



**AMERICAN
UNIVERSITY
OF BEIRUT**

Personal Perspectives on Leadership and Medicine: An Oath to Apollo

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AUB and Emory University

2026 Debates and Didactics in Hematology and Oncology

July 24, 2026

Office of the President | American University of Beirut



Physicians as Servant Leaders

Prioritizing the growth, well-being,
and development of others above
personal recognition



Through

Courageous
decision-making

Accountability
and sacrifice

Empathy
in action

Presence during
vulnerable moments

Human dignity
in care



The Sacred Responsibility of Healing

THE HIPPOCRATIC OATH

I swear by Apollo Healer, by Asclepius, by Hygieia, by Panacea, and by all the gods and goddesses, making them my witnesses, that I will carry out, according to my ability and judgment, this oath and this indenture.

To hold my teacher in this art equal to my own parents; to make him partner in my livelihood; when he is in need of money to share mine with him; to consider his family as my own brothers, and to teach them this art, if they want to learn it, without fee or indenture; to impart precept, oral instruction, and all other instruction to my own sons, the sons of my teacher, and to indentured pupils who have taken the Healer's oath, but to nobody else.

I will use those dietary regimens which will benefit my patients according to my greatest ability and judgment, and I will do no harm or injustice to them.

Neither will I administer a poison to anybody when asked to do so, nor will I suggest such a course. Similarly I will not give to a woman a pessary to cause abortion.

I will keep pure and holy both my life and my art. I will not use the knife, not even, verily, on sufferers from stone, but I will give place to such as are craftsmen therein.

Into whatsoever houses I enter, I will enter to help the sick, and I will abstain from all intentional wrong-doing and harm, especially from abusing the bodies of man or woman, bond or free.

And whatsoever I shall see or hear in the course of my profession, as well as outside my profession in my intercourse with men, if it be what should not be published abroad, I will never divulge, holding such things to be holy secrets.

Now if I carry out this oath, and break it not, may I gain for ever reputation among all men for my life and for my art; but if I break it and forswear myself, may the opposite befall me.



Ὀρκίζομαι Ἀπόλλωνα Ἴητρον καὶ Ἀσκληπιὸν καὶ Ὑγίαν καὶ Πανάκειαν καὶ θεοὺς πάντας τε καὶ πάσας, ἱστορας ποιέμενος, ὅτι τελέσθήσιν κατὰ δύναμιν καὶ κρίσιν ἐμήν ὄρκον ὄνδε καὶ συγγραφὴν ἦνδε.

ἡγήσασθαι δὲ ἱητρον ἐν τέχνῃ διδάξαντά με ἴσον ἐναῖδεκα γενέτεσι, καὶ βίου μετέρχοντα ποιήσσομαι, καὶ χρὴν χρεῖαν ἔχοντα μετάδοισθαι, ἥδὲ τε γένος ἐξ αὐτοῦ ἀδελφοῖς ἐφίημιν, καὶ μανθάνειν τέχνην ἐθέλοντας ἄνευ μισθοῦ καὶ συγγραφῆς δίδασkein, χρησμόν τε καὶ ἀκρόασιν καὶ ἂν πάντα μάθῃσιν μετάδοισιν ἔργῳ, ἥδὲ τε υἱοῖς ἐμῖς καὶ ἐνδιδασκοοῦ ἀνδρὶ υἱοῖς καὶ συγγεγραμμένοσι ὥρκισμένοις τε νόμῳ ἱητρικοῦ, ἄλλῳ δὲ οὐδέει.

διαιτημάτων δὲ ἐπέχειν ὧν ἂν ὠφελοῖν ἂν ἀνθρώποισι χρησίμων, ἐπέχειν τε βλάβῃ καὶ ἀδίῃ πάσης.

οὐ δὲ δώσω δηρήσενι οὐδενὶ, ἐνὶ λόγῳ τε ἐγὼ οὐδέι συγχωρήσω. ὁμοίως δὲ οὐδὲ μέσον ἐμβολῆς ἔδω χρὴν ὑφῆναι.

ἀγνεύειν δὲ ἄμφοτέρων, τέχνης τε καὶ βίου, ἐπέχειν.

μαχαίρης δὲ ἐπέχειν, οὐ μὴν οὐδενὶ, ἐν λιθίῃδαι πάσχουσι, ἀνδράσι δὲ ἐπέχειν τοῖσι τεχνίτησιν ἐπίειν.

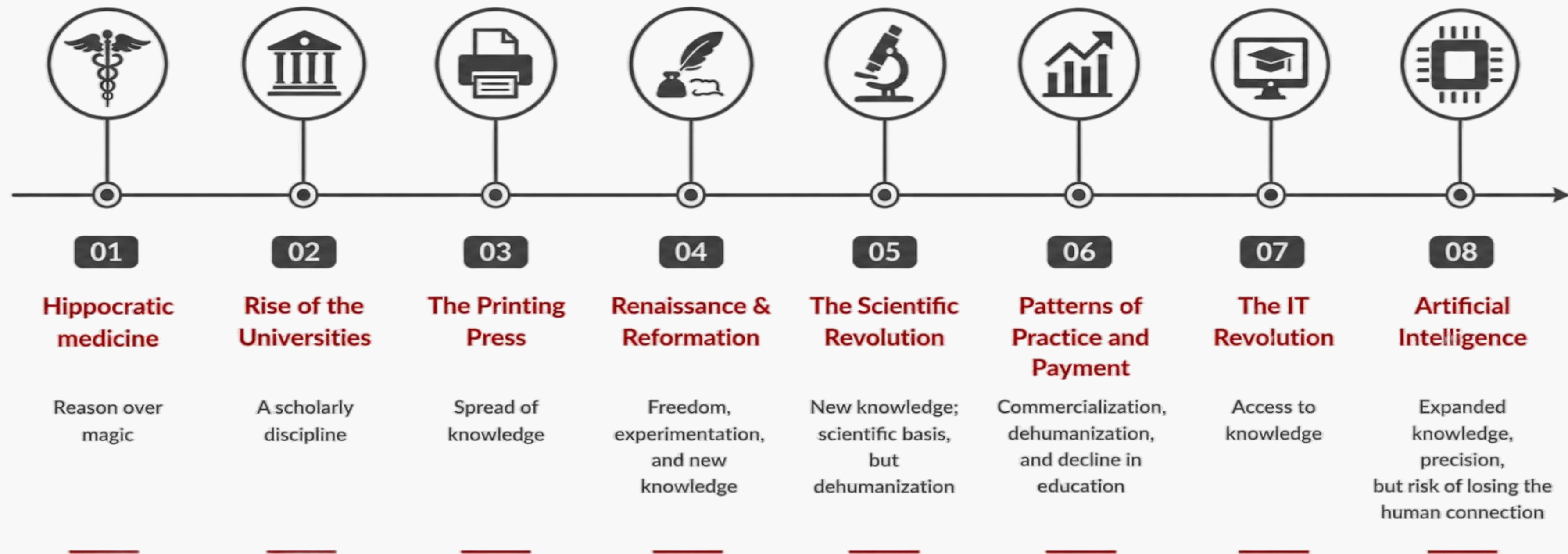
ἅπαντος δὲ ἂν οἱ ἀνδρῶν ἐσῆσθαι ἐνδόμενα ἔσῃτα, ἐπέχειν τε οἰχήματα, ἐπέχειν ἐπὶ ἀδίκηματα καὶ ἐογῆς ἀδικούσας, ἡγρωπος σώμασι, ἐλευθέρων ἢ δούλων.

ἃ ἂν δὲ ἐρῶ ἐν τέχνῃ τε ἂν καὶ ἔξω τῆς τέχνης συντυχάνων ἂν ἀνδράσιν, ἢ ἂν μὴ χρήζοντα ἔξω πομπῆς ἀκούσω ἢ ὀρῶ, σιγήσεμαι ἱερὰν ἂν ἔχων εἶναι.

εἰ δὲ μὴν ἐπιτελέω ὄνδε ὄρκον ὄνδε καὶ ἀθίμενος, ἵς μοι ἔστω ἐς αἰεὶ κλέος ἀνδρῶν ἐν βίῳ τε καὶ τέχνῃ, ἐάν τε παρῆς ἀθετήσω, ἀφυγμος δὲ ἐλθέτω.

