

ANNUAL REPORT OF THE PRESIDENT

AND

ADMINISTRATION

AMERICAN UNIVERSITY OF BEIRUT

1971 - 1972

C.F.

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PRESIDENT'S REPORT

I

TRENDS AND DEVELOPMENTS

July 1, 1971 - June 30, 1972

For the Arab students who constitute 82% of the student body at the American University of Beirut; for the Arab Faculty, most of whom are AUB graduates with advanced training in America; for the Arab community at large, the University's American Faculty and Staff, and all concerned with the burning issues of the Middle East this has been a period of re-evaluation of the University's role as a dynamic educational institution speaking to both the Middle East and the West at a time of apparent political divergence. In addition, the financial stringency projected for the years immediately ahead, has focused the attention of the entire University on the necessity of more efficient operation and the ways and means of reducing expenditures and increasing income. It has become increasingly clear that to accomplish this will require program revision, a subject of careful study by each Faculty and School and the special province of the Advisory Program Study Committee under the chairmanship of the Provost.

The stresses of the year, in many respects, were related to deteriorating relations within the region and with the West. The capacity of the University as an American educational institution to be relevant for the students of the developing countries was questioned by student activists and by some elements of the press, both in the Middle East and in the United States.

In retrospect, March 1, 1972 was the turning point of the year. It is a day to be recorded:

Wednesday, March 1st, started without incident. In fact, the presidents of the four faculty student societies met with the Dean of Student Affairs in the early morning for further planning for the elections of the student council. Classes were held as usual, but suddenly, at 11 o'clock, a loudspeaker from West Hall erupted with the broadcast of a "news bulletin" that the Israelis were shelling villages in South Lebanon. Later, an announcement on the loudspeaker indicated that there had been clashes between the Lebanese Army and the commandos. At 12:30 the tone of the speaker suddenly

took on a more imperative note: "Certain groups of the army" were accused openly of attacking the commandos, and the government was held responsible. This was followed by a call for attacks on American institutions in the Lebanon and destruction of their property. Within minutes an open-ended student strike was called. The Nicely Hall entrance was barricaded, and shortly thereafter a group of students (not from the Faculty of Engineering) entered the Bechtel Engineering Building and began blocking the entrance with chairs. They insisted that they would continue to prohibit entrance to the building until the classes were called off. By this time a group of engineering students had gathered outside the doors for their 1:30 classes. There followed a series of conferences among students, faculty members and staff in an attempt to resolve differences and reduce the tension that was building up. Unfortunately, while these talks were in progress a number of students, moved by the growing tension, forcefully entered the building through the rear doors on the lower level. Fighting started immediately. Others joined. Doors were broken down, glass doors and windows shattered, furniture broken, equipment damaged and fire extinguishers emptied. In a short time the energy of the groups began to wane, and it was possible for the faculty and staff present to separate the two groups and evacuate the building. Eleven students were taken to the Emergency Room of the AUB Hospital for treatment of lacerations and bruises, and one student with a fractured leg was hospitalized. Property damage was extensive. The campus lapsed into a shocked silence. Classes were suspended and the University's gates and buildings closed. When the University opened a week later there was a more acute awareness on the part of the entire academic community of the fragile nature of our University structure and all seemed to shoulder a greater measure of responsibility for its protection and nurture.

After the events of the previous May and June (1971), the University Student Affairs Committee had recommended that 22 students who bore particular responsibility for the strike and were exceptionally active in its pursuit be suspended from readmission to the University until further notice. Students were so notified in early August. Later, ten students requested a hearing, and of this number four were allowed readmission in October. The remainder were held over for review and a possible readmission at the next regular registration period in February. Meanwhile, the Senate action dissolving the Student Council following the expiration of its term in June was implemented, and an Ad Hoc Commission was appointed to study the matter of student participation. A new Student Faculty Committee was formed to act temporarily until the recommendations of the Ad Hoc Commission were made. Pending this, the Constitution of the Student Council was suspended.

