

ANNUAL REPORT OF THE PRESIDENT

AND

ADMINISTRATION

AMERICAN UNIVERSITY OF BEIRUT

1970-1971

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AMERICAN UNIVERSITY OF BEIRUT

# AMERICAN UNIVERSITY OF BEIRUT

1970-71

## PRESIDENT'S REPORT

### I

#### TRENDS AND DEVELOPMENTS

July 1, 1970 - June 30, 1971

The 1970-71 academic year ended in an outburst of student activism that overshadowed all that had gone before and left little prospect for timely consideration of the many valid accomplishments of the faculty and students of the American University of Beirut. Although public Commencement exercises were cancelled, AUB graduated 899 students, the largest class in its history. Questions raised by the strike are far more important at this point than attempted answers. A view in perspective can come only later.

#### The 23 day student strike

While there have been other disruptions of AUB's academic life throughout its 105 year history, none has been as well organized, as long in duration or as effective in bringing to a halt the normal educational process as was the May/June 23 day strike. Unlike other disruptions, this strike will have a profound effect on University life in the months and years ahead.

On the surface, at least, two issues were discussed, dissected and distorted throughout the strike. Both the issue of a 10% increase in the tuition fees, which allegedly triggered the strike, and the issue of student participation in the functional and decision-making structure of the University were subjects of public information well before the strike.

Many were not aware of the fact that an increase in tuition had been announced in the University catalogue as early as May 1969 and subsequently repeated in the 1969-70 catalogue a full year before the strike.

Student participation, too, in recent years has been a subject to which AUB Faculties, the Senate and the Board of Trustees have given much attention. Students are already included on many University and Faculty Committees. To strengthen communications among students, faculty and administration, Faculties were asked last year to work toward even greater student participation. In addition, the Student Affairs Committee was established to work closely with Student Council officers. This was in addition to the regular group of Faculty Advisors meeting with the Student Council as a

whole. The Student Affairs Committee met frequently throughout the year until student officers boycotted meetings after a decision was taken by the Student Council on May 11th to begin an open-ended strike until "the demands are met by the administration."

The bulletin of the Council issued on May 12 reads as follows: "The Student Council... calls for an open strike starting tomorrow, Thursday, May 13, 1971, until the President of this University comes out with a clear cut statement in which he:

1. Declares the cancellation of the 10% increase in tuition fees.
2. Announces his readiness to negotiate with the Student Council the possibility of reasonable decreases in the current tuition fees.
3. Declares his acceptance of the Student Council demands to investigate the books of the University at the Comptroller's Office to see whether there are reasonable grounds for decrease in current tuition fees."

Not unexpectedly the strike, which resulted in students and teachers being barred from entering classes and the occupation of both faculty and administrative offices, was a reflection of the growing reliance everywhere on the exercise of power in resolving social issues. In this case student power was used to force a confrontation with University authority. This was done through extensive use of the loud speaker, domination of the public media by student reporters, and the suppression of ideas thought to be contrary to the strike. Access to the campus itself was severely limited and thus for a time a near-perfect insular community was created, fed on its own information system of rumor and half-truth.

Only photographs authorized by the Student Council were permitted to be taken on campus during the strike, and bulletins from faculty members and the administration were confiscated when distribution was attempted. It was not until the beginning of open discussions promoted by concerned students, faculty members and administrators that resolution of the strike by peaceful means became possible. The break came on the 14th day of the strike and the 3rd day of an escalation that included the occupation of buildings.

As the strike came to a close brief fighting broke out between opposing student groups but fortunately no serious injury was sustained. All buildings were vacated by noon June 4th. The examination schedule previously announced began, following a study period of about 10 days. Laboratory work was resumed as well as a few classes. In most cases faculty members had arranged with students for the completion of the academic program through readings, the preparation of reports, and other non-classroom assignments. Students not graduating were scheduled for final examinations in the fall.

The year thus ended dramatically, and on a note that will outlive all else that happened during the twelve months. But it would be wrong to believe that nothing otherwise was of importance.

### The Academic Program

The undergraduate programs of the Faculty of Arts and Sciences continue to be the heart of the teaching program of the University. In 23 departments 2,540 students were enrolled. No expansion in the number of departments took place in this period, but some new programs were developed in existing departments. The English Department prepared a major in mass communications, the History Department began investigating possibilities in Arab-Armenian studies, and the Geology Department began consultations with other faculties on a program in "Earth Sciences."

Emphasis on graduate work continued. The first Ph. D. in Chemistry was awarded to Mr. Emile T. Nakhleh. On March 20th he defended his thesis, "Thermodynamics of some Ferimyoglobin Reactions", before a committee of six professors including an external examiner from the University of Pennsylvania and an audience of nearly a hundred students and teachers. Two new graduate programs were approved and are now before the Board of Graduate Studies: a doctoral program in mathematics and a masters program in marine sciences (geology and biology). Opportunities for inter-departmental majors are being carefully studied throughout the University in an effort to maintain dynamism and flexibility in all academic programs.

1970-71 was the second year of consolidation of University Extension Services under the Assistant Provost's office, an organizational change that has greatly improved the presentation of these services to the public. Evening courses were offered in Business Correspondence, Painting, Ceramics, Ancient Astronomy and the Byzantine Lebacry as well as in the Essentials of Business Finance and Quantitative Methods of Decision Making. In addition, a wide variety of summer programs were available and symposia, short courses, lectures and seminars were offered in each of the four faculties throughout the year for the continuing education of A. U. B. graduates and others interested in the latest developments in specialized fields.

Inter-faculty program in the earth sciences and petroleum engineering was given special emphasis with a five-year grant from the Mobil Foundation. This was in accord with a general university policy to encourage interdisciplinary studies especially in areas related to the development of the region. Similar cooperation was planned between Chemistry, Engineering and Business Administration.

In the Faculty of Engineering and Architecture the new engineering program allowing for more specialization in major fields of study began in the Fall of 1970, and, in the spring, Term II students made selection of major fields of study at the end of their Sophomore year for the first time. Previously selection of the major field was made in Term V (at the end of the Junior year). Selection by students show a predicted trend toward Electrical and Mechanical Engineering and away from Civil Engineering.

With the beginning of the Fall semester, graduate programs leading to a Masters Degree were offered in Electrical Engineering and Mechanical Engineering attracting 33 students in graduate studies. Civil Engineering continues its graduate program begun some years ago with 37 students enrolled.

The Faculty of Agricultural Sciences graduate program is undergoing review by its Academic Affairs Committee with special reference to guidelines for admission and preparation of students for graduate study. Attention also is being given to requirements and standards for the M. S. degree in the Agricultural sciences, and to planning for a Ph. D. program in Plant Sciences.

No students have been accepted as yet into the Ph. D. program in Agronomy. Plans are underway to replace it with a broader program in the Plant Sciences in cooperation with the Department of Biology. Other Ph. D. program possibilities are being studied in Nutrition and Economics (both interfaculty) and in Soil Science. The interfaculty M. S. program in Nutrition appears to be functioning well.

The School of Public Health has established a family health center in a suburb of Beirut about 12 km. from the Medical Center. This is an experimental program for teaching and operational research in community health care. The unit works with individual families to promote total health care utilizing the team approach. Included in the team are physicians working in the fields of child health, pediatrics, obstetrics and internal medicine, as well as the public health nurse, the nurse midwife, a sanitarian, a statistician and other auxiliary workers. The program is supported by a grant from the Commonwealth Fund and trainees include public health students, medical students and nursing students. The Center provides a child health clinic three times a week, immunizations, maternal health care twice weekly, and adult health care.

Under an agreement with the World Health Organization, a WHO Immunology Research and Training Center was established at the School of Medicine. The purpose of the center is to organize a course in immunological concepts and techniques as well as to conduct research in collaboration with the American University of Beirut and with other teaching and research institutions in the area.

The diploma program in Nursing had the largest enrollment in the history of the Nursing School with 48 students registered for the fall semester of 1970. The School also had the largest number of incoming Lebanese students since its beginning in 1905. These increases are attributed to special efforts in recruiting and to the special summer courses offered in English and Science of five weeks duration designed especially for students entering the Nursing diploma program. With the exception of AID participants, new students in the Fall program were required to sign an agreement to work for at least one year in the Medical Center after graduation in consideration for educational maintenance support provided by the University.

Four research agreements were signed with the Lebanese National Council for Scientific Research in October. These funds will support research and studies in the Medical Sciences Faculty. In November three additional research contracts were signed with the Lebanese Minister of Agriculture for studies of agricultural credit, the wheat production enterprise and the effect on Lebanese agriculture of a decision to enter the Arab common market.

The Soils and Irrigation Department of the Faculty of Agricultural Sciences has agreed to cooperate with the Soils Department of the Lebanese Government Agriculture Research Station at Tel Amara in a research project on the application of soil mineralogy to Soil Fertility and the Management of Lebanese Soils. This study is financed by the National Council for Scientific Research in Lebanon.

Research at the University continues under severe financial restrictions only partially eased by University funds allocated to each faculty and by grants from the National Council for Scientific Research in Lebanon. At a time when the University is engaged in the development of doctoral and masters degree program, it is unfortunate that funds for research assistantships and the funding of approved research projects are becoming more limited. Current enrollment in graduate studies is 19% of the student body (754 students); of this number 27 students are engaged in doctoral degree programs:

Arabic & Near Eastern Languages	5
Biochemistry	4
Chemistry	6
History & Archeology	10
Physics	<u>2</u>
	27

Applicants for graduate work are increasing with 794 having applied for 1971-72. This reflects a growing demand for graduate studies in the Middle East region.

### Other Academic Activities

For the fourth consecutive year over 20,000 volumes have been added to library collections, bringing total holdings of all AUB libraries as of June 30, 1971 to about 344,000 volumes. This figure is double that of June 30, 1963. In the same 8-year period, current periodicals increased from 2,800 titles to the present figure of 4,850. While much valuable material is received by gift of exchange, between 80-90% of all acquisitions are made possible by grants from the Agency for International Development. This is a major contribution to the development of resource materials supporting the University's academic program. This resource is available to scholars throughout the region.

The Science and Mathematics Education Center, also with a grant from the Ford Foundation, has developed a new intermediate science curriculum which is expected to be adopted by Lebanese government schools in October 1971. The Department of Education and the Center for English Language Research and Teaching have been invited by the Lebanese Ministry of Education to draw up a new curricula for the teaching of English in elementary schools.

In the Medical Science Faculties postgraduate education was emphasized during the spring semester. The Twenty-first Middle East Assembly, held from April 29 to May 2 was one of the most successful in recent years with an estimated 700 persons attending the sessions. There were distinguished speakers from abroad as well as from Lebanon.

Immediately preceding the Assembly the Sixth Symposium on Nutrition and Health in the Near East was held under the sponsorship of the Graduate Nutrition Program in which the Faculties of Medical Sciences participates. The 69 participants gave special attention to the causes of childhood malnutrition and the methods of combatting it. The teaching of Nutrition, too, was of particular importance to the delegates who came from 14 countries to present research papers. The keynote speaker was Dr. W. H. Sebrell, Jr., an active participant in the development of the nutrition program at AUB through the cooperative Columbia-AUB Nutrition Research Program.

Other symposia organized under the direction of the AUB Committee on Postgraduate Medical Education were successfully carried out in the fields of Obstetrics and Gynecology, Dermatology, Gastroenterology, Anesthesia, Family Health and Population Dynamics, and Diagnostic Microbiology.

The symposium on Family Health and Population Dynamics was presented jointly by the Department of Obstetrics and Gynecology and the Department of Community Health Practice. This 10 day course was the third offered this year within the framework of the UNICEF-sponsored Regional Training Program in Child Health and Midwifery. The first two, on Child Health and School Health, were held earlier in the year.



The Center for English Language Research and Teaching, with Ford Foundation assistance, sponsored a conference on "Adult English for National Development" the first week in May. The conference effectively brought together English teachers and directors of English language programs in the Middle East with those engaged in the production of teaching materials and teaching equipment. The conference was concerned with the training and recruitment of English teachers, the design of program material, and the dissemination of information on available testing services and consultation services.

The International Association for Shell Structures held an International Symposium in Beirut under the joint auspices of the Faculty of Engineering and Architecture and the National Council for Scientific Research of Lebanon. Twenty four papers were presented to the 120 participants coming from 22 countries.

An agreement has been reached to extend the contract with the Government of Jordan under which selected members of the AUB Faculty of Agricultural Sciences conduct short courses in Jordan. The first course under the new contract financed by US/AID was in Plant Protection.

The Office of Tests and Measurements completed a decade of outstanding service to the University as well as to many other institutions concerned with evaluating academic ability and human potential. Over 150,000 examinations have been administered during the decade. While primary responsibility has been the testing of AUB students prior to entrance and the correlation of these tests with subsequent performance, services are also provided to a wide variety of other institutions. Testing is conducted at the AUB testing center and in 20 countries outside Lebanon.

Standard tests have been developed to measure English language proficiency as well as ability in Arabic, French, German and Armenian. Tests for ability in Mathematics, the sciences (Biology, Chemistry and Physics) and the Social Sciences (Geography, Modern European History and Sociology) were also given. Studies are being made in other areas of testing, especially vocational aptitude and personality inventory.

The close association between the AUB Medical Center and the government hospital in Sidon in the south of Lebanon continues to be an outstanding demonstration of the value in terms of improved medical health services when a small hospital is backed by the facilities and staff of a university medical center with broad research and special service capabilities. With AUB staff support the Sidon Hospital is the first government hospital in Lebanon to have 24 hour emergency service. Outpatient treatment also is now provided at the hospital (Government hospitals usually treat outpatients in small outlying clinics) resulting in an improved quality of service to the

public. During the summer of 1971 many special clinics will be added to treat dehydration, heart conditions, eye problems and other common ailments. Public confidence in the Sidon Hospital has been growing steadily since the beginning of this special relationship with the AUB Medical Center.

In the Faculty of Agricultural Sciences the first unit of a five unit greenhouse was completed for use in the teaching and research program. The structure which was planned eight years ago will be valuable for climate control and plant propagation as well as to teach greenhouse operation and management.

To provide 50% more space, the Engineering and Architecture library was moved during the Spring vacation to the recently remodeled Old Chemistry building. New stack tables and circulation desk of attractive design and color present a much improved appearance. 8,000 volumes were moved in a single day during the Easter Vacation.

The excavation for the new Medical Library above four levels of underground parking for 450 vehicles is well advanced. On the site of the old hospital, renovation of the new wing for a future occupancy by the School of Nursing is in progress, and across the street the new basic sciences building is rising rapidly as floor after floor of concrete is poured.

The University Hospital has fulfilled many requests for orientation and training of personnel from other hospitals, including the Lebanese Ministry of Health and the Lebanese Army Hospital. Training of Lebanese Army Hospital personnel which began in April will provide experience in all service departments at the Hospital and will continue until January 1972. Also in the area of extension services, hospital administrators traveled to Saudi Arabia at the invitation of the Raytheon Corporation to consult in the administration of their recently completed hospital. Also, an inspection tour was made of a new 250-bed military hospital in Damascus.

An area in the Medical Center has been set aside for the operation of three kidney dialysis machines and a fourth machine will be in operation shortly. Previously the hospital performed an occasional renal dialysis, but since January with the new facilities about eight per week are performed.

With the opening of the Medical Center in June 1970 the chronic shortage of nurses throughout the Middle East was more keenly felt by the University. Anticipating the need for additional nursing staff and various para-medical personnel, the University has increased its training and recruiting efforts in these areas. A one-year program in practical nursing began in October 1970 and a second class began in March 1971. It is anticipated that additional classes will be opened every six months until the demand for practical nursing graduates is met.

The University has also increased the responsibilities of the professional nurse as a team leader who will supervise the activities of practical nurses, aides, and other staff which make up the medical team. These measures will make it possible for the University to meet the standards of nursing service required as bed occupancy expands to its full capacity of 420 beds on the following schedule: December 31, 1970 - 242 beds; February 1, 1971 - 276 beds; April 1, 1971 - 326 beds; October 15, 1971 - 376 beds; in 1972 - 420 beds. The schedule, proposed by the hospital administration and medical staff, temporarily places a financial burden on the University but will continue a standard of medical service which is respected throughout the region.

### Administration

Following several years of planning and programming the University successfully completed the first year's operation of the Medical Center. Some minor design faults have been exposed, and some ideas which appeared essential on the drawing board have occasionally been found impractical. But for the most part these have been corrected without undue expense and the University is operating a modern, complex medical center providing medical health service at a high quality level. The increase in health services is reflected in the number of days of bed care in the hospital which topped 79,081, 11% above the 1966-67 level of 72,310. In addition more than 46,113 persons have availed themselves of outpatient services during the year.

In an attempt to reduce expenditure during the current year a number of unfilled non-academic positions have been frozen. Initial surveys by manpower and job analysts were completed, and it was partly on the basis of these studies that a further reduction of 8 positions was possible in Food Services. A manpower survey of the Nursing Service in the hospital is planned.

The expansion of campus accommodations for women was made possible by a gift designated for this purpose from Mrs. David Gaiser, A. U. B. Trustee Emeritus. Forty four additional spaces for Women became available in October as a result of the construction of an additional floor on both Jewett Hall and Bustani Hall. In the two men's dormitories 16 rooms were lost (accommodating 32 occupants) with the conversion of some rooms into nevertheless needed lounges. An occupancy rate of 87.5% in all student dormitories suggests a problem area, especially in dormitories for men. This is now under review. The University currently can house 607 men and 306 women in five on-campus dormitories. Most of these accommodations provide for two students per unit.

On February 1, 1971 the National Health program, including medical care, hospitalization and medicines, came into force. This third section of the Lebanese Social Security program covering illness and maternity benefits

was promulgated by Presidential Decree of September 30, 1963. The government plan currently covers all Lebanese in non-academic positions and, after 3 months of employment at the University, their dependents, including dependent parents. The implications of this comprehensive national health scheme are not yet completely understood, particularly relative to its impact on the University's Health Insurance Program which has been available to University employees for many years. The introduction of the government plan already has resulted in a 50% increase in administrative overhead in the Benefits Office. If the plan is extended to all non-Lebanese faculty and staff, the administrative load will, of course, be compounded.

During the past several years, reference has been made from time to time about various hazards to health that exist at the University. The University has consistently been of the opinion that a more effective control of actual and potential hazards of the environment should and could be developed. In December a committee on Environmental Health and Hazards was formed to establish the necessary procedures so that environmental conditions can be monitored, controlled, inspected, reported upon and corrected whenever required. The Committee is formulating procedures and guidelines for the Protection and Safety Office concerned with normal watchman functions, the Radiation Safety Committee, the School of Public Health's rodent and insect control program, the Traffic and Parking Committee program and the preventive medicine program of the University Health Service.

In recent years Beirut, like many major urban centers around the world, has been plagued by an increasing air pollution problem. The University conducted experiments to reduce the amount of soot delivered into the atmosphere from its central power plant. The redesign of the chimney is being considered to accommodate water sprays, fuel additives and the washing of blow-down gases.

The responsibilities of the Physical Plant Department to operate and maintain the New Chemistry Building, Phase I, and Phase II of the Medical Center required a considerable increase in technically trained personnel. As well as additional technicians, the hospital required additional housekeeping and nursing staff. The result was a rapid increase in personnel in the Physical Plant and the Hospital during the past several years. However, the University is now beginning to take a hard look at the staffing patterns in both these areas. Accurate assessment of staffing needs is now possible with the assistance of a trained manpower and job specialist.

The Buildings and Grounds department initiated an inspection of all campus buildings in accordance with a definite schedule which will permit improved planning and programming of maintenance and repairs. This is a major step in the implementation of an effective preventive maintenance program.

Beginning in mid-December 1970 measures were initiated to reduce the then anticipated deficit in the 1970-71 budget year ending June 30, 1971. A moratorium was placed on the purchase of all new equipment except for emergency items. In addition, a freeze was placed on the filling of vacant non-academic positions as of January 1, 1971 and on replacement of personnel, except with full justification.

The May/June strike further affected the financial picture adding \$82,827 in overtime of employees, the cost of replacing stolen property and broken furnishings, and the cost of repair of damage to buildings. In addition, a retroactive cost of living increase for employees passed by the Lebanese government will add \$155,000 to University expenses. The final deficit is expected to be about \$378,000 - the first such deficit at AUB for many years. \*

These times require of the University an ever increasing efficiency of operation. Without doubt change must be and will be toward a more effective institution, one able to meet the issues of the 1970's and 80's. The University, if history is a guide, will take the lead in this reform movement of the educational and medical health institutions of the region.

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\* End of year adjustments subsequently were made to bring the budget into balance.

II

STATISTICAL SUMMARY  
1970-1971

The following tables compare 1970-71 income and expenditures, and show the relationship between the financial structure and "output" (size and categories of enrollments, number of graduates by Faculty and other relevant information).

Supplementary information is provided in tables on specific degrees granted, academic performance and the number of men and women students.

AMERICAN UNIVERSITY OF BEIRUT  
THE YEAR AT A GLANCE - I  
1970-1971

<u>Revenue*</u>		<u>Expenditures</u>		Enrollment <sup>o</sup>		U. S. AID <sup>oo</sup>	Graduates
				1st	2nd	Sponsored	Oct. '70 through June '71
				<u>Sem.</u>	<u>Sem.</u>		
Tuition and fees	2,088,000	Arts and Sciences	3,113,000	2539 /	2475	192	613
U. S. A. I. D. participant's fee	1,684,000	Agricultural Sciences	910,000	281 /	259	133	92
Endowment income	469,000	Engineering & Architecture	789,000	589 /	536	59	95
Gifts - restricted	191,000	Medical Sciences	2,586,000	588 /	570	92	99
Gifts - unrestricted	423,000			<u>110</u>	<u>84</u>	476	899
Sponsored research	329,000	Sponsored research	329,000	4107	3924		
Other sponsored programs	5,804,000	Extension & Public service	90,000				
Recovery of indirect costs	67,000						
Hospital and private clinics	3,082,000	Hospital and private clinics	3,615,000	+ including			
Sales of services	389,000	Libraries	613,000	M-251/256			
		Student services	295,000	P-131/127			
Other sources	308,000	Operation & Maintenance of		N-146/130			
		Physical Plant	816,000	PH-60/57			
		General administration	939,000				
		General institutional	919,000				
Student aid		Student aid	361,000				
Gifts and grants	310,000						
Endowment income	30,000						
Auxiliary enterprises	878,000	Auxiliary enterprises	848,000				
	<u>\$16,052,000</u>		<u>\$16,223,000</u>				

\* As of June 30, 1971. Rounded to nearest \$1,000.

o 69 nationalities  
oo 249 other (non-AID) bursary students are sponsored by Arab governments, oil companies, business firms, U. N. Agencies, Foundations and private groups.

11

THE YEAR AT A GLANCE - II

1970-1971

GRADUATES BY DEGREE

	<u>Ph. D.</u>	<u>M. D.</u>	<u>M. A.</u>	<u>M. S.</u>	<u>M. B. A.</u>	<u>M. Eng.</u>	<u>B. A.</u>	<u>B. S.</u>	<u>BBA</u>	<u>B Eng.</u>	<u>B Arch.</u>	<u>Dipl.</u>
Arts & Sc.	2		117	31	8		214	153	88			
Med.	1	33		5								
Pharm.				2				24				
Nurs.								7				24
P. H.				1				2				
Eng. & Arch.						11				75	9	
Agr.				53				39				
	<u>3</u>	<u>33</u>	<u>117</u>	<u>92</u>	<u>8</u>	<u>11</u>	<u>214</u>	<u>225</u>	<u>88</u>	<u>75</u>	<u>9</u>	<u>24</u>

TOTAL GRADUATES: (October 1970; February 1971; June 1971) 899

	<u>Probation</u>	<u>Dropped</u>	<u>Honors</u>
Arts & Sciences	374	2	192
Medical Sciences	30	4	44
Engineering & Arch.	29	19	55
Agricultural Sciences	26	9	77

ENROLLMENT

	<u>Woment Students</u>	<u>Men Students</u>	<u>TOTAL</u>
Arts & Sciences	876	1,663	2,539
Medicine	22	229	251
Pharmacy	70	61	131
Nursing	127	19	146
Public Health	31	29	60
Engineering & Arch.	11	578	589
Agricultural Sciences	31	250	281
Special Programs	<u>38</u>	<u>72</u>	<u>110</u>
	1,206 (29.4%)	2,901 (70.6%)	4,107



III

FINANCIAL HIGHLIGHTS

Fiscal Year ending June 30, 1971

To: President Kirkwood  
From: Donald J. Meyer, Comptroller  
Subject: Financial Highlights for the  
Fiscal Year 1970-71

October 26, 1971

The fiscal year just ended resulted in an operating deficit of \$170,712.44. Expenditures amounted to \$16,223,427.73 while revenues amounted to \$16,052,715.29.

At the June 1970 meeting of the Board of Trustees, a budget for fiscal year 1970-71 was presented which reflected an excess of expenditures over revenues of \$185,000. Subsequent presentations to the Board in February and June 1971 reflected projected deficits of \$363,400 and \$266,100, respectively. Previous reports reflect steps that the administration contemplated taking in order to reach the break-even point. Schedule 1 attempts to outline the steps and the effectiveness of the action.

Revenue from both regular and AID participant tuition and fees totalled \$3,772,300 as compared to a budget figure of \$3,769,200. Regular tuition and fees accounted for 13.0% of the revenue, while AID participant fees accounted for 10.5%. Revenue from endowment income for both operating support and student aid amounted to \$499,600 (3.1% of total revenue).