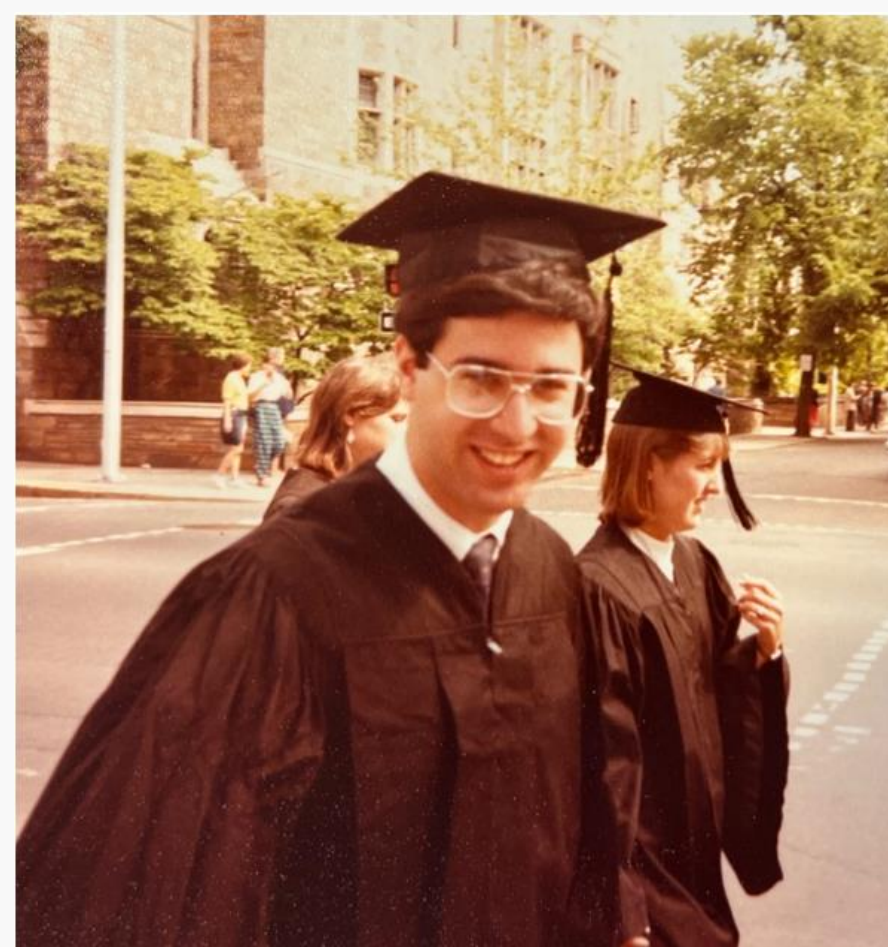


Medicine in Transition





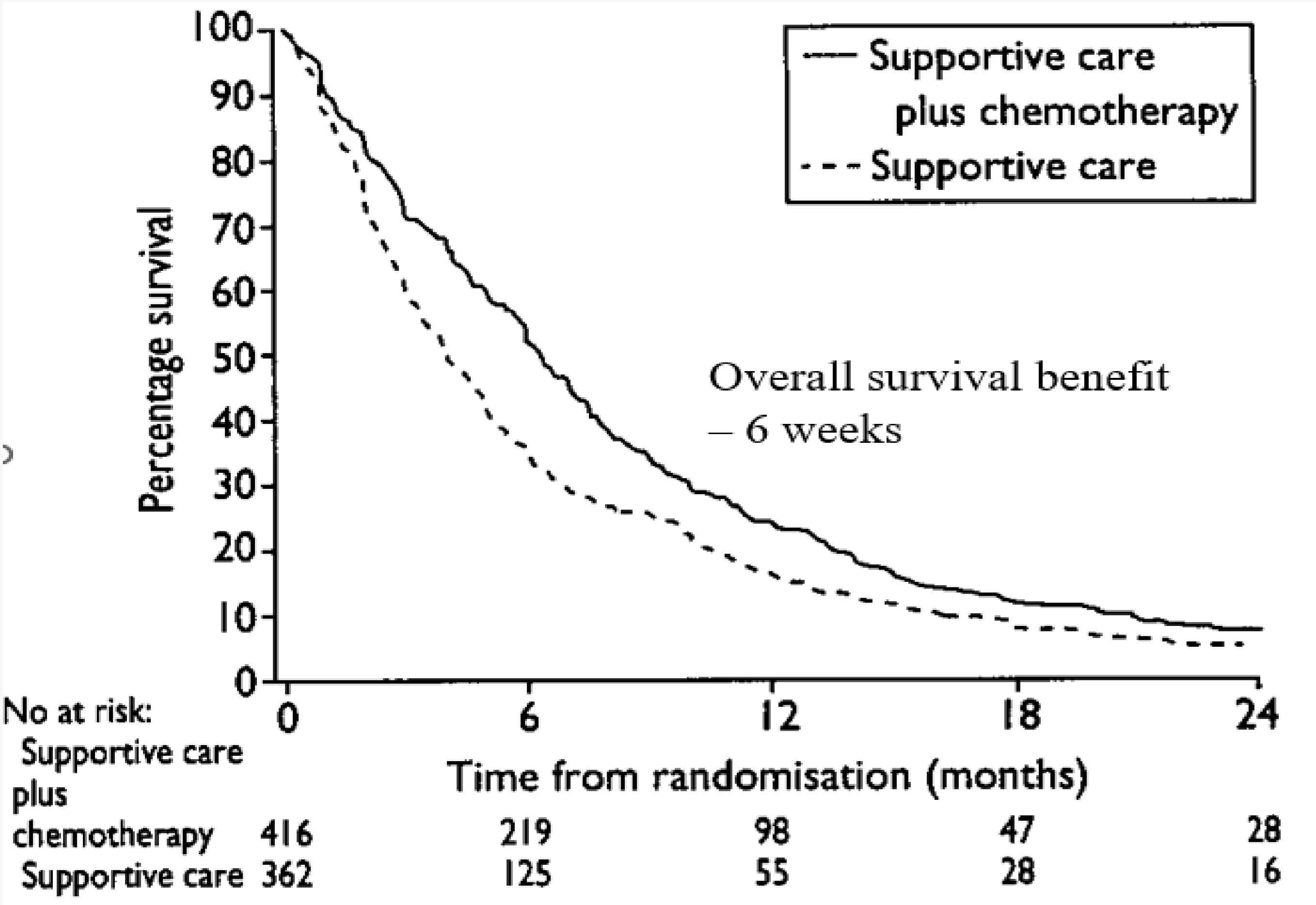
My Formative Years



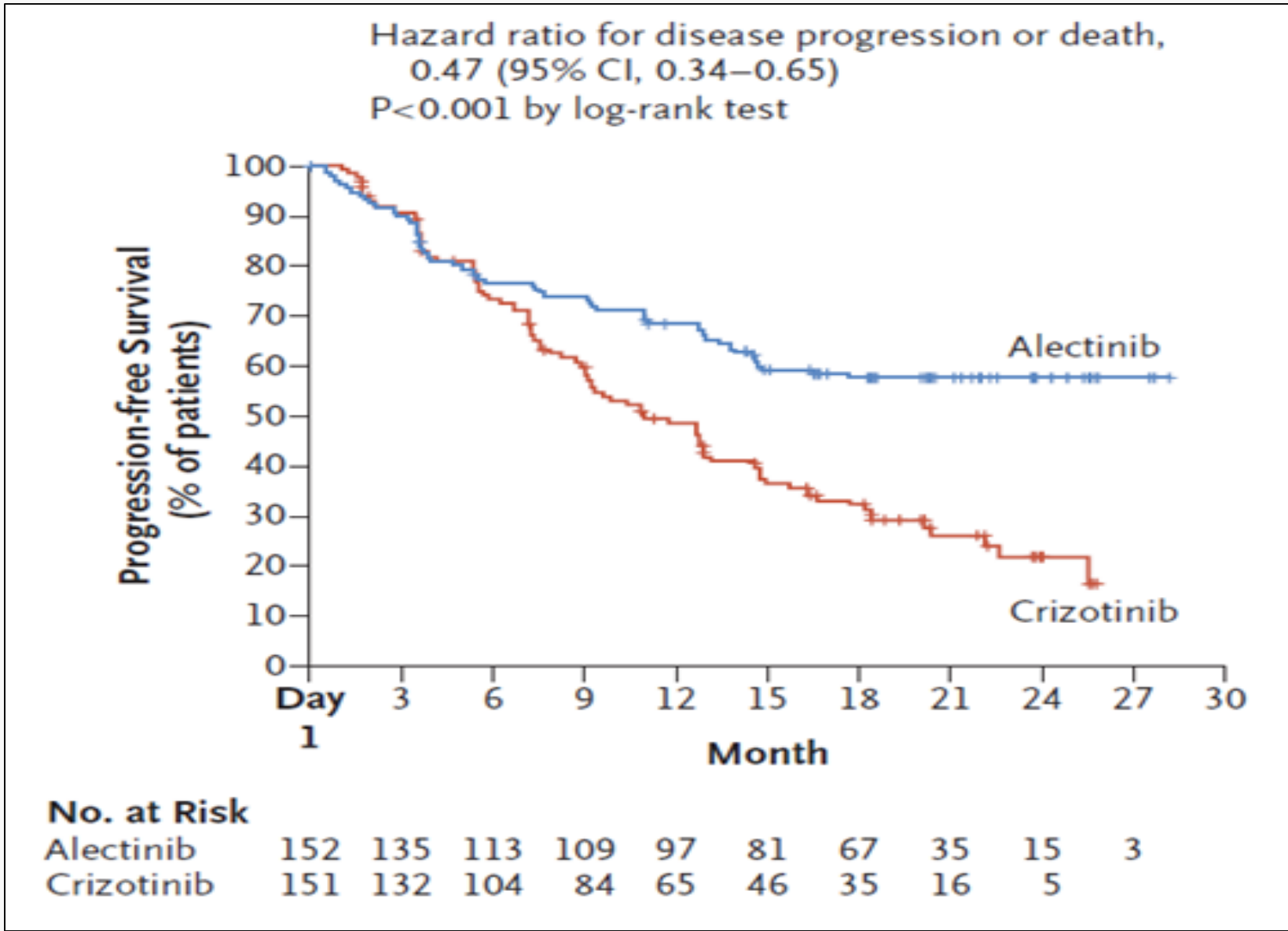
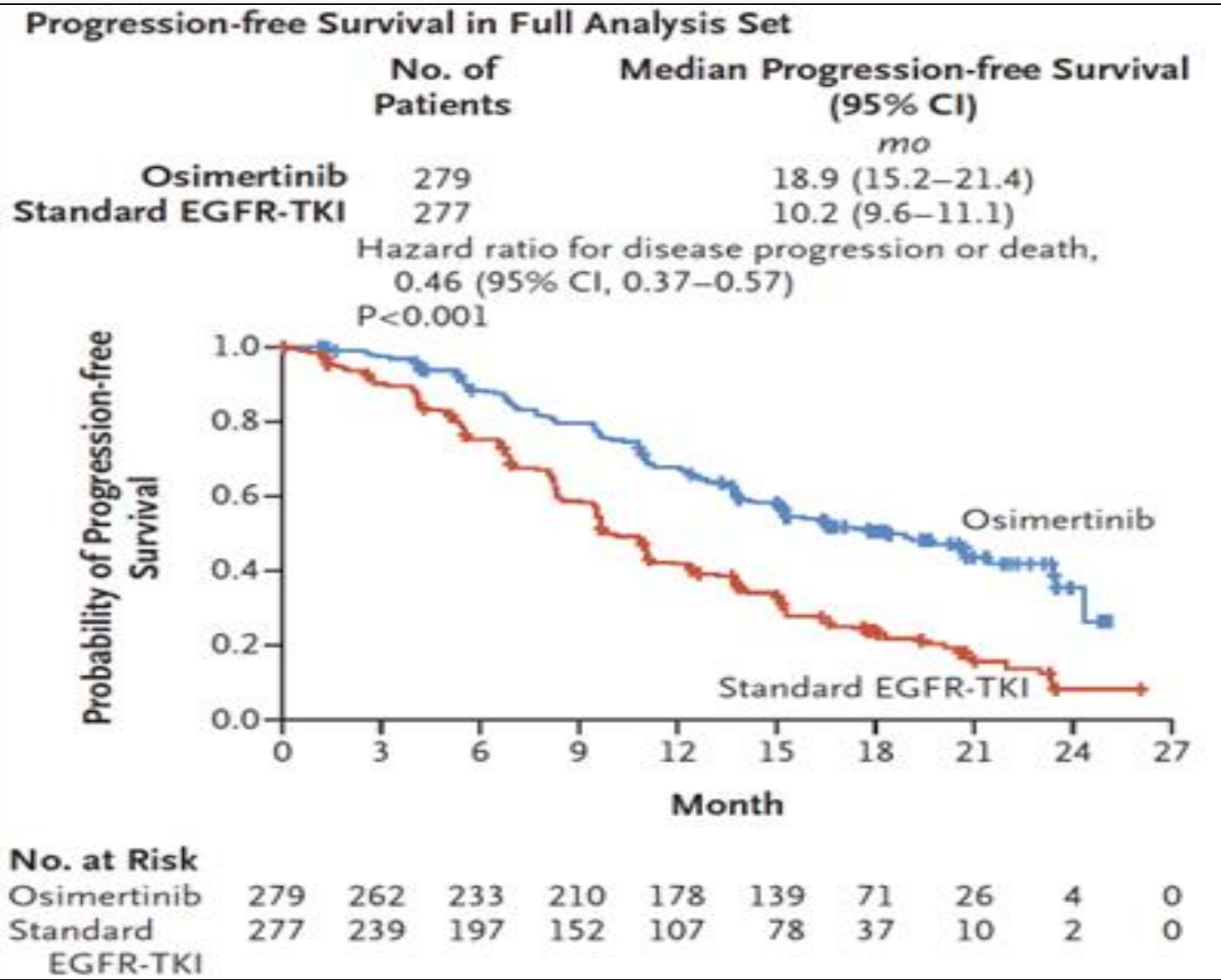
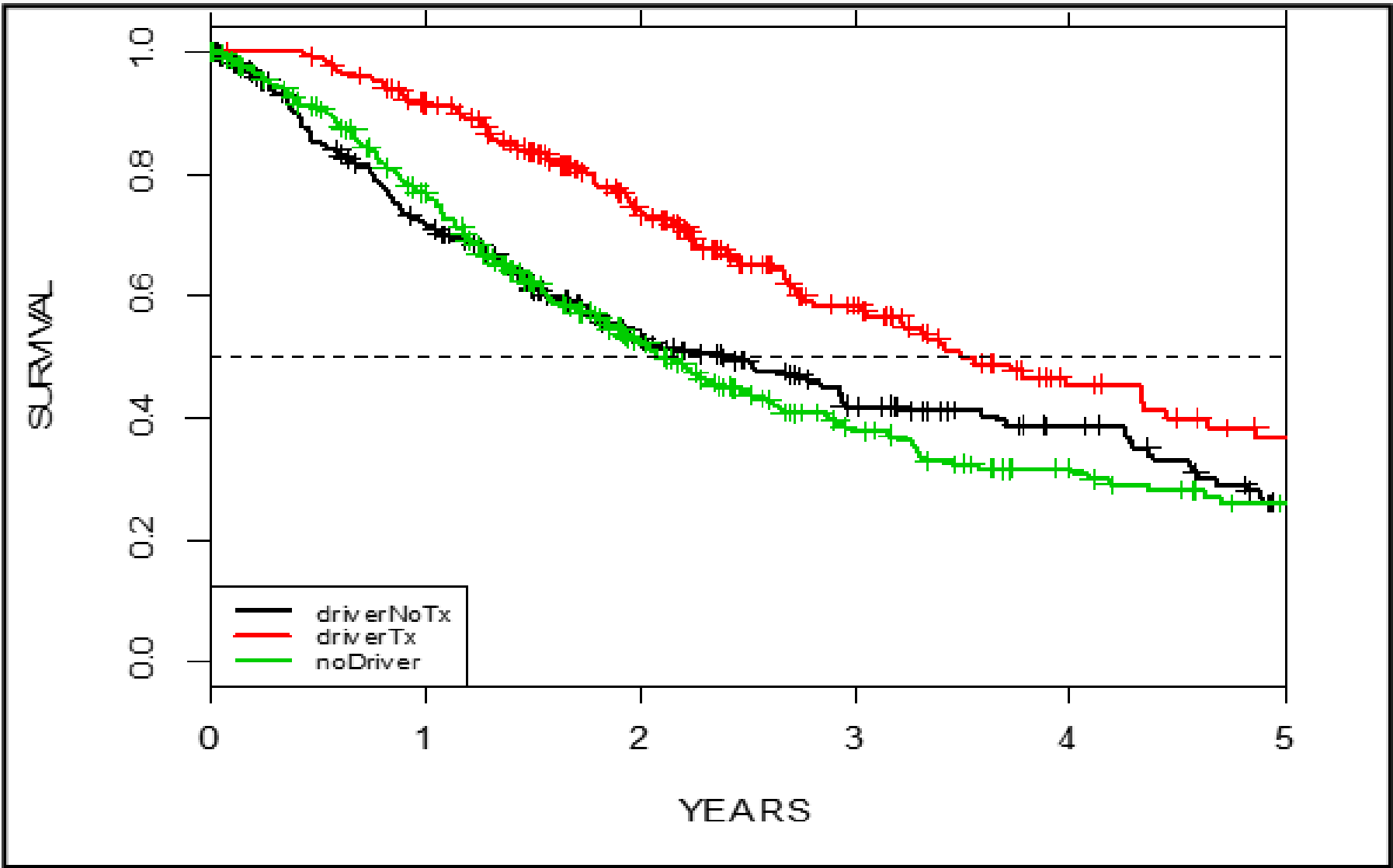