The academic year began with the usual Convocation ceremonies. However, on Monday, October 25th, a small group of students blocked Nicely Hall and a strike was called in support of the readmission of the remaining suspended students. The strike disrupted classes in the Arts, and lasted for four days,

but on Friday, classes were resumed. The University agreed to readmit in February any of the suspended students who in the interim demonstrated their intention of complying with University regulations.

After long study and frequent meetings the Senate developed a constitution of a new student council to replace the one suspended the previous June. The new document was based on concepts proposed by the Ad Hoc Commission on Student Participation which consisted of representatives of the faculty, administration, alumni and students. The final document also incorporated ideas submitted by student leaders and by members of the Senate during their lengthy deliberations and it was officially approved on February 19th.

The new constitution was generally well received by students though some of its provisions were questioned. Later amendments proposed by the student leaders were submitted to the Senate and many were adopted. Most student groups stated their support, but it was perhaps significant that some extremist groups made it clear that they would not support any student organization legitimately connected with the University. As of February 19, 1972 all registered students were declared eligible to run for office. Plans for elections for the new council were initiated.

On Friday, February 25th, Israel invaded the Arqub district in South Lebanon and tensions immediately flared. However, it was not until Tuesday, February 29 that the reaction in the country reached the campus. A group of students calling themselves the "Union of Progressive Forces" called for a strike to protest the invasion. Others joined and classes were disrupted. Speakers from outside, one of them a Deputy in the Lebanese Parliament, came on campus and appeared at the student organized open forum, Speaker's Corner. The atmosphere became political. Nevertheless, student leaders predicted that order would be restored by the following day, March 1st. Subsequent events as noted above revealed that this optimism was premature.

The suspension of all classes declared after March 1st, lasted until March 8th. The University schedule was then resumed in an atmosphere of quiet and serious purpose. Student elections were held as previously planned and the new Student Council formed. The attitude was cooperative and constructive. University problems were again met with a greater sense of unity within the AUB community.

Commencement on July 3rd brought the academic year to a close with the graduation of 941 students. Three short speeches were given during the exercises, the Arabic address of welcome by the retiring Registrar, the charge to the students by the President of the University, and the student address by the President of the Student Council. Momentarily overshadowed by more dramatic events, other highly significant trends appeared during the year:

A series of meetings at Marquand House with small groups of the faculties of the four schools gave an opportunity for open discussion of University programs.

A similar but shorter series of discussions with student society leaders and those on the deans' lists brought out serious concern and many excellent ideas.

A new flexibility was evident in the increasing numbers of inter-departmental and inter-faculty programs.

Student participation on University and Faculty committees was expanded and there was an increased awareness both of the validity and value of informal consultations with students.

Of greatest significance for the years ahead is the study, only just begun during the year, of the future program of the University. This program review was made more imperative by the urgent problems of financial support and the need to visualize the future of AUB in the light of a rapidly changing world. Program Study Committees within each faculty and a newly appointed Faculty Advisory Committee chaired by the Provost have already brought the issues into sharp focus. A preliminary report was made to the Board of Trustees at their July meeting in Beirut and recommendations will be studied during 1972-3.

The year, which started with some uncertainty developing into violence, ended constructively in sober thought and justified hope for the future.

The Academic Program

The University has been fortunate in being able to maintain a low student-faculty ratio. In the Faculty of Arts and Sciences there were 2,528 students taught by 193 faculty members (full-time equivalents, excluding seven teachers on sabbatical leave). If the students of Nursing, Public Health, Agriculture and Engineering taking courses in Arts and Sciences are included, then the student-faculty ratio was better than 13 to 1. In terms of students per teacher, Biology and Chemistry were leading, closely followed by Economics and Business Administration. Geology, Philosophy and Fine Arts had the least number of students per teacher.

