

ANNUAL REPORT 2013-2014



Striving for Excellence Together



Annual Report 2013-2014

Presented to:

Dr. Elise Salem

Vice President for Student Development & Enrollment Management

STRIVING FOR EXCELLENCE TOGETHER !

December 2014

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MESSAGE

FROM THE UNIVERSITY REGISTRAR



I am very pleased to share our 2013-2014 Annual Report, which highlights our collective efforts and accomplishments.

The Registrar's office is fortunate to be involved in many facets of University life while providing critical academic services to the university community. We value the strong leadership and guidance granted to us by our Vice President for Student Development & Enrollment Management (SDEM), Dr. Elise Salem, and the Assistant Vice President for Enrollment Management, Mr. Abdo Ghié. As one of the units under SDEM, we continuously coordinate with other units to ensure our students are offered the attention and care they deserve; and we value the support given to all academic departments.

This past year, we focused our attention on the following domains:

- We followed up on the implementation of the LAU Strategic Plan
- We streamlined and addressed the continuity of the main functions of our office
- We introduced the implementation of the Assessment Plan for the Registrar's Office
- We consolidated the student services through our Help Desks and more on-line services
- We intensified our coordination efforts with the academic departments of all Schools.

It is through the significant commitment and dedication of the staff in the office of the Registrar that our services and operations meet the needs of our community. We have focused our efforts to ensuring continuity of these services in a collaborative and engaging environment. Our staff deserves the true credit for the accomplishments noted in this report.

The year 2013-14 was a critical year for many of our senior staff who had the privilege to contribute to the preparation of the institutional Self Study presented to NEASC for re-accreditation.

Our attention now turns to the 2014-2015 academic year to build upon our accomplishments and expand and enhance many of our initiatives.

As a team, we are looking forward to creating a synergy while facing new challenges in pursuit of excellence!

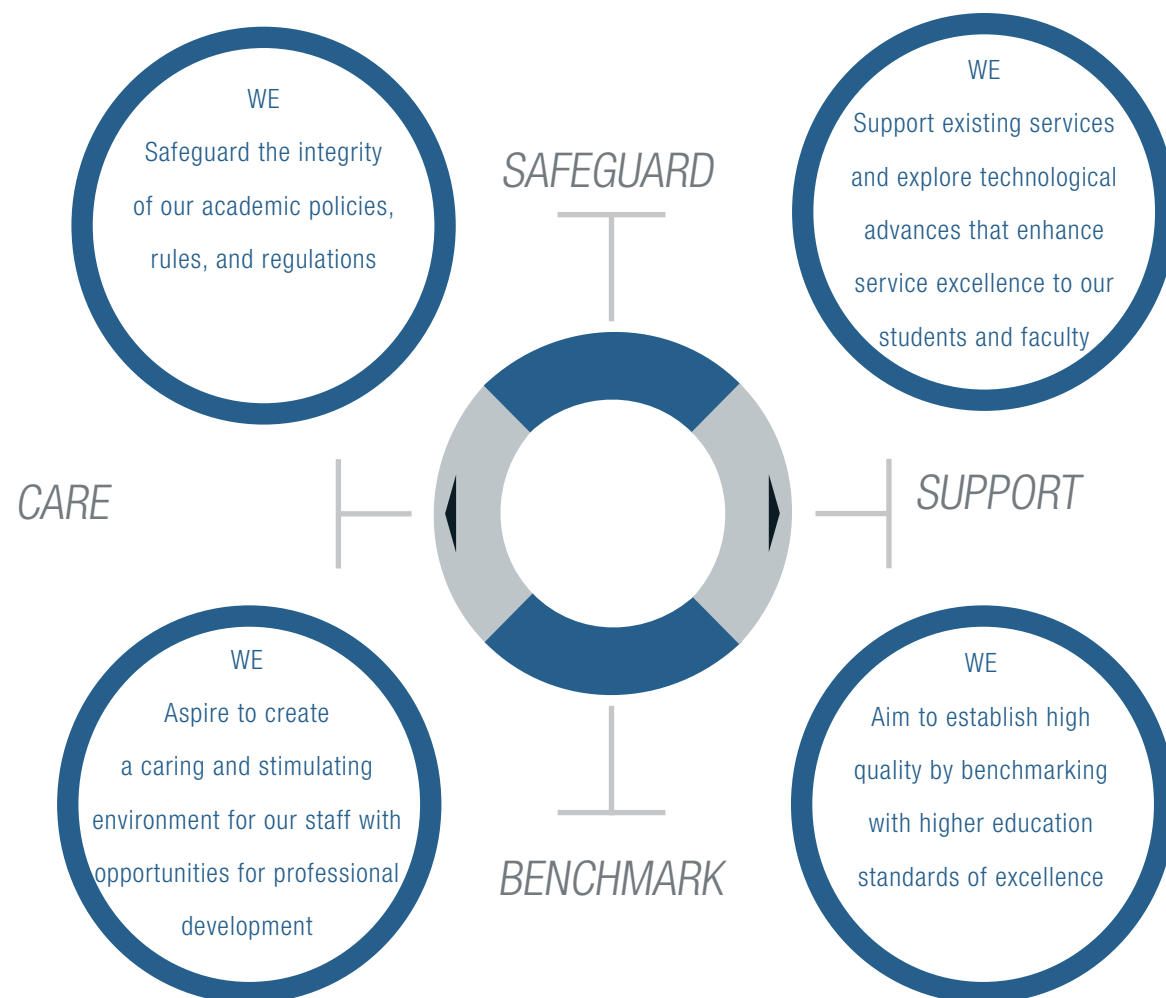
Annie Lajinian-Magarian
University Registrar

OUR MISSION

The Registrar's Office supports the academic progress of students by ensuring the accuracy and privacy of student records, the integrity of awarded degrees, and by upholding the academic policies and procedures.

OUR VISION

The Registrar's Office strives to transcend expectations through upholding the integrity of our academics, benchmarking with higher education standards, and ensuring caring and supportive environment for staff, students, and faculty.



OUR VALUES

We recognize the importance of safeguarding academic integrity, demonstrating commitment to excellence, and offering our services in a professional and friendly manner.

INTEGRITY

We safeguard the integrity of our policies and records.

We recognize how accountability for our actions is interwoven into our responsibility to one another and the university.

RESPECT

We value differences and demonstrate respect for human dignity.

We respond with enthusiasm and professionalism.

We treat individuals with respect and courtesy.

COMMITMENT

We are committed to to be a model of excellence to those whom we serve.

TEAMWORK

We believe that team bonding increases our productivity and creativity.

We strive to create a work environment that is a source of professional and personal enrichment.

COMMUNICATION

We believe that effective communication yields effective service.

We share ideas, best practices and information to optimize our services to the community.

BEIRUT TEAM



Annie Lajinian-Magarian, *University Registrar*

Fouad Salibi, *Deputy Registrar*

- **Haiganoush Mandjikian**, *Associate Registrar*
- **Randa K. Gharzeddine**, *Assistant Registrar*
- **Dina Nahle Muftich**, *Senior Scheduling & Records Officer*
- **Mahmoud Fayed**, *Senior Registration & Records Officer*
- **Micheline Khairallah**, *Lead Registration & Records Officer*
- **Jessie Maalouf Abou Arraj**, *Graduation & Records Officer*
- **Aline Aways**, *Student Services Officer*
- **Amani Mikati**, *Student Services Officer*
- **Tania El Beiruty Obeid**, *Student Services Officer*
- **Alexan Choulhadjian**, *SIS Coordinator*

BYBLOS TEAM



Annie Lajinian-Magarian, *University Registrar*

Fouad Salibi, *Deputy Registrar*

- **Eddy Juvelekian**, *Associate Registrar*
- **Samia Helou Najjar**, *Assistant Registrar*
- **Georges Balesh**, *Scheduling & Records Administrator*
- **Boulos Sakr**, *Registration & Records Officer*
- **Maria-Karina Farhat**, *Student Services Officer*
- **Magalie Tohme**, *Student Services Officer*

LEADERSHIP TEAM

The University Registrar and the Deputy Registrar lead by overseeing the operations of the offices on both campuses, while the Associate Registrars manage the campus operations.

