



**EUROMED AND THE MEDIA:
LEARNING AND LIVING TOGETHER –
THE ROLE OF SCHOOLS OF JOURNALISM**

**THE EUROPEAN TRAINING FOUNDATION (ETF)
FACILITATES COMMUNICATION AND LEARNING
BETWEEN THE EU AND ITS PARTNER COUNTRIES IN
THE FIELD OF HUMAN RESOURCES DEVELOPMENT.**

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**An EU seminar:
Learning and living together
the role of schools of journalism**

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Introduction

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Learning and living together

Education and the media are key factors for change and development in today's society. In April 2005, an ETF seminar kick-started a renewed dialogue between education and training providers and the media with the aim of establishing "a partnership for progress" between the EU and its neighbouring countries.

The participants at the seminar agreed on a list of recommendations for further action. A clear priority was to look at how journalism schools and training have an impact on the media's ability to contribute to mutual understanding between countries and regions.

Action was taken on 5 December 2006 at the seminar "Learning and living together – the role of schools of journalism" in Budapest, Hungary. In cooperation with the European Commission's Euromed and the Media initiative and under the patronage of the Hungarian Ministry of Education and Culture and the Ministry of Employment and Labour, the ETF brought together 50 representatives from the media and schools of journalism from both EU Member States and neighbouring countries.

The discussions focussed on the need for a network of media training and education resources; training of trainers; meetings of journalists/students of different nationalities in training exercises to assist intercultural understanding. Moreover, specific issues such as gender equality, safety and security for journalists and press freedom were discussed.

This publication is a summary of the seminar. It touches on a number of issues discussed throughout the day and gives a number of recommendations. It will also provide input for further action to be taken by the Euromed and the Media initiative and its task force from 2007 onwards.

The ETF, on behalf of all those involved in the organisation of the event, would like to thank all participants for contributing to this important dialogue, and we hope this publication can contribute to supporting a close, fruitful and mutually beneficial cooperation in the years ahead.

Bent Sorensen
Head of External Communication Unit
ETF

Exposing students to cultural conflict

“If our aim is to truly learn and live together, it is not sufficient to simply drill our students with a code of conduct,” said György Szent-Léleky, Senior Counsellor at the Hungarian Ministry of Social Affairs, in his welcoming speech. He called for a creative search for more thorough ways of preparing journalists for their future tasks, asking schools of journalism the world over to reconsider how they perform their important role.

His address focused on the increased personification of journalism, the ongoing search for the human detail in global events and the increased part that reporters themselves tend to play in their own stories. Although he acknowledged the importance of translating complex stories into everyday language, he warned that “this drive towards the instantly recognisable has its dangers too.”

A fine line

“Because journalists walk such a fine line between popularisation and polarisation it seems obvious to say that schools of journalism as the hatchery for tomorrow’s journalists, have an important role to play,” he said. “They do, and I am sure that they are aware of their role. But they may not always translate this responsibility into good practice.”

He proposed alternatives, mostly in the form of the intensive exposure of



György Szent-Léleky, ETF Governing Board member for Hungary, opens the seminar

journalists in training to “the conflicts that form the backdrop of much of their future reporting. By this I do not mean shipping them off to physical conflicts in the West Bank, Sudan or Afghanistan,” Szent-Léleky explained. “I am referring to cultural conflicts.”

Cultural conflicts

This call would be echoed repeatedly by other speakers and participants throughout the seminar.

“We can expose our students of journalism to such cultural conflicts by using the very same tools that the media use to catch their audiences: the human face. We can connect students to peers across cultures in a much

Cross-cultural friendships are much stronger bonds than the xenophobic bonds that some media today forge to retain their audience.”

*György Szent-Léleky,
Senior Counsellor at the
Hungarian Ministry of Social Affairs*

more substantial way than we do today through other cultures at home, other cultures abroad. Cross-cultural friendships are much stronger bonds than the xenophobic bonds that some media today forge to retain their audience.”



Ard Jongsma, ICE, presents the conclusions from one of the workshops

“We can encourage our schools of journalism to engage in partnerships with schools in the cultural heartland of Europe’s immigrant communities.

We can encourage our schools of journalism to make a much stronger effort to draw on the pool of talent among youth from these communities in our home countries.”