Budget projections by the Comptroller indicated that income is stabilizing and costs rising to a degree that require the University to take immediate measures to economize and improve efficiency of operation at all levels. The long range projections were even more ominous for AUB and for all educational institutions. In March, therefore, a program study was initiated with the appointment of a committee under the direction of the Provost to review the entire academic program. As a part of this study, the chairmen of all departments and programs in the Faculty of Arts and Sciences met in April and May and produced proposals for increasing income and reducing expenses. Other faculties took similar action, and preliminary findings were presented to the Board of Trustees at the close of the academic year. Discussions will continue through 1972-3 in an effort to find a suitable variety of courses within the range of funds available. Gifts from Alumni and other new sources of income have taken on a new importance as efforts are made to retain courses AUB has long thought essential for those expecting to work in the Middle East with a broadly conceived foundation

in the Liberal Arts and in the Sciences.

Inter-disciplinary programming is one expected result of the study now in progress. A number of departments have begun an overall examination of their curricula, and concrete results are already evident. The Department of Mathematics and the Department of Economics have launched an inter-departmental major in economics and statistics. The Psychology Department has increased its service to the medical faculties, offering lectures on mental health, learning and conditioning, stimulation and infant development, memory models, and perception in neonates. The pre-medical committee, working with the Curriculum Committee, has planned with the School of Medicine a limitation through pre-selection, of the number of Juniors in the pre-medical program, thereby reducing the number rejected at the end of the Junior year.

A proposal for a unified Ph. D. program in the medical sciences has been prepared by an ad hoc group representing departments in the Schools of Medicine, Pharmacy, and Public Health. The graduate faculty in these departments will form inter-departmental groups for course offerings and individual degree candidates will continue their program under the overall guidance of a steering committee. This proposal provides a mechanism which recognizes the interdisciplinary nature of the medical sciences and constitutes a logical extension of the integrated teaching already taking place at the undergraduate level. The proposal has been approved by the Faculties of the Medical Sciences Graduate Committee and will be submitted to the University Board of Graduate Studies.

In the Faculty of Engineering and Architecture the graduate program leading to the degree of Master of Architecture in Urban Planning and Urban Design began in February with the arrival of a faculty member on loan from the University of Sheffield. The core program in urban planning is open to Arts graduates in Sociology or Economics. Graduate courses in these fields will provide the supplements needed to complete the requirements for these interdisciplinary master's degrees.

Discussions have taken place between the Faculty of Engineering and the Department of Business Administration concerning the introduction of an Engineering Management degree at the Master's level and the undergraduate preparation of Engineering students who wish to join this program. Also, a three credit course in Chemical Engineering will be introduced in the fall of 1972 and a second course in the Spring of 1973, both to be offered as electives for students in Mechanical Engineering and Chemistry.

The days of a University in session only during nine months of the year are quickly passing. A total of 2,128 students were registered for the 1971 summer session. In addition to regular eleven-month courses in the Medical Sciences, Agriculture and Engineering, the summer programs attracted 924 students in Arts and Sciences, 50 students in English language training and 134 students in the special institutes organized by the Division of Extension and Special Programs. Evening hours are also being utilized by the Division which conducted thirteen courses in a wide variety of subjects and attracted 273 students, by and large university graduates interested in continuing their education.

The Arts and Sciences curriculum committee has approved the graduate program in Development Administration. Because students were not able to complete all of the work required plus a satisfactory thesis in the eleven months provided, the program was extended to fifteen months. Also approved was a major in Mass Communications in the Department of English.

Several departments have introduced changes in teaching methods. Physics offered for the first time a self-paced introductory course in which students could proceed at different rates through a series of steps marked by achievement exams under the supervision of proctors. Sociology has introduced role-playing to teach application of theories to everyday problems of human interaction. The Center for English Language Research and Teaching has introduced video-taping of practice teaching to produce tapes to be used in classes in English and in Education.

In the Faculties of Medical Sciences the University has entered the fourth year of a training program for basic medical sciences and community health care. The shortage of competent basic science teachers has been partially responsible for the inability of existing medical schools to raise their standards. Teaching deficiencies in the basic medical sciences has also delayed the establishment of urgently needed medical schools in the Middle East, and therefore the University has concentrated on the preparation of teachers for this field. Graduates of this training program will serve in the most recently established medical schools in the region.