Evolution of Advanced Lung Cancer Treatment (by the end of my training)

Modest benefit of platinum-based chemotherapy in NSCLC (1995)

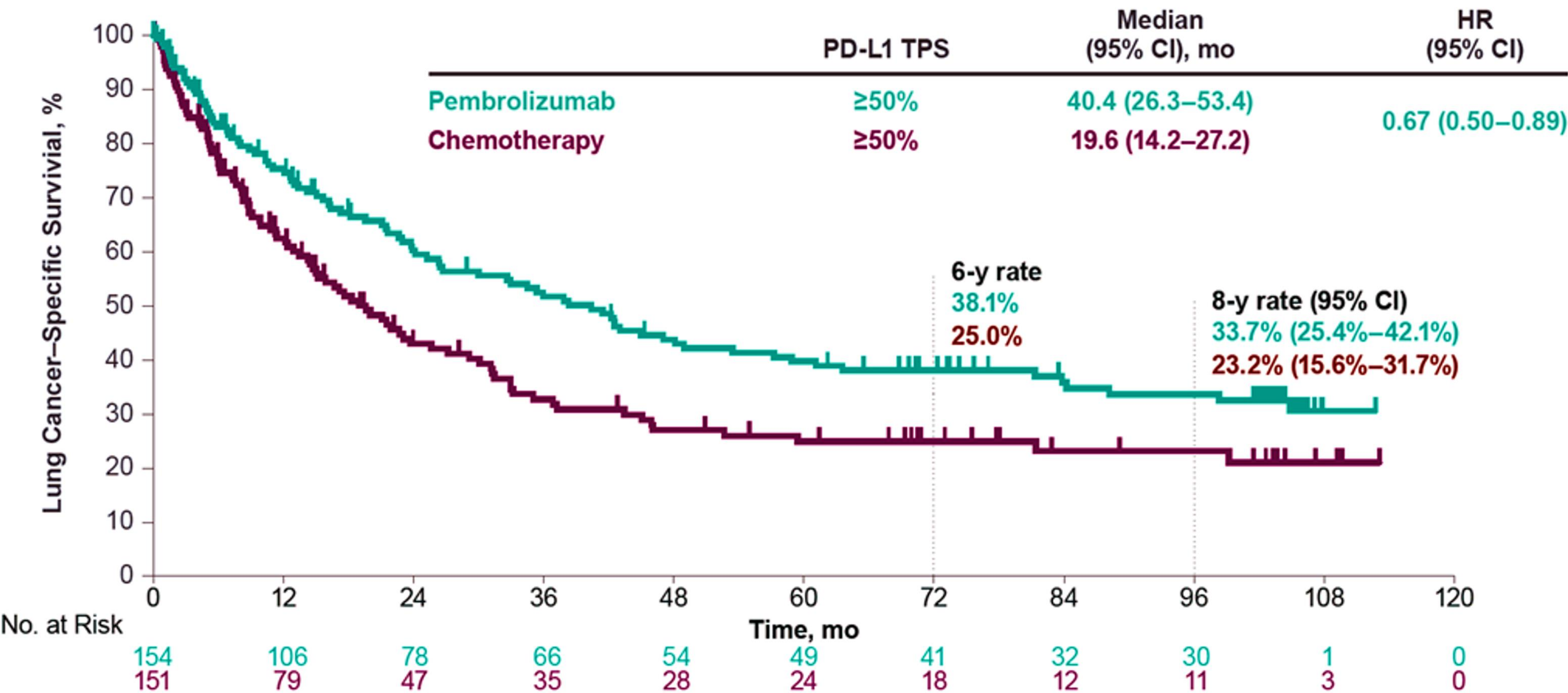


Extended Survival Impact of Targeted Agents on Lung Cancer





Immunotherapy: LCSS with up to 10 Years of Follow-up^{a,b}: (C) KEYNOTE-024



^aParticipants without malignant neoplasm progression and lung cancer–specific deaths who did not transition to KEYNOTE-587 were censored at the date last known alive or data cutoff in each respective study; participants without malignant neoplasm progression and lung cancer–specific deaths who transitioned to KEYNOTE-587 were censored at data cutoff or date last known alive in KEYNOTE-587.
^bData provided by individual study site investigators and verified with source documentation within the KEYNOTE-587 extension study.



The Leadership Journey

A professional journey
of growth and reflection



Early challenges
and growth



Personal resilience
practices



Mentors and
influences



Personal
reflections





Early Challenges and Growth

From the early faculty years at MD Anderson

Unexpected responsibility

Asked to step into an increasing leadership role among colleagues with more seniority

Inner struggles

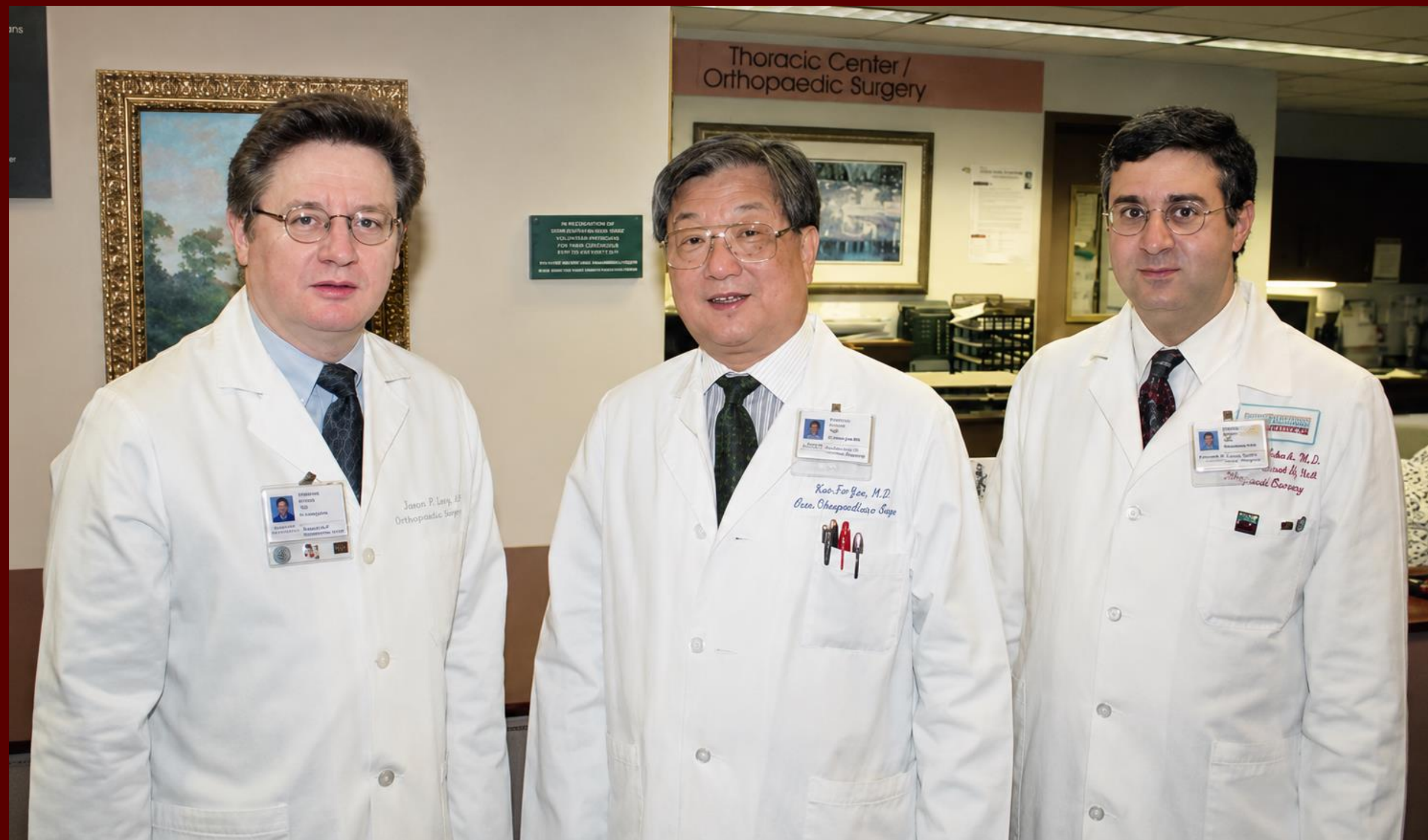
Long nights, dual roles, internal pressure to deliver

Growing into leadership

Balancing respect for experienced colleagues while finding the confidence to lead

What became clear

Titles can be assigned, but trust is earned through humility, courage, and resilience





Continuing the Journey at Emory

Leadership growth through change and challenge





Selected Major Mentors and Influences





THE CHRONICLE
of Higher Education

ADVICE

The Long Road Home

If you had a rewarding academic career in America for 20 years, would you upend it to move to Beirut?



Ray Knisella

By Fadlo R. Khuri | NOVEMBER 14, 2016

Twenty months ago, I was named the 16th president of the American University of Beirut. Finally, after 33 years in my native United States, I was getting the opportunity to return and serve in a meaningful role in my ancestral Lebanon, the country where I had grown up.



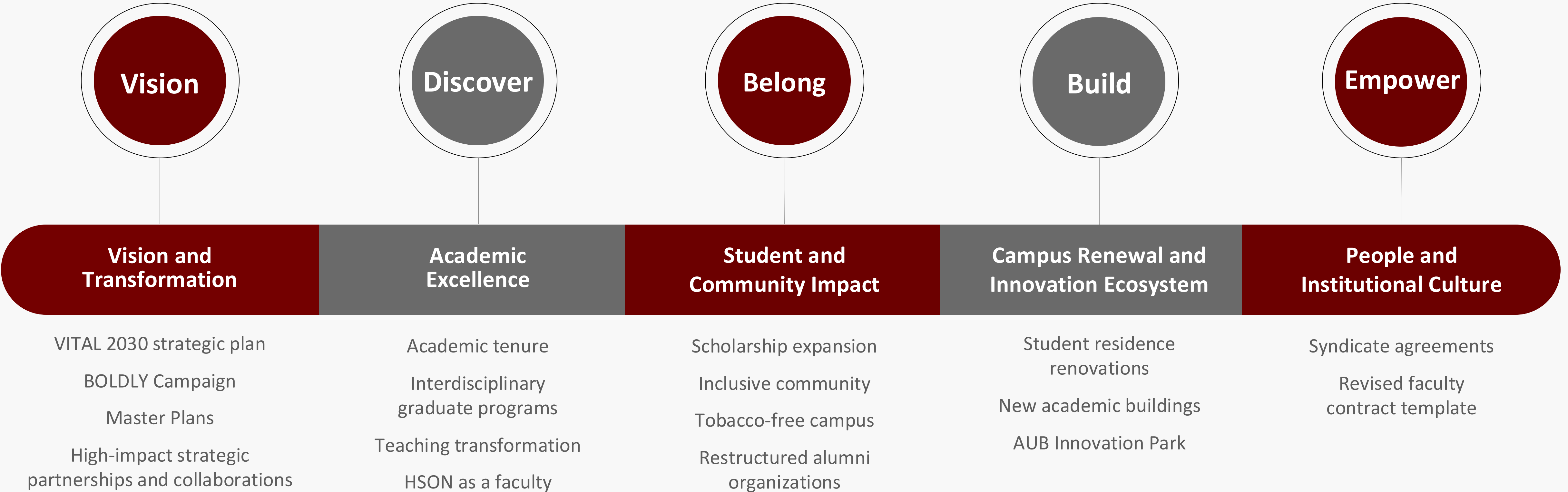
The Family Behind the Journey





Early Years at the American University of Beirut (2015-2019)

An era of institutional transformation





AUB: Lebanon's First Tobacco Free Campus





Building Credibility and Institutional Confidence

What institutions need from leadership





Leadership Core Pillars

What are the principles leadership is built on?