Mobility Programmes

“We can encourage them to increase their student and staff mobility programmes with home students and staff experiencing what it is like to report from a constricted environment and with foreign students and staff sharing their experiences with European peers, and learning from them, so they may bring home the seeds of change.”

“Such options would in every respect be what policymakers today like to call a win-win situation.”

A good host, György Szent-Léleky closed by offering the recent history of Hungary as a source of inspiration: “The recent past of central Europe can offer a glimmer of hope that change is still possible. Radical change even because after all, the Iron Curtain came down with far greater speed than it was built and the modern media deserve part of the credit for this.”

“It can also offer hope that change brought about with the help of the modern media in today’s world doesn’t have to come with an erosion of cultural identity. Despite the political landslide, Hungary was Hungary 1956 and in 1989 as much as it is today.”

“We can encourage our schools of journalism to engage in partnerships with schools in the cultural heartland of Europe’s immigrant communities.

*György Szent-Léleky,
Senior Counsellor at the
Hungarian Ministry of Social
Affairs*

Moving the boundaries in the Middle East

In a region where the media is going through profound changes, the Al Jazeera network develops its training activities on the philosophy that it is not just journalists that require training. Those who deal with the media, from government to private enterprises, are also the target of Al Jazeera's Media Training and Development Centre in Qatar.

"Prior to 1996 when Al Jazeera was launched, most countries had one or two TV channels," Moussa Nuseibeh, the centre's Head of Projects, told seminar participants in Budapest. "The first channel was in Arabic and the second in English. The news was broadcast at nine. It was 30 minutes; long 15 minutes told the people what his highness the president had visited, whom he saw, and so forth. The actual news itself took about five minutes. It was an era in which, for example, during an election, the ballots would have two choices, one said 'yes' if you wanted to vote for the president. The other said 'no'. But there was no other choice but the president."

New form

"When Al Jazeera came about, it brought in a new form that the Arab world wasn't used to, and that was to bring in the opinion of the other – dual communication. It was the first time that you had an individual speaking on one issue, and then you had somebody else that actually didn't believe him, who had a different view. We had an

Israeli and a Palestinian, we had different factions there, and we had coverage of wars from both sides. We also introduced depth in journalism. Some of our programmes actually went down to dig out, find the problem, analyse it and then come up with solutions."

According to Moussa Nuseibeh, Al Jazeera changed the Arab world. More people became interested in journalism. It soon forced Al Jazeera to think carefully about its own code of ethics.

"There was a need for training in journalism without bias, in true

"We created our training centre to maintain the ethics and high quality of journalism at Al Jazeera. We immediately had an influx of people from the Arab world and beyond."

*Moussa Nuseibeh,
Head of Projects, Media Training and
Development Centre, Al Jazeera, Qatar*



Moussa Nuseibeh, Al Jazeera

journalism,” he said. “We created our training centre to maintain the ethics and high quality of journalism at Al Jazeera. We immediately had an influx of people from the Arab world and beyond.”

Courses for outsiders

Because Al Jazeera had a mission that required a regional landslide shift of attitude in journalism, it opened its courses to outsiders too. It wanted to bring independent reporting not just to the Al Jazeera network, but to media in the Arab world in general.

Al Jazeera training goes beyond journalists. “We also train state and

private organisations,” said Mr Nuseibeh. “We have a seminar that actually focuses on teaching the state departments along with private organisations how to deal with the media and how to deal with PR.”

“Now does Al Jazeera do all this because it has a message to push? This is not the case. We don’t have our own trainers, for example; they are all sub-contracted. We work with people from the UK, France, the US and Egypt. The only time that we do training ourselves is for our own staff.”

Between 2004 and 2006, Al Jazeera ran over 50 media courses. It trained more than 3,000 individuals.

The only time that we do the training ourselves is for our own staff.”

*Moussa Nuseibeh,
Head of Projects, Media Training
and Development Centre, Al
Jazeera, Qatar*

AL JAZEERA

Al Jazeera (Arabic: الجزيرة, *al-ǧazīra*, meaning “The Island”) is a television network headquartered in Doha, Qatar. Al Jazeera initially launched as an Arabic news and current affairs satellite TV channel of the same name, but has since expanded into a network of several specialty TV channels.