Revenue from the hospital and private clinics was \$3,082,100 compared to a budget amount of \$2,851,000, an increase of \$231,100 due mainly to the opening of beds at a faster pace than planned and a high occupancy rate. While the revenue from the hospital accounted for 19.2% of the total University revenue, the expenditures accounted for 22.4%, the net result being an operating deficit in the hospital of \$533,400.

Sales of services and revenue from other sources totalled \$697,000 compared to a budget of \$498,500. The Auxiliary Enterprises revenue dropped from an anticipated amount of \$889,600 to an actual of \$877,600. Revenue from the food service operation declined due to the student strike during May and June. While the overall operations of the Auxiliary Enterprises resulted in an excess of revenue over expenditures of \$29,200, the food service department had an operating deficit of \$32,500.

The U.S.A.I.D. operating support program amounted to \$5,553,800 and accounted for 34.2% of the University revenue, gifts both restricted and unrestricted, other sponsored programs and the recovery of indirect costs accounted for the \$1,570,300 or 10.7% of the total revenue.

Expenditures for instruction, departmental research, extension and public service and sponsored research amounted to \$7,816,500, while the budget provision amounted to \$7,796,700 resulting in an overexpenditure of \$19,800. This category accounted for 48.2% of the operating expenditures of the University.

The hospital expenditures exceeded the budgeted amount of \$3,532,800 by \$82,600, the revenue from operations was higher than anticipated by \$231,100.

Library expenditures amounted to \$613,000 and exceeded the budget amount by \$29,600. The same was true in student services where \$12,900 more was spent than in the budget. Expenditures for the operation of physical plant amounted to \$816,300, an overexpenditure of \$140,300. Expenditures for general administration amounted to \$939,300 while \$919,200 was spent on general institutional. The budget provided for \$942,300 and \$879,800 respectively.

Student aid was given in the amount of \$360,800 and represented 2.2% of the expenditures.

Of each dollar spent by the University, 68.3% went to salaries and wages, 23% for general expenses and 9.13% for equipment, furniture, books, alterations and improvements.

AMERICAN UNIVERSITY OF BEIRUT

COMPARISON AND ANALYSIS OF BUDGETS  
PROJECTIONS AND RESULTS FOR  
FISCAL YEAR 1970-71

	Original Request \$	Approved Budget \$	6-15-71 Projection \$	1970-71 Actual \$
Excess of expenditures over revenues before unrestricted gifts and transfers	(620,500)	(823,400)	(666,500)	(718,300)
Add				
Unrestricted gifts received during the year	435,500	610,000	610,000	624,700
Amount included in current expenditures on projects for which funds had been allocated previously	-	-	60,000	50,200
	<u>(185,000)</u>	<u>(213,400)</u>	<u>3,500</u>	<u>(43,400)</u>
Less				
Transfers to quasi-endowment funds to cover excess of actual income over 4½% guarantee	-	-	19,600	-
Allocated to school of medicine incentive plan for future years	-	-	100,000	70,400
Transfer to quasi-endowment funds	-	150,000	150,000	186,400
	<u>(185,000)</u>	<u>(363,400)</u>	<u>(266,100)</u>	<u>(300,200)</u>
Proposed plan and actual results to meet the deficit during the year				
Restricted scholarships for Arab students funded from Texaco gift	-	47,000	47,000	55,000
Transfer of excess of gifts from Mrs. Gaiser for women's dormitories	-	20,000	-	20,400
Additional revenue from operating support for equipment purchases	-	110,000	112,300	53,800
Additional savings due to reductions of force, supplies and material etc.	89,300	90,700	11,100	-
	<u>(95,700)</u>	<u>(95,700)</u>	<u>(95,700)</u>	<u>(171,000)</u>
Transfer unexpended balance from current unrestricted funds	95,700	95,700	95,700	95,700
	<u>95,700</u>	<u>95,700</u>	<u>95,700</u>	<u>95,700</u>
	=====	=====	=====	=====

AMERICAN UNIVERSITY OF BEIRUT  
STATEMENT OF CURRENT REVENUES, EXPENDITURES AND TRANSFERS

	1970-71				1971-72		Future Years Projection	
	Original Request	Approved Budget	6-15-71 Projection	Actual	Original Request	Revised Budget	1972-73	1973-74
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>								
Educational and general								
Student tuition and fees								
Regular	1,982,200	2,038,900	2,107,100	2,087,800	2,368,800	2,361,000	2,425,200	2,682,300
U.S.A.I.D.	1,828,400	1,730,300	1,666,300	1,684,500	1,798,300	1,565,100	1,550,000	1,550,000
Endowment income	543,100	422,500	442,100	469,500	447,500	498,200	528,100	559,700
Gifts - restricted	-	105,100	105,100	191,300	-	130,600	-	-
Sponsored research	411,100	411,100	300,800	329,100	514,600	490,600	543,900	571,000
Other sponsored programs								
U.S.A.I.D.	5,500,000	5,500,000	5,612,300	5,553,800	-	6,058,500	-	-
Other	281,700	277,100	353,400	250,100	279,900	279,900	299,600	320,500
Recovery of indirect costs	73,000	89,400	60,200	67,000	91,300	93,200	96,400	101,300
Hospital and private clinics	2,947,800	2,851,000	3,029,400	3,082,100	4,189,000	4,071,700	4,697,000	4,939,000
Sales of services	435,400	350,400	358,900	389,100	501,300	463,200	506,300	511,300
Other sources	112,000	148,100	114,300	307,900	227,800	187,800	234,600	240,600
Total educational and general	<u>14,114,700</u>	<u>13,923,900</u>	<u>14,149,900</u>	<u>14,412,200</u>	<u>10,418,500</u>	<u>16,199,800</u>	<u>10,881,100</u>	<u>11,475,700</u>
Student aid								
Gifts and grants	213,700	250,000	251,600	309,500	150,000	111,900	160,500	171,700
Endowment income	38,500	19,100	25,900	30,100	38,200	35,600	44,500	50,800
Total student aid	<u>252,200</u>	<u>269,100</u>	<u>277,500</u>	<u>339,600</u>	<u>188,200</u>	<u>147,500</u>	<u>205,000</u>	<u>222,500</u>
Auxiliary enterprises	955,100	889,600	853,400	877,600	941,700	885,800	890,500	898,500
Total revenues excluding gifts & transfers	<u>15,322,000</u>	<u>15,082,600</u>	<u>15,280,800</u>	<u>15,629,400</u>	<u>11,548,400</u>	<u>17,233,100</u>	<u>11,976,600</u>	<u>12,596,700</u>
Total expenditures	<u>15,942,500</u>	<u>15,906,000</u>	<u>15,900,300</u>	<u>16,223,500</u>	<u>18,024,300</u>	<u>17,762,300</u>	<u>18,760,000</u>	<u>19,890,000</u>
Exces of revenues over expenditures before unrestricted gifts & transfers	( 620,500)	( 823,400)	( 619,500)	( 594,100)	(6,475,900)	( 529,200)	(6,783,400)	(7,293,300)
Add:								
Unrestricted gifts	435,500	610,000	610,000	624,700	461,000	718,900	489,100	519,100
Allocate to University funds to cover medical school incentive plan expenditures	-	-	60,000	50,200	-	37,200	39,100	41,100
Transfer unexpended balance from current unrestricted funds	-	-	95,700	-	-	-	-	-
Transfer from unexpended plant funds	-	-	-	5,100	-	-	-	-
Deduct:								
Transfer to quasi-endowment to cover excess of actual income over 4.5% guarantee	-	-	( 19,600)	( 186,200)	-	( 250,000)	-	-
Allocate to school of medicine incentive plan for future years	-	-	( 100,000)	( 70,400)	-	( 125,000)	( 125,000)	( 125,000)
Transfer to quasi-endowment	-	( 150,000)	( 150,000)	-	-	-	-	-
Excess of revenues over expenditures	<u>( 185,000)</u>	<u>( 363,400)</u>	<u>( 123,400)</u>	<u>( 170,700)</u>	<u>(6,014,900)</u>	<u>( 148,100)</u>	<u>(6,380,200)</u>	<u>(6,858,100)</u>

Oct. 25, 1971

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AMERICAN UNIVERSITY OF BEIRUT  
STATEMENT OF EXPENDITURES BY FUNCTION

Expenditures	1970-71				1971-72		Future Years Projection	
	Original Request	Approved Budget	6-15-71 Projection	Actual	Original Request	Revised Budget	1972-73	1973-74
	\$	\$	\$	\$	\$	\$	\$	\$
Educational and general								
Faculty of agricultural sciences	890,400	881,600	908,900	910,200	1,038,400	1,020,400	1,034,700	1,085,200
Faculty of arts and sciences	3,292,900	3,150,500	3,104,200	3,113,000	3,504,500	3,363,800	3,542,700	3,600,100
Faculty of engineering and architecture	862,000	809,700	793,100	789,100	984,600	962,300	1,016,900	1,087,800
Faculties of medical sciences:								
Dean's office	49,700	52,000	47,400	48,400	53,300	54,800	57,000	59,800
School of medicine	1,777,800	1,735,800	1,763,500	1,750,600	1,930,300	1,822,900	1,963,300	2,040,000
School of pharmacy	163,500	164,200	171,200	165,500	169,400	164,500	170,300	176,700
School of public health	405,500	360,400	406,500	441,100	428,000	420,400	436,200	454,500
School of nursing	213,200	183,600	179,000	179,800	239,200	236,000	245,000	253,600
Hospital and private clinics	3,644,800	3,532,800	3,395,600	3,615,500	4,568,800	4,337,600	4,919,800	5,203,400
Total faculties of medical sciences	<u>6,254,500</u>	<u>6,028,800</u>	<u>5,963,200</u>	<u>6,200,900</u>	<u>7,389,000</u>	<u>7,036,200</u>	<u>7,791,600</u>	<u>8,188,000</u>
Sponsored research	411,100	411,100	300,800	329,100	514,600	490,600	543,900	571,000
Extension and public service	58,800	47,800	81,100	89,700	62,300	94,200	97,500	100,500
Total instructional and research	<u>11,769,700</u>	<u>11,329,500</u>	<u>11,151,300</u>	<u>11,432,000</u>	<u>13,493,400</u>	<u>12,967,500</u>	<u>14,027,300</u>	<u>14,722,600</u>
Libraries	606,700	583,400	584,000	613,000	662,700	636,300	662,500	708,900
Student services	293,200	281,800	323,300	294,700	305,700	298,400	319,800	336,500
Operation and maintenance of physical plant	841,900	676,000	745,100	816,300	850,400	778,500	791,300	1,089,500
General administration	630,000	529,600	621,900	571,400	746,500	733,200	719,300	746,500
General institutional	537,900	717,800	671,600	703,300	668,600	614,400	645,100	680,500
Plant alterations and improvements	-	-	88,000	-	30,000	30,000	51,500	53,000
Total educational and general	<u>14,679,400</u>	<u>14,118,100</u>	<u>14,185,200</u>	<u>14,430,700</u>	<u>16,757,300</u>	<u>16,058,300</u>	<u>17,216,800</u>	<u>18,337,500</u>
Student aid								
Unfunded	60,000	60,000	13,000	21,100	210,000	106,500	160,000	125,000
Funded	252,200	269,100	277,500	339,600	188,200	147,500	215,000	222,500
Total student aid	<u>312,200</u>	<u>329,100</u>	<u>290,500</u>	<u>360,700</u>	<u>398,200</u>	<u>254,000</u>	<u>375,000</u>	<u>347,500</u>
Auxiliary enterprises	871,900	884,100	849,900	848,300	888,600	859,000	873,200	907,000
Turnover allowance	( 550,000)	-	-	-	( 550,000)	-	( 325,000)	( 353,000)
Pension plan	-	-	-	-	100,000	-	-	-
Total expenditures - Beirut	<u>15,313,500</u>	<u>15,331,300</u>	<u>15,325,600</u>	<u>15,639,700</u>	<u>17,594,100</u>	<u>17,171,300</u>	<u>18,140,000</u>	<u>19,239,000</u>
New York Office								
Administration	432,000	412,700	412,700	367,900	419,200	386,000	405,000	425,000
Development	197,000	162,000	162,000	215,900	161,000	205,000	215,000	226,000
Total expenditures - New York	<u>629,000</u>	<u>574,700</u>	<u>574,700</u>	<u>583,800</u>	<u>580,200</u>	<u>591,000</u>	<u>620,000</u>	<u>651,000</u>
Unallocated reduction in equipment	-	-	-	-	(150,000)	-	-	-
Total expenditures	<u>15,942,500</u>	<u>15,906,000</u>	<u>15,900,300</u>	<u>16,223,500</u>	<u>18,024,300</u>	<u>17,762,300</u>	<u>18,760,000</u>	<u>19,890,000</u>

Octo 25, 1971  
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AMERICAN UNIVERSITY OF BEIRUT  
STATEMENT OF EXPENDITURES BY CLASSIFICATION

	1970-71				1971-72		Future Years Projection	
	Original	Approved	6-15-71	Actual	Original	Revised	1972-73	1973-74
	Request	Budget	Projection		Request	Budget	1972-73	1973-74
	\$	\$	\$	\$	\$	\$	\$	
<b>Expenditures</b>								
<b>Personal services</b>								
Salaries - Academic	4,258,400	4,346,900	4,374,400	4,469,900	4,721,600	4,769,500	5,079,200	5,328,200
Resident graduate assistant	372,100	372,400	313,000	311,200	407,400	403,200	425,700	424,700
Management	1,135,100	1,096,800	1,120,100	1,086,400	1,190,400	1,228,900	1,304,700	1,321,400
Non-Academic	2,124,000	1,925,500	1,804,600	1,812,700	2,247,700	2,383,900	2,556,000	2,778,900
Wages - Regular	1,042,800	958,100	1,017,200	995,900	1,122,900	1,167,600	1,260,900	1,369,600
Casual	86,800	97,200	96,000	97,600	115,600	114,600	118,100	122,700
Student casual	49,300	56,800	52,500	54,000	57,600	57,600	59,300	61,000
Sundry	60,600	77,300	120,100	140,400	74,300	74,300	76,500	82,700
Benefits and allowances	1,967,500	1,737,200	1,819,400	1,871,900	1,984,800	2,150,300	2,223,200	2,364,300
Lebanese medical insurance plan	130,000	110,000	-	-	160,000	-	-	-
High cost of living increase	-	-	26,000	-	155,000	-	-	-
Salary increase provision	281,200	-	-	-	594,800	-	-	-
Pension plan	-	-	-	-	100,000	-	-	-
Less allowance for turnover	( 550,000)	-	-	-	( 550,000)	-	( 325,000)	( 353,000)
Total Personal services	<u>10,957,800</u>	<u>10,778,200</u>	<u>10,743,300</u>	<u>10,840,000</u>	<u>12,382,100</u>	<u>12,349,900</u>	<u>12,778,600</u>	<u>13,500,500</u>
<b>General expenses</b>								
Supplies and materials	2,066,400	2,101,600	2,105,600	2,323,800	2,404,200	2,295,000	2,528,400	2,663,800
Utilities	939,800	832,000	728,200	754,600	997,100	855,900	964,500	1,141,300
Communications	170,600	267,400	243,200	193,500	155,400	224,200	229,800	254,400
Maintenance and repairs	527,900	680,700	570,900	577,000	569,100	524,300	555,700	593,200
Local travel and transportation	94,300	100,000	92,900	99,300	86,000	85,500	89,000	93,400
Foreign travel and conferences	121,000	127,700	141,900	125,800	118,800	115,800	122,000	126,600
Miscellaneous	786,500	952,400	847,200	1,179,000	1,022,500	1,201,200	1,352,500	1,377,700
Total General expenses	<u>4,706,500</u>	<u>5,061,800</u>	<u>4,729,900</u>	<u>5,253,000</u>	<u>5,353,100</u>	<u>5,301,900</u>	<u>5,841,900</u>	<u>6,250,400</u>
<b>Equipment, books, alterations and improvements</b>								
Equipment	247,800	263,800	285,000	324,000	264,200	330,300	273,300	274,200
Books	230,500	236,500	268,200	255,500	231,000	230,000	236,400	243,600
Alterations and improvements	-	32,500	92,900	111,900	45,000	45,000	51,500	58,000
Total Equipment, books, alterations and improvements	<u>478,300</u>	<u>532,800</u>	<u>646,100</u>	<u>691,400</u>	<u>540,200</u>	<u>605,300</u>	<u>561,200</u>	<u>575,800</u>
Sponsored research	411,100	411,100	300,800	329,100	514,600	490,600	543,900	571,000
Funded student aid	252,200	269,100	277,500	339,600	188,200	147,500	215,000	222,500
Total gross expenditures - Beirut	<u>16,805,900</u>	<u>17,053,000</u>	<u>16,697,600</u>	<u>17,453,100</u>	<u>18,978,200</u>	<u>18,895,200</u>	<u>19,940,600</u>	<u>21,120,200</u>
Less: Transfers out	<u>(1,492,400)</u>	<u>(1,721,700)</u>	<u>(1,372,000)</u>	<u>(1,813,400)</u>	<u>(1,534,100)</u>	<u>(1,723,900)</u>	<u>(1,800,600)</u>	<u>(1,881,200)</u>
Total net expenditures - Beirut	<u>15,313,500</u>	<u>15,331,300</u>	<u>15,325,600</u>	<u>15,639,700</u>	<u>17,444,100</u>	<u>17,171,300</u>	<u>18,140,000</u>	<u>19,239,000</u>
<b>New York Office</b>								
Administration	432,000	412,700	412,700	367,900	419,100	385,900	405,000	425,000
Development program	197,000	162,000	162,000	215,900	161,100	205,100	215,000	226,000
Total expenditures - New York	<u>629,000</u>	<u>574,700</u>	<u>574,700</u>	<u>583,800</u>	<u>580,200</u>	<u>591,000</u>	<u>620,000</u>	<u>651,000</u>
Total expenditures	<u>15,942,500</u>	<u>15,906,000</u>	<u>15,900,300</u>	<u>16,223,500</u>	<u>18,024,300</u>	<u>17,762,300</u>	<u>18,760,000</u>	<u>19,890,000</u>

## IV

## COMMENTS

What had seemed a year of basic development in student relationships within the University, erupted suddenly in a violence as unexpected as it was incomprehensible:

- If the tuition increase were the true cause of the May/June strike, the University gave its answer immediately in the assurance of individual financial aid where needed;
- If the motivation of the strike lay in campus political control, it was demonstration of a failure of the University to have achieved a truly representative student government since the re-establishment of the Student Council three years ago;
- If the stimulus came from outside political forces, it was a warning of the dangers facing any university in times and places of national and international political tensions;
- If the violence and destruction of the strike reflected the outer world, it showed how thin our surface veneer actually is, and how fragile is our modern university.

Certainly communications failed. There was too much misunderstanding and too much misrepresentation. The basis of all communication lies in the ability to transmit and the willingness to receive. Both were insufficient.

There was little consolation in the fact that strikes in universities the world over have become common in past years. It happened to AUB and AUB suffered. For 23 days higher education became a travesty. Most apparent was the frightening effect of mob spirit upon people who had otherwise lived and worked together in harmony. Most sad was the demonstration that rational relations among 6,000 human beings could be so quickly cast aside. Fortunately, this was a temporary loss.

It is a fair question to ask how much of all this was inherent within the AUB situation and how much a part of the world-wide unrest in universities. Any examination of AUB's situation, therefore, should first look at higher education itself. And here the query seems to be not only, "What form should our universities take", but by some even, "Should there be universities anymore?". Inconceivable as this may seem, it cannot be ignored in the face of closing of colleges, the dropouts and the "No School" movement, and the beginning of a vague kind of anti-intellectualism---at least in the United States.



Paradoxically and, rather ironically, technology--- the Technotronic Age, it has been called --- appears to be the villain that has brought about this doubting of all educational values. In view of the destructive power technology has given us, a turn against science could be understood. But why then not a stampede toward the arts as a counterbalance? Instead the whole range of learning has become suspect. Those who once planned the continuation of their education in university now look to on-the-job training as they abandon ambition, rather, to lead a kind of wandering unidentified existence. The traditional concept of the educated man appears to have lost its appeal and, for some even its necessity. At best it is being replaced by a demand only for immediately relevant, technical training. Or it has been cast out completely as an outmoded value.

It is quite possible that what we are seeing in academia is part of a total social revolution, as complete an upheaval as was the Renaissance to the years that preceded it.

What this will bring to the university and to the world no one can say at this point. The young student sees the utter necessity of competing for a living in a practical world and he rightfully demands "relevancy." The older teacher, with perhaps more perspective --- or at least more experience of the past --- sees what he believes to be an incompleteness, a shallowness, in a life of things of merely immediate use. Both are caught in an accelerating tempo --- the per second per second complex --- and an apparent endless series of reactions rather than purposeful initiatives.

The question then becomes a challenge to the university to provide professional and technical preparation for the practice of living, a breadth of background for the contacts of living, and a philosophy and vision for living itself.

As a university, AUB faces this same challenge... it will not be met without much soul-searching and a willingness to accept change where it may be indicated.

For example, the students' cry for immediately relevant studies, though exaggerated and perhaps unheeding of more lasting values, nevertheless is a plea to be trained to meet problems they will face in their own countries where development gaps are sometimes staggering. Is it not possible for AUB to meet the students' plea by teaching the techniques of development - with full understanding that development must enable man to work, to eat, and to think out his philosophies? If the goal of development in nations is to bring their people to fuller total lives, AUB has a remarkable opportunity to take this approach through its now existing faculties:

For Arts and Sciences: To provide breadth and depth to a practical education.

For Medicine: To plan for comprehensive health.

For Engineering: To build the environment of a new kind of city and country.

For Agriculture: To bring balance to a capacity for plenty in a world of malnutrition and starvation.

For the academic program this would mean a considerable rethinking of the traditional offerings --- not giving them up, but seeing them in a new light, a re-structuring and often a recombining to match the complexity of modern development. Without abandoning the basic building blocks of existing academic subjects, new patterns of application could be formed to meet rapidly changing contemporary situations. Flexibility is vital.

For example, the expansion of student participation in university affairs, despite the failure thus far to attain a mutually effective basis, remains a logical extension of educational processes that have long been in development. What has not been readily accepted on the part of students is the willingness to shoulder the accompanying responsibility, and on the part of the University faculty and authorities the conviction that authority can be thus effectively shared. Unfortunately every act of disruption and violence breaks down the confidence that must exist for successful participation. Freedom is valid only within a system of law.

The concept, also, of the Alumni as a body continuous from their entry as students into the University is logical and interesting in its possibilities. But again, this places a heavy load of responsibility upon the Alumni group both student and graduate, to bring the views of widely separated ages and experiences together and to see themselves as one in support of the University.

For example, the relationship of the University to its very special kind of community here in the Middle East rests upon an understanding that has developed over decades but is nevertheless challenged by the politics of today. The mechanism of keeping before the University's community a fair and proper picture of its purpose and its activities has yet to be worked out successfully. Since this involves the Alumni and the parents as well as the wide range of nationalities in the Middle East, the problem is not a simple one.

For example, in facing its financial maintenance the University will need to develop sources of support never before included as major donors. How these can be secured - and how a greater permanence can be built into the funding process - will require, perhaps, an entirely new approach. This situation AUB shares with other universities, even publicly supported institutions, but this makes the problem no less real. This year undoubtedly will be known in

institutions of higher learning, particularly in the United States, as the year of financial crisis. AUB has been fortunate so far in meeting its expenses, but the long range prospects need new and careful examination and considered decisions.

May and June saw the most serious threat to the integrity of the University in recent times. Student and political power came into confrontation with University operation. The University survived. Its present and future usefulness to its area will depend upon the conviction and wisdom with which necessary decisions are made.

We are capable of training our graduates for practical service in their own countries,

We are able to give a background for the breadth of international contacts necessary today,

We are possessers of a heritage that gives us a confidence in the direction that we will take.

But clearly we have passed through a critical year. Its total impact on the future can hardly be estimated now.

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1970 - 1971

A D M I N I S T R A T I O N   R E P O R T S

A M E R I C A N   U N I V E R S I T Y   O F   B E I R U T

## ADMINISTRATION

The year under review has been a difficult and in some ways a disappointing period. Overshadowing all else was the student strike of May and June which brought into sharp focus, problems both latent and active. It is likely indeed, that the aftermath of the strike will linger for a long time on this campus as it has on many others in similar situations. Certainly, one of its effects was to highlight the ease with which a university can be brought to a standstill. Even more importantly, the strike brought home very forcibly indeed, the lack of effective internal communications in a time of crisis.

At the same time, certain very important lessons were learned. The administration was brought face to face with the reality that efficient business procedures may introduce an irritant for many faculty members and students which when not explained can be divisive in the university community. For example, considerable talk centered around computer produced bills such as "replace one light bulb - \$3.67." The picture was distorted by those who were ready to seize any possible issue. In fact, the AUB computer prints out only 28 spaces. Thus in each case examined, only the first few words of a work order were punched into the machine. Certainly, greater care needs to be exercised in more clearly identifying expense items. The assignment of printing bids was also a point of criticism suggesting that broader participation by faculty and students in some University's business procedures would be fruitful. A case brought to the attention of the Board of Trustees in June has been thoroughly reviewed (see Attachment A) and the suggestion of irregular procedure was found to be without foundation. The procedure has in some instances been irritant, and there does seem to be a problem in the area of internal duplicating, the correction of which is in the hands of the Deans and Departmental Chairmen.