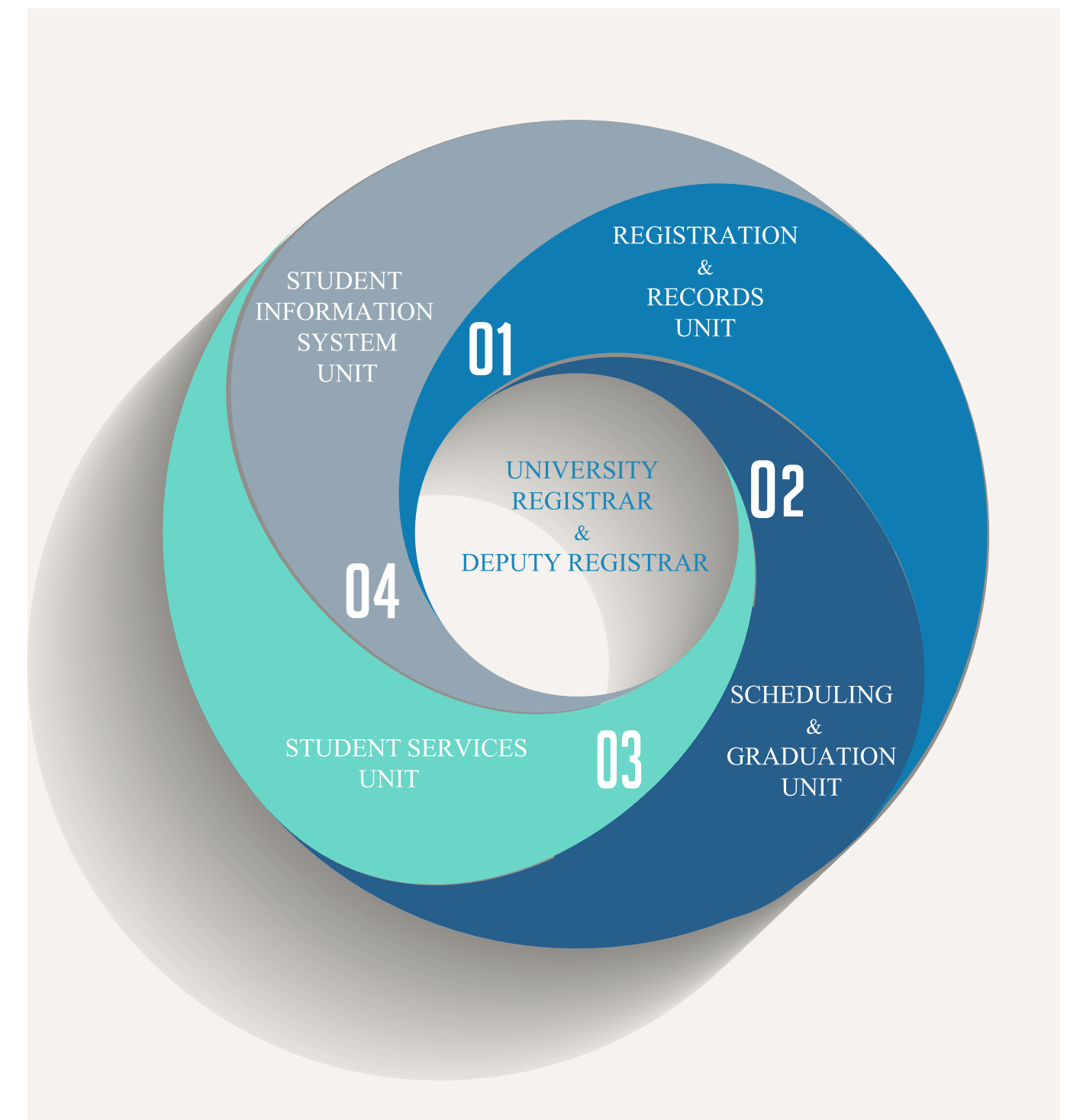
KEY FUNCTIONS:

- 1 Align goals & objectives with the university strategic plan
- 2 Benchmark with best practices in higher education
- 3 Support the academic progress of students by ensuring the accuracy, integrity, and privacy of the students' records
- 4 Safeguard the integrity of the academic policies, rules and regulations
- 5 Contribute to the publishing of the academic calendar and the catalog
- 6 Engage in academic affairs and organization of the Commencement exercises
- 7 Collaborate with other units /academic departments to enhance operations
- 8 Provide data analysis, reports, and statistics for decision making
- 9 Explore and utilize technological advances

"Thank you for your attendance to this matter and your thorough follow up. I am actually impressed by the quality of the service :))"

Leila Sahyoun - 1988 alumna

REGISTRAR'S OFFICE UNITS



REGISTRATION & RECORDS UNIT

The unit provides registration services to students and maintains the integrity of academic records.

KEY FUNCTIONS:

- 1

Facilitate
Student registration: on campus and off-campus programs
- 2

Maintain
students' official academic records and produce academic standing reports
- 3

Process
cancellation of registration, decisions of petitions, grades and grade changes
- 4

Assist
faculty with grade-related issues
- 5

Coordinate
the training of new students on the registration process
- 6

Provide
enrollment statistics

“... I would like to convey my gratitude towards the support and guidance I have been receiving from you throughout the past three years. It has really been an honor and a privilege to serve in this position [assistant dean for student affairs]. I have learned so much about student affairs and administrative work from the university student services.

Being in this administrative position brought a lot of challenges, but I could not ask for a better group of people to work with. You all are awesome at the Registrar's Office.

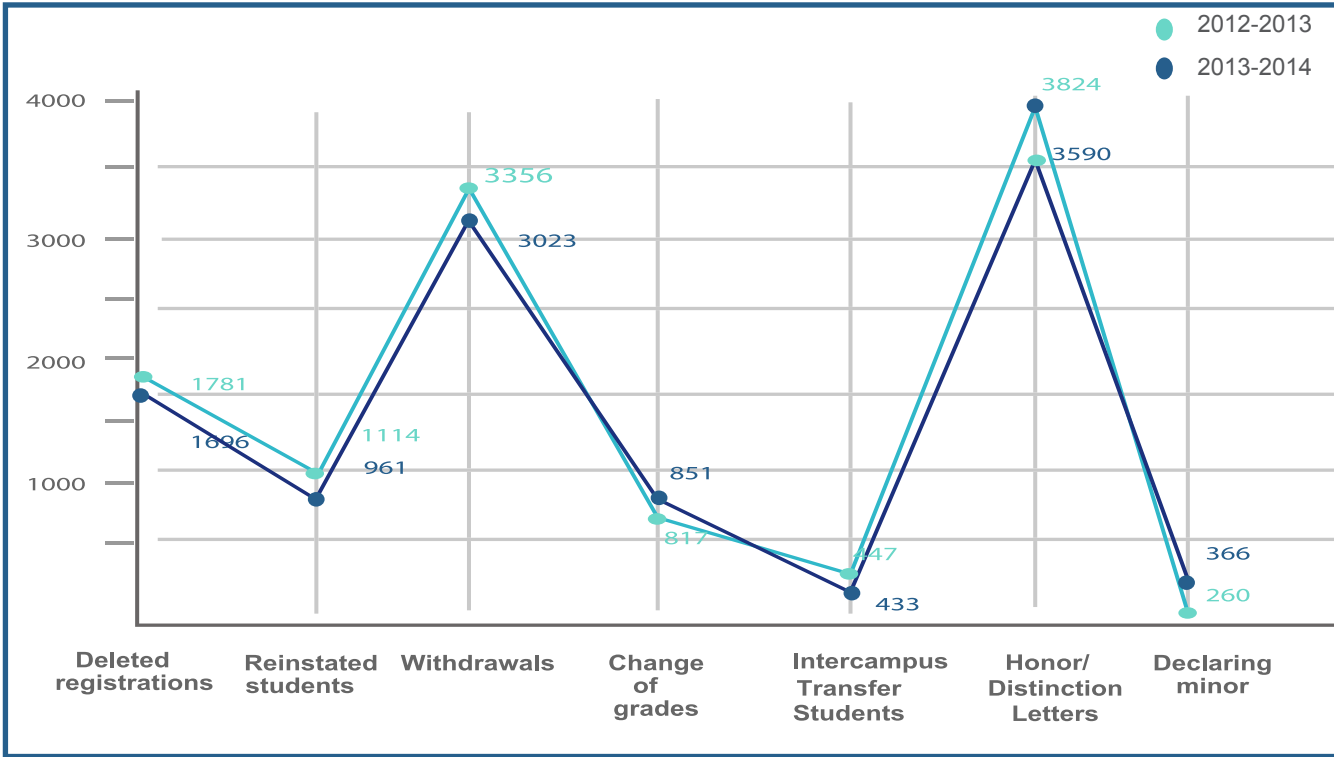
Thank you all because you have made the last three years such a great experience.”

Dr. Jad Abdallah - Assistant Dean SOP

2013-2014 IN NUMBERS

TERM	FALL 2013		SPRING 2014		SUM.I 2014		SUM.II 2014	
	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Granted BACC credits	130	74	119	75	15	7	3	1
Deleted registrations	349	155	306	151	157	177	291	110
Reinstated students	215	98	222	118	128	86	55	39
Change of Nationality	21	1	4	5	9	1	1	3
Withdrawals	1020	515	917	443	58	38	25	7
Change of grades	146	266	113	233	35	51	5	2
Intercampus transfer students	239	69	76	36	7	5	1	0
Transfer students	80	56	35	39	12	14	7	59
Declaring Minor	89	25	119	57	58	7	7	4
Delete grades from GPA computation	51	18	49	44	27	9	8	3
Academic Difficulty Letters	290	118	367	163	101	59	60	22
Honor/Distinction Letters	980	847	1045	952	0	0	0	0
NSOP sessions- Registration Process	32	**	2	**	0	**	0	**
Attendance in NSOP sessions	930	**	87	**	0	**	0	**
Student Registrations	8909		8429		3361		1457	

Comparing 2012-2013 & 2013-2014 Figures



** Dean of Students Office handled all orientation sessions in Byblos Campus

SCHEDULING & GRADUATION UNIT

The unit manages academic scheduling, final exam schedules, classroom utilization and graduation.