For the first time students in the Faculty of Agricultural Sciences will have opportunity to study dairy production, profitability, feed efficiency, and breeding of a herd of Guernsey heifers. The animals are a donation of the American Guernsey Breeders Association of the Pacific Northwest. The Guernsey was specially chosen for introduction at AUB because of its exceptional feed efficiency and tolerance to sub-tropical heat. Prior to the arrival of the Guernsey herd the only breed of cattle available for research at the University was the Dutch Fresian.

With a grant from the Volkswagen Foundation the research and teaching program in Plant Pathology is being strengthened and laboratory facilities improved. In addition, a grant from the Foundation to the University of Bonn provides for the seconding of two German scientists to AUB to conduct research on diseases of cotton and sugar beets in the Middle East region.

Other Academic Activities

The Science and Mathematics Teaching Center has completed source books in English and in French, for the teaching of physical science oriented toward Middle East problems and solutions. These textbooks, published for the Lebanese Ministry of National Education and issued to all appropriate teachers, hold promise for the reform of the teaching of science in Lebanon. The Center is planning the expansion of its contract with the Ministry, and discussions are at an advanced stage.

The Ministry of Education of Afghanistan has requested a consultation with the American University of Beirut as a master plan is prepared for the teaching of English in that country. The AUB Center for English Language Research and Training began a six month contract with the Ministry on April 1st involving consultation with a four-man research team studying the state of English Language teaching in Afghanistan and planning possible involvement of agencies concerned (AID, British Council, USIS, Peace Corp, Asia Foundation, The Afghan-American Association and UNESCO). This is the first time that an overall, nation-wide master plan has been prepared for the Teaching of English as a Foreign Language to coordinate the activities of participating agencies.

The continuing education of graduates in the Medical Sciences was a year-round activity highlighted as the 22nd Middle East Medical Assembly opened on the AUB campus, May 4-7. More than five hundred registrants from M. E. countries, Europe and the U.S. gathered to join discussion of new techniques in the medical field. Postgraduate symposia, both before and after the Assembly, were held for specialists in Neurology, Obstetrics and Gynecology, Health Services Research, Dermatology and Infectious Diseases. In recognition of their efforts in the field of postgraduate medical education, Dr. Amal Kurban, Chairman of the Middle East Medical Assembly, and Dr. Fuad Farah, Chairman of the Postgraduate Medical Education Committee, were both decorated with the Order of the Cedars by the Minister of Health.

In addition to the regular Medical Sciences program of the four schools, training at the Medical Center continued for practical nurses, x-ray technicians and laboratory technicians. Graduates of these programs are finding immediate employment throughout the region.

The five libraries at AUB were especially hard pressed as rising costs of new books, now close to 12% per year, and budget restrictions which have required the elimination of eleven positions while six remain unfilled, have impinged on reader services. Total collections on June 30th included 362,460 volumes and 4,934 current periodicals making the largest collection of scientific, medical and general research periodicals in the Middle East. A total of 232,717 items were circulated, about 50 per student and faculty member.

It has been necessary, too, to defer the construction of the proposed new General Library, because of the financial situation. Alternative methods of meeting space requirements for the next few years have been proposed, and Jafet Library stacks have already been completely rearranged. Principle change has been the integration of Arabic and Western titles under a single Dewey Decimal order.

The Byron Porter Smith Lecture Series, established in memory of a former chairman of the English Department, was continued throughout the year as one of the literary activities sponsored by the English Department in cooperation with the Division of Extension and Special Programs. A five week summer program was planned for study of English Literature and its European Background. The course included Shakespeare, The European Renaissance, The Modern Novel, Romanticism and Modern Drama.

Administration

Budget limitations dominated much of the future planning of the University program. Without considering any additions to the existing program, rising costs are expected to force a major reduction in the academic program in the fiscal year 1973-4 inspite of the University's efforts to administer program more efficiently and raise new funds for its support. The deficit in that year may exceed \$500, 000, largely the result of inflationary factors over which the University has little control.