Character

- Integrity
- Accountability
- Patient-centered and value-based decision making

Direction

- Vision and purpose
- Courage and adaptability
- Humility and influence

Connection

- Open communication
- Collaboration and teamwork
- Recognition and empowerment

Legacy

- Mentorship and development
- Resilience
- Impact on community



Personal Reflections on Leadership

What experience teaches over time

1

Resilience is built through endurance and consistency, not strength alone

2

Uncertainty never disappears; we simply learn to embrace it

3

With time, supporting others becomes more important than proving oneself

4

In times of uncertainty, it's the people, rather than titles or institutions, who become our anchors

5

Confidence and doubt must coexist



**Leadership is especially necessary when institutions are
tested by volatility, uncertainty, loss, and crisis**

2019-2026: the “annus catastrophes” for Lebanon, Gaza, and AUB

Nationwide uprising

Government failure

Banking collapse

COVID-19

Debt default

Port of Beirut blast

90% currency devaluation

Hyperinflation

60% below poverty line

War on Gaza

War on Lebanon

Regional escalation and
Lebanon's renewed conflict





PROVIDING CARE, INSPIRING HOPE



Leadership under Pressure

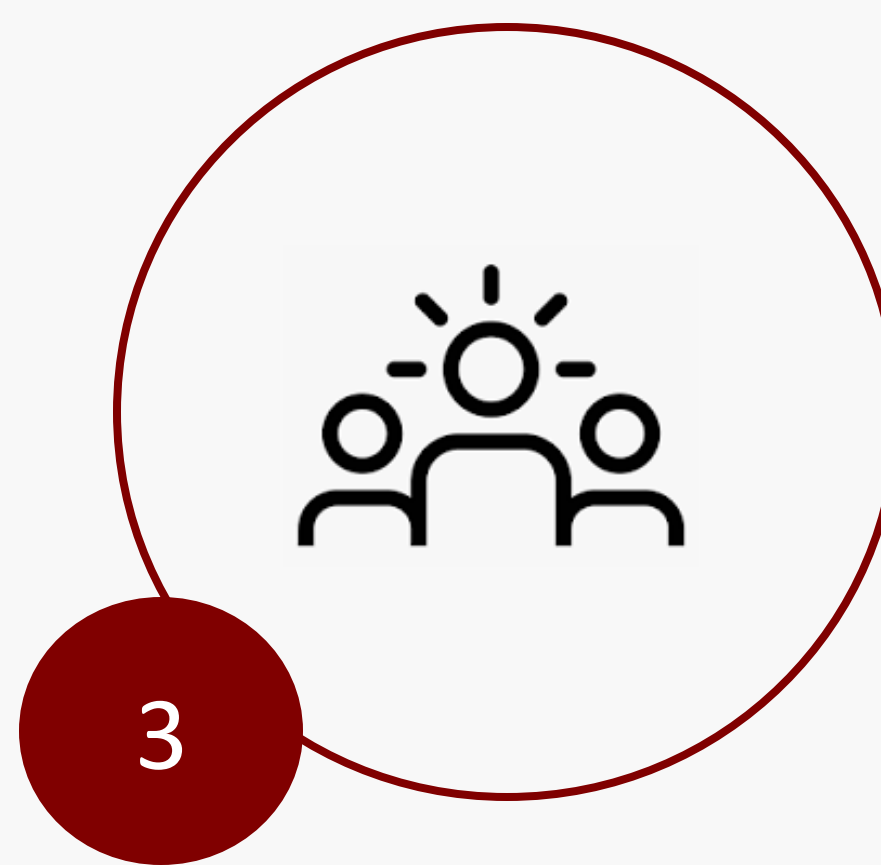
A source of stability and direction



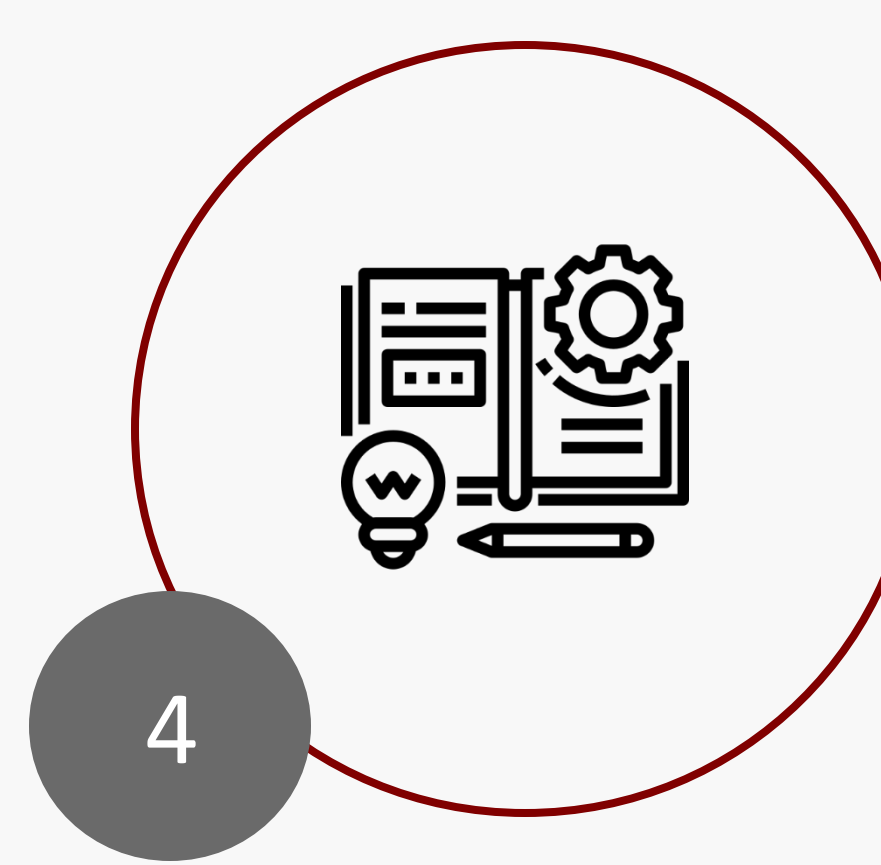
**Rising to the occasion
when it matters most**



**Institutional
resilience strategies**



**Leadership
in action**



**Lessons in
adaptability**



Rising to the Occasion when it Matters Most



SUSTAINING OUR MISSION



Sustaining education, patient care, and institutional operations



Rapid transition to hybrid learning and telemedicine



Maintaining academic, clinical, and business continuity



Preserving research productivity and innovation



CARING FOR OUR COMMUNITY



Providing emotional and financial support for students and patients



Protecting, nurturing, and investing in faculty and staff



Mobilizing donors, alumni, and strategic partners

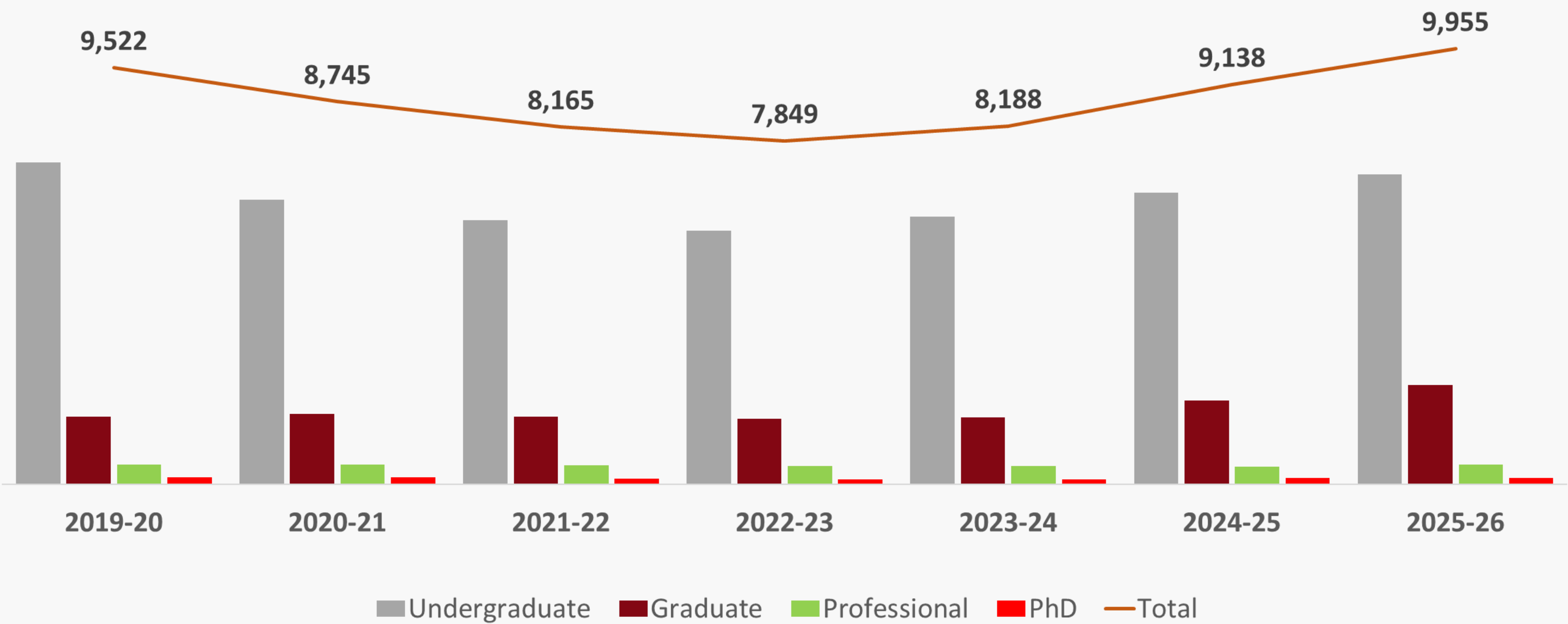


Launching emergency aid and solidarity initiatives



Sustaining Education and Supporting Learners

Diverse financial support modalities



Need-based
FAID

Merit-based
scholarships

GAs and PhD
fellowships

Dependents
scholarships

Donor-based
support

Grant-based
scholarships



Transforming the Student Learning Experience

Al Ghurair Hub for Digital Teaching and Learning





Supporting Student Wellbeing, Access, and Support



OSA Opens New Counseling Center to Support Student Wellness

Tuesday, December 3, 2024

Counseling Center

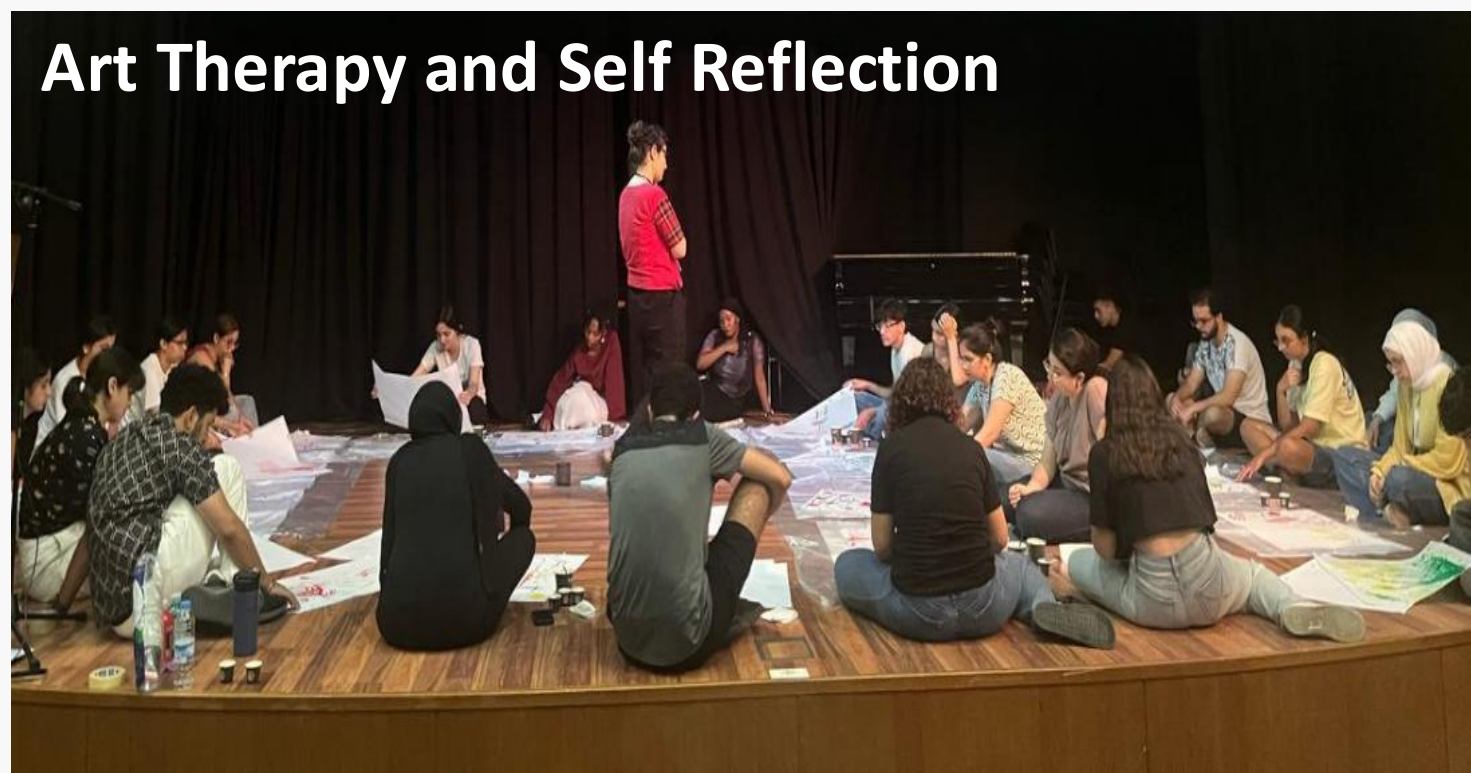
In a significant step forward in creating a supportive environment for all AUB students, the Office of Student Affairs officially inaugurated the new counseling center, opening its doors on December 3, 2024, with a ribbon cutting ceremony.