It is recognized that there has been a serious failure in external communications and to some extent at least, this was a contributing factor in the progressive development of the strike. Concurrently, there exists a lack of awareness, of what may be termed in a broad sense, public relations within the university. In too many instances there was insufficient appreciation of the work being done by one administrative department by personnel of other departments thus opening a line of criticism, frequently unfounded. It is clear that more attention must be given by administration to improved lateral staff communications which is equal in importance to effective communications with the general public.

On a more positive note, a review of the records relating to Senior Staff consultations shows that many small, and some not so small, problems were handled with reasonable dispatch during the year. These included such varied activities as changing fire hydrant

connections installed under US standards to be compatible with local fire fighting connections, disposing of a limited amount of old and surplus equipment (and much more is to be sold), correcting noise in the telephone operator's room in the Medical Center and standardizing supply issues to the men and women's dormitories. The new post office was completed and the increased work room has enabled staff to handle a considerable increase in mail.

Perhaps the major administrative consideration of the year was the implementation of the National Social Security Fund, Medical and Maternity Plan. A special report is being prepared for the Trustees on this, and related HIP, UHS, and AUH problems. (~~Attached~~)

In light of a budgetary deficit which appeared in late January, a general freeze of non-academic positions was imposed. Responsibility for making exceptions to the freeze order was left to the discretion of each academic dean, the provost and the vice presidents. This procedure was only modestly successful. Too often a non-academic vacancy was declared essential to the conduct of the program. However, by the end of the fiscal year the seriousness of the financial squeeze was recognized. Positive actions have been taken although some problems will continue to exist.

Following are details of problems encountered and developments in the various administrative areas for the year 1970-71.

### Personnel

The freeze in administration on non-academic positions as of January 1971 and the careful review of vacant positions have helped to reduce slightly the number of non-academic positions in the University. Between January 1971 and the end of the fiscal year, 32 positions were not filled as a result of this policy.

A Selection Committee for non-academic positions established in January 1971 has developed objective methods for the selection of well qualified persons for the various openings. It has recently been effective in transferring excess employees on the campus to jobs in the Medical Center without jeopardizing work in the hospital or good relations with the Syndicate. The total number of vacant positions filled between July 1, 1970 and June 30, 1971 was 295, of which 112 were filled through promotion from within and 183 from outside. Of the 183, these were primarily nurses, wage jobs and a few technical positions.

The Manpower Analyst and the Job Analyst after having completed their training, one in the U.S. and one in Beirut, have conducted several surveys and audited the work in several departments, such

as Information, Publications, Purchasing, Laundry, Chemistry, Food Services, etc. The survey of the Food Services Department resulted in the elimination of eight positions. In 1971-72 the Manpower Analyst and the Job Analyst team will undertake an organizational survey of the Nursing Service Department in the hospital where personnel are employed.

The Wages and Salaries Coordinating Committee completed its review of salary ranges for Senior Staff and Specialists positions and coordinated its evaluation with that of our Consultants and department heads. A final recommendation for each position was submitted for approval.

The Personnel Department worked with our Consultants who conducted a Wages and Salaries Community Survey. This survey was completed in May 1971 and was of considerable value to the Administration in its negotiations with the Syndicate.

The Collective Agreement between the University and the Syndicate expired on June 30, 1971. One of the Syndicate Council's major financial demands was the payment of a thirteen month's salary. This was not acceded to, and a reasonably satisfactory agreement was reached.

The Council of Ministers approved a high cost of living increase and an increase in the minimum wage, effective May 1, 1971. The decree provides for increasing the minimum wage from L.L. 166.00 per month to L.L. 185.00 per month and a high cost of living increase of 5% with a minimum of L.L. 19.00 per month and a maximum of L.L. 50.00 per month. This increase will cost the University an additional (approximate) L.L. 610,000 per year.

The Medical and Maternity Section of the National Social Security Fund (N.S.S.F.) was put into effect as of February 1, 1971. It covers all non-academic Lebanese employees and their eligible dependent families and parents.

The N.S.S.F. Medical and Maternity Branch is financed by a 5 $\frac{1}{2}$ % contribution from the employer and 1 $\frac{1}{2}$ % contribution paid by the employee based on a maximum salary limit of L.L. 750.00. Generally, it provides 70% of costs, at N.S.S.F. rates, for hospital, medical care, and drugs; the remaining 30% is paid by the individual.

According to the N.S.S.F. Medical Plan, an institution that has more than 100 employees can by agreement administer their own plan on a per capita basis instead of the regular reimbursement system utilizing public health services. The University has so agreed. This implies that the University will provide for the medical care of its N.S.S.F. personnel and their dependents according to the N.S.S.F. laws and regulations against a flat per capita fee payable to the University by the N.S.S.F.

The University is providing an optional HIP coverage for the 30% to be paid by the individual. HIP rates were consequently reduced by approximately 70% of our regular third class HIP rate for those covered by N.S.S.F. HIP fourth class was discontinued as of April 1, 1971, since the class of coverage established by the N.S.S.F. was higher in level than our HIP fourth class.

Systems, procedures and special accounts and codes were established for the purpose of administering the N.S.S.F. per capita plan.

In its efforts to identify the actual costs of the HIP and to relieve the University from any possible subsidization, HIP services for all have been charged at rates established by the University Hospital and the Infirmary. This practice raised the total HIP cost for the year 1970-71 to about L.L. 900,000 as compared to L.L. 562,000 in the year 1969-70, and thus we ended in a deficit position of approximately LL 191,000 which wiped out our reserve of LL 188,000.

A major increase in costs was in laboratory services. These services under prior procedures (up to June 30, 1970) were erroneously charged to the University Health Service. Another item which increased costs was the payment by HIP for professional fees of full time physicians, a practice which did not exist before July 1970. Added to all of these is the fact that HIP premiums were not raised for the fiscal year 1970-71. It is obvious that it will be necessary to increase the HIP rates as of October 1971 to a level whereby the HIP becomes truly a self-supporting plan in addition to building a reasonable reserve.

Marsh & McLennan consultants completed a draft of the proposed Pension Plan and a cost analysis along with highlights of The Plan presented to the Board in June but tabled pending further study.

A training program for the year 1970-71 has been proposed by the Training Officer, and has been approved by the Senior Administrative Staff Committee. However, due to restrictions on funds no budgetary allocations were available and implementation was postponed to the budget year 1971-72.

Nevertheless, eight training programs have been offered to some 434 AUB personnel during the period July 1, 1970 to June 30, 1971. These programs were: a) Sanitation in Food Handling, b) Dictation for Beginners, c) Fire Fighting, d) English Instruction for Beginners, e) Supervisory Training/American Management Association Courses, f) Supervisory Training/Africo Middle East Management Course, g) Supervisory Training/Human Resources International Course, h) Induction Training.

The Management Digest, a monthly publication was regularly circulated. AUB Supervisors have expressed considerable interest in the selected management articles presented.



The Protection and Safety Division is continuing to upgrade the performance of its personnel. During the strike personnel of the division conducted themselves in a well organized, disciplined manner. Their alertness, physical endurance and loyalty have contributed greatly to the protection of the personnel of the University and its physical facilities.

### Budget

The Budget Office presented for the first time to the Board of Trustees in the February meeting a comprehensive budget document. In addition to the usual line item budget presentation, a program budget for the University and for each of the schools already on a program basis was presented. The document also included statistical data, graphs and charts to facilitate understanding and use of the information incorporated in the document. Furthermore, graphs were included showing analysis of enrollment and manpower as compared with the long range plan of the University's Program Analysis II-A. Actual program accomplishment v/s planned accomplishments were compared in chart form.

Actual program cost reports were prepared for the previous year (1969-70) for the Faculties of Arts and Sciences, Agricultural Sciences, Engineering and Architecture and for the Schools of Pharmacy and Nursing. The reports included actual cost of programs, analysis of results and recommendations. The reports proved to be most useful in showing the relative emphasis given to each program and the extent they meet overall University objectives. This information was also helpful in the planning process.

Another important development in this period was the introduction of the program budgeting system in the Schools of Medicine and Public Health. All academic areas have now been included in the system.

### Internal Auditor

A new director was appointed in the Internal Audit Department and the Office was established as an independent entity. With this change the responsibility was expanded to include not only financial auditing but also operational auditing. The first six months of the new office were devoted to taking a major inventory of all equipment owned by the University. In addition an audit program was developed and priorities were assigned to the various areas throughout the University. Audit questionnaires and schedules were revised and rewritten. During the second half of the year the Department was

able to complete operational audits of West Hall, Motor Pool, Student Affairs Office, Student Accounts Office, Accounts Receivable, and the Hospital X-Ray department.

Cooperation between the Internal Audit Office and the external auditors, resulted in assistance from the internal auditors in the year-end financial audit, auditing petty cash accounts, (auditing 25 of the 65 accounts at the University) and confirming students' accounts as well as other accounts receivable; auditing of the journal vouchers, cash disbursements, and cash receipts. By making these audits it is anticipated that the time and costs of external auditors will be reduced.

In 1971-72 the internal auditors expect to spend more time in performing operational audits of Business Services, the Hospital and the Comptroller's Office. Though these areas are large and complex they will be broken into small segments for the purpose of auditing and reporting.

### Legal

The attorneys were kept busy during the year, one of their busiest. The student strike resulted in many calls on the services of University attorneys to provide advice and assistance. The land acquisition program has hit its peak, as far as the attorneys were concerned, in the transfer of the properties to the University.

Also, the new Social Security scheme, in conjunction with the University's HIP and the Pension Plan, were problem areas requiring extensive research and legal advice.

The construction of Phase III and problems between the contractor, sub-contractors and the University has been the cause of unusual activity in contract interpretations. There have been many meetings and much correspondence in order to protect the legal interests of the University. In addition there have been routine personnel, hospital, and tax problems which have been handled most expeditiously.

### Housing

While both student and faculty housing showed excess of income over expenses, profits in housing are somewhat misleading in that all costs are not being charged. The year 1971-72 should see a more factual profit/loss statement when we adjust our accounting methods to include full indirect and overhead costs, as well as depreciation.

Under the present accounting system student housing continued to show an excess of income over expense but at a much lower rate than heretofore.... \$15,876.00 in 1970-71 as against \$31,114.00 in 1969-70. The increased cost of operation was the overriding factor for the drop in income. Twenty two rooms were added to the Women's Dorms but this was offset by sixteen rooms in the Men's Dorms having been converted into lounge space. Faculty housing also showed a net profit of \$28,226 as compared to \$24,650 for 1969-70.

There was a saving made in faculty furniture accounts resulting in a profit of \$21,964.00. This was somewhat less than the 1969-70 figure of \$27,602.00.

Because of the influx of foreign nurses necessary to the expanded hospital operation, it was necessary to provide additional housing for nurses. A lease agreement in a nearby building proved a satisfactory solution both to the hospital administration and the nurses.

### Food Services

The Food Service Department went through major adjustments during the year in an effort to bring Food Services to a self-sustaining level. Operating hours in the main cafeteria and coffee shop were adjusted, and cafeteria service in Mary Dodge Hall was converted primarily to a coffee shop type of operation. These adjustments resulted in a reduction in force of nine food service workers effecting a savings in salary of approximately \$15,000.00. Selling prices of food were increased as costs of food stuffs and services continued to rise. However, due to student reaction and the general unrest among students this effort was necessarily limited in scope. The year-end deficit of some \$33,000.00, versus a deficit of \$30,000.00 in 1969-70, can be attributed to two major factors; the student strike when the food service department was forced to shut down from May 22 through June 28, and a general decline throughout the year in food sales. Had the strike not occurred and had food sales been maintained as the previous year, the food service department would probably have reached a break-even operation for the year.

### Business Services

Effective of May 1, 1971, Mr. Herbert K. Ruetzel, was appointed to the position of Director of Business Services. Mr. Ruetzel comes well recommended and known to us, having been Director of Purchasing in the Near East College Association Office for many years.

A majority of the policies under the University Insurance Program expired during June 1971 and renewal coverage was purchased through Overseas Brokerage Services, Insurance Brokers, on a competitive basis. This enabled the University to save approximately \$29,970 over a three-year period. The insurance is underwritten exclusively by Compagnie Libanaise d'Assurance, a major Lebanese Insurance Co. with re-insurance through Lloyds of London and other major European Underwriters. For the renewal period, particular efforts were made to improve the coverage for liability arising out of claims as a result of strikes, riots and civil commotion but there was also a general reduction of limits and deductibles.

The volume of textbook sales during the Fiscal Year reached L.L. 670,000.00. A sale of obsolete textbooks realized L.L. 15,800; a further book sale planned for May 1971 did not take place due to the student strike.

The Motor Pool which is utilized by academic and administrative departments is the subject of some criticism, and there is divided opinion whether or not this service should be continued. Control measures recently implemented will permit a better study of usage, and the results may suggest that this function be abolished entirely or that there be an extensive cut in staff and the number of vehicles. The remaining demand might be met by taxi companies under a competitive contract.

Mimeographing services continue to be in great demand. The training of a second person to operate the offset printing machine is in progress, and it is hoped that it will lead to a greater and more economical utilization of this equipment.

The responsibility for the purchase of outside printing work has been transferred to the Purchasing Department. As a consequence the position of supervisor for the printing and duplicating center has been eliminated and the incumbent transferred to Purchasing as a buyer for printing work, in addition to his other duties as purchasing agent.

Purchasing services continued to meet its responsibilities satisfactorily and with the exception of internal procedures no changes have taken place. The Director of this department, Mr. Haik, is to be commended for having carried responsibilities as Acting Director of Business Services in addition to his own heavy workload during the interim period.

Although good in concept, the University's automated supply system continues to encounter difficulties. The lack of attention to detail, mainly as a result of poor training and supervision has been the cause of many errors and problems. Implementation of the system is about 80% complete, and it may require an additional year before a satisfactory operation can be expected. There is need for simplification but the problem principally is one of competence

at the clerical level. The training of supervisory personnel was practically non-existent, probably because concerned personnel were occupied with performing tasks normally performed by low-wage employees.

According to the statement of inventory accounts as of June 30, 1971, there has again been a considerable increase in inventory, although at a slower rate than during the previous year. This is the first year that a physical inventory was taken by the Internal Auditor, and assuming its correctness, it is quite possible that this inventory for the first time reflects an accurate accounting and may account in part for the increase. It may represent a level necessary to support the University operation, if economic reorder quantities are to be retained.

A comparison with last year's inventory on a store by store basis which would show-up increases in specific areas, most likely would not be valid in light of the change in inventory method. A detailed usage analysis of each item will eventually determine the correct inventory level.

A supply replenishment control system recently initiated will restrict the level of inventory, and it is hoped that with other budget controls this will eventually result in an overall reduction of inventories.

There is still a large quantity of surplus and obsolete equipment and supplies. This material is now being examined and recorded in preparation for sale or other means of disposal in accordance with previously determined policy.

### Physical Plant

Ford Foundation consultant, Mr. Furtado from the University of California, had the opportunity of reviewing Physical Plant's 1970-71 full report to the Vice President and stated "this kind of reporting, and the information it contains, should be mandatory reading for every person connected with the University." Consequently, the full report, rather than being abbreviated as has been the policy, is being incorporated into this report as an Attachment B.

TO: Dr. Samuel B. Kirkwood

FROM: Dr. George Hakim, Vice President  
for Public Relations & Development

SUBJECT: 1970-71 Report on Public Relations and Development

The student strike in May-June 1971 disrupted the normal work of the University including that of the Departments of Development, Publications and Alumni Relations. In the field of information all efforts had to be directed during the strike towards counteracting the press campaign mounted by the Student Council against the University and its policies.

#### Development

The Alumni Scholarship Fund Campaign, started in the Gulf area with a three-week visit by Mr. Basim Faris, the chairman of the Campaign, and Mr. Nazih Zeidan, Assistant Director of Development, from October 30 to November 21, 1970. Committees were formed in Kuwait, Bahrain, Qatar, Abu Dhabi, Dubai and Sharja. The Dubai committee was the most active and collected contributions from Alumni and friends of the University. An Exploratory visit to Teheran by Mr. Whitman and Mr. Zeidan in April 1971, was useful in establishing contacts with Alumni in preparation for future fund-raising activity.

In Lebanon, the Major Gifts Committee under the chairmanship of Mr. David Dodge held regular meetings and continued contacting prospective donors through its members. In addition visits by Vice President Hakim were made to explain the Scholarship Fund appeal to groups of alumni in the major companies and discussions were held with them.

The student strike against a ten per cent increase in tuition highlighted the financial problems of A.U.B. The need for raising funds in support of the University became known to public opinion in Lebanon and other countries in the region. Suggestions were made to increase financial support by alumni and friends.

#### Information

Normal activity in the field of information was carried out through the University Bulletin, press releases and interviews published particularly in the weekly magazines. The student strike, however, showed that there was a serious problem of communication which was not adequately met by the A.U.B. information service. The local press gave more coverage to student statements and activities than to the University's statements and point of view. The student reporters of the main Lebanese newspapers were interested in presenting the case of the Student Council and sensational reports were published about the developments of the strike. Although some friendly papers gave support to the stand of the University and were critical of the

strike, the press generally showed sympathy to the strikers and publicized their arguments and allegations, while neglecting press releases and statements made by the University administration.

As a result of this experience, there was a realization of the need to reorganize and strengthen our services in the field of information and public relations.

### Alumni Relations

The Joint Committee on Alumni Relations held fewer meetings this year than last year. In one of its meetings it discussed with Provost Thabet the question of admissions to the University particularly as it affects alumni and their children. The main interest of the Committee is still in the proposal for a new club house which is being considered by the President of the Alumni Association and the President of the University. In March 1970 the Committee elected Dr. Alfred Diab as its chairman in place of Mr. Aziz Nahhas whose one-year term came to an end.

The Director of Alumni Affairs keeps in close contact with the Alumni Council of which he is a member. Alumni visiting the A.U.B. have been received by him and given whatever assistance they need. The up-dating of alumni records has continued as part of the normal work of the Offices of Alumni Affairs and Development. Accurate alumni records are essential for fund-raising activities.

### Publications

During its second year of operation the Office of University Publications has continued, in cooperation with other departments, its work of designing, editing, producing, distributing and marketing brochures, periodicals and books published under the name of A.U.B.

Al-Kulliyah was published four times during the year jointly by the University and the Alumni Association.. It has been improved continually and the increasing interest of Alumni has been shown by letters received from them.

Sales of A.U.B. publications have improved greatly during the year. They are made through the A.U.B. Bookstore, the Librairie du Liban and Syracuse University Press which markets our publications in the Western Hemisphere. The Bookstore offers a 25 per cent discount to members of the A.U.B. community. As a result of an advertising campaign the Librairie du Liban has increased its sales greatly during the year. This firm is our distribution agent in the Middle East, Asia and Europe. Syracuse University Press is advertising A.U.B. publications in the University and it is hoped that results will be shown in increased sales in the future.

The following books have been produced during the past year:

- God and Man in Contemporary Christian Thought, edited by Charles Malik.
- The Royal Aqaurium, by John Munro
- The Books of Autolykòs, by A. Vondjidis and F. Bruin.

Amendment of Tax on Donations

The Council of Ministers has not yet approved the amendment proposed to grant tax exemption for donations to charitable institutions and organizations. The reason for the delay is that the draft proposed by the Ministry of Finance was not approved by the Ministry of Justice which had been asked to study the amendment. Contacts are being made to expedite agreement on the draft so that it may be presented to the Council of Ministers for approval.



To: Dr. Samuel B. Kirkwood  
 From: Dr. Robert W. Crawford, Vice President  
 Subject: 1970-71 Report on Development

The formal period of the Centennial Fund Campaign came to an end on June 30, 1971. Effective July 1, 1971, all fund raising will be under the heading Second Century Program. In conjunction with this change in name, an increased concerted effort will be made to raise a larger amount of money on a recurring annual basis, with less emphasis on the acquisition of new endowment funds. Endowed funds will still be sought actively, but major staff effort will be keyed more toward acquisition of unrestricted or restricted gifts for current use. This is an acceptance of two main points. First, that with the continuing rising annual operating budget of the University, more income is needed. Second, that donors of all categories seem more interested in an annual type of giving than in providing large - or even small - gifts for endowment.

As reported to the Trustees in the Interim report for the June 1971 Trustees meeting in Beirut, the Centennial Fund Campaign did not reach the \$25 million goal established in 1967. During the Campaign, a total of \$10,093,717 was raised, assuming that all pledges are paid and all provisions for matching grants achieved. Of this, a total of \$4,867,802 was received in actual cash or in pledges which are considered firm.

On the other hand, monies received by the University for the Campaign, were not the only funds raised. Turning to total giving to the University for the year 1970-1971, the picture is a good deal rosier. Based on an audit of gifts received in Beirut and in New York during fiscal year 1970-1971, a total of \$1,886,483.94 was received by the University. This is an increase of \$461,075.27 over the preceding year, or an increase in gifts of 32.3 percent. Of the total value of gifts received, 21 percent was for endowment and 79 percent was for current restricted and unrestricted purposes.

The following table shows comparative gift figures for 1969-1970 and 1970-1971:

	<u>1969-1970</u>	<u>1970-1971</u>	<u>Percent Increase</u>
Endowment gifts	\$ 315,441.75	\$ 396,669.45	25.8
Non-endowment gifts	<u>1,109,966.92</u>	<u>1,489,814.49</u>	34.2
Total Giving	\$1,425,408.67	\$1,886,483.94	32.3

During the fiscal year, a total of \$765,373.89 was made available for addition to the principal of the endowment funds: including \$396,669.45 from endowment gifts and \$150,000 by Trustee action to honor the commitment made to Standard Oil Company (New Jersey). Funds available for addition to endowment principal from July 1, 1967 through June 30, 1971 have totaled \$1,805,421 as follows: \$48,484 in 1967-68; \$505,025 in 1968-69; \$486,538 in 1969-70; and \$765,374 in 1970-71. During the same period of time, principal of endowment (funds functioning as endowment) has been decreased by Trustee action, e. g. appropriations for land purchase and capital improvements. In 1970-71, for example, the net amount added to endowment was \$417,914.78 rather than the \$765,373.89 available.

At the beginning of the 1970-1971 fiscal year, the market value of the endowment fund totaled \$10,060,947. At the end of the year, (June 30, 1971) the market value of the endowment fund totaled \$12,873,742. Projected endowment income for fiscal year 1970-1971, based on a 4.5 percent budget figure, totaled \$452,743. Actual endowment income for the year totaled \$487,858 - a rate of approximately 4.84 percent.

While there was a 32.3 percent overall increase in giving from 1969-1970 to 1970-1971, in each of the two years there was an almost consistent percentage distribution in regard to percent of gifts for endowment and non-endowment purposes. Approximately two thirds of the value of the gifts were received in New York and one third in Beirut.

	<u>1969-1970</u>	<u>1970-1971</u>
Percent of gifts (by value) for endowment	22.5	21
Percent of gifts (by value) for non-endowment	77.5	79

During 1970-1971, corporations and corporate foundations were the largest single source of gifts to AUB, providing 40.1 percent of the total. The next largest source were foundations, which provided 37.2 percent. During the year, Trustee giving decreased from \$184,305.54 in 1969-1970 to \$130,926.69 in 1970-1971 - a decrease of 28.8 percent.

Alumni Affairs:

In North America, Miss Helen Braun served through the year as Coordinator of Alumni Affairs. She continued to arrange for the regular meetings of the AUB Alumni Association of North America. In May, the first AUB Alumni Seminar was held in New York. Its success has led to plans for more Seminars during the forthcoming banquet for the University at which Vice President Crawford was the main speaker. The Association's regular annual appeal to the Alumni in North America resulted in a contribution of \$4,500 to the University's scholarship funds. With Miss Braun's retirement in June, Mr. Brian B. Looker was appointed Coordinator of Alumni Affairs in addition to his continuing responsibility as Development Associate.

Public Relations:

Mr. Graziano continued to serve during the year as Director of Communications. In addition to two extended stays in Beirut to obtain information for stories, Mr. Graziano successfully placed a number of stories in the United States media. During the year the University received unfavorable publicity in some sectors of the media. In the fall, Newsweek Magazine and NBC television accused the University of being "Guerrilla University". President Kirkwood was invited by Hugh Downs to appear on NBC's Today Show and Newsweek published Vice President Crawford's rebuttal. The Newsweek story was reissued in January by Newsweek Feature Services and distributed to a large number of papers throughout the country. Newsweek Feature Services subsequently distributed another article favorable to the University. In June, unfavorable articles were published by the Economist in England and in the Christian Science Monitor. The Economist published Vice President Hakim's rebuttal and the Monitor published Vice President Crawford's rebuttal. From an overall point of view, by the end of the year, the University's public relations program still was not effective enough. Further discussions were initiated to improve in this area.

1

TO: President Samuel B. Kirkwood  
FROM: Donald J. Meyer, Comptroller  
SUBJECT: Comptroller's Annual Report  
July 1, 1971 - June 30, 1971

The Office of the Comptroller, like many other academic and administrative departments of the University, faced operating delays due to the recent student strike. It is a credit to the staff that work has been caught up and that the time table for the annual financial report was met.

In July 1970 the operation of the hospital data processing center was centralized with the University Computer Center under the direction of Mr. Cecil Kirkis. The Computer operation at the hospital was changed from a magnetic card system on an IBM 6400 to a more sophisticated, third generation IBM 1130 system. Mr. John Baltagi assumed the duties of hospital accountant which gave the Comptroller's Office a representative on the premises to assist the Hospital Director with the daily financial and budgetary controls.

The Chart of accounts was up-dated and now fully conforms with the recommendations of the American Council on Education.