KEY FUNCTIONS:

- 1

Manage

academic scheduling, final exam schedules and classroom utilization
- 2

Schedule

classroom space for instructional activities, seminars, and other events
- 3

Train

staff on scheduling software
- 4

Issue

graduation clearance letters
- 5

Provide

advice on degree audits
- 6

Process

the updates for graduate and undergraduate programs and minors
- 7

Manage

the transfer credit process
- 8

Prepare

the graduation lists and the commencement booklet
- 9

Contribute

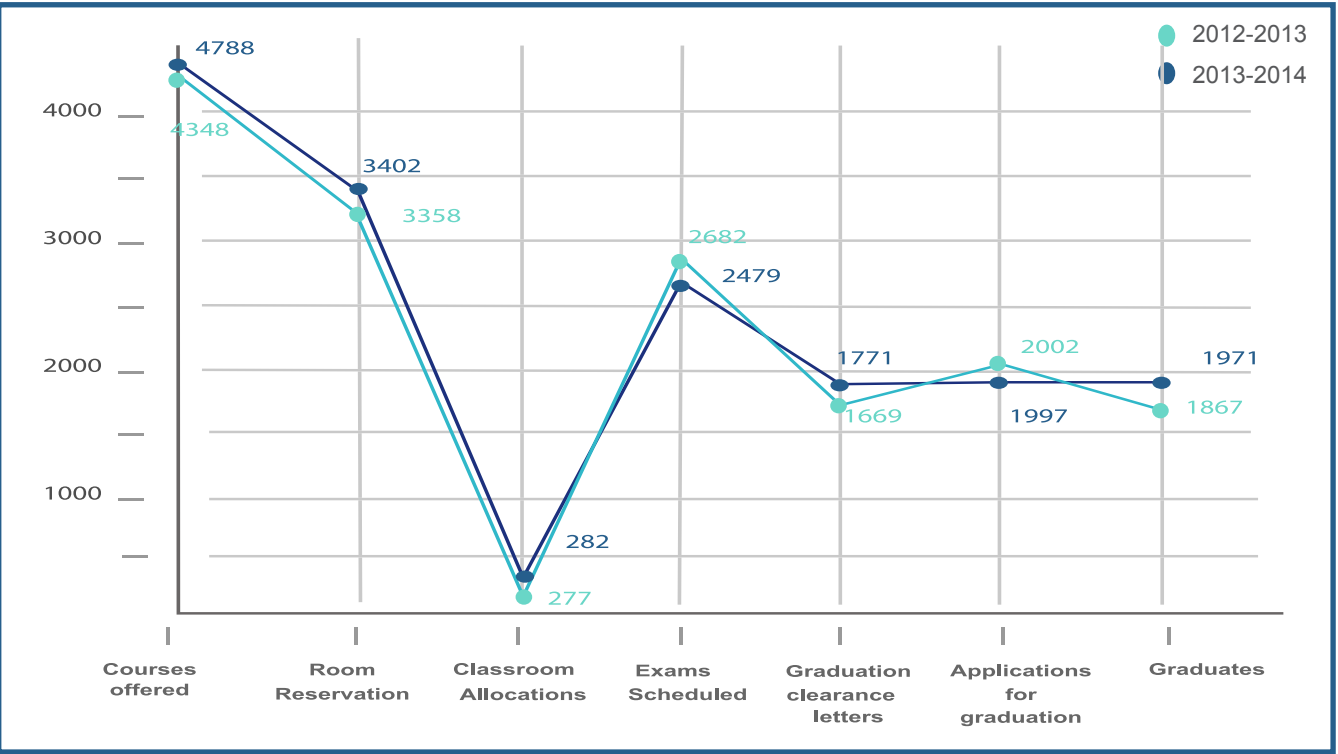
in the organization of commencement exercises

“Thank you so much for your prompt response and reaction to my request.
You’ve been very helpful and quick responding to my questions and very clear with your directions...”
Khalil Dirani - 2001 alumnus

2013-2014 IN NUMBERS

TERM	FALL 2013		SPRING 2014		SUM.I 2014		SUM.II 2014	
	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Courses offered : Graduate and Undergraduate + EMBA + SINARC	1029	880	983	767	258	147	93	45
Courses offered : Medicine & Pharm D	586							
Room reservations	907	736	890	621	119	45	72	12
Classroom allocations	51	32	50	32	43	28	30	16
Exams Scheduled	604	522	571	514	120	69	55	24
Graduation Clearance Letters	595	152	306	650	16	52	**	**
Applications for graduation	683	152	417	662	31	52	**	**
Graduates	294	139	777	546	157	58	**	**

Comparing 2012-2013 & 2013-2014 Figures



** Figures in Sum. I 2014 represent the total of both summer modules.

STUDENT SERVICES UNIT

The unit processes students' personal and academic requests.

KEY FUNCTIONS:

- 1

Provide

Degree and Enrollment verification support to students, Ministry of Higher Education, embassies and employment companies
- 2

Process

enrollment letters, statements, transcripts, certificates and petitions
- 3

Coordinate

all queries received from constituents at the Help Desks: in person, by phone or e-mail
- 4

Send

e-mail notifications to students; post relevant announcements on the Portal
- 5

Prepare and deliver

diplomas
- 6

Maintain

all student files: active and inactive

"Thank you so much. I know students, and people in general, say something only when they have something to complain about or criticize.....but ever since the very day I started at LAU you folks have been so generously supportive and helpful.

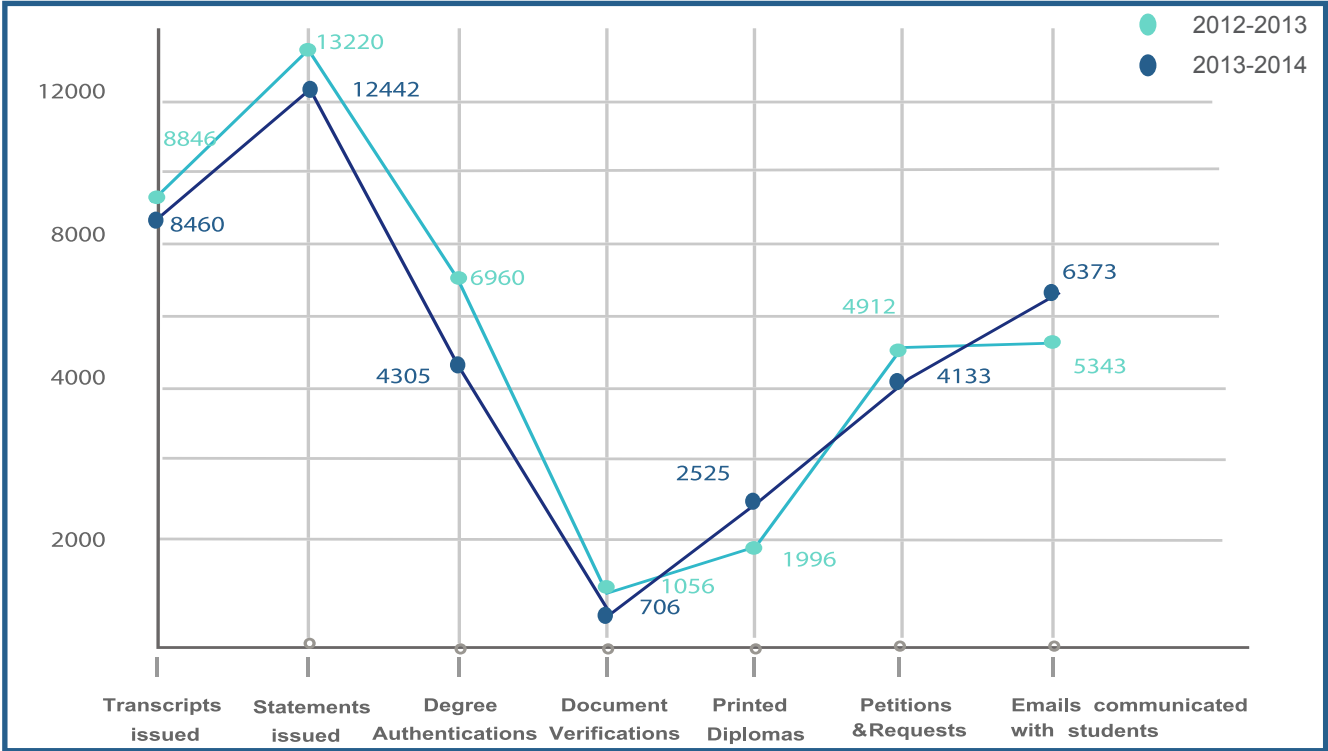
I just want you to know we students appreciate you, ...you folks do a wonderful job. ya3tikon alf 3fyeh. I'm proud to be one of your students."

Kareem Zreik - current student

2013-2014 IN NUMBERS

TERM	FALL 2013		SPRING 2014		SUMMER 2014	
	Beirut	Byblos	Beirut	Byblos	Beirut	Byblos
Transcripts issued	1849	975	1840	980	1221	1595
Statements issued	2875	1965	3052	2130	1340	1080
Degree authentications	1163	187	990	407	928	630
Document verifications	105	137	120	109	120	115
Printed Diplomas	294	139	1110	763	161	58
Diploma duplicates	7	1	17	0	8	9
Reprints of diplomas	16	0	0	39	6	0
Petitions & Requests	753	747	1168	618	668	179
Emails sent to students	1147	860	1526	884	1051	905

Comparing 2012-2013 & 2013-2014 Figures



STUDENT INFORMATION SYSTEM

The Student Information System unit manages the Banner system and new technological advances.