Al Jazeera’s availability (via satellite) throughout the Middle East changed the television landscape of the region. Prior to the arrival of Al Jazeera, many Middle Eastern citizens were unable to watch TV channels other than state-censored national TV stations. Al Jazeera introduced a level of freedom of speech on TV that was previously unheard of in many of these countries. Al Jazeera presented controversial views regarding the governments of many Persian Gulf states, including Saudi Arabia, Kuwait, Bahrain and Qatar; it also presented controversial views about Syria’s relationship with Lebanon, and the Egyptian judiciary. Critics accused Al Jazeera of sensationalism in order to increase its audience share.

This information was extracted from Wikipedia (April 2007)

“I want to see the good stuff winning”

The importance of thorough and immersive training for journalists was underlined in Budapest by representatives of leading global news networks whose description of their elaborate in-house training schemes at the same time illustrated how the profusion of media training courses can rarely satisfy their own, often very specific, needs.

Without questioning the validity of the plethora of media studies per se, Gill Tudor, Chief Subeditor at the Treasury Desk of Reuters, made it clear that so little is standardised in journalism education across the world that Reuters finds it hard to judge prospective staff writers purely on their study credentials. “When somebody comes to me with a degree in media studies, I’m never actually quite sure whether that means they’ve learnt how to do journalism and have a good grasp of the ethics and the legal boundaries and the practice of what we do, or that they’ve studied the media under a microscope,” she said.

Reuters takes extreme pride in its reputation for unbiased reporting. This almost invariably means that they will want to retrain their staff writers, regardless of their background. The Reuters Foundation has also found, however, that the basic training they furnish their own staff writers with is relevant for journalists elsewhere. It is engaged in training activities across the world.

“We believe that the basics of good journalism are valid across borders: accuracy, timeliness, and freedom from bias, ethical reporting”

*Gill Tudor, Chief Subeditor,
Treasury Desk, Reuters*

“Of course there are huge differences in conditions faced by journalists, journalists in different countries and journalists working in different types of media,” Gill Tudor said.

“There are cultural differences, differences in the amount of press freedom they have, differences in access to information, access to technology, journalistic style, etc. But we believe that the basics of good journalism are valid across borders: accuracy, timeliness, and freedom from bias, ethical reporting”

We basically believe a journalist who gets the facts wrong, or worse still, a journalist who massages the facts



Gill Tudor, Reuters

deliberately to distort them, is doing his or her readers a great disservice.”

“Our training is not some kind of a ‘Reuters colonisation’. I believe personally that the best educational background for a journalist goes beyond straight journalism training. I think it’s very good to have other skills such as languages or economics. But there is no doubting the need for good guidance and training in journalistic principles.”

“You will find people who say that anyone with a brain and facility for language can just do journalism; well actually no, there is a little bit more to it than that. Those attributes are very important, but journalism is a trade, a craft. I don’t see it as an academic discipline. It’s a bunch of skills and it’s got its own standards.”

Both Gill Tudor and Moussa Nuseibeh of the Al Jazeera network showed passion in their belief that there is much to be gained by training support for

“There are thousands of journalists all over the world – and some of them literally risking their lives to tell the facts – who don’t have a chance to develop their skills, and that to me is a challenge,”

*Gill Tudor, Chief Subeditor,
Treasury Desk, Reuters*

independent journalism across the globe. “There are thousands of journalists all over the world – and some of them literally risking their lives to tell the facts – who don’t have a chance to develop their skills, and that to me is a challenge,”

“Reuters isn’t perfect, but I do believe we care genuinely about high standards of truth and fairness in our reporting. And I feel very privileged to be able to share that ethos with other journalists from all over the world through this work that I’ve done with Reuters. Not because it helps their careers, although that is no bad thing in itself, but because both good journalism and bad journalism – the propaganda, the sloppy writing, the bias, the just plain inaccurate stories – they’re all powerful tools, both good and bad. And I want to see the good stuff winning.”

REUTERS

Reuters Group plc is best known as a news service that provides reports from around the world to newspapers and broadcasters. However, news reporting accounts for less than 10% of the company’s income. Its main focus is on supplying the financial markets with information and trading products.

Reuters’s agency built a reputation in Europe for being the first to report scoops from abroad, like the news of Abraham Lincoln’s assassination. Today, almost every major news outlet in the world subscribes to Reuters. It operates in 200 cities in 94 countries, supplying text in 19 languages.