The Systems and Procedure Office, in conjunction with the Computer Center, established a system for the computerizing of checks to vendors, resulting in a simplified and faster payment of accounts payable. Bank accounts were established with branches of the Bank of America in Amsterdam, Frankfurt, and Paris thus reducing bank charges and speeding up payment to vendors from these countries.

Agreement was reached with the British Bank of the Middle East to pay on-campus non-academic and wage employees not having accounts at the bank. Three pay stations were established thus saving time previously wasted by employees collecting salaries and wages from the bank during working hours.

The passage into law of the NSSF-Medical Scheme by the Government of Lebanon required revision of the system and procedure for billing both in the hospital and the University Health Service. The Chart of Accounts was expanded in order to establish a cost system for both the NSSF-Medical Scheme and the Hospitalization Insurance Plan.

A study was completed of the Dietary Department of the hospital resulting in an increase in the prices in the employee cafeteria. The attempts to standardize and centralize the purchase of food for the Hospital Dietary Department and the University Food Service have not been accomplished.

The Computer Center continues to have personnel problems because of the growing demand for personnel with this type of experience, the main problem area being the retention of programmers. Continued efforts are being made to insure full utilization of Computer time and the production of meaningful management reports.

TO: Dr. Samuel B. Kirkwood, President  
 FROM: Samir K. Thabet  
 SUBJECT: 1970-1971 Report of the Provost

The activities of the Provost during this year were mainly concerned with the following areas:

- 1) Board of Graduate Studies and University Research Board
- 2) University Programs
- 3) Student Affairs

1) Board of Graduate Studies & University Research Board

a) Board of Graduate Studies

The Board has completed the revised set of graduate regulations which will be presented to the Senate for consideration.

The Board also began a study to evaluate existing Ph.D. programs at the University. Detailed questionnaires were sent to Ph.D. granting departments. Analysis of the answers received is revealing and warrants a more critical and demanding approach in some programs, particularly in view of the tightening of the budget and the recent trend toward graduate studies.

The Chairman of the Board spent a month in the States visiting the graduate schools of nine universities.

During 1970-71 there were 820 graduate students (excluding second through fifth year medicine) at the University divided as follows: Agriculture, 148; Arts and Sciences, 556; Engineering and Architecture, 6; Medical Sciences, 36. Out of the 820 graduates, 22 were enrolled in Ph.D. programs in five departments. If second through fifth year medicine students and term XIII Engineering and Architecture are to be considered as graduates, the total will become 996 as compared with 853 for 1969-70, corresponding to an increase of approximately 17%.

b) University Research Board

The Provost replaced the Vice President for Administration as the representative of the Administration on the University Research Board. He accordingly acted as a link between the University Research Board and the Board of Graduate Studies.

The Board was able this year to devote most of its time to questions related to the coordination and promotion of research at the University.

2. University Programs

Several University Programs have been initiated or are being planned in a number of inter-faculty areas. This is in compliance with the University policy that efforts be made to encourage new inter-faculty programs, when appropriate, provided these programs do not require additional personnel, facilities or equipment.

- This year saw the launching of the new M.S. degree in Nutrition, which is progressing quite satisfactorily.
- A new interdepartmental BS program was started in Marine Sciences between the departments of Biology and Geology; the M.S. program has also been approved. It is envisaged that more departments will join in this program in the future.
- The Population Studies Program has not proceeded as quickly as hoped. Changes in the terms of the support to be provided by the Ford Foundation have slightly altered our approach. Several meetings were held, some with representatives of the Ford Foundation. A coordinator for the program has been appointed and a revised proposal will be submitted early in the Fall.
- In the field of Neurosciences, a revised proposal on the Development of Neurosciences at AUB has been submitted to the Sloan Foundation. Through the generosity of Mr. Robert J. Lewis a special prize has been awarded to the student who wrote the best manuscript on a subject related to Neurosciences. The donor has assured us of his continued support.
- A Mobil Oil Grant has generated activity in the area of Earth Sciences. Meetings were held with departments concerned in the different faculties and a program established for the coming few years.

- Discussions began on the establishment of a new inter-faculty program in the Environmental Sciences. Indications are that the institution of such a program may lead to a reduction of courses now being offered at the University.
- Programs on the proposed Chemical Engineering program is slow.

### 3) Student Affairs

The Student Affairs Committee (SAC), consisting of Dr. Elie Salem (Chairman), the Dean of Students and the Provost, handled most student affairs and problems this year. On the whole, the concept of such a committee is valid, for it provided a constantly available means of communication with the student body. With the exception of the May-June strike, the SAC was able to exert appreciable control over the student activities and in a number of cases, to prevent major crisis on campus.

During the year, the SAC took some disciplinary actions. These could not, however, according to a Senate decision, exceed suspension. Major actions taken include: suspension of students for improper behaviour, warnings to those who took an active part in the April events and suspensions, placement on probation and warnings issued to 73 students in connection with the May-June strike.

In addition to the above activities, the duties of the Provost also included the following:

#### Bursary Affairs

The following table shows the number of bursary students at AUB in 1969-70 and 1970-71.

	1969-70		1970-71	
	AID students	Other bursaries	AID students	Other bursaries
1st Semester	534	289	517	263
2nd Semester	509	277	476	249
Summer	422	146	350	190

The number of AID students has decreased this year because of the smaller number of African AID scholars.

### Extension and Special Programs

During the first semester the Division sponsored three categories of courses:

- 1) Late afternoon and evening courses. Only six students registered. There are many reasons for this. These have been identified.
- 2) Special courses (non credit). Three courses were offered with a total enrolment of 44 students.
- 3) Program leading to a certificate. Essentials of Business Certificate Program consists of 2 courses with an enrolment of 89 students.

During the second semester 99 students attended 5 non-credit courses while 49 took the Certificate courses.

In the summer, 8 courses were offered with an enrolment of 132 students.

A report prepared by Dr. L. Cajoleas, Mr. A. Whitman and the Provost on "The Further Development of University Extension Services" was submitted in April. The report describes the services and facilities, expertise and know-how available at the University and recommends procedures for promoting Extension Services in the area.

### Scholarships

At the request of the President, the Provost has set up a committee to finalize procedures for handling scholarships. Details were outlined and procedures established for administering scholarships and for keeping donors informed.

### Tests & Measurements

The Office of Tests & Measurements, in addition to providing admission and placement testing to AUB and several countries has also offered consulting services to various institutions in the Middle East. Proposals for testing services have been submitted to a number of colleges and universities. The Office has developed a new Intermediate Test of English (Brevet Level) and is presently preparing an Academic Aptitude Test.



We are still searching for a Director.

During the year, the Office administered over 9000 tests in Beirut and elsewhere.

#### University Catalogue

The Provost formed a committee to study our present catalogue and submit recommendations for improving its presentation and content. Guidelines have been established to produce a more uniform, more concise and more accurate catalogue.

#### University Chaplain

During this year, Dr. A. Brown acted as University Chaplain as well as Chairman of the Department of Religious Studies. We do not have candidates that meet our needs for next year, although new applications are still being considered.

The Chapel Committee has agreed that for next year, at least, we might have to rely on our own talents and resources to maintain Chapel Services.

#### University Counselor

A total of 85 students (about 2% of the student body) were seen by the counselor this year. Of these, five had to withdraw from the University. Withdrawal was finalized after consultation with the Director of University Health Services. The Counselor estimates that 60-70 of the students that he sees benefit from the counseling services.

1970-1971 GRADUATES OF THE AMERICAN UNIVERSITY  
OF BEIRUT

The following table shows the number of students graduated in October 1970, February 1971, June 1971.

<u>Degree by Faculty &amp; School</u>	<u>October Graduates</u>	<u>February Graduates</u>	<u>June Graduates</u>	<u>Total Graduates</u>
<u>Faculty of Arts &amp; Sciences</u>				
Ph. D.	-	-	2	2
M. S.	8	8	15	31
M. A.	42	12	63	117
M. B. A.	6	1	1	8
B. S. (Senior)	22	29	72	123
B. S. (Medicine I)	-	-	30	30
B. A.	29	29	156	214
B. B. A.	<u>13</u>	<u>21</u>	<u>54</u>	<u>88</u>
Total	120	100	393	613
<u>Faculty of Medical Sciences</u>				
<u>School of Medicine</u>				
M. D.	-	-	33	33
M. S.	1	-	4	5
Ph. D.	<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>
Total	2	-	37	39
<u>School of Pharmacy</u>				
B. S. in Pharm.	1	-	23	24
M. S. in Pharm.	<u>-</u>	<u>1</u>	<u>1</u>	<u>2</u>
Total	1	1	24	26
<u>School of Nursing</u>				
B. S. in Nursing	-	1	6	7
Nursing Diploma	<u>-</u>	<u>2</u>	<u>22</u>	<u>24</u>
Total	-	3	28	31
<u>School of Public Health</u>				
M. S.	1	-	-	1
B. S.	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>
Total	1	-	2	3

	<u>Oct.</u>	<u>Feb.</u>	<u>June</u>	<u>Total</u>
<u>Faculty of Engineering &amp; Architecture</u>				
M. Engineering	2	3	6	11
B. of Architecture	2	-	7	9
B. Engineering	<u>2</u>	<u>-</u>	<u>73</u>	<u>75</u>
Total	6	3	86	95
 <u>Faculty of Agricultural Sciences</u>				
M. S.	18	17	18	53
B. S. (in Agric.)	<u>11</u>	<u>7</u>	<u>21</u>	<u>39</u>
Total	<u>29</u>	<u>24</u>	<u>39</u>	<u>92</u>
Grand Total	<u>159</u>	<u>131</u>	<u>609</u>	<u>899</u>

Annual Report  
of the  
Office of Student Affairs  
1970-1971

Over the past year it is not unthinkable that every report in the University has, in one form or another, touched upon conditions or situations directly related to Student Affairs. Hence, this report need not be lengthy or repetitive.

The Office of Student Affairs

The central division of Student Affairs is located in West Hall. For the past year and a half it has been managed and directed by the Dean of Students, without a Dean of Women, with the assistance of office clerical personnel and student assistants. All problems related to student life, ranging from the most vexing financial difficulties to the most serious emotional disorders have been handled. The load has been beyond the tolerance limit.

The position of Dean of Women is about to be filled.

Physical Education for Men

This Program has been well planned and directed under the guidance of Prof. A. Tarabulsi. Highlights of the year were:

- 1) Continued compulsory physical education classes for freshmen and 1st year students in Agriculture and Nursing.
- 2) A complete intramural program in football, basketball and volleyball was carried out with much success.
- 3) Varsity play in football, basketball, volleyball, softball and tennis became highlights of the year. Trips were taken to Cairo and Cyprus.
- 4) The construction of a grandstand, and outside and inside basketball courts, have helped A.U.B. to take a leading position in the field of athletics in the Middle East.

### Physical Education for Women

There has been not as much activity in this area as desired. However, with the cooperation of the Beirut College for Women in using their new gymnasium, A.U.B. was able to carry out a modest program in swimming, basketball and volleyball.

All women students in the freshman year and in Nursing were required to take classes in physical education.

During the year Dr. Emilia Louise Kilby, Director of Women's Physical Education, and Miss Shirley Weber, Graduate Assistant, left the services of A.U.B. thereby creating two vacancies, only one of which has been filled to date.

### Student Housing

This service to students has been functioning smoothly and efficiently. At no time during the past year, or even in the past six years have there been any serious student disturbance in the dormitories.

### Scholarships

This program, much criticized in the past, has been functioning quite well in recent months. As soon as more help is provided, it will undoubtedly be more efficiently handled.

It should be noted that there is an ever increasing demand for financial aid.

### General Statement on Student Conduct

It appears that A.U.B. had had its days of student uprisings, fanned by activists and external influences. It is not too easy to predict the future. However, based on the past experiences of other universities throughout the world, we might say that we have gone through our moment of crisis and the days ahead may not be as severe.



Robert E. Najemy  
Dean of Students

To: President Kirkwood  
From: J.W. Cowan  
Subject: Annual Report - Board of Graduate  
Studies, 1970-71.

July 1, 1971.

The members of the Board of Graduate Studies for the year 1970-71 were:

Prof. David Mackinson - Arts and Sciences  
Prof. Peter Dodd - Arts and Sciences  
Prof. Makhluf Haddadin - Arts and Sciences  
Prof. Raja Ilya - Engineering and Architecture  
Prof. Raja Khuri - Medical Sciences  
Mr. Farid Fuleihan - Registrar (ex officio)  
Secretary  
Prof. James W. Cowan - Faculty of Agricultural  
Sciences, Chairman.

Although not officially a member, Provost Samir Thabet attended all meetings.

#### Ph.D. Students

During the year, 10 students were approved for admission to Ph.D. study. Three candidates completed their Ph.D. requirements and were recommended by the Board for graduation.

#### New Academic Programs

The Board approved two new Master's Degree programs:

1. Graduate Nutrition Program: the first interfaculty graduate program involving several departments of the Faculties of Medical Sciences, Arts and Sciences and Agr. Sci. The program is administered by an interfaculty coordinating committee through the separate faculty graduate committees.
2. Marine Sciences: An interdepartmental graduate program in the Faculty of Arts and Sciences. The primary departments involved are Biology and Geology.

The Board received a proposal from the Department of Mathematics through the Dean of Arts and Sciences to initiate a Ph.D. program in Mathematics. The proposal was studied at length by the Board in consultation with the Dean of Arts and

Sciences, the University Librarian and members of the Department of Mathematics. It was decided to delay further consideration of the proposal until at least October, 1972.

#### Graduate Regulations

The Board began an extensive revision of the rules and regulations for graduate study. Wide consultation was sought from faculty graduate committees, members of Ph.D. granting departments and individual faculty members. The consultations also included a questionnaire concerning thesis requirements sent to all departments offering the Master's Degree.

It is the intent to have the revised regulations ready for implementation in October, 1972.

#### Long Term Policies Related to Graduate Study at AUB

The Board adopted the following recommendations with regard to long term objectives and policies:

1. That a strong undergraduate program be retained at AUB (but not expanded), and that the University continue to strengthen and consolidate graduate studies.
2. That the University, in view of its financial restrictions, be highly selective in the development of graduate programs, particularly those at the Ph.D. level, and work toward the establishment of relevant programs based on:
  - a) the long term needs of the Area.
  - b) the competence of the faculty.
  - c) the potential resources available because of the unique environment and geographical location of the University.
3. That Ph.D. programs be developed with standards competitive with those of Universities in the West.
4. That Ph.D. programs be based in-so-far-as possible on the consolidation of resources, i.e., interdepartment and interfaculty rather than along narrow departmental lines.
5. That the Board of Graduate Studies conduct a study to determine a priority list of areas in which present graduate programs should be strengthened and new ones developed based on the before mentioned criteria.
6. That a Graduate School or Graduate Division be established in the near future under the Office of the Provost and that the Board of Graduate Studies be reconstituted to become an advisory body to the Graduate School or Division.

7. That all graduate programs of the University be under the jurisdiction of the Graduate School or Division.

#### Study of Existing Ph.D. Programs

A study was made to determine the accomplishments, problems and future plans of the existing Ph.D. programs. Some important facts revealed by the survey were:


1. Some programs, although in existence for five years or more had not graduated any students. One program, initiated in 1962 has never had a student enrolled.
2. The source of suitable Ph.D. students is limited mainly to AUB graduates.
3. The lack of assistantships in some departments seriously hampers the Ph.D. program because students cannot afford the expense of lengthy Ph.D. study.
4. All departments stress the need of the area for Ph.D. graduates, yet graduates find difficulty in finding positions in the area.
5. Ph.D. programs in some departments are hampered by the heavy undergraduate teaching loads of faculty members.

#### Plans for Future Ph.D. Programs

Results of a questionnaire sent to the Academic Deans revealed that most Ph.D. programs planned for the future will be interdisciplinary in nature, with some involving departments and disciplines in two or more Faculties.

#### Visit of Chairman to the U.S.A.

The chairman spent the month of March in the USA visiting leading universities to study policies and administrative organization related to graduate study. A total of ten universities were visited including several with graduate enrollments similar to those of AUB.

  
James W. Cowan  
Chairman, Board of  
Graduate Studies



AMERICAN UNIVERSITY  
OF BEIRUT

UNIVERSITY LIBRARIES

ANNUAL REPORT, 1970-71

INTRODUCTION

The past year presented a number of difficulties which taken together made it a hard one. Financial stringency dictated the freezing of many staff vacancies; the acquisitions budget too was affected, and the results of this will become more apparent in 1971-72. Work time was lost through strikes, both on Campus and off. Mail delays were particularly frustrating, especially at the end of 1970, when Ramadan and the Christmas and Christian New Year periods coincided, and during the students' strike when mail, even if received, could not be dealt with.

Yet in retrospect it can be seen that there were substantial achievements. They are described in the following paragraphs; and credit is due to those named, and to all their unnamed colleagues of all ranks, who contrived to make progress in a year of worldwide recession in higher education and in the library services which support it.

At June 30, 1971 total holdings stood at 344,563 volumes and 4,884 current periodicals.

MRS. WILLIAM LISTER ROGERS

It is with great regret that we record the death in December 1970 of Dorothy Hager Rogers, an AUB Trustee and a noted figure in the religious, educational, and cultural life of San Francisco. She had served on the Trustees Library Committee for many years, latterly as its chairman, and library development owes much to her understanding support and enthusiasm.

BUILDINGS

PROPOSED NEW GENERAL LIBRARY

Planning was directed mainly towards the selection of a firm of architects. Information, brochures, etc. were collected from a number of well-known firms and evaluated by a Joint Sub-Committee of the Campus Planning and University Library Committees, in accordance with criteria agreed on at a meeting of the two Committees presided over by President Kirkwood in December 1970. The Joint Sub-Committee's report was approved at a further meeting of the two Committees in January and submitted to President Kirkwood for presentation to the Board of Trustees. A decision is expected in the near future.

NEW MEDICAL LIBRARY

Following completion of the new University Hospital, a further part of the old Hospital was demolished and excavation for the new Medical Library, with car park beneath, was begun. Completion is expected about December, 1973.

## OTHER LIBRARY BUILDINGS

The Engineering & Architecture Library was moved during the Easter vacation to its new and larger home in the reconditioned Old Chemistry Building, where about 50 per cent. additional space is available. New shelving and other equipment were installed. Part of the old shelving was transferred to the Medical Library to relieve congestion by providing space for about 1,500 volumes. In the Central (Jafet Memorial) Library, rearrangements and minor alterations, including improved telephonic communications, facilitated better supervision and coordination, particularly in the Technical Services Division and the Librarian's Office.

## THE LIBRARIES AND THE STUDENTS' STRIKE

In furtherance of its aim of closing classes on Campus, at lunch-time on Wednesday, May 19 the Student Council requested the closing of the Libraries. In order to avoid the possibility that force might be used against students or staff at work, and the risk of consequential damage to the buildings and their contents, it seemed wise to clear the Libraries of both readers and staff. The closing of the Jafet Library was done in cooperation with student representatives, who agreed that senior staff should not be debarred from regular inspection of the building.

Similar arrangements were made for the other Campus Libraries. Service was maintained in the Farm Library as required.

All Libraries remained closed during the remainder of Wednesday, May 19 and on Thursday, May 20. They reopened on Friday, May 21 and full services were operated until normal night closing time on Sunday, May 23.

But from the morning of Monday, May 24 until the afternoon of Friday, June 4 all Libraries except the Medical Library were again closed: the Jafet Library for the same reasons as had led to its closure on May 19; the Science & Agriculture and Engineering & Architecture Libraries because the buildings in which they are situated were closed by the students.

Conditions in Van Dyck Hall permitted the opening, from 8 to 5, of the Medical Library on six days when the other Libraries perforce remained closed, i.e. on Monday and Tuesday, May 24 and 25, and again on Tuesday to Friday, June 1 to 4 -- service on some days being restricted or curtailed for brief periods.

Following the general releasing of buildings at midday on Friday, June 4, the other Libraries reopened from 2 to 6. Full working hours were resumed in all four campus Libraries on the following morning, Saturday, June 5. While interruption of service and loss of work time is regrettable, no Library was entered and no damage occurred.

Commendation is due to Mr. Robert Copeland, Acting Associate Librarian, for his firm yet tactful handling of a difficult situation in the Jafet, Science & Agriculture and Engineering & Architecture

Libraries -- especially the first-named and most vulnerable -- and to Mrs. Leila Hanhan, Acting Medical Librarian, for maintaining Medical Library services on all days on which it was possible. Mrs. Nancy Assaf, who replaced Mr. Copeland as Acting Associate Librarian during the final week when he was on leave, made a notable contribution to the restoration of services on Friday, June 4.

## THE COLLECTIONS

### GENERAL

24,819 volumes were added to the collections during the year, bringing total holdings to 334,563 volumes, an increase of 7.76 per cent. Current periodicals titles rose from 4,666 to 4,884. The growth was greater than that in any previous year. This is accounted for not by increased intake -- in fact there was a slight decrease in the number of items ordered -- but by increased processing and clearance of arrears. Items newly cataloged rose by nearly 2,000 and volumes of periodicals bound by some 2,500. Freezing of vacant posts for typists in the Cataloging Department led to the decision to do the maximum possible amount of cataloging and recataloging at the cost of severe delay to the production of the monthly Western and Oriental acquisitions lists, which demand much typing and proof-reading time.

### NOTABLE ACQUISITIONS

An outstanding acquisition by the Jafet Library was that of the Human Relations Area Files. Containing primary source materials on many ethnic and political societies, these microfiles provide AUB with a major resource for cross-cultural, comparative and specific research, and for teaching and training in research. Catalog cards for much of the material included in the Files were made available by the University of Southern California; these cards are being adapted by the Cataloging Department for interfiling in the Jafet Library card catalog.

The Jafet Library has long possessed a fine collection of early travel books and has been steadily increasing it, in an attempt to build up a definitive collection. An important addition was announced in October 1970, when 180 titles were bought from a private collection. These works are primarily concerned with Egypt and the Near East in the nineteenth century and include valuable items on the Suez Canal. This group of material is attracting numerous research projects.

An acquisition of special interest was that of the English and Arabic versions of Mideast Mirror, a current press record of events professionally and objectively recorded on the spot. The Library's very fragmentary holdings were much strengthened by a gift from Tom Little Associates, Beirut (formerly of Cairo); the English set is now complete from vol.1, 1949 to vol.20, 1968; of the Arabic version the Library holds the volumes covering the critical period 1957-1963.

## CATALOGING AND CLASSIFICATION -- SPECIAL PROJECTS

Two important projects were achieved by the Cataloging Department. Some 500 manuscripts from the Issa Iskandar Maalouf collection, acquired in the 1920's but not hitherto processed, were cataloged. Recataloging and reclassification was completed of the considerable collection of biographical works, which had been inconsistently treated for many years past, and were in dire need of revision.

The cataloging of serials was continued and published results are described in the section below on Publications.

### READERS' SERVICES

A decrease of 11 per cent. in the circulation figures is attributable mainly to the students' strike, which occurred at a time of normally heavy Library use in preparation for the end-of-year examinations. Demand for document reproduction continued to rise sharply, 184,493 exposures having been made in 1970-71 as compared with 146,211 in 1969-70.

Reference Department publications, and the Institute on Reference Services and Material held in July, 1970, are separately mentioned below.

### PERSONNEL

#### GENERAL

The total number of Libraries staff posts established in the 1970-71 budget was 103, including posts for 23 professionally qualified librarians. No additional posts are proposed for 1971-72.

Mainly as a result of the freezing of most vacancies, imposed for financial reasons, 14 posts (3 professional, 11 technical or clerical) were unfilled at June 30, 1971 or will shortly become vacant. This represents 13.6 per cent. of the total Libraries staff. The filling of two of the professional vacancies (Medical Librarian and Assistant Medical Librarian) has been approved and the posts have been advertised. The filling of three of the clerical vacancies (one in Jafet and two in Engineering) has been approved and one of these has been advertised. Several of the vacancies, however, are already of long standing, and while certain temporary reassignments are practicable, some curtailment of service is inevitable. So far, this has been chiefly felt in the shortening of hours of service in some units, delay in publication of monthly acquisitions lists, and preparation of the 1971 volume of Arab Political Documents. The demand for service, however, increases constantly and is outside the Libraries' control.

#### PROFESSIONAL STAFF CHANGES

Mr. Jibrán Bikhazi, Assistant Librarian, retired on September 30, 1970 after over 45 years' service. He remained as part-time Archivist, until June 30, 1971. The Lebanese Government awarded him the Lebanese Order of Merit.

Miss Lilian Vitale, M.S., Simmons College, Boston, replaced Miss Mary Keushgerian in January as Science & Agriculture Librarian. She had served as Assistant Librarian, Beirut College for Women, before joining the Jafet Library staff in 1966 as Catalog Librarian (Western). Miss Keushgerian is now Associate Officer, Division of Scientific and Technical Information, International Atomic Energy Agency, Vienna. She had been with us since 1958.

Three other professional staff members left: Miss Rima Bordcosh, Reference Librarian, to take up the position of Head of the Science Division of the Library, Royal Scientific Society, Amman, Jordan, and Mrs. Sandra Gamal, Serials Catalog Librarian, to resume her former work as Librarian, Cairo American College. Miss Louise Arriens, Medical Librarian, left on April 30 after nine years' service, following a long illness. Miss Leila Hanhan, M.L.S., University of Pittsburgh, Catalog Librarian (Medical), was appointed Acting Medical Librarian.