KEY FUNCTIONS:

- 1

Manage

Banner (student system) processes and security access
- 2

Update

the Banner Course catalog; current programs and adding new ones
- 3

Manage

the degree evaluation system: the Curriculum Advising and Program Planning (CAPP)
- 4

Determine

security access to the online student records system for the campus community
- 5

Coordinate

with IT all initiatives that enhance services through technology.
- 6

Train

faculty and staff on using Banner functions

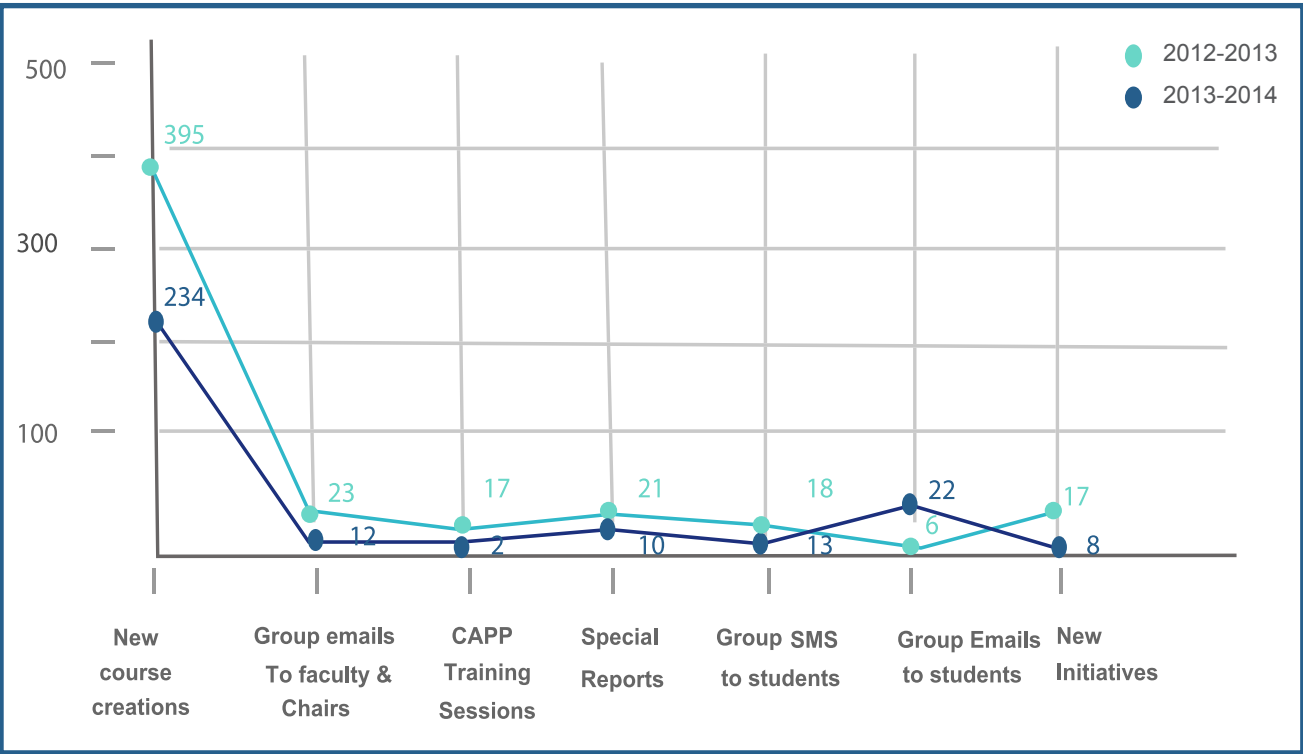
"Thank you for the great work. The format [of the new transcript] satisfies most of our requests."
Dr. Sola Bahous- Assistant Dean, SOM

"This is just to thank you for your wonderful help... :)
It felt amazing to get back in touch with LAU after such a long time ... regardless of it being a 5 minute phone call. I would seriously give anything to be able to go back in time right now!"
Zein Abu Hassan - 2002 alumnus

2013-2014 IN NUMBERS

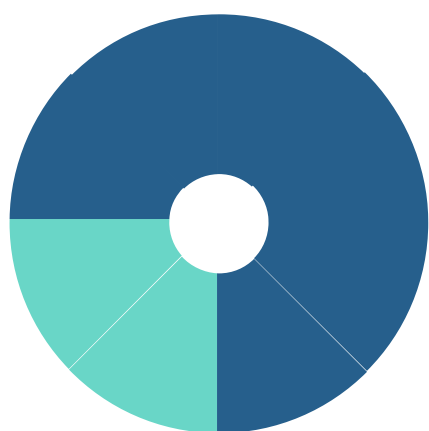
TERM	FALL 2013	SPRING 2014	SUMMER 2014
Changes in the course catalog	47	36	28
New course creations	75	124	35
Emails sent to All Chairs and All Faculty	4	5	3
Training sessions for CAPP: Advisors/Students	2	0	0
Special reports	9	1	0
SMS sent to all students	7	3	3
Emails sent to all students	10	9	3
New initiatives	4	2	2

Comparing 2012-2013 & 2013-2014 Figures





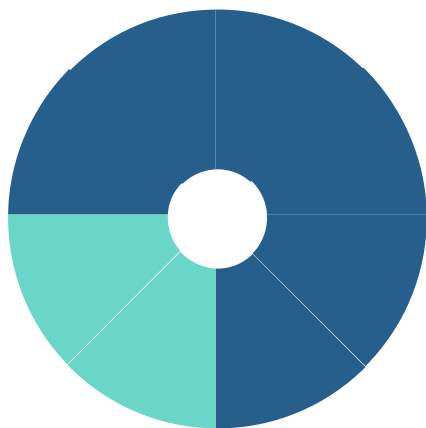
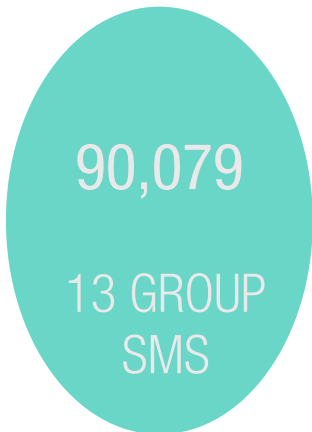
COMMUNICATION & SERVICE INDICATORS



1

Communication

Our ongoing and varied modes of communication bring us closer to our students and the university community.



2

Services

We focus on strengthening the value of our interactions with our students and the quality of accessible services.

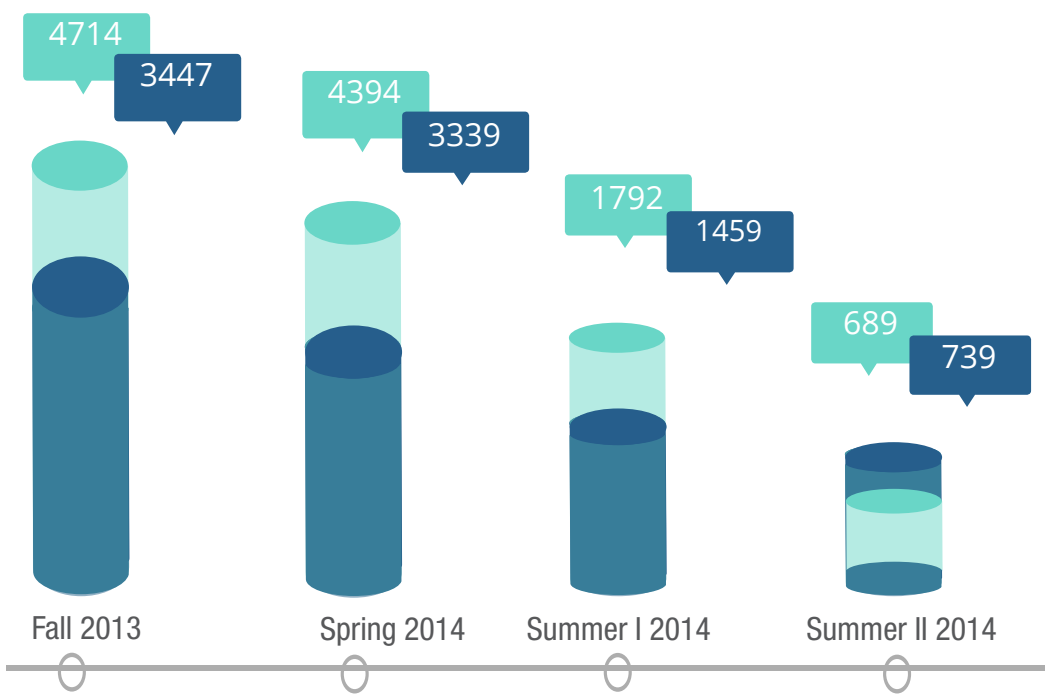


* Personal interaction frequency as per minimum number of contacts for different services

