: Democracy and Decentralization Between Local and Globalized Feudal Systems, on November 7 and 8, 2005, at NDU. The conference was attended and run by several scholars and professors from France, Saudi Arabia, and Lebanon. It falls within the framework of the research activities undertaken by the LCSR with the aim of shaping the problem of the public interest in Lebanon and the Arab World.

Dr. Abdo Kahi, the Coordinator of the LCSR, stated that democracy is the entrance to the "Political Man", which leads to contribution in the political life. Also he stated that decentralization is an expression to show the relationship between people sharing the same piece of land.

The conference discussed several themes:

- Democracy and its origin: from dictatorship to democracy.
- Democracy as recognition of the power of the "other" represented in the power of the people.
- Democracy and decentralization: the diverse tenets of decision-making and power practice and the problematic of implementation from the local to the national level.
- Democracy and decentralization: opportunities and risks in a contemporary state.
- Democracy and decentralization: future perspectives.
- For a sustainable democracy: A permanent democracy The education required to ensure the conditions of effective popular participation in public decision making from the local to the national levels, in such a way as to conform with the global human orientations on the international level.
- Finally, democracy and decentralization: The legal and research mechanisms to be used to ensure the practice of democracy from the local to the national level. The Lebanese experience in the legislative and municipal elections and the relations between the citizen and public institutions.

ndu *chronicle*

The NDU Chronicle is an e-bulletin **published** by the Office of Sponsored Research and Development **OSRD** at Notre Dame University, Lebanon

Senior Editor

Ms. Fadia El-Hage

Design and Layout

Miss Lea Andari

Advisor

Mr. Kenneth Mortimer

You can reach ndu *chronicle* at

fhajj@ndu.edu.lb
fax: 961-9-224803