Miss Nawal Mikdashi, M.A., London University School of Library, Archive and Information Studies, was appointed Catalog Librarian (Western) and subsequently Reference Librarian. She entered the Libraries' service in the Serials Department in 1965, and was Research Assistant, Arab Documentary Project, from February to July, 1969.

Mr. Ardag Meghdessian, Licence in Economics, Université St. Joseph, Beirut, Diplôme Supérieur de Bibliothécaire, École Nationale Supérieure des Bibliothèques, Paris, was appointed to the new post of Serials Acquisitions Librarian. He was previously Librarian of the Faculty of Law, Université Saint Joseph.

Miss Leila Fuleihan, M.L.S., State University of New York at Buffalo, was appointed Catalog Librarian (Western). She was formerly head of the library and documentation system of Computer Firmware Systems, San Francisco.

#### TRAVELS AND CONFERENCES

The University was represented by Mr. Peter Kilburn, Chief Acquisitions Librarian, at the 36th annual General Council meeting of the International Federation of Library Associations in Moscow in August 1970.

Mr. Yusuf Khoury, Acquisitions Librarian (Oriental), attended the Library Seminars Planning Committee of the 28th International Congress of Orientalists in Canberra in January.

Mr. Francis Kent, University Librarian, and Mr. Ritchie Thomas, Associate University Librarian, paid a second visit to Riyadh in November as Ford Foundation consultants for the Riyadh University Libraries development project.

Mr. Ritchie Thomas, Associate University Librarian, and Mrs. Nancy Assaf, Assistant University Librarian, Technical Services, attended a seminar on Fundamentals of Accounting and Finance for Non-financial Executives organized in April by Human Relations International at the Phoenicia Hotel, Beirut.

### LIBRARY TRAINING

A four-week Institute on Reference Services and Materials was held in July, 1970, under the direction of Mr. Robert Copeland, Assistant University Librarian, Readers, Services. 11 students from 6 countries attended. 9 members of the Libraries staff attended portions of this course as part of their in-service training. A similar Institute, on Periodical Materials and Services, is to be held in July 1971, under the direction of Mrs. Nancy Assaf, Assistant University Librarian, Technical Services.

Two trainees, Miss Aida Kassantini of the AUB academic staff and Mr. Ahmad Talab, a graduate of the Faculty of Law of the Lebanese University, were given an intensive course of training during December and January. This formed part of a Ford Foundation scheme of assistance to the Lebanese University Faculty of Law. Subsequently, both were accepted for study for the master's degree in library science, Miss Kassantini at the Catholic University of America, Washington, and Mr. Talab at the University of Denver. It is expected that on their return they will take up professional posts in the Lebanese University.

During the summer of 1970, one student from the School of Librarianship, University of Washington, Seattle, and one from the Institut d'Études Sociales de l'État, Brussels, were accepted for a training period of one month each.

The Library Orientation Course, an AUB graduation requirement, was made more pertinent and interesting by using specially-made slides to supplement commercially-produced filmstrips. These slides illustrate catalog cards, loan slips and other forms and materials as presently used in our own Libraries, and enable examples to be chosen which are of particular utility or significance to our own students.

### PUBLICATIONS

The Jafet Library issued the 1969 and 1970 volumes of Arab Political Documents (Arabic edition) thus bringing up to date this series, which is under the direction of Mr. Ritchie Thomas, Associate University Librarian,

In August 1970 a new edition (the sixth) of Serials Currently Received was issued by the Serials Department. This included all western language serials and periodicals currently received by the University Libraries except those separately listed by the Medical Library --- about 3,500 titles in all. Three cumulative supplements subsequently appeared, containing some 400 additions, changes and corrections.

Two publications were issued by the Reference Department. Annotated Bibliography of Subject Indexes and Abstracts in A.U.B. Libraries (Medical Library excluded) lists nearly 100 items arranged under subject with cross-references for items covering more than one subject. Master's theses: 1909-70 is a listing of some 1,500 AUB theses in English and Arabic. Both these publications were compiled by Miss Nawal Mikdashi, Reference Librarian.

Publication continued of lists of Western, Oriental and Medical acquisitions, but with increasing delays (particularly in the appearance of the Western lists) due to staff shortages in the later part of the year. One Occasional Bulletin (no.13) appeared in February.

An article by Ramzi Rihani on the Libraries appeared in the Beirut Arabic daily newspaper al-Nahar on February 14.

Mr. Francis Kent, University Librarian, contributed to the Festschrift Josef Stummvoll (formerly General Director, Austrian National Library, Vienna, and Director, United Nations Library, New York), an article "Library development in the Arab world". This occupies pp.557-560 of vol. 2 of the work, which was published by the Austrian National Library in 1970. Unfortunately, publication was delayed and the article was four years out of date when it appeared. Also by Mr. Kent is an article "The libraries system of the American University of Beirut" in Orient (Hamburg), April 1971, pp.49-50.

#### LEBANESE LIBRARY ASSOCIATION

During the current year, three AUB Libraries staff served on the Council: Mrs. Aida Naaman, Catalog Librarian (Oriental), Miss Nawal Mikdashi, Reference Librarian, and Miss Linda Sadaka, Head, Gifts and Exchange Section, Acquisitions Department.

#### PRESIDENT'S COMMITTEE FOR A UNIVERSITY HISTORICAL MUSEUM

This Committee, under the chairmanship of Professor Dimitri Baramki, Curator of Museums, was set up to collect material on the history of the University. Members included Mr. Jibrán Bikhazi, University Archivist, and Mr. Ritchie Thomas, Associate University Librarian.

#### EXHIBITIONS

The following were among the exhibitions held in the Jafet Library gallery (sponsors or organizers noted in parentheses):

- November: Recent multi-media printmaking by Professor Peter Harrison Smith (Dept. of Fine and Performing Arts).
- November-December: Posters (Dept. of Fine and Performing Arts).
- January: Paintings, engravings and drawings by Wasmaa Chorbachi, Iraqi artist (Dept. of Fine and Performing Arts).

- February: "Urban renewal & development for Basta" (Beirut), an exhibition of urban design by fifth-year Architecture students (Faculty of Engineering and Architecture).
- February-March: Shankar International Children's Competition 1968 (travelling exhibition of paintings by children aged 5-16) (Indian Embassy and Dept. of Fine and Performing Arts).
- March: Armenian embroidery (Fine Arts Students Society).
- April: Exhibition by contemporary printmakers (John F. Kennedy Center and Dept. of Fine and Performing Arts).
- May-June: "Studio '71" (works by students) (Fine Arts Students Society).

July 5,  
1971

Francis L. Kent,  
University Librarian.



STATISTICS 1970-71

(figures in brackets are those of 1969-70)

PROCESSING

			<u>1970-71</u>	<u>(1969-70)</u>
Acquisitions				
Orders processed (including periodicals subscriptions), approximately			11600	( 11900)
Acquisitions expenditures (vouchers passed for payment)			\$ 266545	(\$247275)
<hr/>				
Cataloging, Classification	*Jafet Lib.	Med.Lib.	Totals	( Totals)
Items catalogued (including new titles, added copies and volumes, and works in microform)	16351	1527	17878	( 16005)
Items recatalogued and reclassified	2260	814	3074	( 1352)
Items discarded	604	14	618	( 856)
Miscellaneous corrections, etc.	1052	- **	1052	( 620)
Total actions	<u>20267</u>	<u>2355</u>	<u>22622</u>	<u>( 18833)</u>
<hr/>				
Binding				
Volumes bound or rebound	<u>15367</u>	<u>1843</u>	<u>17210</u>	<u>( 14251)</u>

\*Jafet figures include Science & Agriculture, Farm and Engineering & Architecture Libraries. "Miscellaneous corrections, etc." are counted for Jafet catalogs only.

\*\*Not counted.

SERVICES

Circulation (items lent)*				
Jafet Library			155497	( 158213)
Science & Agriculture Library			8000	( 8200)
Farm Library			---	-)**
Engineering & Architecture Library			3751	( 2126)
Medical Library			43330	( 68017)
		Total	<u>210578</u>	<u>( 236556)</u>

\* No count is taken of books consulted in the reference rooms, carrels or stacks.

\*\* Not counted

Document reproduction				
Exposures (for readers and for internal needs)			<u>184493</u>	<u>( 146211)</u>

N.B. Microfilm services are operated by the University Photography Service.

STATISTICS  
(continued)

STOCK\*

Note: "Titles" means works represented in the Libraries, i.e. each work is one "title" regardless of how many volumes it comprises or how many copies the Libraries have of it.

"Volumes" means individual bound books.

All figures include material in microform as well as in book form.

Libraries	Titles books	Volumes books	Bound vols. periodicals	Total volumes
Jafet, Sci.-Ag., Farm, Eng.-Arch.**	143460	231423	55808	287291
Medical	19100	29847	27425	57272
Totals June 30, 1971	162560	261330	83233	344563
(Net additions 1970-71)	( 12707)	( 17530)	( 7289)	( 24819)
(Totals June 30, 1970)	( 149853)	( 243800)	( 75944)	( 319744)
<u>Current periodicals</u>				
Jafet, Sci.-Ag., Farm, Eng.-Arch.				
Western	3459			
Eastern	269			
Newspapers	120			
	<u>3848</u>			
Medical Library	1036			
Total June 30, 1971	<u>4884</u>			
Net increase 1970-71)	( 218)			
(Total June 30, 1970)	4666)			
<u>Manuscripts</u>	.....	....	....	2206

Also collections of: University archives; pamphlets; films and filmstrips; official documents of U.N. and agencies, U.S. (about 15,000), Arab States (about 8,500), and other governments; American, British and French standards; agricultural and engineering technical papers; scientific and medical papers and reprints.

\* All stock figures include items acquired by the Libraries for permanent loan to departments.

\*\*Since the Science & Agriculture, Farm and Engineering & Architecture Libraries are now almost full, additions are balanced by transfer of less-used material to Jafet.

1

To: Dr. Samuel B. Kirkwood, President

From: Mr. Joseph E. Gill, Project Manager

Subject: Annual Report on Special Construction Project -  
July 1, 1970 - June 30, 1971

### Accomplishments

- a) All work under the contract for construction of Phase II of the Medical Center was completed by Crow Construction Co., including the repairs falling within the scope of the one-year guaranty period which expired on May 17, 1971. Upon the request of the Medical Center Planning Committee, minor additional works proceeded in certain selected areas of the Phase II building under force account on a \$50,000 allowance earmarked for the purpose.
- b) The contract for construction of Phase III of the Medical Center was awarded to Franchi Construction Co., Inc., Newton, Mass., on August 26, 1970 at their bid price of \$7,748,000. The Contractor was given formal Notice to Proceed on October 13, 1970. Change orders issued by June 30, 1971, including the deletion of work on Residents' and Interns' Housing (Building #23), brought down the contract sum to \$7,571,231.
- c) Actual work on construction of Phase III of the Medical Center by the Contractor started on October 16, 1970 and was 7.2% completed by June 30, 1971. Work proceeded mainly on concreting to Basic Sciences Building, demolition and excavation for Underground Parking and Pedestrian/Services Tunnel and for Post Graduate Medical Education Building, and renovation of Building #56 (Nurses' School and Housing) including in-house work on second floor and above.

A T T A C H M E N T    A

To: Memorandum for the Record

From: Fred Posteher

August 13, 1971

Subject: Review of Bid Number 71-70 (1970-71 YEARBOOK)

February 1, 1971 four companies were invited, to bid on the production of the "Yearbook." These were:

1. The National Lebanese Press
2. The Catholic Press
3. Cooperative Printing Press
4. N.C.R. Press

Of these no bid was received from N.C.R. At the time of the opening of the bid three other bids were presented by the students. These were from:

1. Slim Printing Press
2. Sabbagh Printing
3. Aleph Printing

The bids were opened and reviewed by:

1. Mr. Haik of the Purchasing Department
2. Mr. Rubeiz of the Purchasing Department
3. Mr. Sabbagha of the Comptroller's Office
4. Mr. Najib Azzam for the students

Each certified on the bid of the Lebanese press that "bids opened on 8/3/71; awarded to lowest bidders National Lebanese Printing Press as per the above stated quotation." My investigation found nothing to contradict this statement.

The bid was awarded on March 9th to the National Lebanese Printing Press by letter from Mr. Rubeiz and Mr. Haik.

The invoice rendered by the printer was L.L. 2090 over the amount of the original bid. This was composed of two items:

1. "Additional charges for repeating 5 'fascicules' in black and white, 8 p. each, upon the request of the Yearbook Committee." L.L. 1600.00.
2. "Additional charges for reprinting pages 457, 458, 454 and 460 upon the request of the Yearbook Committee. L.L. 490."

These prices do not appear to be inconsistent with the others quoted previously. For example the prices per "fascicule" on the original print of black and white was L.L. 415 where as the reprint was L.L. 320.

It is my opinion that this bid was handled in accordance with the procedures of the University and was awarded in accordance thereof of the lowest bidder.

To: Memorandum for the Record

From: Alfred C. Haik

Subject: Yearbook 1971

July 28, 1971

I. Printing of Publications and or other material that has to be contracted for with Printing Firms are processed as follows:

1. Printing jobs that will cost \$500 or over sealed bids are required.
2. For Printing jobs of \$200 or over but less than \$500 unofficial bids are requested.
3. For Printing jobs of \$200 or less negotiated prices are obtained.
4. For sealed bids three or more contractors are required to bid.
5. Closed bids are required to be returned to Comptroller.
6. Bids are opened by a Committee consisting of Director of Business Services and/or Director of Purchasing, Printing Supervisor, a representative from requesting Department and, a representative from the Comptroller's Office.
7. The bid is awarded to lowest bidder, unless there are justifications acceptable to the Committee.

II. Yearbook "Campus 1971"

1. A request for printing was duly received by the Printing Office. "INVITATION FOR TENDER" forms were prepared and sent out to four Printing Houses which in the opinion of the Printing Office, are capable of producing the publication on schedule and according to specification in a satisfactory manner. The four Printing Houses were:

Cooperative Printing Press  
Catholic Press  
National Lebanese Printing Press  
National Cash Register Press

By February 15, the deadline for the receipt of bids, three bids were received by the Comptroller's Office. The Yearbook Committee was immediately called to arrange for a meeting to open bids. For reasons beyond our control, the meeting could not be arranged until March 8, 1971.

The meeting was attended by

Mr. Fawaz Nagea	Yearbook advisor
Mr. Najib Azzam	Editor-in-chief
Mr. Victor Sabbagha	Comptroller
Mr. Michel Rubeiz	Printing
Mr. Alfred Haik	Business Services

Mr. Sabbagha produced the three bids he had received. National Cash Register did not submit a bid.

Before we opened the bids, the Yearbook representatives produced three bids they said they obtained on their own. They were from Imprimerie Slim, E. Sabbagh Establishment and Aleph. The Committee decided to accept the bids and open them but reserved the right of awarding to one of the three until capabilities were checked and found satisfactory.

The bids were duly opened, and found to be as follows:

	<u>Per Fas. 16 pages Bk &amp; Wh</u>	<u>Per Fas. Colored</u>	<u>Per one extra color per Fas.</u>	<u>Dust Jacket</u>	<u>Assembly &amp; binding</u>
	L.L.	L.L.	L.L.	L.L.	L.L.
<u>Bids obtained by AUB</u>					
Cooperative	1328.00	5484.00	275.00	2590.00	7656.00
Catholic	1168.00	6400.00	350.00	2075.00	11825.00
National Leb.	830.00	3600.00	170.00	2160.00	8170.00
<u>Bids obtained by Yearbook Com.</u>					
Slim	1185.00	8190.00	450.00	4145.00	30100.00
Sabbagha	950.00	5000.00	350.00	3000.00	9350.00
Aleph	1050.00	3600.00	1225.00	1900.00	6200.00

The lowest bidder among the six listed above was National Lebanese Printing Press to whom the contract was awarded.

For comparison and based on the actual number of pages black and white and colored, the total expense per lowest bidder awarded contract, and the three bids brought by the Yearbook Committee are as follows:

	<u>NLPCO</u>	<u>SLIM</u>	<u>SABBAGH</u>	<u>ALEPH</u>
3 3/4 Fas. B & White	28842.50	41178.75	33012.50	36487.50
2 Colored Fas.	7200.00	16380.80	10000.00	7200.00
Dust Jacket	2160.00	4145.00	3000.00	1900.00
Assembling	8170.00	30100.00	9350.00	6200.00
Extra:				
14 colors	2380.00	6300.00	4900.00	17150.00
1 color	170.00	450.00	350.00	1225.00
1 color	170.00	450.00	350.00	1225.00
	<hr/> 49092.50	<hr/> 99004.55	<hr/> 60962.50	<hr/> 71387.00



ATTACHMENT B

PHYSICAL PLANT DIRECTORATE

ANNUAL REPORT ON ACTIVITIES

JULY 1st 1970 - JUNE 30, 1971

2

PHYSICAL PLANT ANNUAL REPORT - 1970-71

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.../...

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PHYSICAL PLANT DIRECTORATE

Annual Report: July 1, 1970 - June 30, 1971

GENERAL

The writing of this report marks the first anniversary of the operation of the Medical Center Phases I and II. During this year Physical Plant faced the challenge dictated by the growth of facilities: a growth of built-up area of about 40% composed of highly sophisticated buildings rather unfamiliar to a staff that had been accustomed to operate and maintain previous facilities. Being convinced that every additional non-academic position would become a burden on the University, the challenge has been how to meet the man power requirements of this growth without much increasing the number of new positions by realignment of existing resources. Moreover the preventive maintenance and operation of the elaborate and sophisticated service equipment and utilities systems, representing about three hundred percent increase over the previously existing equipment plants, has brought another challenge: that of training the needed skilled man-power not readily found in Lebanon. The highlights of activities and achievements of the Directorate can be outlined as follows:

1. During this year the reorganization has proved itself. It has been tested and we can state with confidence that it had been soundly conceived and has got now the engineering capabilities to discharge the present and future duties of all Physical Plant activities.
2. The Physical Plant Manual has been almost completed and its full implementation is to start July 1, 1971. However during this reporting period management control procedures covering budgeting, job orders, tendering and contracting, procurement and stores inventory, cost charging, have been formulated and put under application for better utilization of available resources.
3. The operation and maintenance requirements of the MedCent and Campus Physical Plant have been analyzed and forecasts prepared for the next four years, including Phase III.

.../..

4. The Medical Center has been operated and the planned preventive maintenance program fully implemented. During this first year of occupancy, plant engineering has been faced with the inevitable "teething trouble" and requests for alterations and improvements, all of which were attended to in a professional manner. Basic design deficiencies have been analyzed and action for their correction initiated.
5. In view of the high utilities consumption of the Medical Center, an effort was made through the elaboration of economy operation schedules: savings of the order of \$ 40,000 per year were thus achieved for the electrical power consumption alone. Furthermore, the high tension emergency power supply project from AUB Power Plant has been enlarged in scope so as to permit feeding operative power to MedCent on a 24 hour basis, using present and future AUB power generating capacities, thus making it possible to reduce the direct expense for city power bills by about \$ 120,000 to \$ 150,000 per year , and effect additional net savings in power costs of the order of \$ 40,000 to \$ 50,000.
6. The Power Plant planned extension to meet Phase III power requirements has been studied, including the noise and soot nuisance problems. The possibility of procuring advantageously two brand new surplus diesel generating sets from MEDRECO is being investigated which would probably make it possible to achieve savings of the order of \$ 350,000 against a similar procurement from the USA.
7. The land procurement and land regularization program initiated during 1969-70, as well as the taxation acessement of AUB property have progressed effectively.
8. The space utilization analysis of the academic building facilities has progressed in accordance with recognized standards and rational procedures. As a result, optimum use of existing facilities will be made and additional requirements will be planned and programmed in an efficient manner.

.../...

9. The performance of the maintenance and repair activity has again increased by about 22% in addition to the 30% increase achieved in 1969-70; as a result the considerable backlog of work which had accumulated, was reduced to one half. This will make it possible to attend more rapidly to service requests and plan and execute the work in a more efficient manner.
  
10. Capital works and alteration/improvement activities estimated at a total value of about \$ 500,000 have been handled of which about \$ 340,000 were completed and the remaining are at various stages of design and/or execution.

The following is a general summary of reporting on activities and achievements of each of the four Divisions of the Directorate.

## I. MANAGEMENT ENGINEERING DIVISION

### 1. General Achievements Related to Organization and Management Control

Management Engineering has concentrated its efforts during this year in the analysis of Physical Plant operation and maintenance requirements and the realignment of available resources (personnel, dollars, supplies, equipment...), as needed to meet these requirements in the most effective and efficient manner. Simultaneously, the planned reorganization of Physical Plant has been implemented and the work control procedures have been formulated and applied for the greater part.

The Job Order Procedures which cover most of Physical Plant activities have been studied and elaborated in close collaboration with the Comptroller's System and Procedures Office and the Operations and Maintenance Division of Physical Plant. These procedures provide an effective control on the processing, scheduling and costs of Service Requests covering maintenance, repairs, alterations, improvements and services.

Tendering and contracting procedures have been formulated and applied; they cover architectural and engineering contracts as well as execution contracts for construction works, electrical and mechanical plants supply and installation works, and all other works or services to be provided by outside agencies. General Conditions of Contract, based on the International Conditions of Contract have also been prepared, and have been approved by the University Attorneys; this document will protect the University from claims and insure through the specified control procedures covering variation orders, periods of guarantees, performance bonds and methods of payment, that the University's best interest is preserved under all circumstances.

The procurement and stores inventory control procedures for supplies materials and spare parts used by Physical Plant has been studied with the Comptroller's System and Procedures Office, the Director of Business Services and the Supply Manager. Revised and adjusted procurement procedures have accordingly been issued and the inventory control system of store items and spare parts is under elaboration by the Supply Manager. Supplies and materials which are of current use by Physical Plant are also being incorporated in the stocks kept by the stores.

.../..



Basic budgeting and cost charging procedures for preventive maintenance, services and utilities have been reviewed with the Comptroller's Office and the Budget Office with the aim of better organization and utilization of resources and more accurate costing of operations and maintenance.

A new functional filing system for the whole Directorate has been elaborated to permit easy reference for follow-up, statistical analysis, performance evaluation, long term planning and budgeting, and the detail cost analysis and control of each activity.

Management Engineering has collaborated closely with each of the other Divisions to develop and formulate the detailed operational concepts, functional organization and work flow and control procedures of each Division and functional branch or group, in close relation to the ~~plant~~ general functional reorganization of Physical Plant, and as needed to cope efficiently and effectively with the growing Physical Plant duties and responsibilities. Management Engineering has accordingly compiled, coordinated and edited all the above individual concepts, organizations and procedures into an integrated General Physical Plant Manual which defines the scope of Physical Plant Directorate's responsibilities, its functional organization to cope with these responsibilities; and formulates accordingly the general management and work control procedures, which are aimed at the coordination of the Directorate's activities and the fulfillment of its functions with the highest degree of reliability and performance. Incorporated in this Manual are systems of inspections, checks and balances, as well as commitments and payments control procedures which provide adequate management and control of Physical Plant resources.

## 2. Analysis of Operations and Maintenance Requirements and Future Forecasts

Management Engineering has in conjunction with the preparation of the 1971-72 budget request and the up-dating of Program Analysis II-A, conducted analyses of past operation and maintenance activities and costs as well as studies of future requirements for preventing the premature and costly deterioration of buildings and related service equipment and utilities systems.

The preventive maintenance requirements of the Campus academic buildings, student and faculty housing buildings, residences, and supporting central equipment plant and utility systems have been analyzed, including the Campus,

.../..

MedCent Phases I, II, and III. Past records of the maintenance and repair activity have also been studied and compared with the above analyzed requirements and average requirements in similar local and foreign facilities and plants. The analysis of past records and the forecasted operation and maintenance requirements are summarized in the attached tables and illustrative charts. The following are some of the conclusions to be drawn from this study.

The University Physical Plant has rapidly evolved from simple buildings to more sophisticated facilities, involving considerable building service equipment and much higher utilities consumption. Furthermore, about 95,000 m<sup>2</sup> of new highly equipped buildings are being added: Medical Center Phases I and II which are already in operation and Phase III which will be commissioned in 1973. This represents a growth in built floor area of 60%, from about 160,000 m<sup>2</sup> to about 250,000 m<sup>2</sup> and an increase in the construction and service equipment investment of 200 percent from \$ 16,000,000 to \$ 44,000,000.

It can be noted from the above and the attached illustrative charts and tables that as a result of the growth of the services furnished to the buildings and the increasing sophistications of the equipment of the new constructions, the growth of the utilities requirements is tremendous. The growth of utilities costs from 1967 to 1971 is not proportional to the growth of the built area, it is more directly related to the more rapid growth of the Investment, which is a function of the above mentioned rapid increase in the scope of the service equipment. Operations and maintenance budgets bear thus no relation with past budgets and "On going basis" budgets assumptions can no more be admitted.

The occupancy of MedCent Phases I and II alone have raised the total operation and maintenance expenditures by about \$ 800,000, i.e. an 80% increase. In addition, the service equipment of Phases I and II and utilities systems which represent an investment of \$ 6,000,000 will require by 1980 at least \$ 200,000 per year for equipment replacement at end of useful life.

Similarly, for Phase III, the University will have by 1974-75 to operate and maintain about 30,000 m<sup>2</sup> of new and sophisticatedly equipped scientific and academic buildings and about 25,000 m<sup>2</sup> of grounds and parkings. This will cost about \$ 290,000 of utilities (electricity, water, steam, gas), and about \$ 150,000 for preventive maintenance equipment, building maintenance and repairs, communications and services, i.e. a total of about \$ 440,000 additional operation and maintenance expense, which may reach \$ 510,000 by 1977.