STUDENT ENROLLMENT

2013-2014

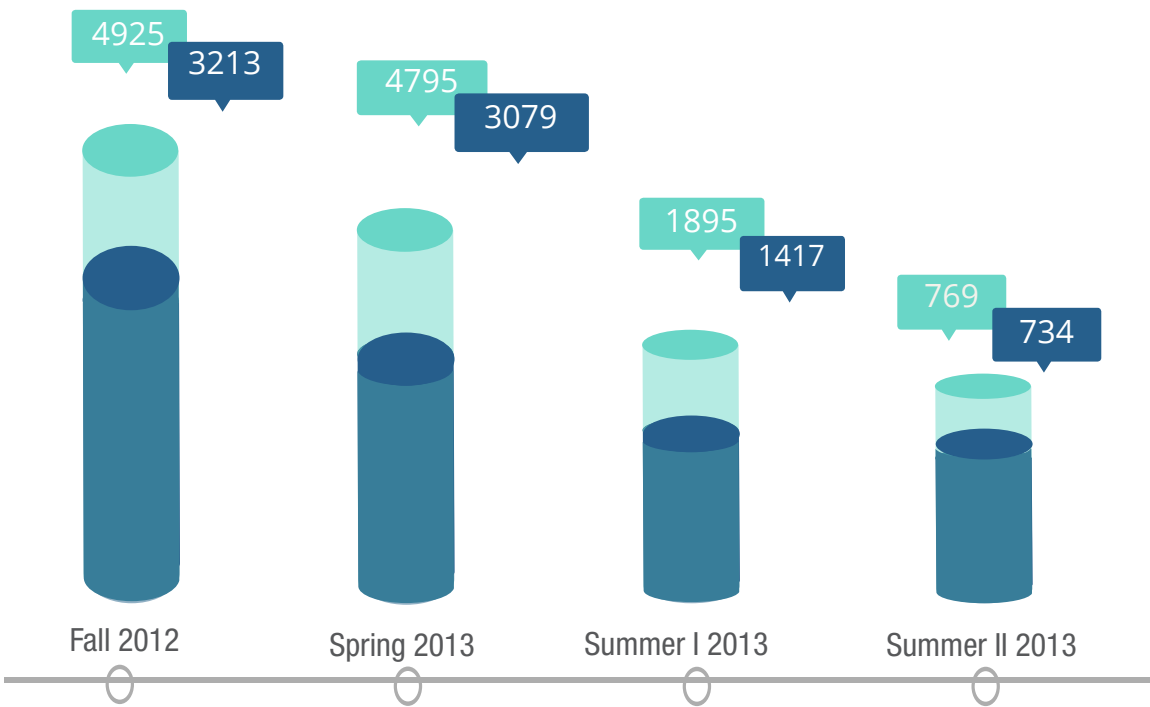
SEMESTER / TERM	BEIRUT	BYBLOS	TOTAL
Fall 2013	4714	3447	8161
Spring 2014	4394	3339	7733
Summer I 2014	1792	1459	3251
Summer II 2014	689	739	1428



* Numbers include re-instatements beyond Census date.

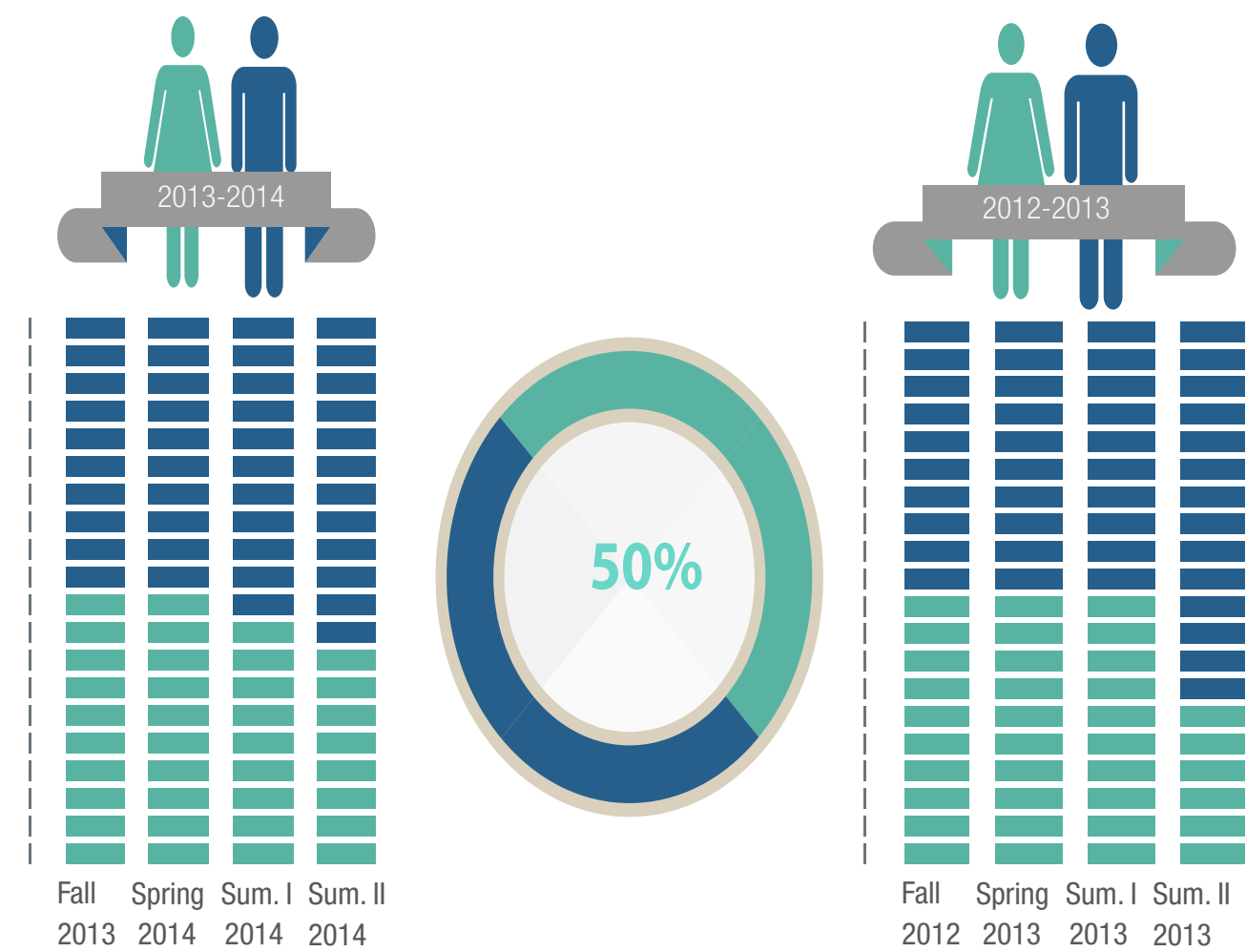
2012-2013

SEMESTER / TERM	BEIRUT	BYBLOS	TOTAL
Fall 2012	4925	3213	8138
Spring 2013	4795	3079	7874
Summer I 2013	1895	1417	3312
Summer II 2013	769	734	1503

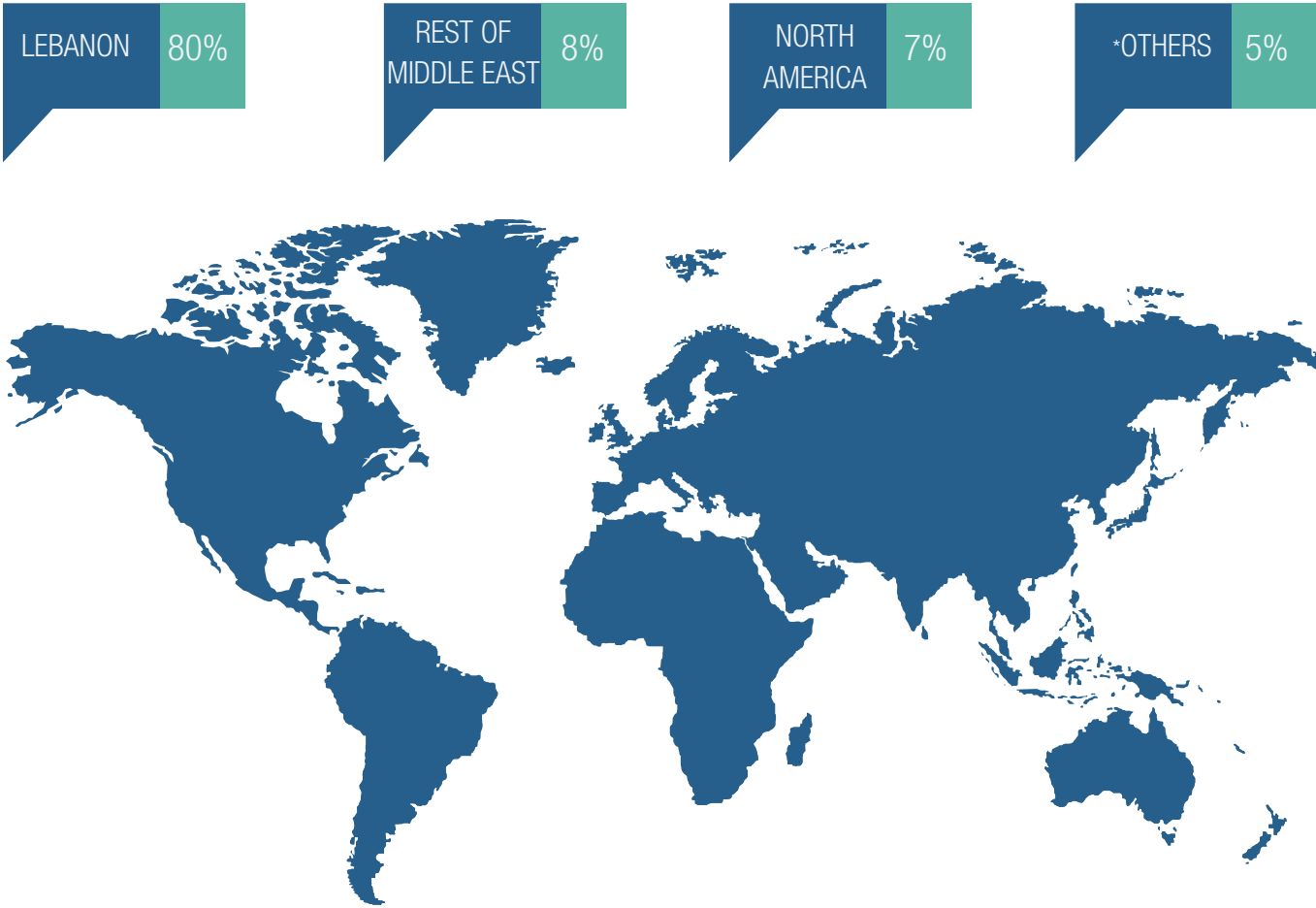


* Numbers include re-instatements beyond Census date.