This information was extracted from Wikipedia in April 2007

Reuters Foundation trains several hundred journalists a year, sharing the skills and reporting principles that have made Reuters a highly respected and trusted international news agency. Journalists from around the world take part in workshops in subjects such as writing international news, sports or photo journalism, television news coverage, writing business news and covering environmental or health issues.

www.foundation.reuters.com

Connecting with young people



Alynn McMane, World Association of Newspapers

Young people abandon traditional newspapers to such an extent that some argue the days of newspapers are counted. But things aren't as straightforward as they may seem and as Alynn McMane, Director of Youth Development at the World Association of Newspapers (WAN), argued in Budapest, tackling youth interest in news reporting requires a thorough understanding of what moves generations.

"We used to think that young people don't read newspapers but that they will read them as they get older," she said. "At the World Association of Newspapers we started comparing age groups and found out that's not what's going on at all: the highest penetration of newspaper readership is in fact among young people aged 15 to 25. After that the percentage declines in any cohort as it gets older. And from 1990 to 2000 the drop-off accelerated.

It's interesting to see to what extent young people again say they would stand up for something. Germany is at the top, followed by the USA. There is commitment there.

Aralynn McMane, Director of Youth Development at the World Association of Newspapers (WAN)

Today, with MySpace, YouTube and others, it declines even faster.”

“In surveys describing the daily activities of young people, watching TV is still at the top, closely followed by using a PC and listening to CDs. Reading the newspaper is way down there for today's 18-25 year olds.”

Newspapers in a digital world

If newspapers want to survive in the digital world they have to be where young people are. By the same token, schools of journalism have to be where young people are if they want to stand a chance in the struggle for students. Aralynn McMane introduced WAN's Newspaper and Education Project which tries to help newspapers gain visibility in the cacophony of modern media.

“Being an umbrella organisation we encourage all kinds of excellence among our members. We identify what ideas were worth ‘stealing’ from newspapers that have begun to go where young people are and be there for them,” she said, introducing examples from around the globe.

Mapping research into what moves young people, Ms McMane showed how marketers had defined the main trends of the last decennia. Of relevance today was the conclusion that a general mood of optimism in the 1990s had turned into more anxiety in the first years of the new millennium.

New activists

“In a heartening shift for us, however, the sense of entitlement and detachment seems to have become more a determination, a passion, and courage. It's interesting to see to what extent young people again say they would stand up for something. Germany is at the top, followed by the USA. There is commitment there. There is the rise of the new activist in a scary world with no rules and no guarantees; they define their own goals.”

“Today, branding's new gold standard is 'community'. It happens when brand fans feel the connection to one another and thus to the brand as well. They almost feel like a member, they identify with other users, they enjoy talking to others. Newspapers must use this to connect with their young audiences,” she advised.

“We used to think that young people don't read newspapers but that they will read them as they get older,”

Aralynn McMane, Director of Youth Development, World Association of Newspapers (WAN)

WAN

Founded in 1948, the World Association of Newspapers groups 76 national newspaper associations, individual newspaper executives in 102 nations, 10 news agencies, and 10 regional press organisations. It is a non-profit, non-government organisation.

In all, the Association represents more than 18,000 publications on the five continents.

(www.wan-press.org)

Young people



Gill Tudor, Reuters and Yuval Karniel, Israel Broadcasting Authority

A screenshot of the YouTube homepage. The top navigation bar includes the YouTube logo, a search bar, and tabs for Videos, Categories, Channels, and Community. Below this, the 'Channels' section is highlighted, showing a list of 'Most Subscribed (This Week)' channels. The channels are displayed in a grid with their profile pictures, names, view counts, and subscriber counts. On the right side of the page, there are several advertisements for satellite TV services, including 'Free TV', 'Watch Satellite TV on PC', and 'Free Satellite TV for PC'. The page also features a sidebar on the left with navigation options like 'Browse', 'Time', and 'All Time'.

Websites like YouTube are hastening the decline of newspaper readership

How to reach a young audience

Aralynn McMane briefed the participants on examples of projects that make a special effort to attract young readers to news media.

“EnlaCe is a wonderful project from *El Correo* in Spain,” she said, “where everything is connected, the interactivity of that newspaper is unbelievable. *Virginian Pilot* had young people teach the newspaper staff about how to use *MySpace* to become connected with their readers and them.”

“*La Prensa* did a project that had clowns come and introduce the newsroom. There were many jokes about ‘those clowns in the newsroom’ but it really made a connection with young people saying: ‘we don’t take ourselves that seriously’.”