.../..

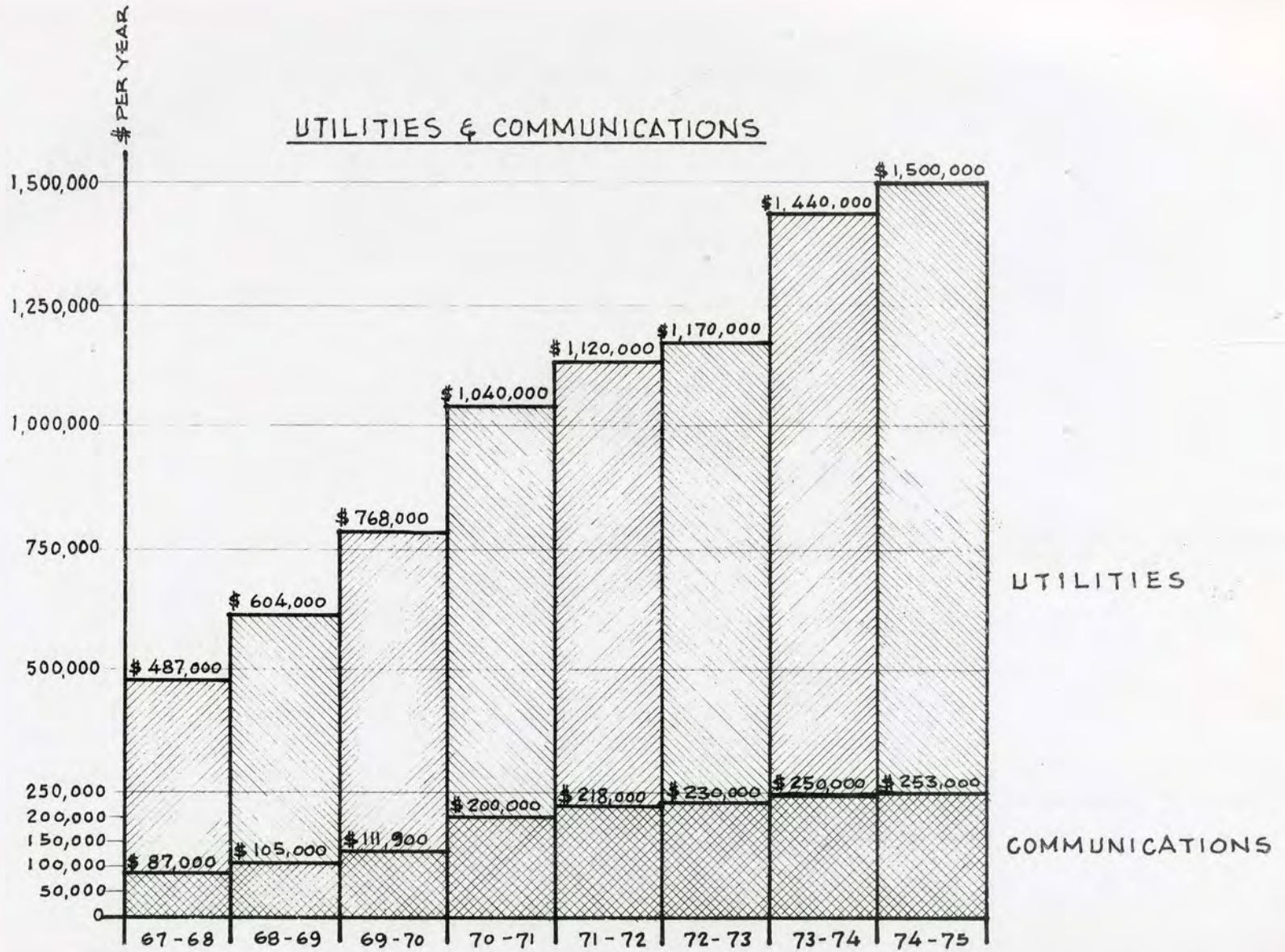
PHYSICAL PLANT OPERATIONS AND MAINTENANCE COSTS

FORECAST UP TO 1974-75

<u>Year</u>	<u>Built Area M<sup>2</sup></u>	<u>Investment Value \$<sup>(1)</sup></u>	<u>Utilities &amp; Communications \$/Year</u>	<u>Maintenance &amp; Services<sup>(2)</sup> \$/Year</u>	<u>Total Oper. &amp; Mainte. \$/Year</u>
1967-68	160,000 M <sup>2</sup>	16,000,000	487,000	547,000	1,034,000
1968-69	160,000 M <sup>2</sup>	16,000,000	604,000	559,000	1,158,000
1969-70	188,000 M <sup>2</sup>	23,000,000	768,000	577,000	1,345,000
1970-71	214,000 M <sup>2</sup>	35,000,000	1,040,000	624,000	1,664,000
1971-72	214,000 M <sup>2</sup>	35,000,000	1,120,000	747,000	1,867,000
1972-73	214,000 M <sup>2</sup>	35,000,000	1,170,000	785,000	1,955,000
1973-74	250,000 M <sup>2</sup>	42,000,000	1,440,000	870,000	2,310,000
1974-75	250,000 M <sup>2</sup>	44,000,000	1,500,000	970,000	2,470,000

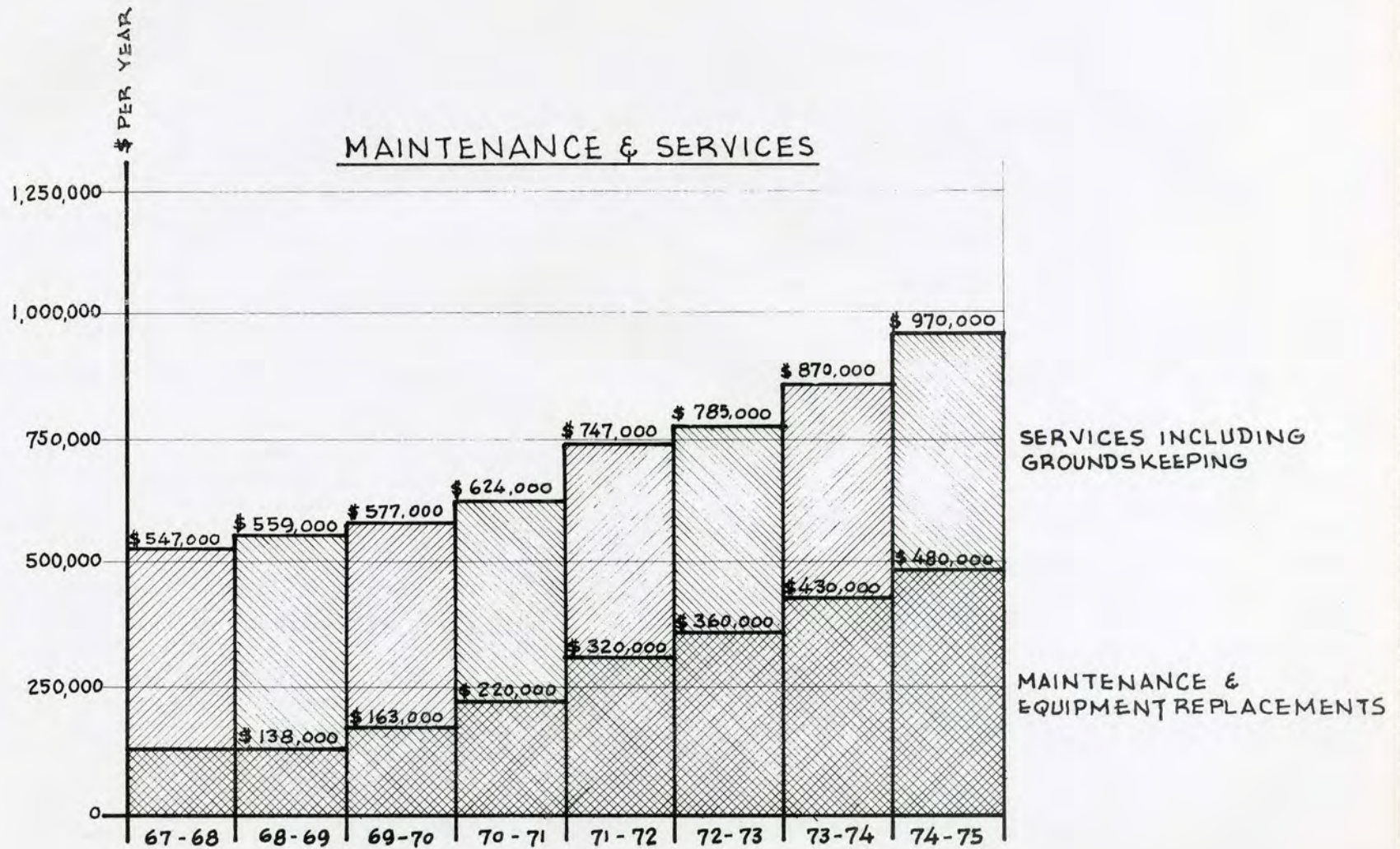
(1) Replacement Value of Buildings and Related Service Equipment

(2) Including the Groundskeeping Activity for the Whole University Grounds (280,000 M<sup>2</sup> Plot Areas).



A.U.B. PHYSICAL PLANT

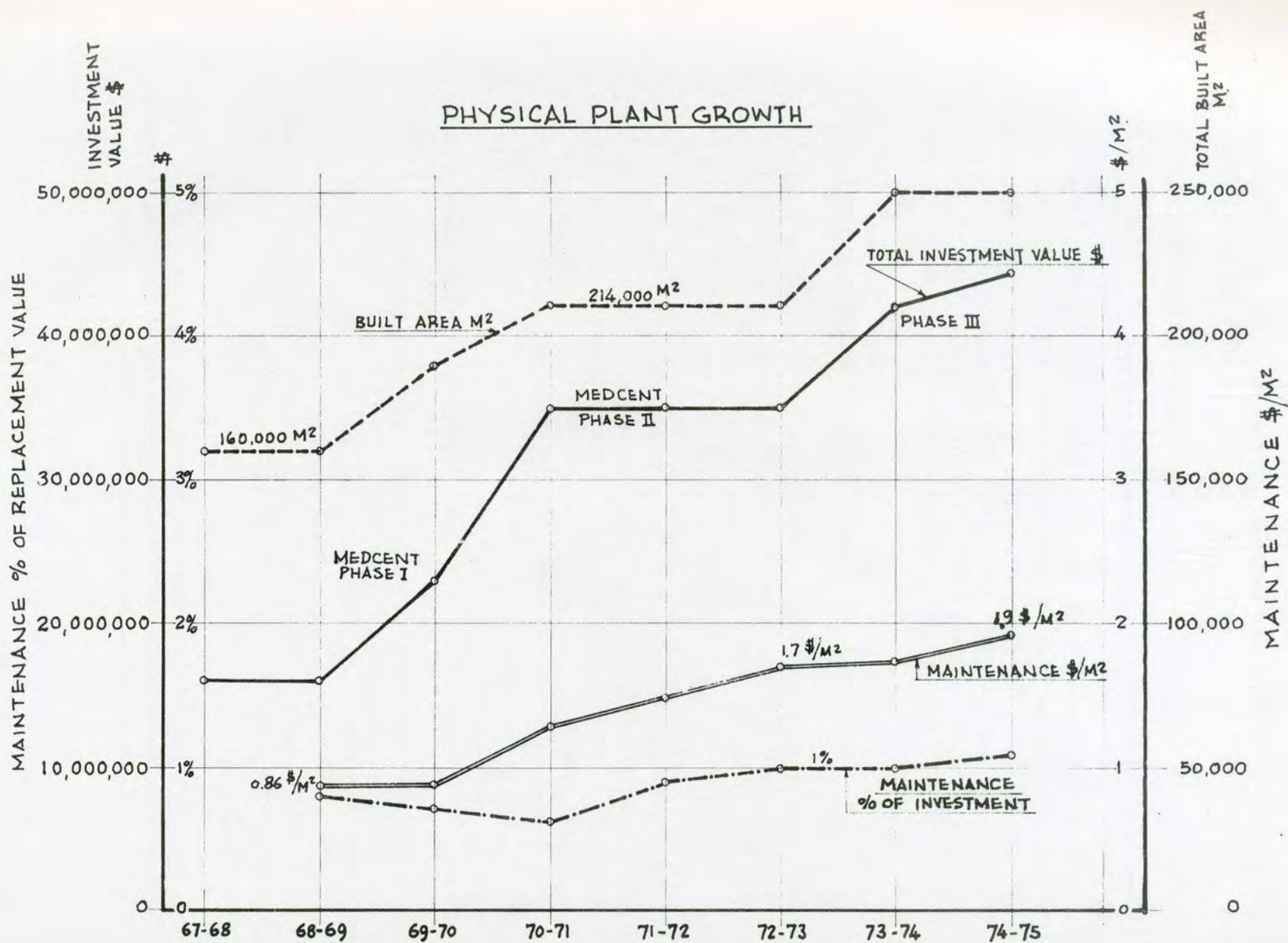
JUNE 1971



A.U.B. PHYSICAL PLANT

JUNE 1971

# PHYSICAL PLANT GROWTH



A.U.B. PHYSICAL PLANT

JUNE 1971

3. Assistance to Director for General Coordination of Physical Plant Activities and Development Projects

a. MedCent Preventive Maintenance

The Medical Center preventive maintenance requirements for the \$ 6,000,000 installed equipment plants have been analyzed and studied in close collaboration with the plant engineer, based on the equipment manufacturer's recommendations and the experience gained with the maintenance of Phase I. A preliminary report was submitted in July 1970 and the program has been under full implementation since January first, 1971. The adjustment and realignment of the manpower requirements to comply with the work standard which are being developed through experience is underway.

b. MedCent Spare Parts

Simultaneously with the above study of the preventive maintenance requirements of Medical Center installed equipment, Management Engineering has coordinated and followed up the preparation of spare part orders for about \$ 200,000. The inventory control of these spare parts and the hundred thousand dollars worth which has already been ordered, has been followed up with the Supply Manager; due to the considerable amount of work needed for the classification of the very large number of items involved and the extensive work load of the Supply Manager for the inventory control of other University stores, the classification and inventory control of MedCent spare parts has progressed slowly; it is hoped however that this matter will be resolved shortly.

c. MedCent Utilities Consumption

In view of the high power requirements of Medical Center (\$ 340,000 per year), a study was conducted in close collaboration with the electrical engineer and the plant engineer to find ways and means to save first on the electrical power consumption and second to make a maximum utilization of the AUB power plant generating capacity. Power and lighting utilization schedules have accordingly been worked out and yearly savings of the order of \$ 30,000 achieved.

Furthermore, the high tension emergency power supply project, which was supposed to supply emergency power to Medical Center during city power outages, was enlarged in scope so as to make it possible for the AUB power plant to

.../..

supply in 1971-72 operative power to MedCent on a 24 hour basis. When all the additional switchgear would have been installed, about half of MedCent power requirement will be fed from the AUB power plant, thus effecting savings of the order of \$ 60,000 per year, in addition to the higher reliability of the power supplied to Medical Center.

d. Campus Preventive Maintenance

Inspections of the Campus Physical Plant have been made and problem areas related to personnel performance, training requirements and improvement of workmanship raised and discussed in staff meetings. Preventive maintenance requirements of the Campus academic and housing building facilities and the related utilities system and service equipment have been studied in conjunction with these inspections and preliminary budgetary forecasts submitted in various reports and formulated in Program Analysis II-A.

e. Telephone System Deficiencies

The University telephone system deficiencies have been analyzed in close collaboration with the Communication Manager and detailed reports submitted. These deficiencies have also been discussed with delegates from GENTEL (the supplier of the equipment) and action is to be taken shortly after further discussion with one of the vice presidents of GENTEL. In essence, the telephone system which was designed and installed in conjunction with the Phases I and II project, is ill-suited with the needs of AUB and has inherent technical incompatibilities with the city telephone exchange systems; all of which have led to loss of calls, a general unsatisfactory operation, poor public relations and the costly and troublesome need of an excessive number of telephone operators. Correction of these deficiencies will involve the expenditure of about \$ 100,000, including Phase III requirements.

A possible alternative solution which is under consideration at present is to provide a greater number of direct city lines, which would relieve the communication load on the telephone exchanges and switchboards, thereby eliminating the need to add more telephone operators and consoles, and possibly even reduce the present number of telephone operators instead of adding 13 more, as would be necessary otherwise.

.../..



f. Power Heat Plant Future Extension

The Power/Heat Plant future extension which is under consideration for the supply of Phase III power requirements (1,700 KW) and full emergency and operative power to MedCent Phases I and II (2,000 KW) has been studied in close collaboration with the power plant Superintendent, the Engineering and Construction Division and the Chief of Operation and Maintenance. The building extension, the water cooling system and the general installation works needed for the 1,700 KW diesel generating set, scheduled for immediate procurement and commissioning in 1973, has been studied and a preliminary cost estimate submitted (about \$ 125,000).

The power and steam long term requirements have also been analyzed in detail and the feasibility of installing steam turbine driven generator instead of diesel driven equipment, investigated in close collaboration with the Chief of Engineering and Construction and the Power Plant Superintendent. This proved to be negative due to large steam requirements for such a project, which would require additional boilers and the costly condensation of a large percentage of excess steam.

g. MEDRECO Generators

In conjunction with the above, the possibility of procuring at an advantageous cost two brand new English Electric diesel generating sets, available as surplus from MEDRECO (CALTEX), instead of the american equipment scheduled for procurement by SCP, was studied and preliminary contacts established accordingly with English Electric. As this equipment has been in storage since 1965, it was found necessary to make sure that English Electric will inspect the equipment, supply the new alternators needed and supervise the installation and commissioning of the reconstituted sets, giving adequate operational guarantees.

Based on the preliminary offers received from the USA (through SCP) for the american equipment, and from MEDRECO and English Electric for the above alternative procurement, the total potential saving to the University, which could be achieved through the procurement of the MEDRECO generators

.../...

against a similar procurement from the USA, has been estimated at about \$ 350,000. Furthermore, as the AUB power plant has already in operation (since 1968), two identical English Electric diesel generating sets, the procurement of the MEDRECO generators present definite technical advantages from the operation and maintenance aspects and the inventory of spare parts.

Decision is pending the reception of a final offer and commitment from English Electric which is expected before the end of July, 1971. As Phase III is to be occupied on about June 1973, there is very little time left for the procurement and installation of the needed generating equipment; and if a positive satisfactory answer is received, a decision should therefore be taken immediately, and it is recommended that AUB delegates a qualified person to go to England and negotiate the procurement, installation, commissioning and guarantee contract conditions.

Should English Electric fail to give adequate operational guarantees, SCP is to be asked to proceed immediately with the procurement of American equipment, as originally planned.

#### h. Power Plant Noise and Soot Nuisance

The noise/soot nuisance control of the power plant has also been considered in close collaboration with the Power Plant Superintendent and the Engineering and Construction Division and immediate measures recommended. The feasibility of converting to gas burning has been investigated and found negative due to the high cost of gas and the safety hazards involved with the needed gas storage facilities. The conversion to water cooling instead of the present air-cooling will resolve the noise problem; the soot nuisance however which will increase tremendously with the higher consumption of power and steam related to Phase III, will need major redesign of the chimney and the installation of costly soot eliminating devices.

## II- PLANS AND PROGRAMS DIVISION

The following report covers developments and progress of work performed by the Division of Plans and Programs during the period under review. The accomplishments of the Division as reported in the following Sections, reflect the various functions of the Division and categories or responsibilities involved with the planning and programming process on a University wide basis.

### 1. Status of Land Purchase in the Pocket

The titles to thirteen plots of land (acquired through Trustee Shammas), out of fifteen plots listed in the land purchase decree, were duly transferred to University ownership during the period May 1970 through February 1971. The two remaining plots listed in the land purchase decree are under litigation and the University Attorneys have registered law suits with the Land Registry Department against the owner for failing to execute the promise of sale contract. In addition to the above fifteen (15) plots, Mr. Shammas hold in \_\_\_\_\_ for the University titles or promise of sale contracts (with advance payment in contract) to five plots in the Pocket area.

The President's Land Development Committee has authorized the University Attorneys to petition the Government for a new decree for transferring the above titles (five plots) presently held by Mr. Shammas for the University. The decree will also include various plots optioned to Mr. Shammas or to the University, (see attached drawing, of Pocket for details). The remaining plots of land to be negotiated for completing the acquisitions in the "Pocket" were discussed by the land Development Committee and it was voted "that all remaining parcels in the "Pocket" should be considered as first priority".

.../..

It has been estimated that \$ 666,000.00 will be required to procure the additional eight (8) plots and the balance of two (2) partially procured plots. The above estimate also includes key money required for evicting the tenants from the acquisitions transferred to University ownership and registration taxes in conjunction therewith. (see land purchase programming, attachment 1).

During the June Board Meeting the Executive Committee authorized the purchase of one plot optioned to Mr. Shammas (plot 476). The sale of this plot to the University is in process by our Attorneys.

## 2. Policy for Vacating Acquisitions in the Pocket Area

Under article 2 of the land purchase decree, it is stipulated that annexation of all new acquisitions to the Campus should be completed before January 1975. The Land Development Committee discussed the various "Pocket" acquisitions presently occupied by tenants and passed a resolution to the effect that the University will not collect any rentals from these tenants. The University policy in this respect is to aim towards an amicable evicting of the tenants at the earliest possible date, however, if amicable eviction could not be obtained, the Law Offices were instructed to take the necessary legal actions against the tenants involved. Such court actions will be registered with the Government departments concerned before mid December 1971 for compliance with the law regulating lease contracts (registration).

## 3. Land Regularization and Indemnification

During this reporting period good progress was made with actions pertaining to the land ownership problems, land regularization, annexations and necessary procurements. The updating work of the University real property records continued and the New Medical Center (Phase I and II), was registered with the Land Registry Department. (Registration action involved payment on December 8, 1970 of L. L. 89,307.75 or \$ 28,800.00 covering the registration taxes for Phase I and II on two University plots 127 and 3435.

The main Campus plot 412 buildings were inspected by the Ministry of Finance in view of the property registration formalities and the registration fees and taxes are being assessed against the built property area under

.../...

registration comprising: New Chemistry, Humanities building, One Women's Dorm. (Bustani), Two additional floors to Murex and Jewett Hall, Mary Dodge Hall, addition to Jafet Library and other buildings renovated since 1956.

Buildings on plot 641 (I. C. Campus) and other plots (Science Complex buildings, Faculty Appartments II & III, Laundry, Corporation Yard, etc...) will be assessed for registration taxes upon completion of the inspection presently in process by the Finance Department.

The University Land Development Committee voted several resolutions on regularization of the outstanding issues of land problems and the necessary actions for the following decisions are in process.

- Procurement and annexation of a left-over parcel of public domain adjoining the south boundary of plot 119 - (estimated cost \$ 1000.00).
- Procurement of the road and stairway between the main Campus and International College Campus and annexation of four left-over portions of public domain adjoining the stairs -(estimated cost \$ 202,500.00). Cost to be included in 1971/72 budget.
- Procurement of a left-over parcel of public domain adjoining the northern boundary wall of the Campus - (estimated Cost \$ 4500.00).
- Eliminating alignment of public roadway south of Faculty Appartment III, (Cul de Sac). Land will accrue to the University without cost.
- Indemnification for plots 473 and 983 - (\$ 22,080.00 to be taken in cash).
- Indemnification for plot 119 - (\$ 13,600.00 to be taken in cash).
- The University Attorneys have submitted petitions for indemnity allowances to the University (Sharafeyeh) as a result of past expropriation of the following plots: 641 (I. C.), plot 473(south of Embassy), plots 602 and 603 (I. C.).

.../..

#### 4. Land Regularization (Necessary Procurement)

The procurement of the road and stairway between the main Campus and International College Campus is in the final stage. The total area to be annexed to the University property (1335 square meters or 14.500 square feet) comprising four left over parcels of public domains, was transferred to Municipal domain and was appraised by the Municipal Land Committee (March 1971) at \$ 140 a square meter.

#### 5. Land Development Committee

Under authorization from the Board of Trustees (March 1970 b Board Meeting), President Kirkwood appointed the Land Development Committee (August 1970) as an official Committee charged with making recommendations on the future acquisitions of land and other matters related to land regularization, and high priority land procurement essential for consolidating the Campus holdings. The Land Development Committee is the responsible body for the study of the innumerable land ownership questions and pertinent relationships with the University long range plans. In essence the Committee is basically called to play a planning role in studying the University's land problems and recommending the proper actions, leaving pertinent implementations, as applicable, to the offices concerned through the regular University channels, subsequent to the President's approval and in turn the Board's approval. Since its inception the Land Development Committee, under the Chairmanship of the Vice President for Administration, has held five meetings and reviewed the outstanding issues of land ownership problems. The following recommendations and actions were voted by the Committee and are under implementation by the University Law Offices and/or by the University Physical Plant.

- Registration and transfer of land titles acquired through Mr. Shukri Shammas, to University ownership.
- Audit of Land Purchase Account.
- Vacating of tenants from three new land acquisitions (plots 456, 480 & 515).
- Procurement (in part) of plot 486 (a new acquisition in the Pocket area).
- Petition for a new decree authorizing the University the transfer of land titles, presently held in Mr. Shammas' name, to the University and other plots optioned to Mr. Shammas or to the University.

.../...