The reasons for AUB's financial problems are clear. During a sixteen-year period ending with 1971-72, the student body increased from approximately 2, 040 (1927 FTE) students to 4, 015 (3631 FTE) students, a 97% increase. During the six-year period from 1964-65 through 1970-71, graduate student enrollment in Arts and Sciences alone increased from 225 to 508, a 120% increase. There has been a corresponding expansion in numbers of faculty members and support activities which, together with the expansion of hospital facilities (220 beds to 420), has resulted in a dramatic increase in the total number of persons employed at AUB. In January 1972 the hospital alone had 898 positions filled plus 96 vacancies, a total of 994 positions (a figure that was further increased as part of the 10th floor opened in June). It should be noted, too, that during the past ten years faculty and staff salaries which are the largest item in the budget have in most cases doubled. The expenditures of the University during 1971-72 were approximately 7.8 times the size of expenditures in 1951-52. While the value of the physical plant has more than doubled from \$16 million to \$34 million and training services have grown in both number and quality, tuition has increased at a much slower rate. Tuition in 1971-72 paid for less than 28% of the cost of education.

Studies of ways and means to reduce or control expenditures (and to increase revenues) are being continued in non-academic areas. Financial reporting and management is improving, partially due to administrative reorganization, partially to some improvements in supervision in these areas. The Hospitalization Insurance Plan (HIP) has been brought under tighter control and, with an increase of fees, should show a reasonable reserve by the end of the current fiscal year.

Steps were taken in the campus food service operations to achieve economies. These included a 5% increase in the selling prices of meals after October 1st with further increases planned. Improved food purchasing procedures are being implemented. Through reorganization a reduction of twelve positions has been accomplished in the previous twelve months. Other reductions include five positions in the Motor Pool, two in the Post Office, and one position in the central printing and duplicating services. The University is now studying the possible consolidation of food preparation in order to effect greater economies.

The University has completed its second year of operation of the Medical Center with its extensive research and training facilities. While Phase III construction of the Center proceeds the hospital continues to operate at 82% occupancy and with a substantial deficit (\$420, 000). The tenth floor is expected to open in the summer and fall of 1972 and this will bring the hospital to its full capacity of 420 beds. During June the Intensive Care Unit was opened on the 4th floor with facilities for four patients. Eventually this unit will provide for twelve.

Between July 1971 and June 1972 all services at the Hospital showed a marked increase over the previous year: X-ray 20% (40, 740 examinations), Laboratory examinations 30% (468, 985); Pharmacy 43% (73, 299 prescriptions); Cobalt Therapy 26% (8, 608 treatments) to mention a few. Service departments also reported sharp increases as additional sections of the hospital were opened: dietary department 14% (583, 719 meals served); Laundry 13% (915, 438 kilos washed). The University employs 898 people at the hospital to carry out these services and this year 99, 384 patients were cared for (12, 987 inpatients representing 111, 392 patient-days care, and 86, 397 outpatients). After two years of operation both the public and the staff of the Medical Center express admiration for these modern facilities.

In addition to the activity suggested by the above figures visitors to the campus will notice substantial changes in the vicinity of the medical gate as the structure of the main buildings of Phase III of the Medical Center nears completion. The outline of the new Medical library on the corner of Abdul Aziz dominates the scene. Built over four levels of underground parking for 450 vehicles, it will house AUB's 62, 000 volume medical library. This open stack, three story building has a seating capacity of 300 and will be a center for professional medical people throughout the region.

The coat of arms of the Medical Sciences is cut in stone on the facade of the Basic Medical Sciences Building, the structure of which is also nearly finished. The medical complex is completed by the Post Graduate Medical Education Building centrally located as if to emphasize the importance of continuing education in this era of rapid advance in all professional fields. The School of Nursing will soon move into a remodeled section of the old hospital. Construction of the Medical Center is scheduled for completion in the summer of 1973.