“Germany did wonderful youth-linked election coverage. The *Hindustan Times* in India did a missing girls programme that included plays and how to report this topic, and the *Straights Times* in Singapore played on the interactivity of being with young people where they are and how they are.”

“In Paris there are four dailies for children with a total circulation of 200,000. They have young people on their editorial board to help determine what the stories are. They have a vote for the top story and the flop story: the best and



worst. They listen, their readers are engaged, and they’re doing very well.”

“In Argentina, a very tough environment, eight competing newspapers did a contest for journalism dossiers on subjects of interest to young people. School teams did the stories, the editors judged them and then they were assigned one of those eight stories. They all published them on the same Sunday. The effect of that was amazing, we even have a film of the effect on the young people of that interaction, a very simple, cheap exercise, and very effective,” Aralynn McMane stated.

*Oscar Romero Sanchez,
European Journalism Centre,
Aralynn McMane, WAN in
discussion with Bent Sørensen,
ETF*

Development through partnership

One of the key aims of the Budapest meeting was to gather proposals that the European Commission, as represented by Thomas McGrath of DG Relex, could take back for programming in this field. Having assured participants that, although media training is a new subject in the Euromed and the Media initiative, “the Commission is in it for the long haul” in his closing words McGrath picked up on many of the suggestions made in both plenary and working group discussions.

There were repeated calls for the preparation of a blueprint textbook on journalism as no such thing exists today. In relation to this, reference was made to the European Journalism Training Association and its Tartu Declaration on principles of journalism training.

Media training is essential

There was general agreement on the need for journalist training to commence well before the stage at which students enrol in actual journalism courses and programmes. Young people must be addressed at an early age, not just because we need some of them to be good journalists later in life but also because media training is an essential part of training for civil society in a democracy.

“The Commission is in it for the long haul”

Thomas McGrath, DG Relex, European Commission

There is no clear overview of the current offer of media and journalism training in North Africa and the Middle East. Calls for the development of a database of existing centres and initiatives were repeatedly made.

Networking

Network development cropped up as early as during the opening speech and continued to come up as a way of strengthening journalism education. Importantly, this would not only help education in countries that have only recently developed independent reporting in the media but also countries in Western Europe and North America where journalist training often insufficiently prepares students for tackling prejudices head-on.

There have been a large number of activities under the Euromed and the Media programme already and participants asked for names of the people who had been involved at other stages. “Academics, media and journalists must work together on this,” said one participant. “We need to know and make known who does what.”



Tom McGrath, European Commission

As in all vocational education and training, stronger bonds should be forged between independent training institutions and employers to assist the transition from training to work for journalists. A database of schools and other training institutions would be helpful to this end too.

Training of trainers

A separate working group dealt with the training of trainers in the Euromed partner countries. Linking into the thread of the meeting – that there is much to be gained on ‘both sides of the Mediterranean – this group concluded

that any support to media training should not be seen as development work but as a partnership process. “Western media do not understand Arab culture,” a group representative said. “Exchange must be an essential part of activities.”

The group also warned against ad-hoc activities. A trainer cannot be trained in one course. Such training needs more long-term commitment. For this reason the institutional framework through which support is developed is important too. Otherwise, where are your trainers going to train others? Having said all this, the group warned against developing new institutions from scratch.

Finally, a part of journalism that is often overlooked from the sidelines but is crucial in the daily management of any media outlet is the relationship with lawyers. It was rightfully stressed that media training for lawyers and support to the training of specialist lawyers who could take on lawsuits following from media reporting was much needed and should be taken into support operations from a very early stage.



Participants in the plenary session

“Western media do not understand Arab culture. Exchange must be an essential part of activities.”

Meeting participant, Euromed and the Media seminar, Budapest, December 2006

EUROMED AND THE MEDIA

Euromed and the Media is the name given to a series of meetings in which key international journalists examine how the media reflects and helps shape the multi-faceted relationships between countries in the Euromed region. They are designed to give media professionals the chance to discuss various aspects of the Euro-Mediterranean Partnership and the potential role of the media within it.

Biographies



- **Aralynn Abare McMane** is director of youth development and education for the World Association of Newspapers (WAN) based in Paris. Before joining WAN, Aralynn McMane was a reporter and editor for newspapers in France, New York and Florida and worked in journalism research and education in both Eastern and Western Europe. She serves on the board of the European Journalism Centre, is the author of several comparative studies of journalists and founder of The Paris Reporting Project, a study abroad programme for US journalism students.