STUDENTS GENDER



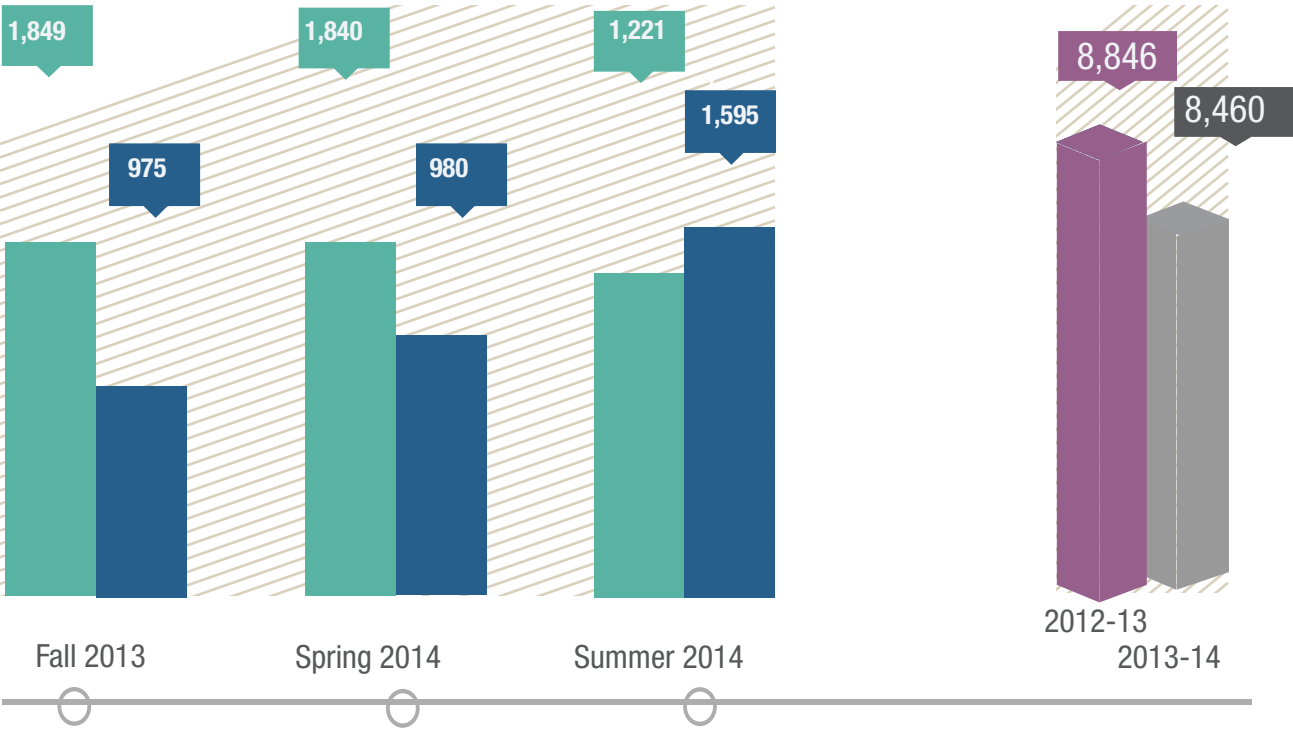
NATIONALITY 2013-2014



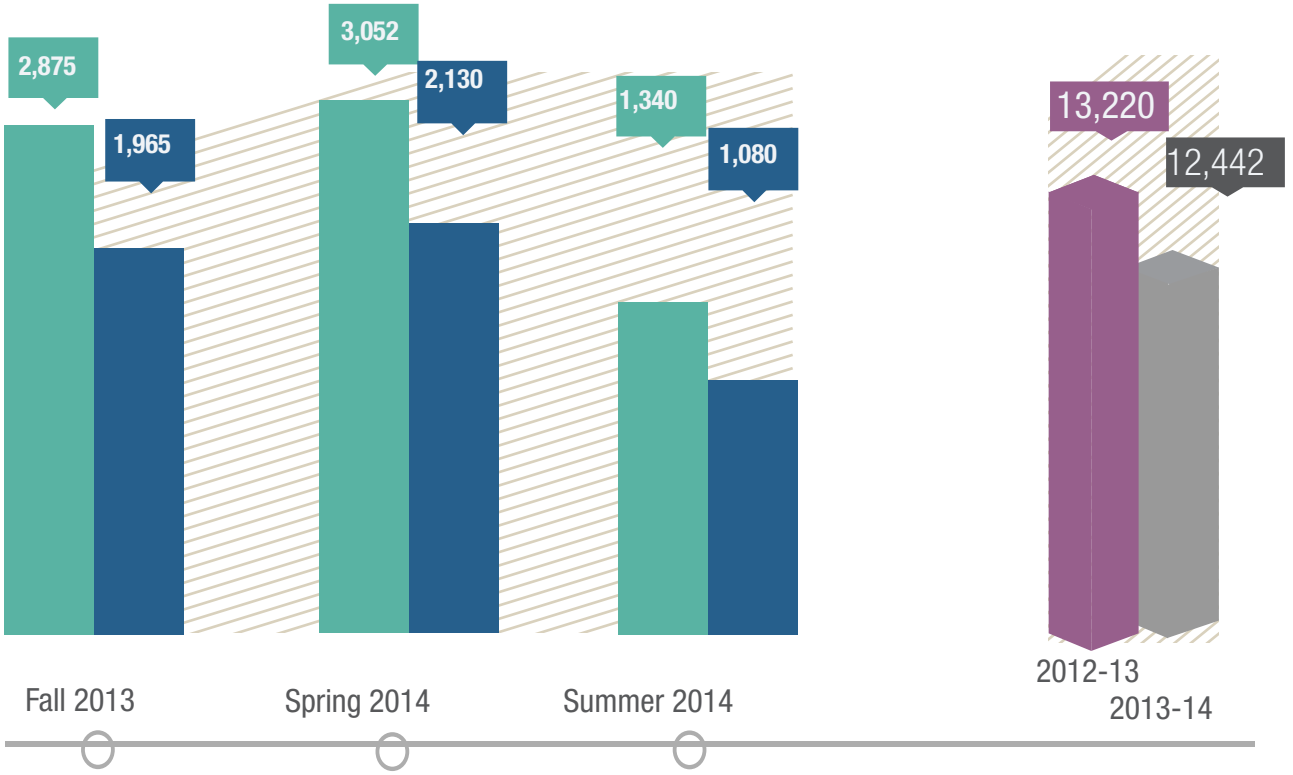
* Others: Europe & Caucasus, Africa, Asia, and Australia

PREPARED DOCUMENTS

TRANSCRIPTS



CERTIFICATES



* Total revenues from documents (Transcripts, Certificates, Degree authentications and Document verifications) = \$131,503

ALIGNMENT WITH LAU STRATEGIC PLAN

The Registrar's Office retreat, held on January 15, 2014, was an important milestone when the first Annual Report of the Registrar's Office (2012-13) was shared and the Assessment Plan was introduced.