To provide better facilities for athletics two important changes have been made. An all-weather basket ball and volley ball court has been completed at the end of the athletic field. Night lighting extends the usefulness of these courts, especially during winter months. Also, the Engineering Alumni Hall has been renovated for use as an indoor gymnasium.

Since the establishment of an Office of University Publications and an extensive publicity campaign, sales of AUB publications have greatly increased to LL 25, 000 gross during the past year. This does not include sales through the University of Syracuse Press which by agreement handles distribution in the Western Hemisphere. The Office is also responsible for the publication of the Annual Research Report and Al-Kulliyah, a quarterly for Alumni.

Fund-raising continues as an important responsibility of the university administration and the Trustees. Although gifts of \$2,312,743 were received and encouraging steps have been made toward an annual appeal to AUB Alumni, much more needs to be done. AUB Alumni contributed \$140,842 during the year but only a small percentage of AUB graduates give on an annual basis.

A gift of \$150,000 from the Ruler of Abu Dhabi to fund for ten years the Sheikh Zayed Bin Sultan al Nahyan Chair of Islamic Studies was but one proposal for special funding which the University has presented to Middle East governments. The University is most pleased that with this gift an important contribution is being made to the academic program. For potential donors in the United States the AUB Pooled Life Income Fund was established. This fund enables the University to receive funds, the income of which continues that of the donor for the remainder of his life.

More detailed information concerning these developments is found in Faculty reports issued as separate volumes and in departmental reports included in this volume.

II

STATISTICAL SUMMARY
1971-1972

The following tables compare 1971-72 resources utilized 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 and the number of men and women students.

AMERICAN UNIVERSITY OF BEIRUT
THE YEAR AT A GLANCE - I
1971-1972

<u>Resources Utilized:</u> *		<u>Expenditures:</u>	Enrollment ^o			<u>Graduates</u> Oct. '70 through June '71
			1st Sem.	2nd Sem.	U. S. AID ^{oo} Sponsored	
Tuition and fees	2,454,000	Arts and Sciences	3,321,000	2578 /	2529	229
Participant's Training Contract	1,631,000	Agricultural Sciences	1,099,000	258 /	239	116
Endowment Income	410,000	Engineering & Architecture	950,000	577 /	564	60
Gifts - restricted	398,000	Medical Sciences	2,761,000	635 /	570 ⁺	41
Unrestricted gifts utilized	495,000			121	84 ⁺⁺	446
Sponsored research	259,000	Sponsored research	259,000	4169	4034	
Other sponsored programs	6,648,000	Extension & Public service	115,000			
Recovery of indirect costs	67,000				+ including	
Hospital and private clinics	4,290,000	Hospital and private clinics	4,810,000	M-276/270		
Sales of services	535,000	Libraries	600,000	P-128/126		
		Student services	327,000	N-163/157		
Other sources	426,000	Operation & Maintenance of Physical Plant	913,000	PH-68/ 66		
From Quasi-endowment funds	133,000	General administration	1,098,000	++ Special Programs		
		General institutional	1,020,000			
		Student aid	401,000			
Auxiliary enterprises	870,000	Auxiliary enterprises	869,000			
	\$18,548,000		\$18,543,000			

*As of June 30, 1972, Rounded
to nearest \$1,000.

^o 61 nationalities
^{oo} 270 other (non-AID) bursary students are sponsored by
Arab governments, oil companies, business firms,
U. N. Agencies, Foundations and private groups.