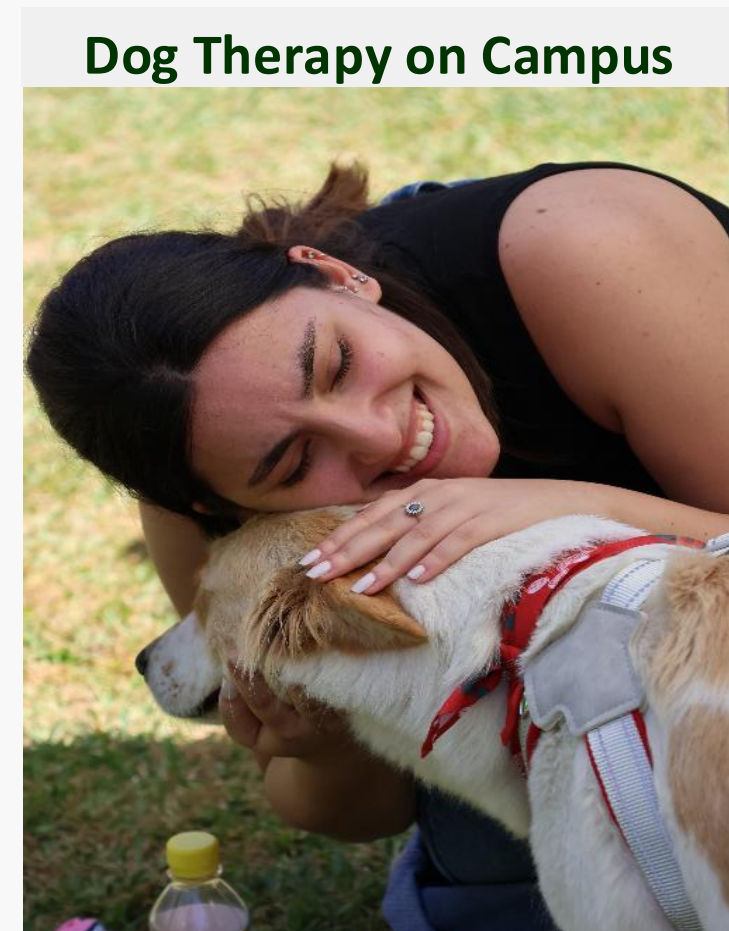
A Student's Success Story

Accessible Education Office

For Ritta El Ghore, her educational journey has not always been an easy one. Ritta was diagnosed with Sensory Process Disorder and despite being a highly motivated and ambitious student, she has found it challenging to overcome her learning difficulties.



Art Therapy and Self Reflection



Dog Therapy on Campus



Health and safety



Advancing Excellence in Healthcare and Medical Education

How we continue to heal, teach, and lead



AMERICAN
UNIVERSITY OF BEIRUT
FACULTY OF MEDICINE



THE MATCH
NATIONAL RESIDENT MATCHING PROGRAM

CONGRATULATIONS
TO OUR MEDICAL
STUDENTS!

**MATCHED IN
RESIDENCY
PROGRAMS**

An overall match rate of 74%



AUBMC Teams Provide Lifeline to Displaced Communities



AUBMC wins Gold Initiative Certificate in Patient Experience



Accreditations and Recognitions:

- JCI ACCREDITED
- ACGME-1 INTERNATIONAL
- MAGNET RECOGNIZED
- CAP ACCREDITED
- JACIE ACCREDITED
- HONOR ROLL 4th Time Achiever Epic
- Cum Laude Distinction for Digital Excellence



Driving Innovation in Advanced Medical Technology

New investments in advanced clinical equipment



Da Vinci Xi Surgical Robot



Minimally
invasive



Surgical precision
& control



Siemens Biograph Trinion EP2 PET/CT



High-resolution
real-time imaging



Improved accuracy
in detection &
treatment



New Pentax Endoscopy Suite



24 brand-new
4K endoscopes



AI-enhanced
precision &
efficiency



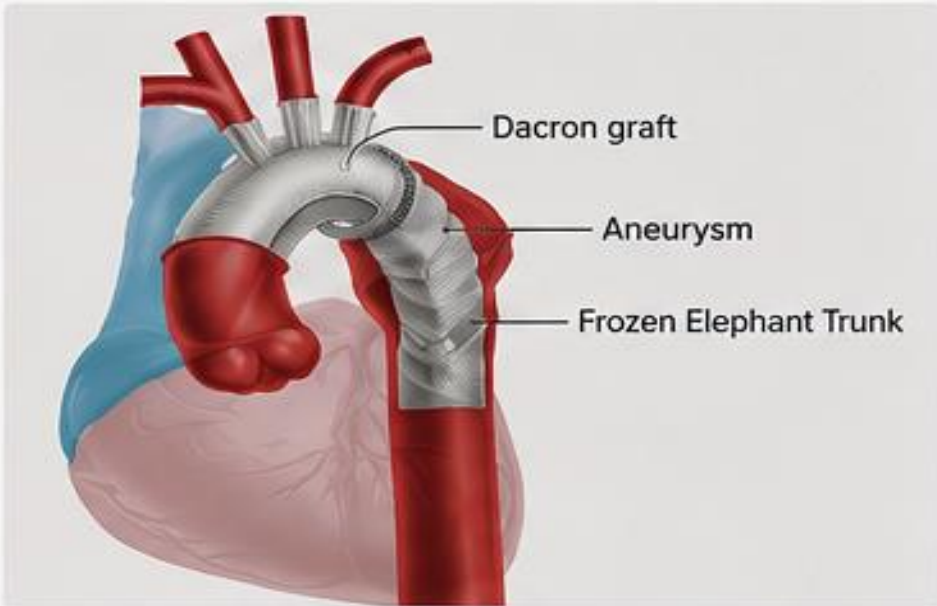
Preserving Global Research Impact



Fellowship and Residency Research Program (FRRP)

Breakthrough in Cardiac Surgery: AUBMC Performs the First Successful Frozen Elephant Trunk Surgery in Lebanon

Posted on 1/20/2025



1866 AMERICAN
UNIVERSITY of BEIRUT
FACULTY OF MEDICINE

12TH ANNUAL CLINICAL
RESEARCH OPEN HOUSE



AUB Inaugurates Groundbreaking CAR T-Cell Therapy Program Pioneering Advanced Cancer Treatment

Posted on 3/1/2025



A Landmark
Global Trial
Led from
Lebanon:

Mitapivat in NTDT
Published in The Lancet





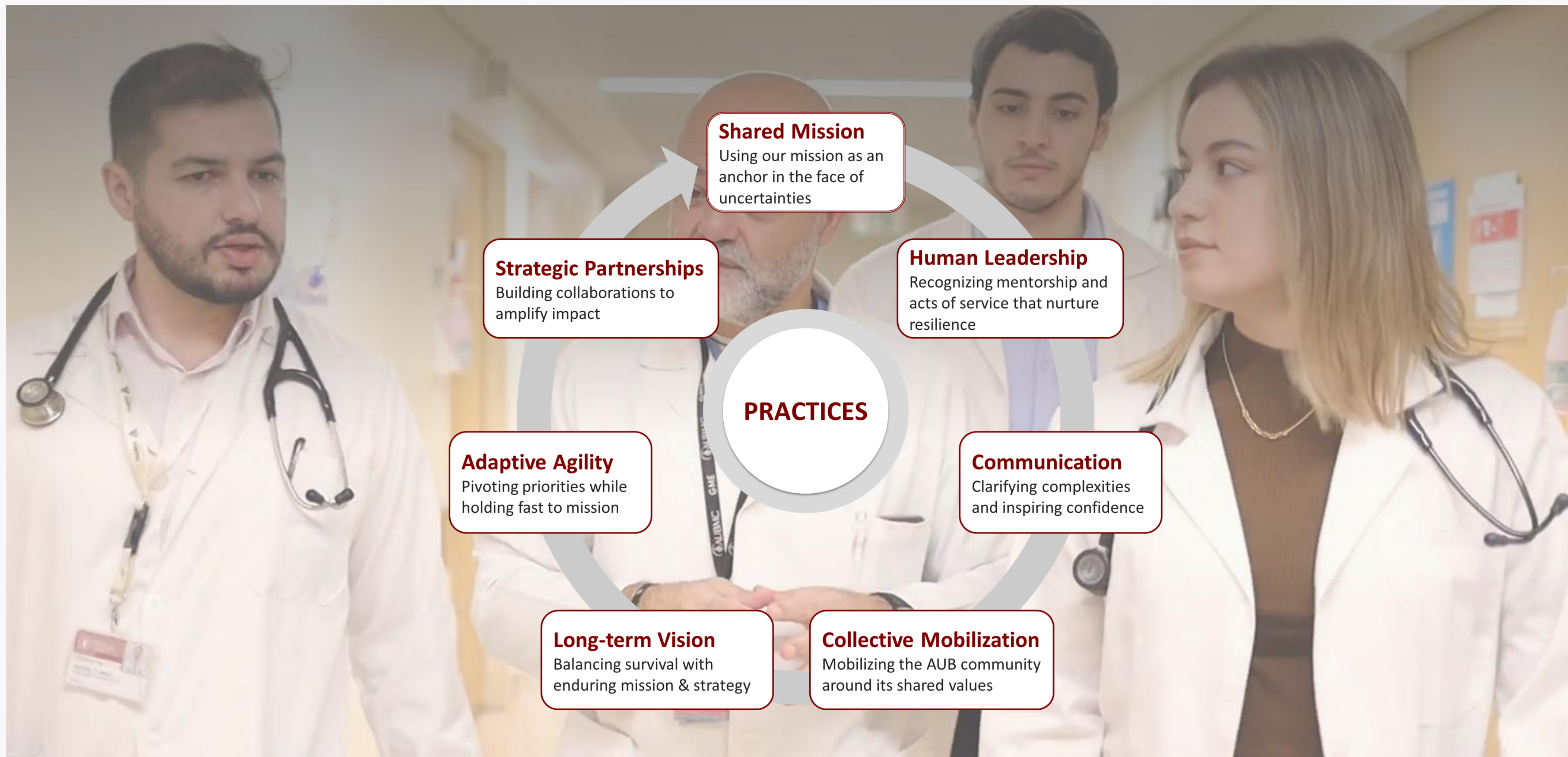
Expanding Institutional Footprints through Strategic Growth





Leadership in Action

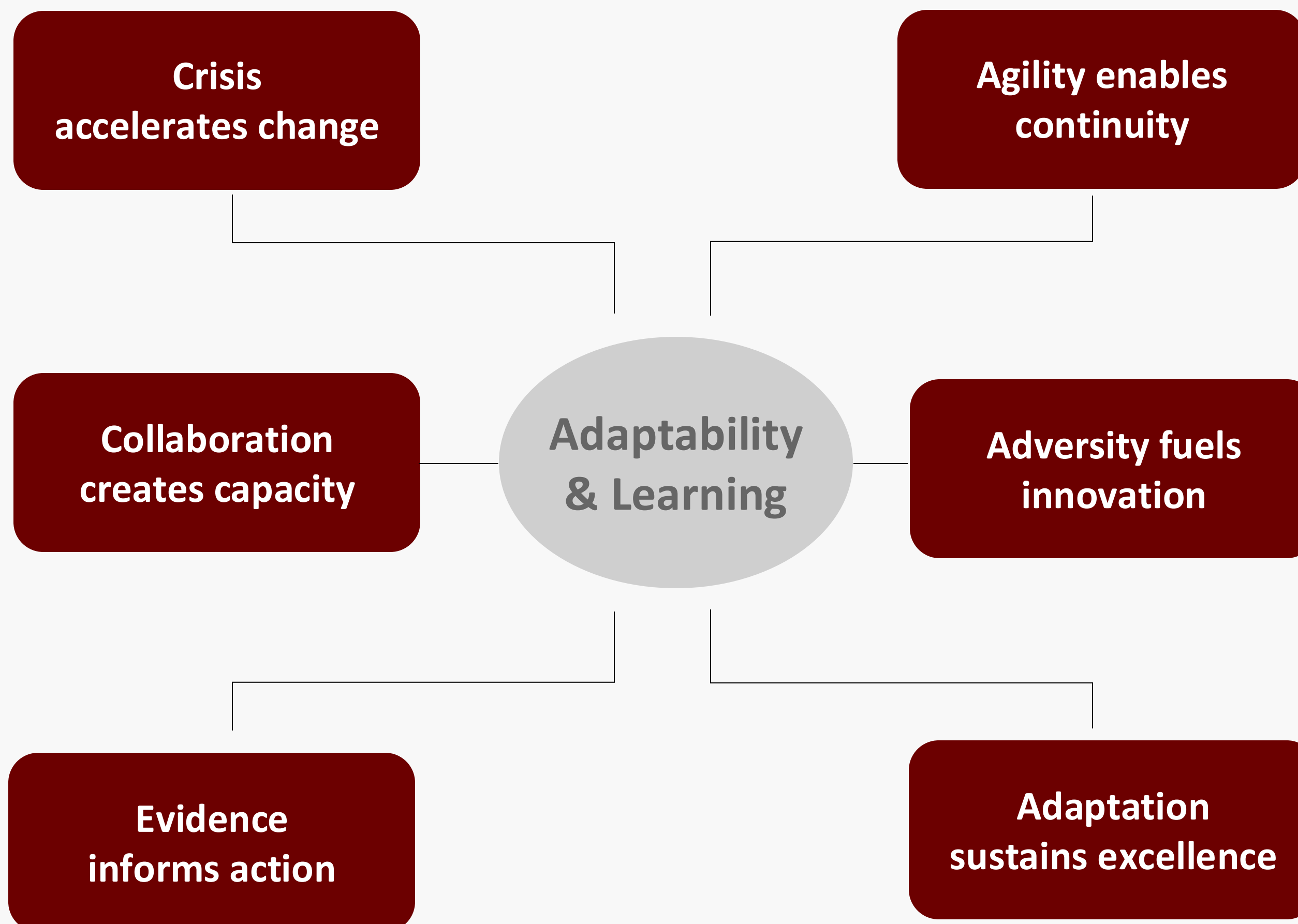
Enduring practices that sustained us during crises