LAU Strategic Plan (2011-2016) alignment:

1. Coordinated with the School of Arts & Sciences the new Freshman program (SP goal 1.6.)

2. Contributed to the preparation of the Self-Study report for NEASC re-accreditation (SP goal 1.7)

3. Coordinated policy for Honors Program with an Ad Hoc committee (SP goal 1.10)

4. Strengthened/introduced the assessment culture in the Registrar's Office (SP goal 1.12)

5. Created fields in Banner to record issues related to academic integrity (SP goal 1.2)

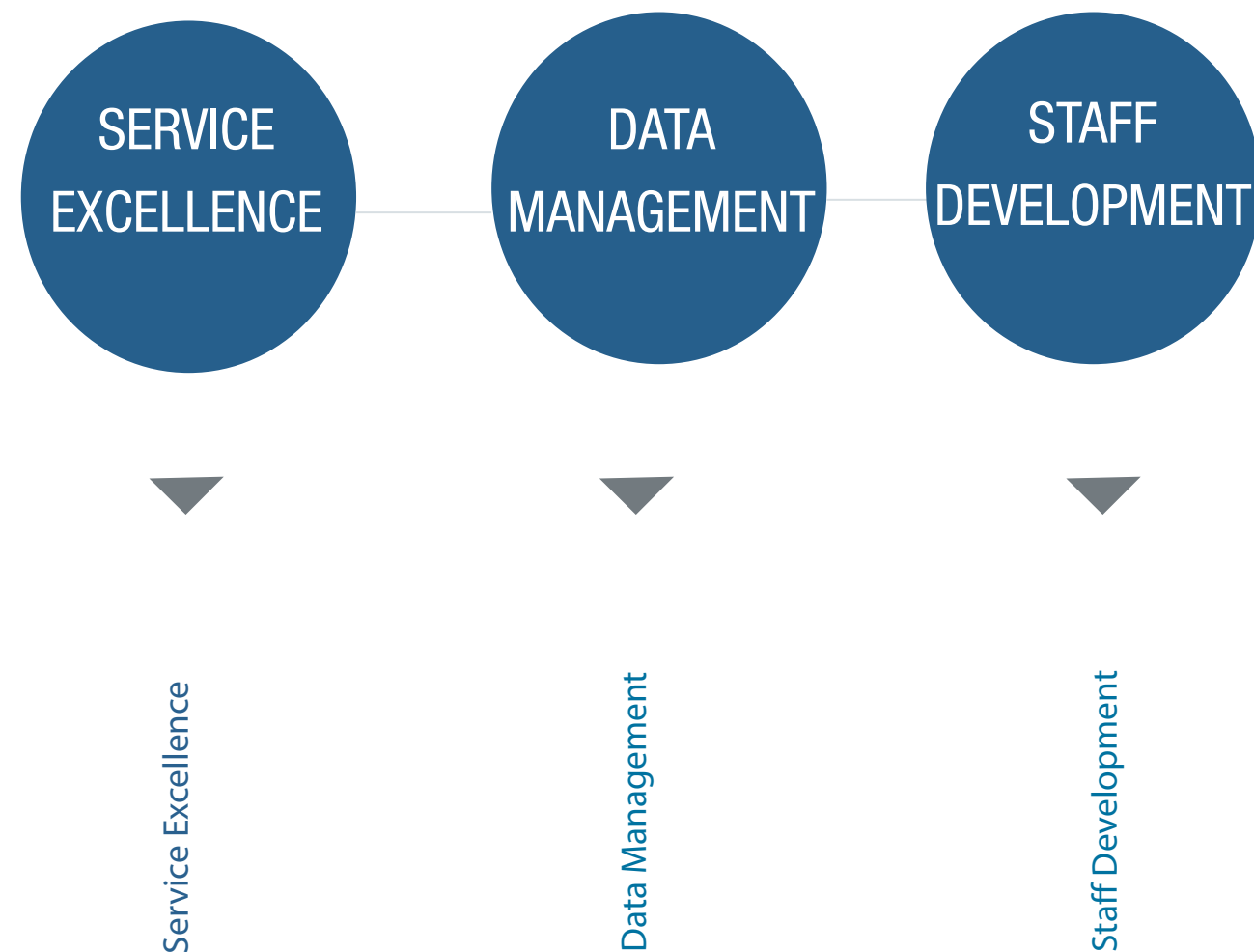
6. Introduced effective registration services to new students and proposed a new advising process (SP goal 2.2)

7. Assisted the registration of students in study abroad and exchange programs (SP goal 4.1)

8. Coordinated with the SOE team to introduce Green Diploma for Engineering students (SP goal 5.2)



OUR GOALS & ACHIEVEMENTS



SERVICE EXCELLENCE



1.1 Ensure clear and tactful communication with students, colleagues and others

KPI 1.1 :

1. A list of staff development training sessions was compiled based on staff preferences.
2. Coaching of staff by supervisors is an ongoing process.

1.2. Consider the student perspective to view an existing process for areas of improvement

KPI 1.2:

A draft of student survey items was developed and is ready for further review.

FEED ME BOXES

The Feed Me boxes on each campus allow students to drop their comments and suggestions which are checked by the Registrar as important input.

ONE-STOP-SHOP

Through coordinated efforts of different SDEM units, One-Stop-Shop facility was created and new students admitted to LAU in Fall 2014 were given special opportunity to be advised and register early for their courses.

1.3. Facilitate accessibility of information through the portal and the website

KPI 1.3:

All important deadlines and announcements related to students are posted on the Portal and the website. Information related to Rules & Regulations is periodically updated on the website for students' reference.

SERVICE EXCELLENCE

1

1.4. Use leading edge technology

to offer more online services

KPI 1.4

CHANGE OF GRADE

Effective Summer 2014, the students as well as the faculty and the Registrar are notified whenever a change of grade is entered in Banner.

RO FORMS

1. Most forms needed for student requests were redesigned in uniform format and placed on-line. Few forms were identified for multiple copy printing.
2. A new form (Early Withdrawal) was created and posted on-line.

ELECTRONIC CLEARANCE FOR DIPLOMA

Spring 2014 graduates completed the diploma clearance process on-line.

All graduates now have access to on-line diploma clearance

WAITING LIST

Registration presentations were done for all Schools to introduce Waitlist feature in Banner with the aim of maximizing enrollment in courses/sections and to provide equitable chances of enrollment to students through this online service.

1.5 Implement Enterprise Content

Management (ECM) solution for
paperless operation and improved
work flow

KPI 1.5

DOCUMENT MANAGEMENT

Consultations and deliberations about content management for old transcripts and students' files were conducted. Specifications for the digitization of old transcripts were prepared, a bidding process was conducted and interviews of short listed companies were held before arriving at the best option.



STAFF DEVELOPMENT



2.1.1. Train and coach the staff

to be “Customer Service” oriented
when dealing with constituents

KPI 2.1.1

The leadership team and the unit supervisors take a leading role in ongoing coaching of staff.
A structured approach is in the process of development to ensure consistency and continuity of quality services.

2.1.2 Train and coach the staff

to be “Proactive” by anticipating
challenges and proposing
solutions

KPI 2.1.2

The leadership team is proactive in engaging staff with the development of new services.
Whenever a new service is introduced, possible challenges are discussed and relevant measures are taken. For instance, when E-clearance for diplomas was introduced, the service was discussed with other units and several challenges were anticipated and solutions were proposed to ensure smooth execution.

2.2. Enhance job related skills/

professional development
sessions

KPI 2.1.2

Sending staff members to conferences such as the Ellucian and the AACRAO is one of the best practices that we follow. This allows staff members to stay up-to-date on new initiatives under way at other higher education institutions:

1. Three staff members attended the Ellucian Conference related to Banner in Philadelphia.
2. Two attended the AACRAO conference in Denver
3. One staff attended the INFOSILEM conference related to scheduling in Montreal
4. Others registered for different courses: Leadership, ethics and team management; Communication skills.
5. One staff was granted an approval to attend one-month staff exchange program with Erasmus Mundus. Actual attendance will be October-November 2014.

Professional development feeds the creative imagination of staff members and helps us continue to develop services that benefit all of our constituents. A staff survey revealed the need for training in the following topics:

1. Business Email Etiquette
2. Non-verbal Communication
3. Creative Problem Solving
4. Employee Motivation
5. Coaching and Mentoring
6. Time and Stress Management

DATA MANAGEMENT



3.1. Ensure the integrity and confidentiality of students' records.

KPI 3.1

CONFIDENTIALITY

- 1. Student Consent form is duly documented whenever there is a third party request for student information.
- 2. For further alignment with FERPA requirements, a Confidentiality & Non-Disclosure pledge form was designed and distributed to all faculty and staff who had access to non-directory student information in Banner. The signed forms are collected in a file at the Registrar's office.

3.2. Develop Records Retention and Disposal Policy

KPI 3.2

RETENTION & DISPOSAL POLICY:

Several references are used to benchmark essential standards and criteria for the proposal of a new retention and disposal policy for documents. The proposal is still in progress.

3.3. Archive old transcripts

KPI 3.3

OLD TRANSCRIPTS:
The bidding process was completed for implementing a digitized solution for archiving old transcripts (pre-Banner).

OLD COMMENCEMENT BOOKLETS
Beirut campus Commencement booklets from 1942 to 2000, have been transformed from the hard copies to soft ones. Booklets from 2000 onward will later be scanned, although the information is accessible through Banner.

3.4. Organize archiving spaces

KPI 3.4: 3.4.1 & 3.4.2

- 1. Labeling of drawers in Beirut archival space (Library basement and Irwin First floor storage area) have been completed successfully.
- 2. Old student archives (Beirut Campus) are stored in locked cabinets and the keys are labeled and stored in a cabinet at the Registrar's Office.
- 3. Transfer and organization of old archives of students from the Science Attic to the Building B Basement in Byblos is still in progress.

ADDITIONAL ACTIVITIES

01

NEASC



02

SERVICES



03

COORDINATION

1 NEASC RE-ACCREDITATION

The senior members of the Registrar's Office had significant contribution to the completion of the Self-Study Report which was presented to NEASC for the purpose of re-accreditation.

Our staff were involved in several sub-committees: Mission & Purposes, Academic Programs, Students, Physical & Technological Resources.



2 SERVICES

ACADEMIC CALENDAR

1. Several versions of the academic calendar with one summer and two summer modules were presented for discussions.
2. The framework of calendar events was shared with IT to develop an automated system for generating future calendars.