The Committee discussed additional procurement of land in the Pocket area and voted that all remaining parcels in that area are considered first priority for funding purposes. The Committee discussed a high priority procurement, plot 494, located at the southern end of the Pocket and voted to defer action on the ground of the exorbitant asking price. The Committee discussed the question of future land acquisitions in view of Mr. Shamma's wish to be relieved of future land transactions and has since established its operation and policy for future land transactions and funding (as directed by President Kirkwood) for future acquisition.

6. Taxes

Under the provisions of the tax law, the University was assessed, for the first time, municipal taxes on Faculty housing and residences located on the Campus proper. (Municipal taxes being paid for Abdul Aziz Faculty Apartment). The taxes in question are yearly taxes on the rental value of the apartment and sidewalk/sewer taxes estimated respectively at \$ 7700 and \$ 1750 and were assessed retroactive to four years (1967 through 1970 inclusive). After several meetings held between administrative officers concerned for waiving the above taxes and regarding the complications that would arise from revising the existing contracts with personnel occupying campus housing, it was decided to recognize the charge for municipal taxes.

The following tabulation shows the taxes requirements until 1973/74.

TAXES REQUIREMENTS

Taxes	1970/71	1971/72	1972/73	1973/74
	\$	\$	\$	\$
Built Property		17,300	17,300	17,300
Tenancy		7,700	7,700	7,700
Sewers & Sidewalks	4,400*	1,750	1,750	1,750
	(back taxes)			
Registration Phase III		3,400*		17,250*
Regularization Main Campus & I. C. (registration taxes)		70,000*		
<b>TOTALS</b>	<b>4,400</b>	<b>100,150</b>	<b>26,750</b>	<b>44,000</b>

\*one Time Payment.

.../...

## 7. Capital Works Program

Attachement 2 is the updated program for Capital Works improvements, included as part of the revised projections is the procurement of two diesel electric generating sets (1971/72) offered for sale by the Mediterranean Refining Company (MEDRECO) at \$ 200,000.-. These two generators will satisfy the requirements for Phase III and will provide an additional 900 KW for future expansion. This could mean a saving of \$ 356,000.- , against similar procurement from the USA, and may be even greater if negotiations with MEDRECO can reduce their initial asking price.

The "Renovation of Bliss Hall" (\$ 92,000) has been moved to the fiscal year 1972/73 on the basis that final planning for the utilization of the building will be completed in 1971/72 when the space realignments contemplated for the school of Arts and Sciences are fully determined. The building will be utilized during the coming academic year (1971/72) by the school of Arts and Sciences with minor essential renovations.

The final planning for the utilization of the International College buildings will be completed in 1972/73 with the ultimate goal for satisfying the increased demand for the programmed expansion of graduate education. The renovation work for the three buildings (Thompson, Sage and Rockefeller) is programmed for 1975/76 after the vacating of the buildings is completed. The project "New Elementary School" (\$ 658,000) is moved to the year 1973/74 and final planning for the new facility will be completed during 1971/72. Other projects programmed for 1971/72 such as funds for land acquisition and regularization are explained under land purchase and land regularization.

## 8. Selection of the Architect-Engineer for the Design of the New Library

The President called a joint meeting of the Library Committee and Campus Planning Committee to discuss planning for the new library. There were discussions on various architect-engineer (A-E) firms who had indicated an interest, namely: Warner, Burns, Toan & Lunde (N.Y.), John Carl Warnecke (N.Y. & San Francisco), Architects Collaborative (Cambridge, Mass), I. M. Pei & Associates (N.Y.), Brown, Daltas & Associates (N.Y. & Rome, Italy), Haines, Lunbery & Waehler (N.Y.).

.../..



The Library Committee and Campus Planning Committee, held several meetings in October 1970 and established an evaluation method for the A-E firms whereby each firm would be rated on the basis of a criteria-weight method (attachment 3).

A joint meeting of the two Committees (Library and Campus Planning) was called by the President on December 18, 1970 for recapitulation and discussion of the Architect-Engineer Firms and a sub-committee was formed to evaluate the information on the firms.

The sub-committee studied in detail the experience organization and qualifications of the prospective firms and submitted its report to the joint committee on January 11, 1971. The joint committee recommended to the President the following firms listed in order of evaluation :

- The Architects Collaborative (Cambridge, Mass.).
- Brown, Daltas & Associates (N. Y. & Rome, Italy).
- Warner Burns, Toan & Lunde (N. Y.).

At the February Board meeting the President presented the above three firms as recommended by the joint meeting of the two Committees.

#### 9. Space Utilization

As a result of the studies on space utilization and requirements, the whole of the old Chemistry building has been assigned to the Faculty of Engineering and Architecture as being more than adequate to meet their requirements through the year 1978. For the present and until a space study is completed for the Faculty of Arts and Sciences, the Department of Mass Communications is occupying limited space in old Chemistry.

Training Program in USA: through the courtesy of the Ford Foundation, an orientation training program, in the United States, was arranged for the space utilization specialist with objectives of studying workable methods of analysis, assignment and projection of building space in USA Universities, particularly as applicable to Institutions similar in size and structure to the American University of Beirut.

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The training program, as initially developed, covered a period of 15 days in the Office of Baxter MacDonald and Co., Berkeley, California, consultants in planning and management, and one month training with the Office of Institutional Research at the New York University, New York City.

As a result of the various meetings held with officials dealing with space assignment, analysis and programming in Universities, and after being acquainted with the various techniques and methodologies used in this context, to the extent that the training period permitted, the following recommendations were given :

- 1- To accomplish and maintain a properly coded computerized physical facilities inventory for the University. Such a yearly inventory provides a base of information for making decisions relating to space needs and the orderly assignment of space. Specific uses include:
  - Description of space qualitatively and quantitatively.
  - Developing projections of space needs for long range capital works planning and budgeting.
  - Planning space requirements for individual buildings or functions.
  - Determining operating and capital budget requests.
  - Reporting studies of utilization and occupancy.
  - Comparison with other institutions.
  -
- 2- To establish and adopt workable physical facilities standards which can be applied to all areas of study, objectively. The standards are needed for translating the educational program into physical facility requirements, and will serve in the measurement of utilization of existing facilities.
- 3- To determine campus wide present and future academic facility needs. The existing and future facilities to be defined, analyzed and projected in a systematic manner, within the educational goals set forth by the University.
- 4- To prepare a facilities development program, so that space projections covered in step 3, could be aggregates into identifiable building units.

.../..

- 5- To prepare a planning process for specific capital works projects selected to satisfy the space deficiencies as may be indicated.

Space Analysis for the School of Arts & Sciences: The space analysis and study for the Faculty of Arts and Sciences is in process. The inventory of presently assigned physical facilities, and study of their present utilization indicate that the total space assigned to the school is adequate to carry out the educational program. The instructional laboratory and research space utilized at present exceed the current and future requirements, at the same time office space deficiency is anticipated before 1977/78. A realignment of space allocations for the different departments of the School for improved utilization will be recommended upon final completion.

A preliminary procedures manual for space analysis and study was prepared as part of the Physical Plant procedures manual. The manual included definitions of terminology and procedure outlines of the three main steps explained in the recommendations under Orientation Training, namely :

- Physical Facilities Inventory.
- Space Standards.
- Campus Wide, Present and Future Space Needs.

The manual stresses the importance of handling the space program on a university wide basis in order to treat all areas of concern objectively and to be up-to-date with the development of the various fields. The inventory and space standards and consequently the space needs will provide the skeleton on which each area (school, department, function, etc...), could be studied, and its development anticipated rather than using the peace-meal approach.

#### 10. Alumni Club Vis-a-Vis Ex-OPD

In accordance with the Trustees decision, the Phase III program was modified to exclude the renovation and reconstruction of the Out-Patient-building formerly planned to provide quarters for residents and interns. Several alternatives for the location of a new structure adjacent to the

.../..

Alumni Club were reviewed by the Campus Planning Committee. The most suitable proposal (selected by the Medical Center Planning Committee) is a new wing running East-West and abutting the "Kuwait Wing" of the Club building. Final resolution is under study by President Kirkwood and President Alamedine.

#### 11. Campus Planning Committee

During this reporting period the Campus Planning Committee held seven meetings for discussion of various capital improvement projects and for the planning of the proposed Central Library which (planning) was mainly directed on the selection of an Architect-Engineer firm for the new project. The Committee elaborated its by laws, after discussion and amendment, the by laws were approved by the President in April 1971.

The following is a brief resume of the Committee's activities for the period under review:

- Location of the Grandstand and Basket/Volleyball Courts. In agreement with the Master Plan and in view of the planning of future increments to the Grandstand and other projected improvements (lighting, sound system). The Committee approved the systematical arrangement (Stand/Field) with all-weather basket/volley on the south segment and practice courts on the north segment of the field.
- The Committee also approved the first phase (158 luminaires) of the Campus lighting program and the proposed lighting of the Basket/Volleyball Courts.
- Several joint meetings with the Library Planning Committee were also held for review of the progress on the planning of the proposed new Central Library and for the selection of the Architect-Engineer firm. The two Committees were charged with developing a procedure for selection. A sub-committee was appointed by the Chairman of each of the Committees to study ways and means. As a result of the later meetings, the Committees have established a procedure using the "weighted criteria" method whereby each firm will be numerically rated against the weighted criteria and the firm scoring highest would indicate the one most

.../..

appropriate to do the job. The weighted criteria method recognizes that the A-E selection committee must use utmost judgement and objectiveness in its deliberations. Attachment 3 is a listing of the criterial and weights accorded each, from which numerical ratings for each firm were established and recommendations to the President were made accordingly.

## 12. Projects Review Committee

During this reporting period, the Projects Review Committee held thirteen (13) meetings for review and priority listing of the various project requests (alterations, improvements, maintenance and repairs) submitted by the Faculties and Departments of the University. Between July 1st 1970 and the close of the fiscal year 1970/71, the Committee reviewed a total of 198 projects at a total estimated cost of \$ 223,920 and approved for immediate execution (Priority I) 137 projects at a total estimated cost of \$ 111,330.-.

This Committee being the responsible body for developing University policies in conjunction with the economical and full utilization of the University physical resources and insuring realignment or reallocations where pertinent, has established a telephone allocations and reallocations policy for the Academic and Administrative departments of the University. The telephone policy has been implemented for the administrative and quasi administrative departments, the School of Agriculture telephones were realigned and the rallocations for the Schools of Arts & Sciences and Engineering are in process.

## 13. Operational Concept and Procedures Manual

During the period under review the Division completed the preparation of its Operation and Procedures Manual comprising the following Chapters:

- Chapter I : Concept of Planning and Programming as Applied to the American University of Beirut
- Chapter II : Planning and Programming of Capital Works Projects
- Chapter III : Planning and Programming of Minor Projects
- Chapter IV : Concepts and Procedures of Space Analysis and Utilization
- Chapter V : Real Property Management and Accountability.

LAND PURCHASE PROGRAMMING

<u>Plot No.</u>	<u>Price \$</u>	<u>Key Money \$</u>	<u>Commission \$</u>	<u>Registration \$</u>	<u>Total for Plots \$</u>	<u>70/71 \$</u>	<u>71/72 \$</u>	<u>72/73 \$</u>	<u>73/74 \$</u>	<u>Last Increment \$</u>
Plots in Decree										
475 (2 tenants)		3,500)						3,500		
480 (3 tenants)		8,500) From				8,500				
483/484 (3 tenants)		6,500) Contracts						6,500		
491/858 (11 tenants)		18,000)				9,000		9,000		
Plot or Contracts Held by										
Mr. Shammas										
481/482		15,000		5,000			20,000			
486 (98%)		7,000		2,000			9,000			
488 (85%)		14,000		8,000			22,000			
478/1(50%)		2,900		300			3,200			
Plots Optioned to Mr. Shammas										
476	115,400	6,150	2,900	3,700	128,150		128,150			
518	58,400	3,100	1,450	1,900	64,850		64,850			
Plot Optioned to AUB										
856	45,000	9,000		3,600	57,600		57,600			
Future Acquisitions										
494	-----				100,000*				100,000	
478/2	-----				6,500*		6,500			
485	-----				39,000*			39,000		
488/1	-----				32,400*		32,400			
487	-----				29,000*			29,000		
477	-----				32,400*			32,400		
517	-----				86,000*			86,000		
Acquisition of Public Domain in "Pocket" area										255,000
<b>TOTALS \$</b>						17,500	343,100	205,400	100,000	255,000
						=====	=====	=====	=====	=====
								\$ 666,000		

Total 17,500 343,100 205,400 100,000 255,000

CAPITAL WORKS PROGRAM

<u>Item</u>	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>
	\$	\$	\$	\$	\$	\$
Land Acquisition	17,500	345,000	205,000	100,000		
Land Regularization (including registration of Phase III)		73,400		17,250		
Procurement of Stairs		200,000				
Power Plant Extention (MEDRICO'S Electric Generators) <sup>(0)</sup>		200,000				
Equipment						
Installation			125,000			
Rehabilitation of Bliss Hall <sup>(1)</sup>			92,000			
Extension of Steam Distribution System <sup>(2)</sup>			60,000	60,000		
Water Supply Pumping Station and Supply Line			29,000			
Campus Lighting: 2nd Phase			24,000			
Telephone System						
Replacing the Old 1963 Model 30 Trunk Equipment (issue 9) with New Model Equipment Trunk Equipment (issue 18)			60,000			
Service Observation Equipment			15,000			
Additional Consoles			10,000	10,000	10,000	10,000)if not pro-
Tie Line Equipment						10,000)vided by
Additional to Trunk Lines						10,000)Phase III
Addition of 3rd Floor, Agriculture			90,000			
Renovation of Marquand House			70,000			
Greenhouses <sup>(3)</sup>			35,000	35,000	35,000	35,000
Penrose Hall - Elevator			13,000			
Translation Equipment for Engineering			12,000			
Lockers for Engineering (Old Chem'stry) <sup>(4)</sup>			12,000			
New Library: Design			365,000			
Construction				6,500,000		
New Elementary School				658,000		
Digital Plotter <sup>(5)</sup>				10,000		
Gymnasium <sup>(6)</sup> : Design				37,000		
Construction					365,000	
AUB Beach: Design				10,000		
Construction					80,000	160,000
Rewire and Other Renovations Biology Building				27,000		
Alteration to Poultry and Meat House				25,000		
Testing Machine for Engineering Lab.				110,000		
Rewire and Refixture Physics Building				18,000		
A/C Fine Arts Department				30,000		
Water Main Direct to Laundry				11,000		
Rehabilitation of New Men's Dormitory <sup>(7)</sup>				150,000		
Head House				30,000		
Farm Machinery Lab. Building (AREC)				70,000		

Totals 17,500 818,400 1,217,000 7,908,250

(4) Lockers and other furnishings.

.../...

CAPITAL WORKS PROGRAM - (Cont'd)

	<u>1974-75</u>	<u>1975-76</u>
Housing for Women Students (AREC)	20,000	
Surface Drainage (Campus)	42,000	
Rehabilitation Electric System Science Lecture Hall	10,000	
Renovation of Post Hall(8)	80,000	
Surface Tennis Courts (all weather)	30,000	
Light Tennis Courts	14,000	
New Warehouses(9)	37,500	
Infirmery Expansion	30,000	
Telephone General Expansion Program 400 New Lines AUB	60,000	60,000
500 New Lines Phase III and MedCent	70,000	70,000
Rehabilitation of Faculty Apartment I(7)	110,000	
Rehabilitation of Faculty Apartment I(7)	50,000	
Procurement of Public Domain (Pocket Area)		255,000
Athletic Field Lighting		70,000
Update Computer Center Equipment		1,043,000
Alterations to Building		10,000
University Water Wells		12,000
Rehabilitation of West Hall		30,000
A/C West Hall Auditorium		25,000
Jewett Dormitory(7)		40,000
Laura Bustani Dormitory(7)		50,000
Kurex Dormitory(7)		40,000
Additional 1500 KW Generator (including installation costs)(10)		300,000
Grandstand Phase II and Relocation of Road (incl. dressing rooms)		260,000
Alterations to Thomson Hall		50,000
Alterations to Sage Hall		50,000
Alterations to Rockefeller		50,000
Research and Development Lab. - Engineering		450,000
Refinish Rehabilitation of Old Chemistry (exterior)		12,000
High Voltage Lab. Building		100,000
Equipment		90,000
Convert Jafet to Undergraduate Library, etc.		70,000
Penrose Hall Dormitory(7)		100,000
TOTAL	<u>17,500</u>	<u>818,400</u>
	<u>1,217,000</u>	<u>7,908,250</u>
	<u>1,063,500</u>	<u>3,432,000</u>

**Notes:**

- (0) If able to procure will save \$356,000 in Phase III construction and will satisfy Phase III requirements Plus an additional 900 KW for future expansion. If sets should be donated an additional saving of \$110,000 can be effected.
- (1) Project includes heating (\$12,000).
- (2) Capacity in Boiler Plant more than adequate.
- (3) A total of four required.
- (4) Lockers and other furnishings.

- (5) An updating and modification of existing equipment.
- (6) Includes equipment.
- (7) Rehabilitation of Heating, Plumbing, Sanitary and Electrical installations, including Tiling and Plaster Repairs.
- (8) Includes reroofing.
- (9) 10,000 SF.
- (10) In addition to Phase III generator. (If MEDRECO's generators are procured, this project would be deferred until 1978).



AMERICAN UNIVERSITY OF BEIRUT  
UNIVERSITY GENERAL LIBRARY

Evaluation Sheet For The Selection  
Of Architect-Engineer Firm For The  
Proposed New General Library

(scoring criteria and applying weight factor)

Name of Architect-Engineer: \_\_\_\_\_

<u>Criteria</u>	<u>Weight</u>	<u>Score:</u> <u>(0 to 5)</u>	<u>Weight x Score</u>
1) Experience in the design of libraries	4	_____	_____
2) Consulting firm comprising among its partners and/or staff, architects and engineers having designed libraries of similar magnitude to the proposed library.	4	_____	_____
3) Experience in overseas work	3	_____	_____
4) Experience working in the Middle East	2	_____	_____
5) Experience working with Middle East Architect-Engineer firms.	2	_____	_____
6) Experience working with AID and AID projects .	4	_____	_____
7) Amount of design work in process'	1	_____	_____
8) Would lead architect assigned, be a specialist in library design.	4	_____	_____
9) Location of design office .	1	_____	_____
10) Retains office (s) in the Middle East.	1	_____	_____
11) Retains offices overseas.	2	_____	_____
12) Retains professional staff for the supervision of construction	3	_____	_____
13) Experience in supervision of overseas construction.	3	_____	_____

.../...

(Attachment 3)

Criteria	Weight	Score: (0 to 5)	Weight x Score
14) Capability of assuming interior decoration and furnishings in conjunction with design.	1	_____	_____
15) Size and balance of design office(s).	1	_____	_____
16) Sensitivity to environments	4	_____	_____
17) Reflects ingenuity and creative ability in design. (Ability to design buildings in good relationship with existing buildings and to make good use of local construction materials, natural features of terrain, existing trees and landscaping generally).	10	_____	_____
	_____	_____	_____
Total	50	_____	_____

Evaluation by Committee Member: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Prepared: E. T.  
Plans & Programs Dec. 1970

### III. ENGINEERING AND CONSTRUCTION DIVISION

During this reporting period, the Engineering and Construction Division has continued with its design and project implementation activity. This included preliminary designs, cost estimates, detailed designs, preparation of tender and contract documents, award of contracts and inspection and supervision of construction works. It has further provided the Directorate with the various essential engineering services and assignments it was charged with.

The following listing is a measure of the level of activity of this Division and its achievements; problem areas and conclusions are given at the end of this Report.

#### 1. Projects Completed

A. Capital Works Projects: The following 8 projects at a total estimated cost of \$ 246,000 were implemented and completed. However, engineering designs for these projects were completed in the previous reporting period. (1969-70).

1. Rehabilitation of West Hall Basement	\$ 12,000
2. Rehabilitation of I. C. Buildings	\$ 32,000
3. New Floor in Jewett Hall	\$ 45,000
4. New Floor in Bustani Hall	\$ 65,000
5. New Greenhouse	\$ 29,000
6. New Post Office	\$ 18,000
7. New Grandstand	\$ 10,000
8. A. C. Tests and Measurements	\$ 35,000
Total	\$ 246,000

B. PRC Projects: 82 alteration and/or improvement projects at a total estimated cost of \$ 97,000 were designed, awarded and completed, the following is a listing of the most important ones:

<u>Project</u>	<u>PRC</u>	<u>Job No.</u>	<u>Estimate \$</u>
- Beach Improvements	(283)	69-3157	1,250.-
- University Farm	(293)	69-3729	9,500.-
- Retaining Wall & Fence in I. C.	(354)	69-3745	5,000.-
- A. C. in Biology	(391)	69-3945	4,000.-

.../...

<u>Project</u>	<u>PRC</u>	<u>Job No.</u>	<u>Estimate \$</u>
- Food Processing Pilot Plant	(381)	69-3950	8,000.-
- Clean, Drain and Grade Practice Field	(401)	69-3990	1,000.-
- Electrical Switchboard for A. C. Units in Bechtel Building	(413)	69-4033	1,700.-
- Changes in Rooms 233&135 Fisk Hall	(340)	69-4090	1,750.-
- Outdoor Lighting in University Farm	(440)	70-4713	2,500.-
- Steel Fence for North Boundary Wall	(450)	70-4820	2,600.-
- Bargain Box in Fac. Apt. I	(470)	70-4900	1,600.-
- Laboratory Benches in Room 411 in Agriculture Building	(482)	70-4979	3,000.-
- Raise Walls of Boiler Plant		70-5386	1,200.-
- Men's Lounge in New Men's Dormitories		70-5462	5,000.-
- Men's Lounge in Penrose Hall		70-5463	4,000.-
- Install 26 Surplus A. C. Units in Engineering	(525)	70-5603	1,550.-
- Changes in Rooms 332 & 342 Bechtel Bldg.	(512)	70-5713	1,250.-
- Reinforcement of Slab in Old Chemistry Building	(537)	70-5722	3,100.-
- Electrical Outlets in Rooms 314 & 315 MedCent		70-5823	1,000.-
- Partitions in Rooms 201, 207, & 210 Post Hall	(538)	70-5894	2,800.-
- Rehabilitation of Marquand House Laundry	(532)	70-5955	3,500.-
- Modify A. C. System in President's Office-College Hall	(575)	70-6235	1,900.-
- Fences & Drainage of New Greenhouse area	(584)	70-6474	1,600.-
- Reconstruct Annex Balcony	(628)	71- 195	3,600.-
- Demolish Old Buildings on Plots 456 & 458 and Rebuilt Growth Cgamber	(636)	71- 351	1,500.-

Total Estimated Value of Completed Projects = \$ 343,000.-

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2. Projects Under Implementation

A. Capital Works Projects: Engineering designs for 5 projects at a total estimate cost of \$ 108,000 were completed and the projects are now out for bidding or under construction.

<u>Project</u>	<u>Status</u>	<u>Estimate \$</u>
1. 1. High Tension Cable to MedCent	95% completed	41,000.-
2. Change Over Switches in MedCent	materials ordered	13,000.-
3. Lighting & Surfacing of Basketball & Volleyball Courts	out for bidding	30,000.-
4. Modification of Engineering Alumni Hall	out for bidding	14,000.-
5. Heating Old Chemistry Building	out for bidding	<u>10,000.-</u>
	Total \$	108,000

B. PRC Projects: Engineering designs for 5 projects at a total estimated cost of \$ 13,500 were completed and the projects are now out for bidding; the following is a listing of the most important ones:

<u>Project</u>	<u>PRC</u>	<u>Job No.</u>	<u>Status</u>	<u>Estimate \$</u>
- Steam Heating Faculty Apartment II	(471)	70-4407	materials ordered	8,000.-
- Fill with concrete deep parts of pool at University Beach		71- 713		1,000.-
- Heating Trench to Fac. Apt. II.		71- 709	out for bidding	3,000.-
<u>Total Estimate Value of Projects Under Implementation</u>				= <u>121,500.-</u>

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3. Projects Under Design

A. Capital Works Projects: One project at an estimate cost of \$ 56,000.- is under advanced design, (Campus Lighting Phase I).

B. PRC Projects: 9 projects at a total estimated cost of \$ 27,300 are now under design, the following is a listing of the most important ones:

<u>Project</u>	<u>PRC</u>	<u>Job No.</u>	<u>Estimate \$</u>
- Stage Lighting of West Hall Auditorium	(435)	70-4364	5,000.-
- Laboratory Benches in Room 515A Agriculture Building	(514)	70-5444	4,700.-
- New Hood for Main Kitchen Range in Ada Dodge	(560)	70-5741	1,200.-
- Replace Warm Air Boiler by Steam Coil in Residence 39	(539)	70-5939	1,500.-
- Construct Incinerator for Garbage Disposal at Farm	(661)	70-6005	4,000.-
- Renovate Creamery Building at University Farm		71- 443	9,600.-
<u>Total Estimate Value of Projects Under Design</u>			= <u>83,300.-</u>

4. Professional Services

A. Engineering Studies and Reports: The Division in keeping with its basic functions, conducted several engineering studies and submitted feasibility reports and recommendations:

- The introduction of a 4000 KW steam turbine driven generator in lieu of the originally planned 1700 KW diesel set for Phase III was evaluated. The report covered power and steam loads and needs of the University and feasibility of introducing steam turbine drives of various sizes.

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- The problem of noise propagation from the Medical Center was studied and the major sources of noise were located, and appropriate measures recommended.
- The cost of regularly repainting steel windows and railings of Faculty Apartment II, which is particularly vulnerable to sea spray, was compared with the cost of removing the present steel parts and replacing same by aluminium units.