Lessons in Adaptability

How crises reshape the way we lead, learn, and operate



Future Interdisciplinary Schools

Every
75 years



1866-1902

1. Arts and Sciences
2. Medicine
3. Nursing
4. Commerce
5. Pharmacy
6. Dentistry



1948-1954

1. Engineering
2. Agriculture
3. Public Health



2015-

1. Design
2. Computing and Data Sciences
3. Arts and Humanities

School of
Arts and
Humanities



FAS



1866

FM



1867

OSB



1900

HSN



1905

MSFEA



1951

School of
Design

FAFS



1952

FHS



1954



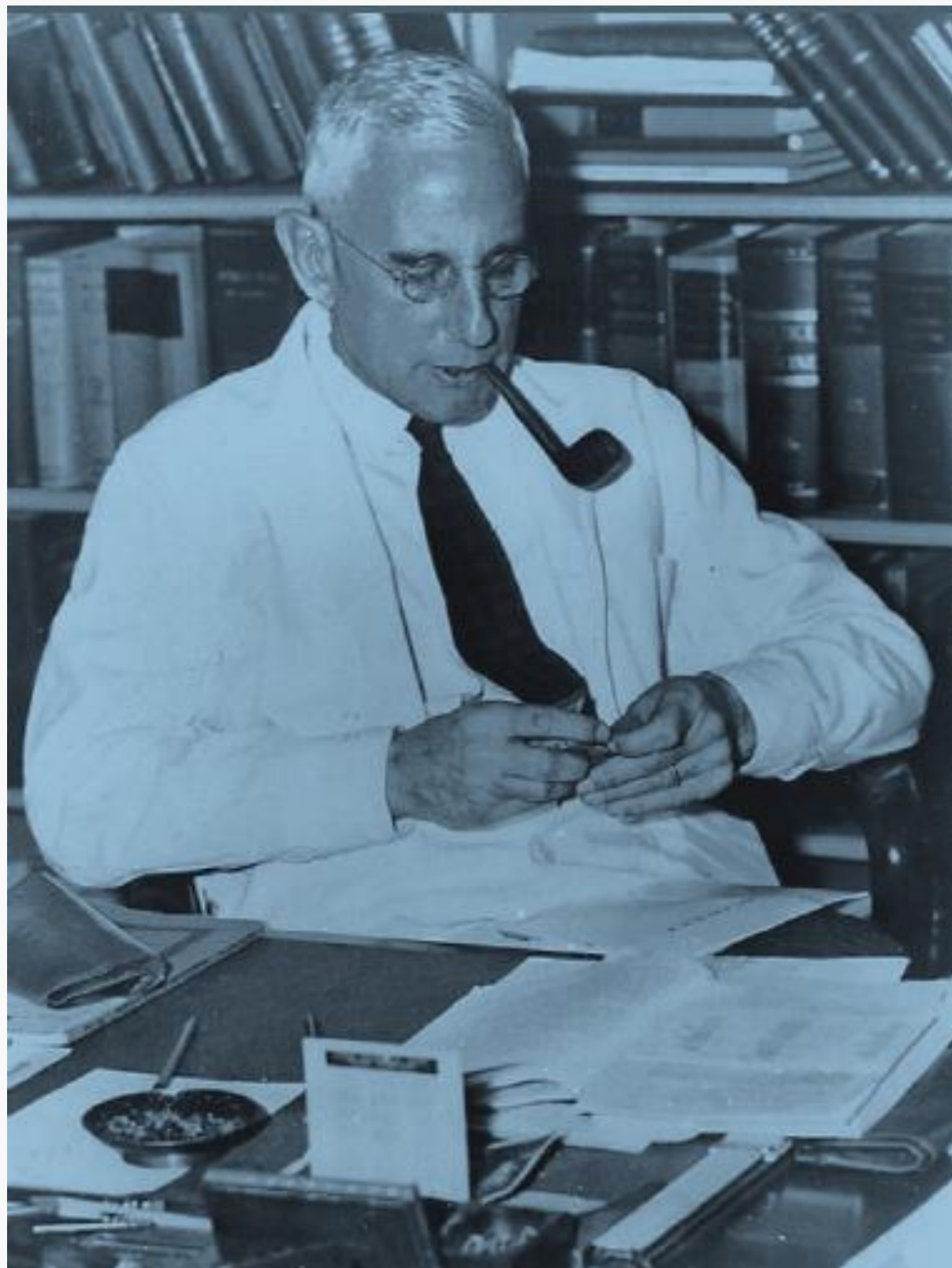
SCDS

2026



Revisiting the Legacies of Leaders who Shaped Generations

Lessons from mentors, medicine, and the human side of leadership



Robert F Loeb (1895–1973)

Excellence leaves a legacy — but so does how leaders treat people

High standards can inspire growth or create fear

Mentorship can elevate, challenge, and sometimes intimidate

Leadership evolves across generations as medicine does

Humanity matters as much as brilliance and excellence

Inspired by Barron H. Lerner, Days of the Giants: Remembering Robert F. Loeb, The Lancet (2012)



Adiposity and cancer: epidemiology, mechanisms and future perspectives

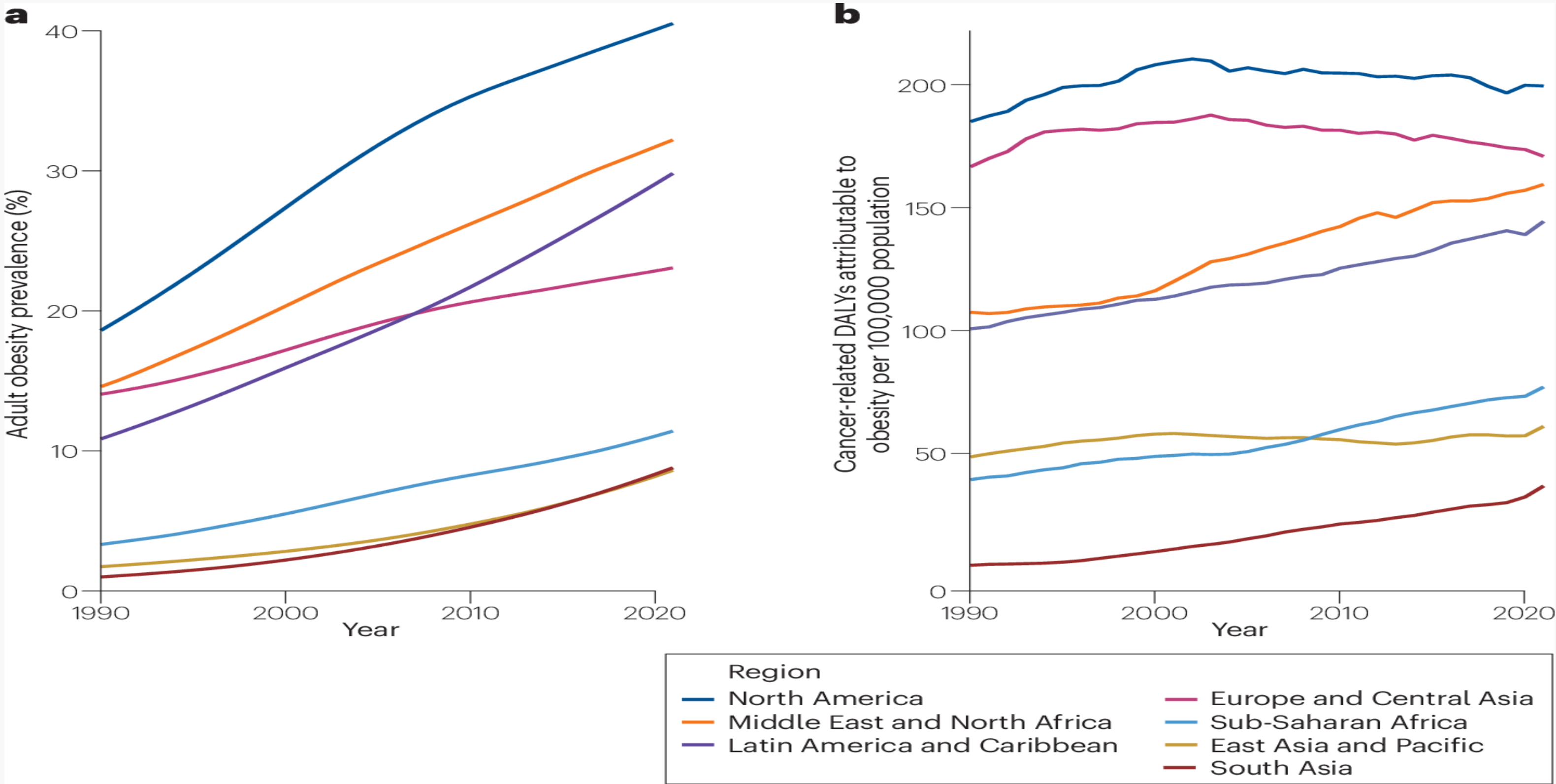


Fig. 3: Global trends in obesity and DALYs.
a, Global trends in obesity prevalence in adults during 1990–2022, based on adult obesity prevalence estimates (<https://www.ncdrisc.org/>)¹ and the United Nations adult population estimates (<https://population.un.org/>). b, Age-adjusted rate of DALYs due to cancer attributable to high BMI, per 100,000 population. Based on the Global Burden of Disease Study data²⁰⁸. One DALY is equivalent to one lost year of full health.

Adiposity and cancer: epidemiology, mechanisms and future perspectives

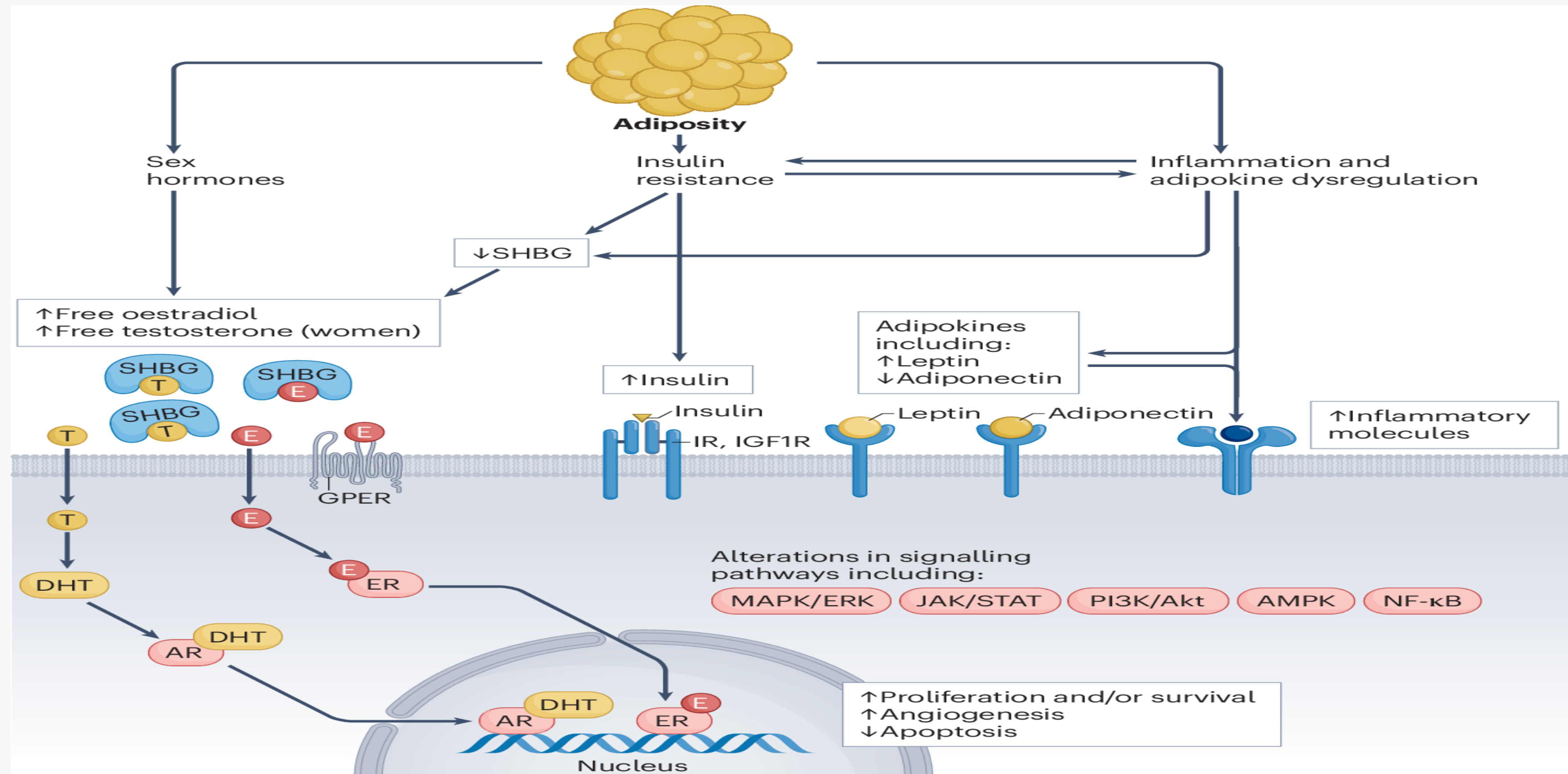


Fig. 4: Simplified schematic of the established biological mechanisms between obesity and cancer.