THE YEAR AT A GLANCE - II

1971-1972

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.	3		94	24	5		255	178	71			
Med.		44		10								
Pharm.								27				
Nurs.								2				20
P. H.				11				1				
Eng. & Arch.							8			84		17
Agr.		3	44	94	50 95	5	8	255 245	37 71	84 71	17 84	20

TOTAL GRADUATES: (October 1971; February 1972; June 1972) 941

Honors

Arts & Sciences	202
Medical Sciences	60
Engineering & Architecture	59
Agricultural Sciences	<u>13</u> 334

ENROLLMENT

	<u>Women Students</u>	<u>Men Students</u>	<u>TOTAL</u>	<u>Graduate Students</u>	<u>%</u>
Arts & Sciences	840	1,738	2,578	503	20
Medicine	26	250	276	28	10
Pharmacy	67	61	128	7	5
Nursing	124	39	163	--	--
Public Health	35	33	68	16	23
Engineering & Arch.	16	561	577	65	11
Agricultural Sciences	30	228	258	136	53
Special Programs	35	86	121	---	--
	1,173 (28.1%)	2,996 (71.9%)	4,169	755	18.7%

President's Report 1971-72

III

FINANCIAL HIGHLIGHTS

Fiscal Year ending June 30, 1972

TO: President Kirkwood
FROM: Donald J. Meyer, Comptroller
SUBJECT: Financial Highlights
Fiscal Year 1971-72

October 24, 1972

The University ended the fiscal year 1971-72 with an excess of revenue over expenditures of \$5,400.00 compared to the prior year which saw the expenditures exceed the revenue by \$170,700.00.

The revenue for 1971-72 amounted to \$18,548,200 compared to \$16,052,800 in the prior year, an increase of \$2,495,400 or 15.5%. Student tuition and fees increased \$365,900 above the prior year, \$182,800 of this resulted from tuition and fee increases, with the balance attributable to increased enrollment. Revenue from U.S.A.I.D. participant's fees decreased \$53,600 due to a drop in participants.

Endowment income in 1970-71 amounted to \$499,600 as compared to \$410,200 in 1971-72, however, it should be noted that \$132,600 was transferred from quasi-endowment to meet the $4\frac{1}{2}\%$ return on investment as guaranteed by the Board of Trustees.

Sponsored research is down \$70,600, this is offset by a reduction in expenditures. Other sponsored programs amounted to \$5,803,900 in 1970-71 of this amount \$5,553,800 was operating support from U.S.A.I.D. In 1971-72 this support amounted to \$6,278,500 with additional revenue of \$355,100 coming from other sources.

Revenue from the hospital and private clinics was up \$1,207,800 or 39.1% above 1970-71. This due mainly to increases in patient room and board \$399,100; nursing services \$139,300; professional services \$627,500 and ambulatory services \$46,500. Rooms rates were increased were increased and new beds opened during the year. The occupancy percentage decreased from 82% to 81%. Total day care increased from 87,433 in 1970-71 to 111,392 in 1971-72 an increase of 27.4%. Visits to the emergency room and O.P.D. totaled 79,062 compared to the prior year of \$75,002.

Sales of services in 1971-72 was \$535,400 as compared to \$389,100 in 1970-71 an increase of \$146,300. This was due mainly to an increase of \$54,600 in net sales of electricity and steam, while communications revenue increased \$20,300. Rental from I.C. has increased \$7,000 above the 1970-71 figure of \$89,200. The computer has increased its sales of services by \$5,600; the library is up \$7,300, and the University health service has generated \$17,600 more than last year.

Revenue from other sources amounted to \$426,200 in 1971-72 as compared to \$374,900 in the prior year. Adjustments for prior years transactions increased by \$94,400 while the recovery from indirect cost decreased \$30,000. Auxiliary enterprises revenue was down \$7,500 in 1971-72 from

the prior year. Food service revenue was up \$13,600 due mainly to increased sales in the coffee shop. Revenue from the Farm cafeteria and student store was down \$11,800 which accounted for the main cause of decrease at the Farm.

Unrestricted gifts utilized in 1971-72 amounted \$494,800 an increase of \$71,400 above 1970-71 a percentage gain of 16.9%.