- **Moussa Nuseibeh** currently holds the position of Head of Projects at the Al Jazeera Media Training and Development Centre, based in Qatar. Mr Moussa Nuseibeh was previously head of advertising in the Al Jazeera Network and before that he held the position of Marketing Manager in the network.



- **György Szent-Léleky** is Senior Counsellor at the Hungarian Ministry of Social Affairs and Labour. In the state administration he is responsible for international activities and is presently national representative of Hungary in the Governing Board of the European Training Foundation (ETF). Prior to these functions, Mr Szent-Léleky was supervisor and counsellor in the Hungarian ministries of economy and education and he has published a collection of case studies and guidance on foreign trade and articles for newspapers and magazines.



- **Gill Tudor** joined Reuters as a graduate journalism trainee in 1987, and has worked as a correspondent in Reuters' Johannesburg, Abidjan and New Delhi offices as well as London. She spent three years as a London-based training editor, running courses both for Reuters journalists and for others through the Reuters Foundation. She recently returned from her latest foreign assignment as bureau chief, Turkey, and is currently working as a chief sub-editor on London's main economic editing desk.



- **Hala Zureiqat** is Director of the International Relations Department and Assistant Director-General for Training and Development at the Jordan Radio and Television Corporation. Her experience in television started in 1984 as Head of French Programmes at Jordan TV. In 1997 Ms Zureiqat became the Director of the Foreign Programme channel and took up her current position four years later. Her activities in training and education have determined her role in the restructuring of JRTV. The Royal Film Commission has also recognised Ms Zureiqat's competence and professionalism – she was appointed a jury member of the 2006 International Emmy Awards.

Biographies



- **Patrick-Yves Badillo** is professor in Information and Economic Science and Director of the Journalism and Communication School of Marseille (EJCM) in France. Prior to his experience at the EJCM, Mr Badillo was responsible for video communication and for audiovisual studies at France Télécom. Since 1986 he has released more than 100 articles and communications on topics related to media and journalism, new information markets, communication technologies, information society etc.



- **Thomas McGrath** works in the European Commission's External Relations DG and is responsible for media, information and communication in the whole Euromed region, where, as an experienced journalist, he relates to some of the problems affecting a journalist's life and livelihood. Mr McGrath is coordinator of the "Euromed and the Media" initiative that aims at responding to journalists' concerns in the Euromed region and promoting freedom of expression, quality of training, safety and security, reliability of information, gender equality, etc. for journalists working in the region.



- **John Kellock** is currently Head of Communication and External Relations at the European Fundamental Rights Agency. Mr Kellock has been with the EUMC since 1999 and has been Head of Unit since 2003. His particular tasks have been to further develop the EUMC's media and communication profile and oversee the publication of the EUMC's reports, magazines and bulletins. Prior to taking up his position at the EUMC he worked for Amnesty International's International Secretariat where he did extensive media work in the Asia Pacific region in relation to the organisation's campaigning activities.



- **Bent Sørensen** has been Head of the External Communication Unit of the European Training Foundation (ETF) in Turin since 1 October 2003. Bent Sørensen trained as a journalist in 1980 and worked as a reporter and co-editor-in-chief for Danish national newspapers. Prior to his appointment at the ETF he worked as Head of the Information and Communication Department of the European Monitoring Centre on Racism and Xenophobia (EUMC) in Vienna. He currently heads the network of EU Agencies' Heads of Communication and Information.

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LINKS

Media networks and NGOs

Euromed Info Centre
<http://euromedinfo.eu>

Specialised publications

Global Media Journal, Mediterranean
Edition
<http://globalmedia.emu.edu.tr/>

Media Training Institutions

Reuters Foundation
<http://www.foundation.reuters.com>

EJCM – École de Journalisme et de
Communication de Marseille
<http://www.ejcm.univ-mrs.fr/>

Beirut Institute for Media Arts
[http://www.lau.edu.lb/centers-
institutes/bima/index.html](http://www.lau.edu.lb/centers-institutes/bima/index.html)



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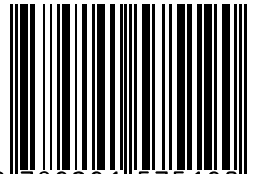
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