The effect of hyperinsulinaemia on downregulating SHBG may be indirect through liver fat and inflammatory pathways⁶⁶. Akt, protein kinase B; AMPK, AMP-activated protein kinase; AR, androgen receptor; DHT, dihydrotestosterone; E, oestradiol; ER, oestradiol receptor; ERK, extracellular signal-regulated kinase; IGF1R, insulin-like growth factor 1 receptor; IR, insulin receptor; JAK, Janus kinase; PI3K, phosphoinositide 3-kinase; MAPK, mitogen-activated protein kinase; NF-κB, nuclear factor kappa B; STAT, signal transducer and activator of transcription; T, testosterone.



Adiposity and cancer: systematic review and meta-analysis

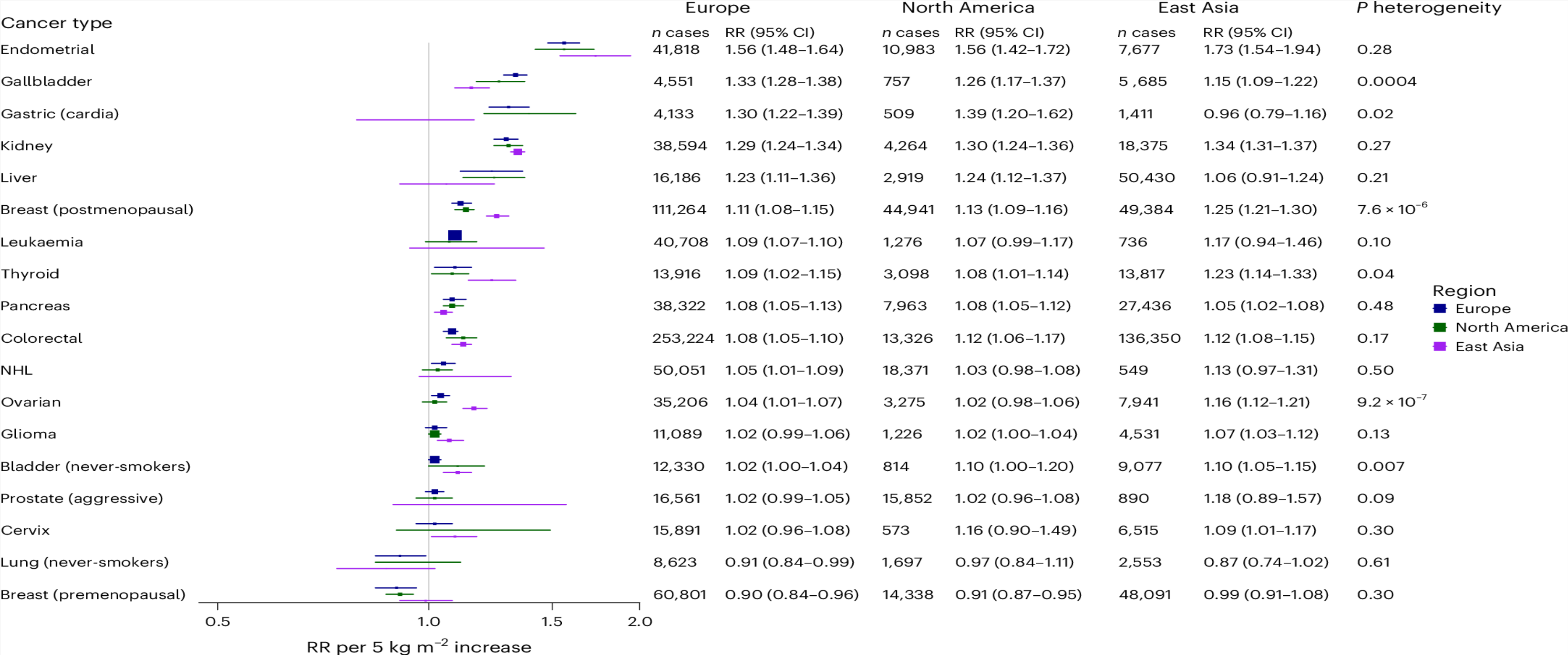


Fig. 5: Associations between BMI and cancer risk according to region.

This figure is restricted to cancer types with more than 500 cases per region and estimates available for Europe, North America and East Asia. Risk estimates were calculated using random-effects meta-analysis. Points represent RRs per 5 kg m⁻² increase in BMI; the error bars show the 95% CIs. Between-group heterogeneity was assessed using the Cochran’s Q statistic, with corresponding P values reported in the figure. Analyses include Australia, South Asia and West Asia (not shown because of the low number of cancers). All statistical tests were two-sided; no adjustment for multiple comparisons was applied. Degrees of freedom were defined as d.f. = k – 1, where k is the number of regions included for each cancer type (see Supplementary Figs. [27–51](#) for the full results).



Plasma proteomic signatures of cellular aging predict human disease

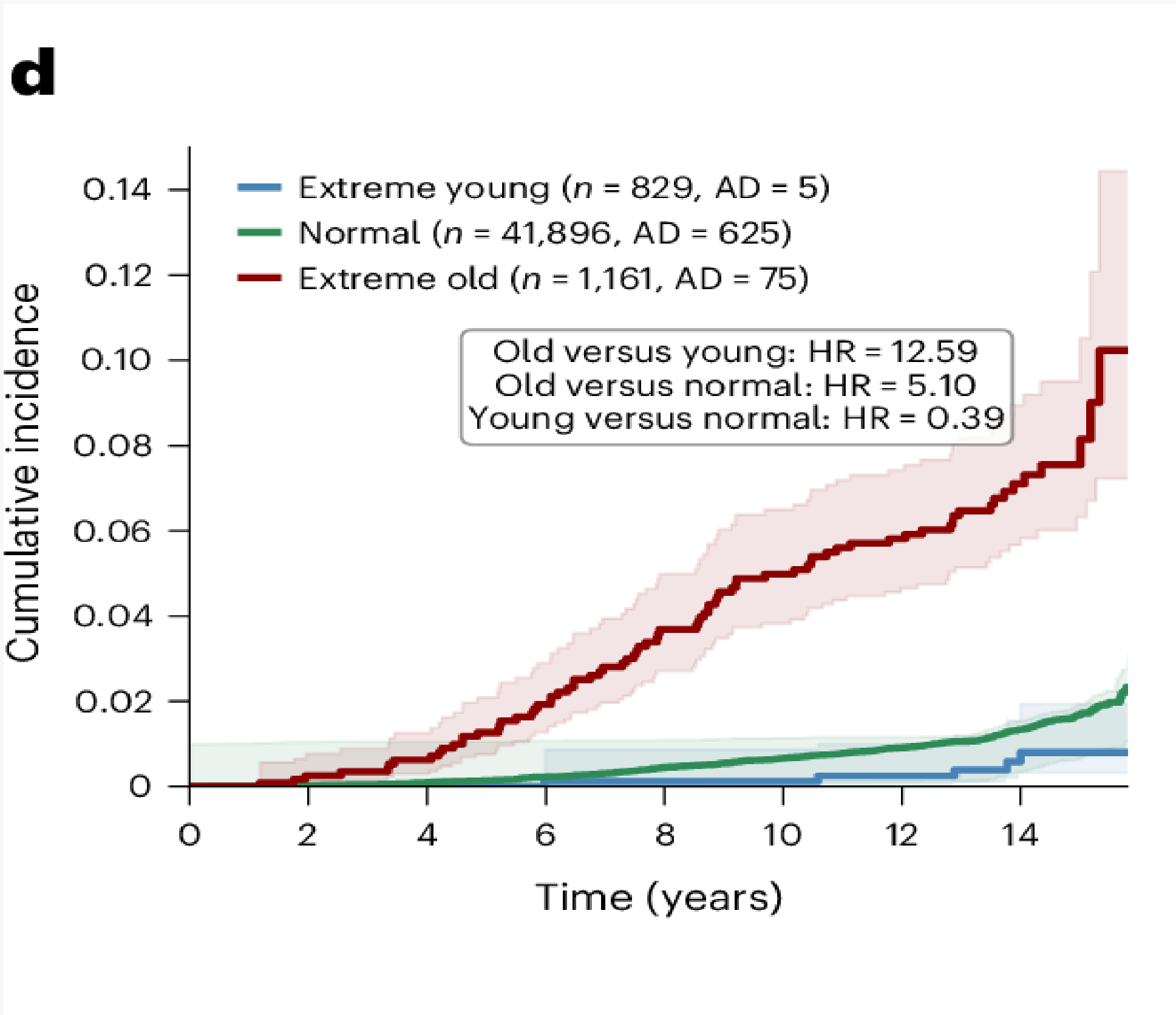


Fig. 3: Cell type-specific age estimates are associated with neurodegenerative diseases.

d, AD cumulative incidence by astrocyte aging status over 15 years of follow-up in the UKB cohort: extreme agers ($n = 1,161$), normal agers ($n = 41,896$) and youthful agers ($n = 829$). Lines represent Kaplan–Meier estimates of cumulative incidence, and shaded bands indicate 95% CIs. Overall log-rank test comparing cumulative incidence across extreme young, normal and extreme ager groups: $P < 0.0001$.



Plasma proteomic signatures of cellular aging predict human disease

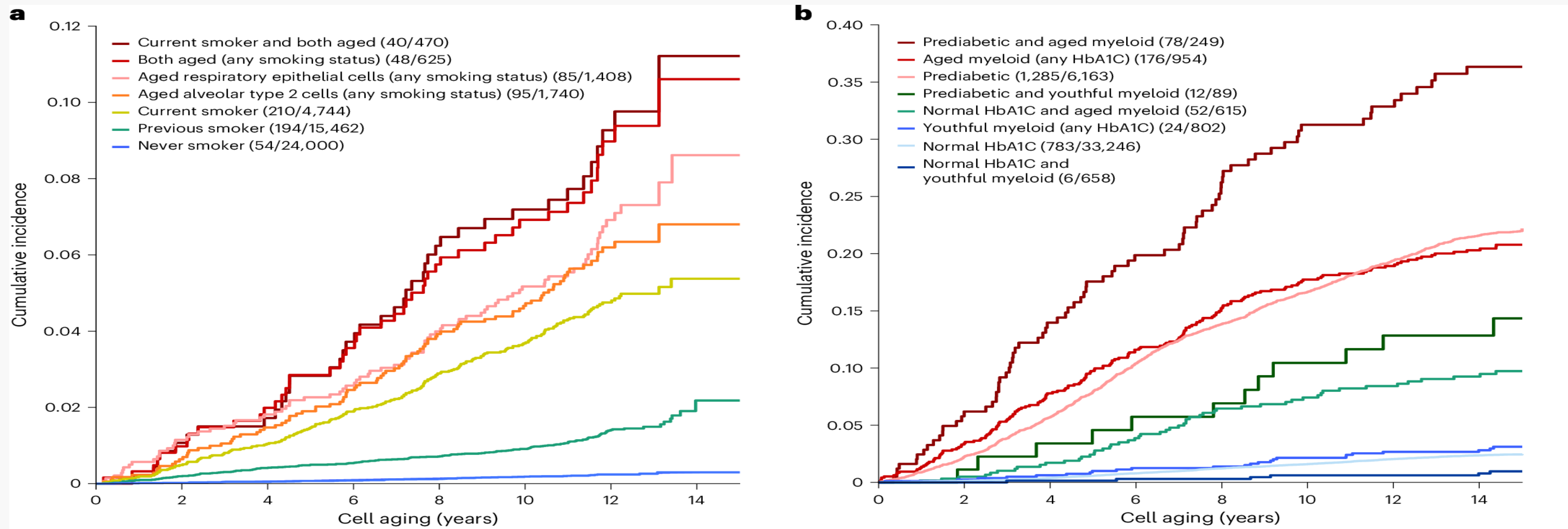


Fig. 4: Cellular aging signatures predict cancer and chronic disease risk.
a, Lung cancer cumulative incidence by smoking status and respiratory cell aging over 15 years of follow-up in the UKB cohort. Groups (highest to lowest incidence): current smokers with extreme aging in both alveolar type 2 and the broader respiratory epithelial lineage ($n = 470$); individuals with concurrent extreme aging ($n = 625$); respiratory epithelial lineage extreme aging ($n = 1,408$); alveolar type 2 cell extreme aging ($n = 1,740$); current smokers ($n = 4,744$); previous smokers ($n = 15,462$) and never smokers ($n = 24,000$). Case counts are indicated in the figure legend. **b**, Type 2 diabetes cumulative incidence by HbA1c status and myeloid lineage aging over 15 years of follow-up in the UKB cohort. Groups (highest to lowest incidence): prediabetic individuals with extreme myeloid lineage aging ($n = 249$); individuals with extreme myeloid lineage aging ($n = 954$); prediabetic individuals ($n = 6,163$); prediabetic individuals with youthful myeloid lineage aging ($n = 89$); individuals with normal HbA1c and extreme myeloid lineage aging ($n = 615$); individuals with youthful myeloid lineage aging ($n = 658$); individuals with normal HbA1c ($n = 33,246$); and individuals with normal HbA1c and youthful myeloid lineage aging ($n = 648$). Case counts are indicated in the figure legend.