PETITIONS TIME-FRAME

The RO team prepared a time-frame for processing student petitions to organize the flow of petitions and to ensure speedy decisions by Schools. This time-frame will be shared with the School councils for their feedback.

DIPLOMAS DISTRIBUTION

The option of speedy distribution of diplomas was reviewed. Effective Spring 2014, all diplomas were ready for distribution within two weeks after the commencement exercises. Previous practice took about two months to distribute the diplomas.

FAQs

Text for FAQs is ready but awaiting the creation of RO webpage for inclusion.

INTERCAMPUS TRANSFER:

New procedure was implemented to facilitate the intercampus transfers.

SCHEDULING POLICY:

The draft scheduling policy was revised and edited after sharing it with the Schools and other stakeholders for their feedback.

HELP-DESK SERVICE

The Help Desk working hours were extended to serve

TRAINING SESSIONS FOR ACADEMIC ADVISORS:

RO staff presented a training session to all academic advisors highlighting the essential elements of advising new students into the freshman or sophomore programs.

3 COORDINATION

SCHOOL OF MEDICINE:

Periodic meetings were held with SOM representatives which resulted in printing interim new transcripts with the required adjustments in Banner

SCHOOL OF NURSING:

Supported the School's effort in the accreditation process by CCNE.

WAITLIST FEATURE FOR REGISTRATION:

Coordination sessions were organized with all the Schools, except SON and SOM, to discuss the introduction of a new feature, Waitlist, in Banner to allow students to queue for closed courses or sections.

DEANS OFFICES

Spring 2014 academic standing letters (Honor & Distinction) were sent to students through the Schools' deans offices. The option of electronic letters will be discussed with Schools at a later stage.

FINANCE DEPARTMENT

The names and address data of American students were checked to comply with standards required by the Finance department.

UNIVERSITIES

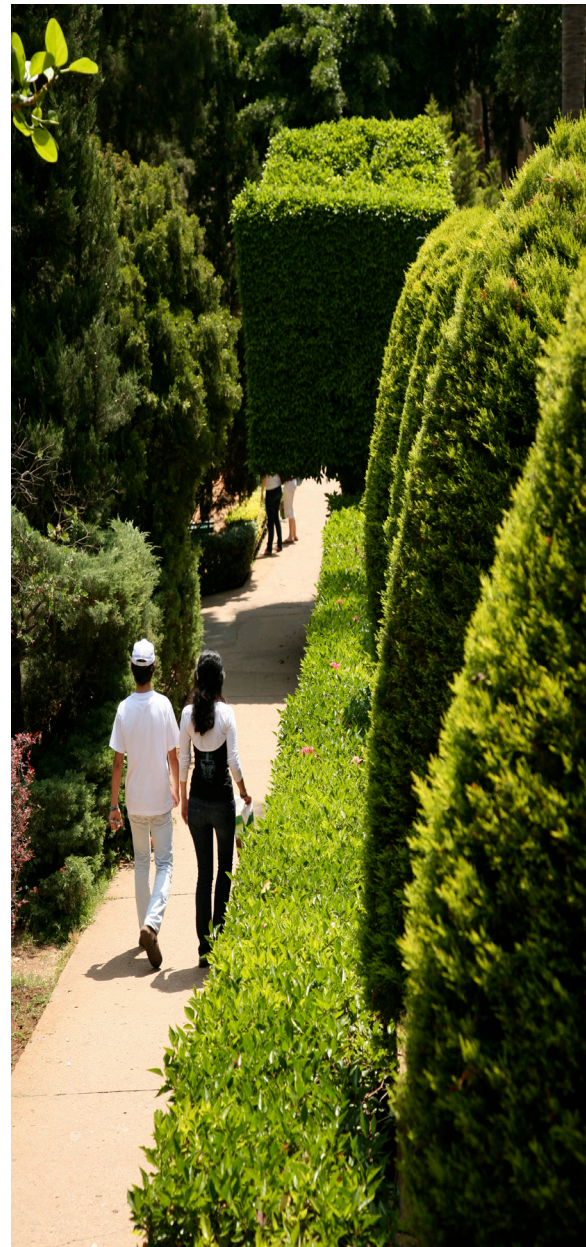
Coordinated with the representatives from AUB, AUC, and LAU to introduce a joint diploma in Green Technologies



CHALLENGES

Challenges faced by RO:

1. Establishing an internal auditing process for our operations with the aim of ensuring quality assurance.
2. Reviewing current processes against best practices in higher education to maintain high standards.
3. The need for more automated services to be implemented in shorter time frame.
4. Dealing with the challenges of excessive changes in scheduling of courses and final exams.
5. The petition process to be fully automated with the option of tracking progress.
6. Review the process of course offerings to give due importance to faculty availability, student timetable and space allocation.
7. Staff training in key positions to maintain and ensure continuity.
8. Build a directory of transfer courses for accredited local universities.



OPPORTUNITIES

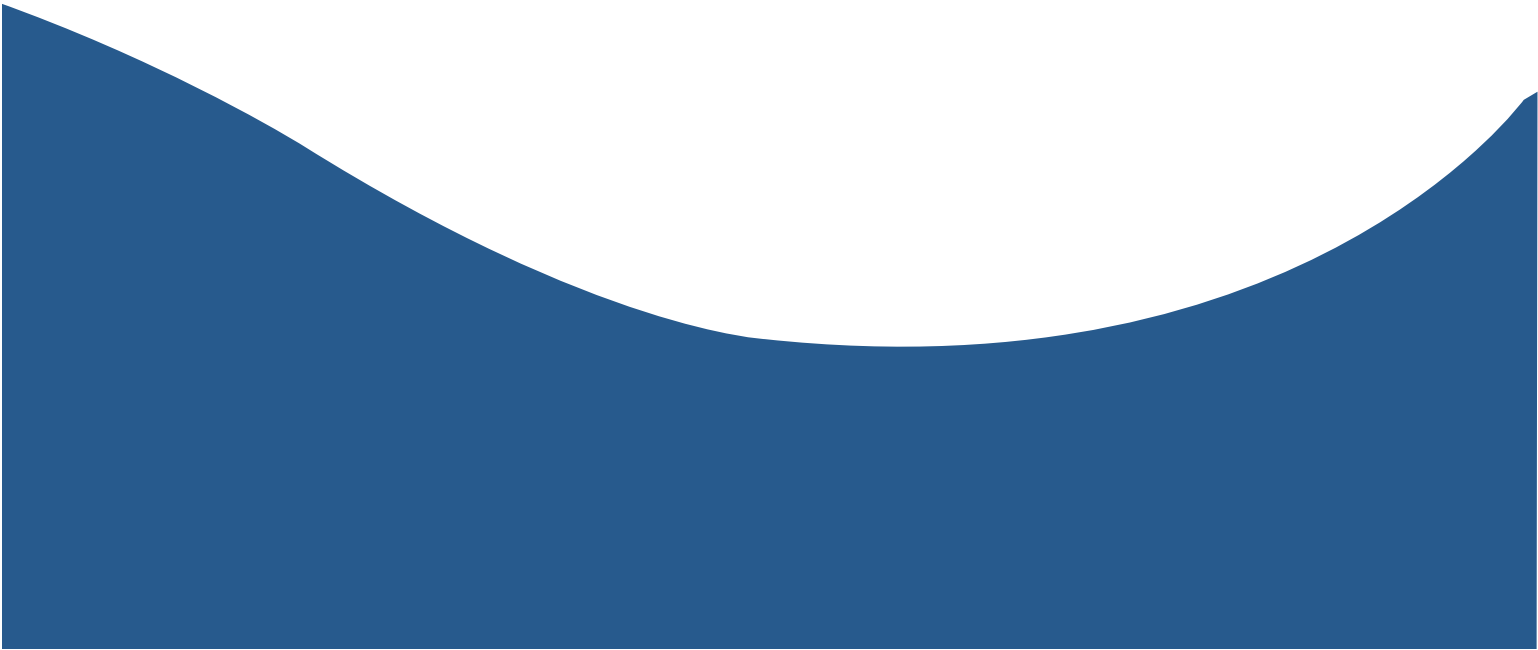
Opportunities:

1. Explore new functions in Banner to enhance current practices.
2. Engage staff in the further development of the RO Assessment plan and its implementation.
3. Benefit from the experience of senior staff to review the RO Manual.
4. Coordinate new staff development initiatives with the HR unit to organize training sessions that suit staff needs.
5. Initiate motivational plan for staff.
6. Recommend staff to attend conferences or exchange programs.
7. Use mobile applications for faster communication with students.
8. Launch the Registrar's office web page to provide easier access to students and the public.



LIST OF ACRONYMS

AACRAO	American Association of Collegiate Registrars and Admissions Officers
AUB	American University of Beirut
AUC	American University of Cairo
CAPP	Curriculum Advising and Program Planning
CCNE	Collegiate Commission on Nursing Education
FERPA	Family Educational Rights and Privacy Acts
NEASC	New England Association of Schools & Colleges
NSOP	New Student Orientation Program
SAS	School of Arts & Sciences
SDEM	Student Development and Enrollment Management
SOM	School of Medicine
SON	School of Nursing
SOE	School of Engineering
SP	Strategic Plan 2011-2016



<http://students.lau.edu.lb/registration/process.ph>

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