B. Inspection of Buildings:

- Old buildings on plots 456 and 458 (location 36) were inspected jointly with O & M, were found unsafe and subsequently demolished.
- Inspection of the Annex Building (location 48) revealed that the balcony was structurally unsound. This was demolished and reconstructed of reinforced concrete slab supported on steel beams.
- Harrison House (location 42) was inspected to determine the necessary maintenance and rehabilitation works for the building.

C. Services to Medical Center: The Division spent about 2200 engineering man-hours on various assignments and services to Medical Center Plant Engineering. Among the tasks performed:

- Collection and filing of equipment operation, maintenance and spare parts manuals and catalogs.
- Worked out requirements and placed orders for equipment spare parts and materials valued at about \$ 200,000.
- Carried out "trouble shooting" of mechanical and electrical equipment and systems.
- Inspected systems and prepared deficiency lists to be attended to before expiration of the maintenance period.
- Prepared in collaboration with Plant Engineering, operation and routine maintenance charts for all equipment and systems and staff schedule charts.

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D. Project Estimates: The Division reviewed, determined basic requirements and scope, and worked out cost estimates for about 60 projects which were subsequently submitted to the Projects Review Committee.

E. Drafting Services: The Division spent about 900 drafting man-hours on various services to the Directorate:

- Preparation of Physical Plant organization charts, diagrams, tables, etc..
- Preparation of sketches for works being carried out by the shops.
- Drafting of Plant Engineering Operation and Maintenance Charts.
- Preparation of graphs and charts for the Budget Office.
- Printing of drawings and records as needed.

#### 5. Manpower Utilization

During this reporting period, the Engineering and Construction Division had at its disposal a total of 12,700 man-hours of which 2200 man-hours were provided by casual assistance. This man-power was utilized in the following manner :

Engineering and Design	about 4800	Man-Hours or 38%
Supervision of Construction	2800	22%
Services to Medical Center	2200	17%
Professional and General Services	2900	23%

#### 6. Problem Areas and Solutions

A. Manpower Resources: Most of the problems faced were mainly due to the work load requirements as compared with the manpower resources available to the Division. This have resulted in the following :

- The Book of Technical Specifications for University Contracts should have been completed and issued by now. This was not achieved. It is hoped that during the coming year this task will be completed.

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- Inspection of existing mechanical and electrical systems on a University wide basis was not started. However, with the diminishing demands of the Medical Center Plant Engineering, this inspection program will be put into effect soon.
- Up-dating University records and preparation of As-Built drawings have been conducted on a make-shift basis. Initiation of this program on a routine basis could not be achieved due to shortage of drafting manpower.
- A cost analysis reference file is still to be started. This basic responsibility of the Division could not be met, but a definite effort is being exercised now to achieve this goal.

B. Reproduction of Drawings: The printing machine available now to the Division can handle only a negligible fraction of the required printing load. As a result the greatest part of this work has to be done at the School of Engineering and Architecture, and therefore must be coordinated with the people concerned. This is creating a definite loss of time and of already overtaxed drafting manpower.

C. Recommended Action:

1. Provide the Division with an additional full time draftsman. The present drafting manpower cannot effectively cope with the output of the Division's Engineers, the various drafting requirements of the Directorate and the necessary updating of records.
2. Provide the Division with a new reproduction machine to handle all printing requirements of the Directorate. The necessary space for this unit is already allocated in Room 301.

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## 7. Conclusion

During this past year the Division had been able to:

- Produce engineering studies and designs for about \$ 220,000 worth of projects.
- Supervise and manage the implementation of \$ 380,000 worth of construction works.
- Provide professional engineering assistance and services to the Directorate to the tune of about 40% of its available manpower.
- Prepare its "Concepts & Procedures Manual".

However, the Division had been unable to achieve:

- Completion and insurance of the Book of Technical Specifications for University Concepts.
- Inspection of systems on University wide basis.
- Updating University Records on routine basis.
- Establishing a cost analysis reference file for the use of the Directorate.

It is hoped that during the coming year, the Division will have the chance to succeed in achieving these essential requirements.

#### IV. OPERATION AND MAINTENANCE DIVISION

##### 1. General

The Operation and Maintenance Division has during this year made a great effort to apply the functional reorganization and work flow and control procedures, which have been developed in accordance with the operational concept of each of the functional branch or group. The Operation and Maintenance Division Manual which defines in detail the operational concepts, functional organization and control procedure of the Division has been prepared and incorporated in the Physical Plant Manual. As a result of the above efforts the productivity of the Division has been raised as a whole, notably the volume of works processed through Service Requests and Service Calls has increased by about 15%, despite the loss of one month of labor due to the student strike (i.e. an effective increase of about 22%).

One of the main difficulties still facing the Division in relation to the further improvement of performance is the need to develop adequate incentive programs; training and upgrading of the technical staff is also urgently needed. This matter will be studied in detail during the coming year and an effort will be made to resolve it.

The following is a brief report on the achievements, problems and future programs for each of the four functional Branches of the Division.

##### 2. Maintenance Branch

The Maintenance Branch has concentrated its effort during this year in the reorganization and realignment of the shop resources as well as in the application of the work flow and control procedures outlined in the Job Order Procedures. The inspection of the Campus buildings has also been started in accordance with a specific schedule; this became possible after the Maintenance Branch succeeded to recruit the much needed Shop Superintendent, who has started clearing up the backlog of work. The Chief of Maintenance is now able to attend to the much delayed program of inspection.

Based on the data which is being collected during the above inspections, inventories and condition reports are being prepared to serve as a basis for the study of the needed planned building maintenance and the preventive maintenance of the installed service equipment and utilities systems.

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The planned building maintenance and the preventive maintenance of the building service equipment (heating, ventilation, air conditioning, refrigeration, power and lighting, hot and cold water distribution), will avoid the premature and costly repairs or replacement of equipment; and will permit implementation of all maintenance works, in a timely and efficient manner, with the minimum disturbance to the activities of the University, and with the minimum long term operating cost.

The routine maintenance, repairs and minor alterational improvement activity of Maintenance Branch has also been increasing in volume and productivity; the following figures give an idea of the scope of the Shops activity, as well as of the global volume of work received by Physical Plant as a whole:

WORKS RECEIVED THROUGH SERVICE REQUESTS & SERVICE CALLS

	<u>1968-69</u>	<u>1969-70</u>	<u>1970-71</u>
- Total number of Service Requests	1978	2301	2098
- Total number of Service Calls	--*	4000	6280
- Estimated value of Service Requests	L. L. 643,000	922,000	914,000
- Estimated value of Service Calls	L. L. 90,000	100,000	160,000
- Total volume of work received	L. L. 733,000	1,022,000	1,074,000
- Value of works completed by E & C (alteration & improvement contracts)	L. L. ---*	---	314,000
- Value of works completed by maintenance shops (in-house)	L. L. 332,000**	535,000**	610,000
- Remaining backlog of work assigned to maintenance Branch (as of July 1st)	L. L. ---*	180,000	95,000

\* No records available

\*\* Based on Comptroller's records and on the estimate of Service Calls processed.

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It can be seen from the above that the volume of works received has increased considerably in 1969-70 and remained at the same level in 1970-71. It can also be seen that the productivity of the Maintenance Branch has increased at a very fast rate, about 30% in 1969-70 and 22% in 1970-71 (considering 11 months of effective works due to student strike). Furthermore, as a result of this higher performance, the backlog of work on the maintenance shops has been reduced from L.L. 180,000 to about L.L. 95,000.

It is to be noted also that the large numbers of Service Calls received from the Campus is a definite indication of the need of rehabilitation works on the buildings and equipment preventive maintenance; this matter will be one of the primary concern of the Maintenance Branch during the coming year. The projected activities of the Maintenance Branch have been planned for the year 1971-72 as follows:

	<u>\$</u>
- Maintenance and repairs for Students & Faculty Housing	60,000.-
- Maintenance and repairs for Main Campus	80,000.-
- Maintenance and repairs for I. C. Campus	10,000.-
- Building Maintenance and repairs for MedCent	35,000.-
- Operation & Maintenance of Campus plants and equipment including night attendance	<u>20,000.-</u>
Total \$	205,000.-

Of this total, \$ 135,000 represent personal services distributed as follows (materials being estimated at \$ 70,000):

	<u>\$</u>
- Labor for emergency Service Calls	30,000.-
- Labor for Service Requests	85,000.-
- Labor for operation of plants and preventive maintenance	11,000.-
- Labor for night attendance	<u>9,000.-</u>
Total \$	135,000.-

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### 3. Operations Branch

As an agreement between the Directorate of Physical Plant and the Administration, there was a shifting of responsibilities between Messrs. Shidrawi and Balian among the two jobs of Chiefs of Operations and the Mechanical Engineer of the E & C Branch. This arrangement was considered a necessary action for the interest of all concerned.

#### 3.1. Utilities Production Figures

TOTAL ELECTRICITY GENERATED KWH	6,430,850.00
GASOIL CONSUMED IN LBS.	3,491,950.00
LUBOIL CONSUMED IN PINTS	55,335.00
ELECTRICITY INCOME IN L. L.	614,146.00
STEAM LBS GENERATED	90,270,000.00
FUEL LBS CONSUMED	6,120,000.00
STEAM INCOME IN U. S. \$	139,918.50

#### 3.2. Power/Heat Plant Operation and Maintenance

In addition to the routine and preventive maintenance work carried out at the Power/Heat Plant, the following is a list of the major activities which were carried during the year July 1, 1970 and June 30, 1971:

- Salvaging of all useful equipment and materials from old Hospital Buildings.
- Dismantling of the ~~No~~-break generator which was supplying the emergencies of the old Hospital, being obsolete, this set is now in the custody of the Supply Department for disposal.
- Centralization of the air supply systems in the Power/Heat Plant. Compressors were scattered in different locations of the Power/Heat Plant, now they are located in one central area to feed the whole plant controls and utilities.
- Supply of old Chemistry Building with 190 volt power from T-9 station thus eliminating its low voltage transformer.

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- Provision of Power and steam supply to the Pilot Food processing Plant and the Greenhouse.
- Overhauling of AREC Boilers.

### 3.3. Power/Heat Plant Problems

#### Soot

During part of the year 1970-71, the neighbours were complaining from soot dropping of their balconies, Laundry and even inside their houses. Contacts with outside firms were made, Heenan and Froud the most specialized in this field proposed to us Electrostatic precipitators to eliminate all the soot at the very cost of Sterling Pounds 66,000. - F. O. B.

Studies were carried on a number of locally obtainable sprayers to shower the soot with water to dissolve it and wet the light particles to drop either in the stack or in the close vicinity of the Plant thus not reaching the neighbours. This method was applied and proved to be efficient. A disadvantage came along, is that the soot in contact with the water produced a sulfuric acid solution rather concentrated with a PH value of 3, this solution has partially eroded the concrete, a base caustic solution is now injected with the water to neutralize it. An improvement on the nozzles will be implemented in a month time.

It is to be noted that Professor Hesselschwerdt of the M.I. T. with whom we consulted has approved the measures we have taken.

#### Noise

Along with the soot, the neighbours were complaining from the noise produced by the Plant machinery.

As a first step, the walls of the boiler plant expansion were raised to the roof, reducing considerably the sound level, the walls of the old

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boiler plant will be raised as well during this summer. Signal bells ringing loud were muffled and windows were closed.

More steps will be taken in compliance with Physical Plant memo for the record dated July 7, 1970.

#### Ventilation

The neighbours complaints being minimized by the above mentioned measures, the problem of ventilation of the plant is now a pressing fact, that is at the mezzanine of the boiler plant where the deaerator is installed, the temperature is reaching 45°C for the most part of the day. It is of great urgency that adequate ventilation be provided.

#### 3.4. Medical Center High Tension Power Supply (emergency and operative power)

This project which was designed for the purpose of supplying the Medical Center with up to 2,500 KVA at 11,000 Volts, and a cabling capacity to carry 5,000 KVA, is in the process of termination. The five switch panelboards is under installation in the intake room at the MedCent, the 2,500 KVA transformer is installed, the cable is already layed and buried. The first MedCent transformer main changeover switch is already installed in the intake room. The supply circuit breaker has not been received yet; the expected commissioning date for the first phase of the project is July 30, 1971.

#### 3.5. Power Plant Future Extension

The Power Plant projected future extension to meet Phase III power requirement as well as the growth of the rest of the University power demand has been studied and forecasts of requirement formulated.

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This data is to serve as a basis for Engineering and Construction Division and/or SCP for the planning document and engineering design for the procurement and installation of the needed diesel generating equipment and water cooling plant.

The possibility of utilizing the two brand new, surplus English Electric diesel generating sets, available at MEDRECO Saidon (1200 KW each), was studied and the equipment inspected. A condition report with recommendation was submitted: due to the long storage of this equipment, detailed inspection and testing by the supplier is necessary, so as to obtain the necessary operational guarantees. New alternators will also be needed, but there is a possibility to trade in the existing ones, which are not compatible with the AUB power supply characteristics.

The advantages of the procurement of these generators instead of the equipment originally scheduled for procurement by SCP from the USA are summarized hereinabove (see Management Engineering Section Article 3).

Again we wish to stress on the point that transformer stations should be covered. During the last students strike we had to keep a number of Physical Plant and Power Plant personnel to watch these stations.

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3. 6. Housekeeping:

Janitorial services have been and still are a source of complaints. These complaints may be of different nature depending on quality and quantity i. e. a complaint may be that some services are not done at all (quantity and some services done but not to satisfaction (quality).

A complete and thorough study was carried out by the Chief of Operations with student employment help and results are found in the report which was submitted to Administration. Basically, to apply a reasonable standard of cleanliness in public areas, and about 1/4 U.S. standards for academic building facilities, 15 additional janitors would be needed, (117 additional janitors if the full U.S. Air Force Standards are to be applied). Different alternative solutions were recommended to the Administration in order to decide on the concept of operating the janitorial services, i. e. to decide on the standards to follow. We are still expecting such decision from the Administration ,

When this is made, all users may be approached and standards will be explained to them and results to be expected. This way, complaints will be restricted to area where work is not done according to these standards. This is the best way to confine complaints and on the same time control the efficiency of the labor force and measure their productivity against these standards of performance.

In the meantime, the janitors are performing as per usual. New daily inspection forms will be prepared and implemented during this summer. The purpose of such forms is to assure day to day custodial supervision and follow-up.

In addition to these forms, schedules for operations will be prepared ahead of time and will be followed and controlled by the supervisory janitorial staff.

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### 3.7. Groundskeeping

As it is actually, the grounds are being divided into zones where each zone is attended by a gardener, and a street sweeper. The supervision and control of these workers is done by the Grounds Supervisor. Other laborers are being assigned on special jobs through the Job Order procedure where and when required.

The refuse collection is done by two garbage collection crews with trucks and drivers. The service is carried out daily throughout the year including the Medical Center. The work is done to the satisfaction of all concerned.

In order to improve the grounds services, the Chief of Operations plans to have the following steps carried through the coming year:

- a) Inventory replenishing and procurement of necessary tools and equipment in order to help workers perform their duties the most efficient way. With this, equipment manuals will be used to train workers using same.
- b) A master plan for the Campus indicating the different use of the grounds, describing all planted areas whether flowers, grass, trees, shrubs, etc..., walkways, parking areas, roads etc... retaining walls, landscaping in general. Such a master plan will be used for continuous review and for improvement.
- c) For every different type of area as defined under b) above, a maintenance procedure will be prepared and implemented.

This procedure will indicate all operations to be performed, the frequency of each and the personnel to do it. This will help in implementing the most modern techniques with the assistance of competent people.

Similar to these procedures, the same will be done for jobs of special nature such as special fertilization, treatment etc...

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- d) In order to schedule all operations for all the grounds, a maintenance master schedule will be prepared on a yearly basis indicating when each operation should take place including the plantation in the Nursery.
- e) All ways and means will be devised to improve the operations such as labor saving equipment, special watering devices etc... One worth mentioning here will be the operation of street sweeping by a mechanical equipment. Possibilities will be explored and the economical study will be made.

### 3.8. Central Plants

#### 3.8.1. Medical Center:

Preventive maintenance program is being implemented satisfactorily and all necessary overhauling and preparation were carried out on time as scheduled.

#### 3.8.2. Campus:

A similar preventive maintenance program will be prepared and implemented soon on the Campus. One additional problem exists on Campus is the fact that all central plants must be overhauled and put up to standards before any preventive program can be implemented. As a matter of fact, breakdown of equipment are at present occurring and costly and untimely repairs are often needed.

Inspections, inventory listing and preventive maintenance schedules are processed and it is hoped that the program be completed at least for the heating plants before the next heating season.

#### 4. Communications Branch

##### General

The Communications Branch has succeeded during this year in analyzing the operation and maintenance requirements of Medical Center elaborate communications systems, as well as the inherent deficiencies of the expended telephone system for which recommendations were given. The needed two communication technicians have also been recruited after considerable unsuccessful efforts; the preventive maintenance of the communications equipment although started late, is now well underway, detailed inventory of the system has been made, and needed spare parts have been ordered.

##### Expansion of Telephone System

The expansion of the telephone system for Phase I and II of the Medical Center was completed by the end of November 1970. This expansion included:

- The relocation of the 400 line exchange of the Abdul Aziz Faculty Appartment to the basement of Phase I Medical Center.
- The addition of 600 new internal lines bringing the total capacity of the MedCent exchanges to 1000 internal lines.
- The addition of 45 city lines to the Medical Center exchange bringing the total capacity to 75 city lines as follows:
  - 30 outgoing lines for dial 9
  - 20 incoming lines for Medical Center.
  - 15 incoming lines for AUB Campus.
  - 10 incoming lines for Hospital Patients

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- The relocation of the telephone operators switchboard from the Abdul Aziz Faculty Appartment to the second floor of Phase I.
- The addition of 5 new operators position bringing the total to eight positions as follows:
  - 5 positions for receiving and transferring the incoming calls to MedCent and Campus,
  - 1 reduced position for training,
  - 1 position for "ZERO information
  - 1 position for paging
- The addition of 5 new operators tie lines between the switchboard and the AUB Campus bringing the total to 15 operators tie lines.
- The addition of 5 new city lines to the Chemistry exchange bringing the total of outgoing lines to 20 city outgoing lines for dial "9".

NOTE: The addition of 10 tie lines between the two exchanges could not be done due to the inadequacy of the equipment supplied.

- The installation of instruments in the Phase I and II of the MedCent and removal of the old instruments of the old hospital. The total number of instruments connected to the expanded MedCent exchange is around 917 on 823 lines.

#### Telephone Survey

The telephone survey of the MedCent was completed 2000 line relay cards and 2000 telephone line cards as well as one telephone line record book and telephone reference book were completed. The telephone survey of the Campus was completed.

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- Agriculture survey completed and implemented.
- Comptroller office survey completed and implemented.
- Engineering survey completed.
- Arts & Science survey completed.

The implementation of Engineering and Arts & Science survey is delayed by the last decision of PRC for rewording of Policy decision.

#### Telephone Equipment Deficiencies

Some equipment deficiencies and installation faults were submitted to Mr. Mc Namara (General Manager of GENTEL), during his visit to the University. These deficiencies are related to the following :

- 1- Old trunk; line equipment losing calls
- 2- Tie line repeaters missing
- 3- Telephone restrictors not functioning
- 4- International call interruption
- 5- Line-cards equipment deterioration
- 6- Installation of telephone exclusion keys not feasible
- 7- Tester terminals not installed
- 8- Monitoring equipment not offered
- 9- As built records not supplied

The answer cable of Mr. Mc Namara suggested:

- 1- Replacing old trunk with new at \$ 25,000.
- 2- Procurement of the tie line repeaters at \$ 2,000 .
- 3- Incompatibility with city, no solution from GENTEL, suggested cure locality at \$ 5,000 .
- 4- Improve situation by adding two three consoles at \$ 10,000 each .
- 5- Replacement at no cost.
- 6- Provide additional equipment at no cost .
- 7- Provide tester at no cost.
- 8- Suggest local make at \$ 10,000.
- 9- Provide document during July 1971.

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The deficiencies and remedies proposed were discussed in a meeting held in Dr. Monier's office and it was decided to postpone action until Mr. Joseph Gill meets with GENTEL Vice President.

#### Other Communications Systems

Two technicians were recruited.

Physical count of installed equipment was completed and planned preventive maintenance documents are under preparation.

Mean\_while, both technicians are busy with routine maintenance and repair and a preliminary preventive maintenance scheme is being carried in the MedCent.

#### University Wide Communications

The two technicians are being requested to repair communications equipment in the Campus namely the P. A. of the chapel and close circuit T. V. installation of the English Language Center in Fisk Hall.

#### Commencement

A new set of Philips P. A. System to replace the old commencement P. A. equipment was purchased. This P. A. system which will provide at all time 100% stand by, thus eliminating any possibility of failure during any performance, was installed conjointly with Philips technicians and tested during I. C. commencement and proved to achieve first class performance.

The total cost of the equipment is L. L. 16,190.-.



5. MedCent Plant Engineering

5.1. General

This month marks the first anniversary of the existence of the Medical Center. Only a short year ago, the staff vacated the old hospital and somewhat reluctantly occupied the MedCent, with feelings of uncertainty and skepticism, leaving the friendly atmosphere and simplicity of the old hospital to something unfamiliar and sophisticated. This year of occupancy has allayed these uncertainties. The staff has really settled in, mastered the sophistication to the extent that they wonder how they functioned so well in the old hospital; they have regained the old "Esprit de Corps" that existed, and the necessary team spirit is evident.

Hospital design and construction is progressing at such a rapid pace that by the time the plans are off the drawing board, the hospital is already obsolete. Consequently although, we have occupied a new facility, construction, improvements and alterations will continue. At the present time, one may observe on the 5th floor walls with large gaping holes, conduits and electric wiring hanging loose, plumbing fixtures disconnected, and these conditions shall prevail until the MedCent can cope with every phase of medical care. A Medical Center without a Coronary and Intensive Care Unit in these days of specialization is inconceivable.

During the transitional and interim period, Plant Engineering were confronted with the inevitable "teething troubles" which were diagnosed and solved in a professional manner. For instance, after a few months of operation, we discovered that the exceptionally hard water had an adverse effect on the Kitchen washing equipment. Unit water softeners were installed and at the present time perform satisfactorily. The life span of these units are approximately 5 to 6 years and according to plans, by that time, we shall have a more permanent source of soft water; the procurement of the needed equipment is underway.

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The outstanding achievement of this year was the full implementation of the Preventive Maintenance Program starting January 1971. This program was implemented in accordance with P.M. Master Charts which were designed to include all the work to be done throughout the year day by day. Maintenance check-off lists were prepared for all equipment and systems and they are being followed in the maintenance work. Mechanics were recruited and their duties assigned in accordance with the man-hour requirements of each job. The P.M. Program has proved successful and improvements of same will be made based on the experience gained in its implementation.

During this year, special efforts were made to detect discrepancies in the building during the one year guarantee. All discrepancies were reported to SCP and the contractor attended to them all, except very few which are still underway.

#### 5.2. Personnel

Due to the moratorium, four jobs were left vacant. This affected our work adversely. The situation was relieved somewhat by the employment of casual labor. We expect to have these positions filled as soon as the moratorium is lifted. The position which is most critical, is the Mechanical Foreman. We had had a hard time to recruit one and once he was adequately trained, he was recruited for another job. Our consultant accepted to take his place temporarily, but it is very essential that a foreman be recruited soon, so that our consultant may attend to his general inspections, follow up and training duties.

#### 5.3. Ordering of Spare Parts

Spare parts and equipment for the value of about \$ 280,000 were ordered with the help of the Engineering and Construction engineers.

Complementary orders are still needed mainly for itemized parts and for the kitchen equipment.

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5.4. Operation of Central Plants

According to the organization chart of Physical Plant, the Operation of Central Plants in the MedCent falls under the Chief of Operation. With the backlog of work on the Campus, the MedCent is not getting the necessary attention, Plant Engineering is accordingly assuming this responsibility and the mechanics assigned to this duty are reporting to the HEAVAC foreman.

5.5. Building Maintenance

The building maintenance has been centralized within the Physical Plant shop facilities, in view of the fact that Phase I is recent and that Phase II would be practically new in 1971-72 only a fraction of the \$ 61,000 building minimum estimated maintenance have been budgetted. The lifts of Phase II will be maintained by Messrs. OTIS, under a comprehensive maintenance contract, similar to the one applied for Phase I and the Campus elevators (estimated costs for Phase II \$ 9,500).

5.6. Utilities Consumption

Date	Water M. C.	Electricity KWH	Steam Units	Gas K. G.
July 70	11,120	1,256,000	2621	5500
Aug. "	13,140	1,429,000	3218	5920
Sept. "	13,450	1,283,000	3101	4909
Oct. "	10,930	996,000	2714	5033
Nov. "	8,870	816,000	3826	6959
Dec. "	9,700	680,000	4448	5844
Jan. 71	7,500	592,000	5655	4200
Feb. "	8,390	562,000	3275	5599
March "	10,140	644,000	4618	7719
April "	10,240	664,000	3487	6183
May "	11,650	997,000	3400*	6544
June "	<u>14,000*</u>	<u>1,217,000*</u>	<u>3200*</u>	<u>6500*</u>
Total	129,130	11,136,000	43,563*	70,910*
Aprrx. Costs				
U. S. \$	13,000	266,000	65,000**	7900

\* Approximate, exact figures are not available.

\*\* 1970-71 had an exceptionally mild winter, average requirements are estimated to be 50% to 60% higher.