Plasma proteomic signatures of cellular aging predict human disease

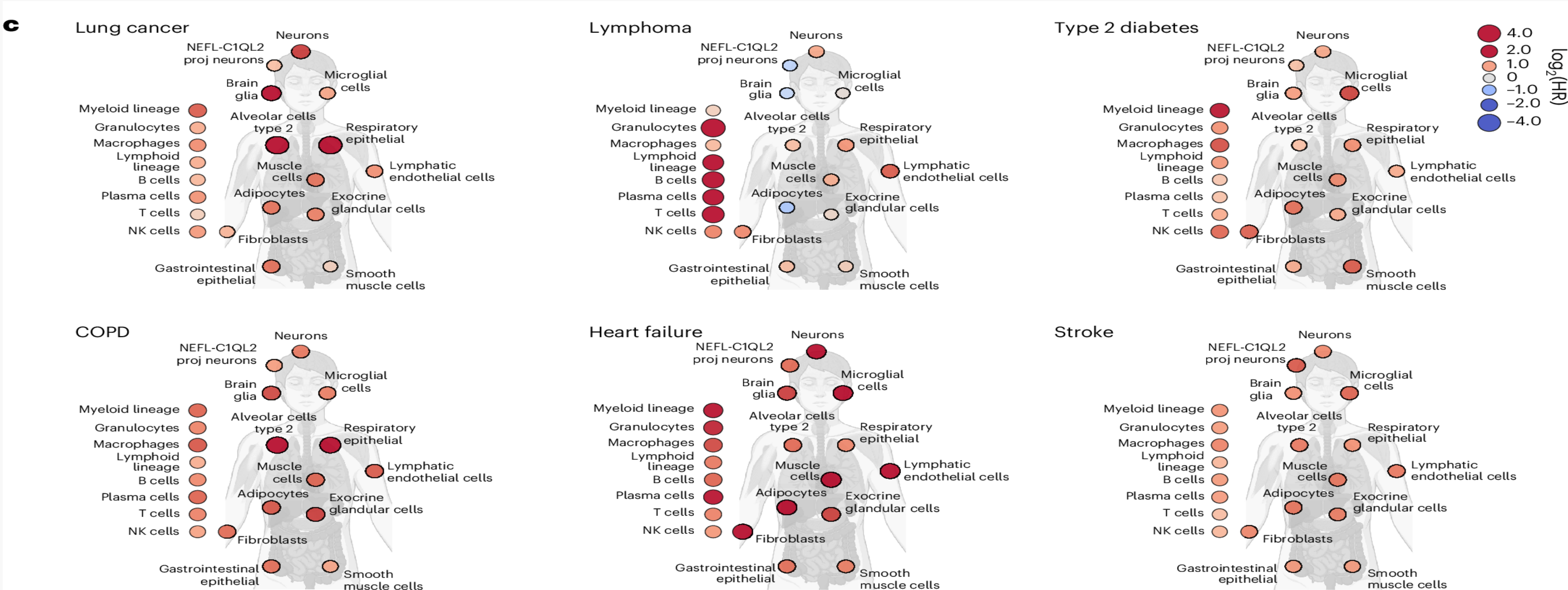
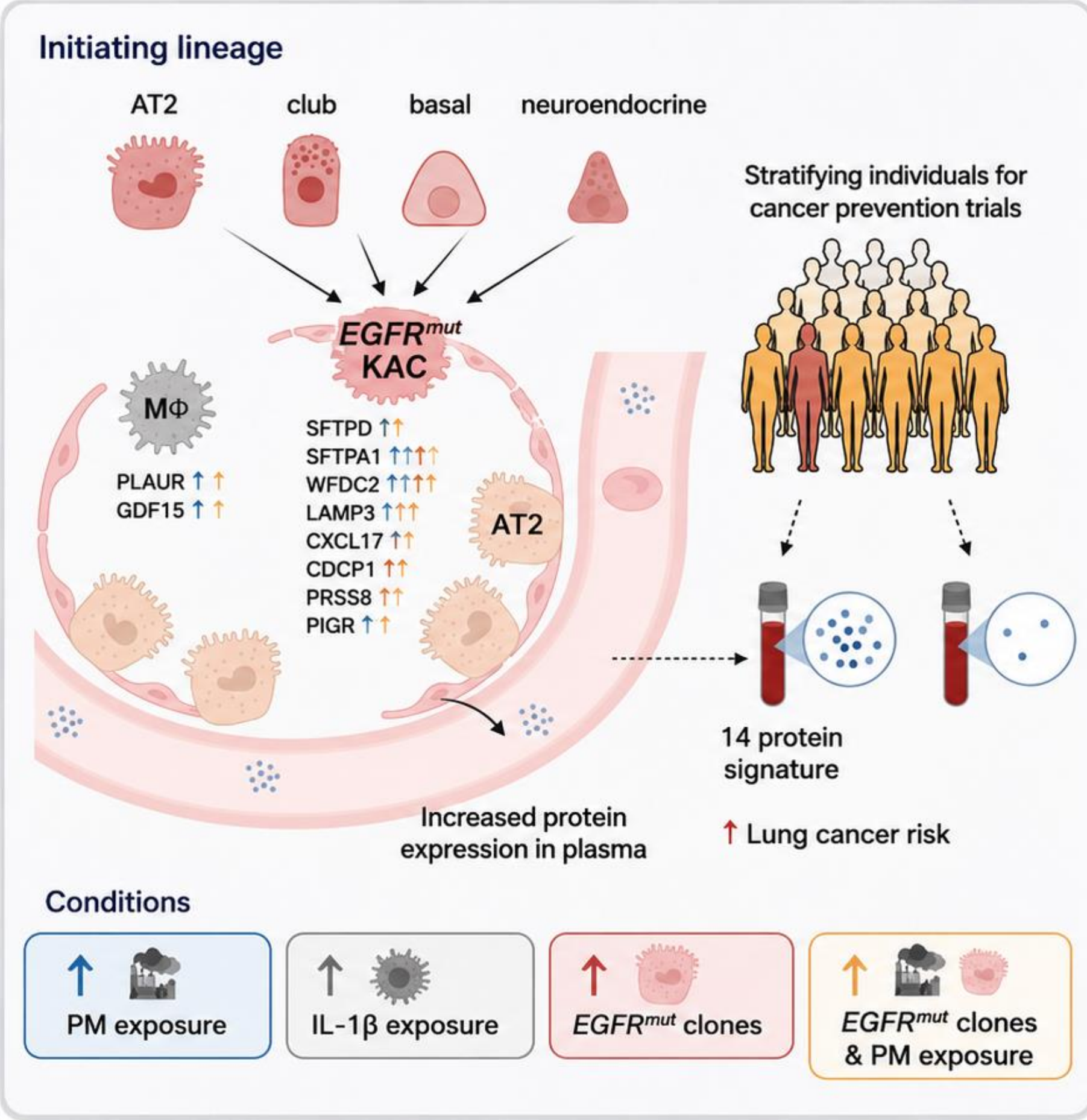


Fig. 4: Cellular aging signatures predict cancer and chronic disease risk. c, Body plots showing HRs for incident disease by extreme aged cell type, adjusted for chronological age and sex in the UKB cohort. Diseases shown are lung cancer, lymphoma, type 2 diabetes, COPD, heart failure and stroke. Displayed cell types represent the union of the top five prognostic cell types for each disease. Dot color and size represent log-transformed HR ($\log_2(\text{HR})$). Illustrations in c created in BioRender; Augustina, V. <https://biorender.com/7k7rct4> (2026).



Prediction and Precision Medicine

Plasma signals of lung tumor promotion for molecular cancer prevention



A 14-protein plasma signature predicts lung cancer more than 5 years before diagnosis



If confirmed, this has great potential in disease prevention and early detection





Physician • Leader • Humanist

Festschrift in honor of Fadlo R. Khuri, MD



”

Excellence comes from being
intentional-in research, in service, in learning,
and in how we engage our community.

— Fadlo R. Khuri —



The Next Horizon

Leadership beyond the present moment

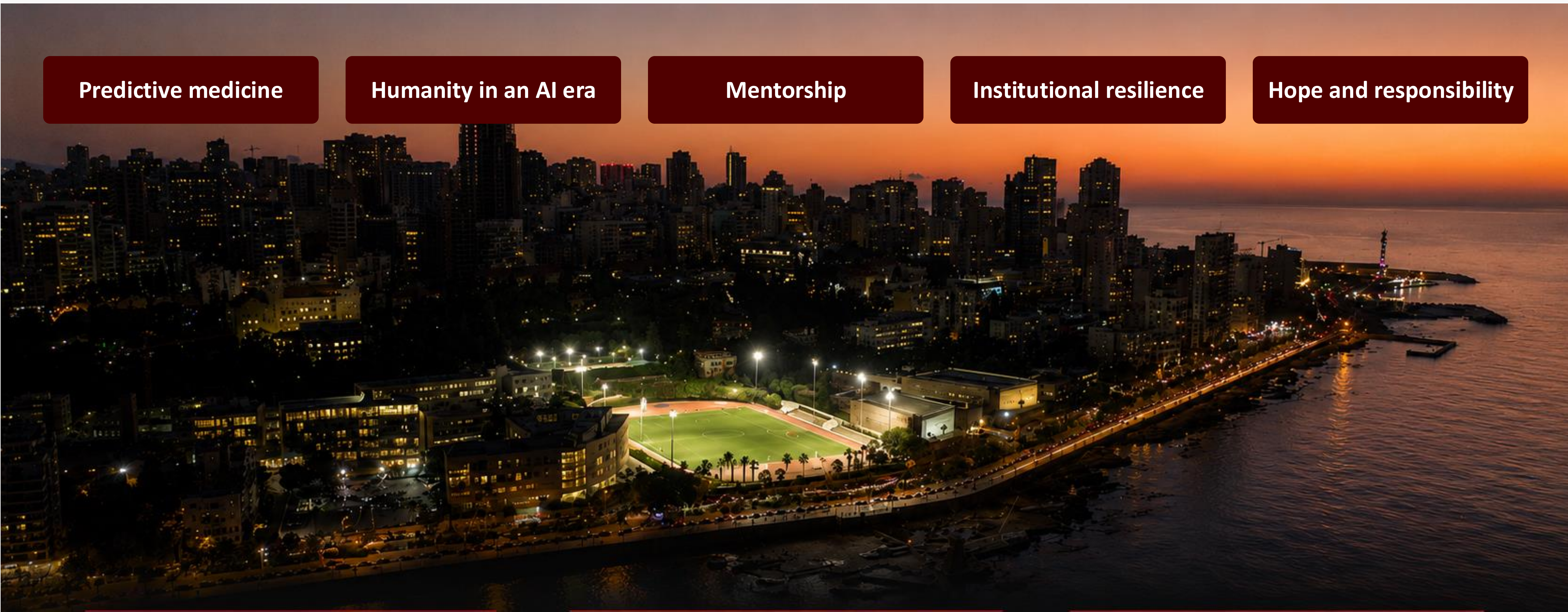
Predictive medicine

Humanity in an AI era

Mentorship

Institutional resilience

Hope and responsibility





Conclusions

- Leadership in medicine is needed at every level, from the individual, patient, unit levels to the institutional and national levels.
- Lifelong learning, from the literature and from one's experience, is mandatory for today's physicians and leaders.
- The evolving nature of medicine and leadership present invaluable and rewarding opportunities to contribute to the greater good of humankind.



*“The first responsibility of a leader is to define reality.
The last is to say thank you. In between, the leader is a servant.”*

— Max De Pree

*American businessman and CEO of Herman Miller, Inc.
Leadership Is an Art (1987), Doubleday Business*

THANK YOU



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UNIVERSITY
OF BEIRUT