Current funds expenditures for the year 1971-72 amounted to \$18,542,800 as compared to \$16,223,500 in 1970-71 an increase of \$2,319,300 or 14.3%. New York expenditures for the year 1971-72 amounted to \$615,800 as compared to \$583,800 in the prior year an increase of \$32,000. A break down of the increases excluding New York is as follows:

	<u>Amount</u>	<u>%</u>
Personal services	\$ 1,348,600	14.6
General expenses	629,300	15.5
Equipment, books, alterations and improvements	309,400	42.4
	<u>\$ 2,287,300</u>	<u>=====</u>

The following table reflects how the University's Funds (Beirut only) were spent during 1971-72 and compares them with the 1970-71 expenditures.

Classifications	Year	
	1971-72	1970-71
	%	%
Personal services	68.1	69.4
General expenses	23.9	23.6
Equipment, books, alterations and improvements	5.8	4.7
Student aid	2.2	2.3
	<u>100.0</u>	<u>100.0</u>
	<u>=====</u>	<u>=====</u>

Negotiations were conducted with the Syndicate during the year and were concluded on September 13th 1971, retroactive to July 1, 1971. The approximate cost of these negotiations was \$242,000 of which \$47,000 was for the 3% automatic annual increases; \$12,500 for merit increases, which included increasing the percentage available from 6% to 25% of the total non-academic work force in Salary Grades XII through Grade I, and \$182,500 for increasing the scale for non-academic salary and wage employees. The percentage of increase ranged from 11% in Grade XII to 3% in Grade I, with the minimum starting salary/wage being LL.192.00 and LL.1,030.00 respectively.

The Official Gazette, number 25 published on July 12, 1971 contained a Presidential Decree that a 5% High Cost of Living increment was authorized retroactive to May 1, 1971. This action cost the University approximately \$205,000 for the period May 1, 1971 - June 30, 1972.

Salary increases for both faculty and management staff amounted to approximately \$261,700.

The 1970-71 School of Medicine - Incentive Plan provided for approximately \$113,300.00 to be paid to participants and in 1971-72 the plan provided for a distribution of approximately \$180,000, an increase of 58.9%. In addition \$16,500 more was required for fringe benefits. The amount available for distribution was \$371,400 in 1971-72 compared to \$247,900 in 1970-71, an increase of 49.8%. The following table reflects the distribution of the plan (rounded to the nearest hundred):

<u>Distribution</u>	<u>1971-72</u>	<u>1970-71</u>
Available for distribution	\$ 371,400	\$ 247,900
	=====	=====
Payments to participants	180,000	113,300
Benefits	47,100	30,600
General University	44,900	26,900
School of Medicine - Reserve	99,400	77,100
	\$ 371,400	\$ 247,900
	=====	=====

The total number of faculty/staff on the payroll in November 1971 was 2,593 as compared to 2,504 for the same month in 1970. The table shows the comparison of the two years.

<u>Classification</u>	Number of Faculty/Staff on November Payroll		Increase (Decrease)
	<u>1971-72</u>	<u>1970-71</u>	<u>1971-72 over 1970-71</u>
Academic	501	500	1
Graduate and Research Assistants	226	228	(2)
Management	105	97	8
Non-academic	908	853	55
Wages	853	826	27
	2593	2504	89
	=====	=====	=====

Wages paid to casual works were up \$2,335.15 in 1971-72, and student wages were up \$4,196.15. Sundry wages, which includes overtime, shift differential, and on-call payments, were up \$19,320.71.

Benefits and allowances increased \$315,387.34 above the \$1,846,136.79 spent in 1970-71, or an increase of 17.1%. In 1971-72 benefits and allowances were equal to 17.6% of the amount spent on personal services while in 1970-71 it was 17.0%. The following table (rounded to nearest hundred) breaks down the benefits and allowances for the two fiscal years:

<u>Benefit/allowance</u>	<u>1971-72</u>	<u>1970-71</u>
	\$	\$
Retirement and termination	875,000	791,000
Social security tax	495,000	345,000
Housing and/or subsistence allowance	106,900	72,600
Educational allowances	307,600	256,300
Travel (appointment, termination and furlough)	200,500	189,900
Other	176,500	191,300
Total	<u>2,161,500</u>	<u>1,846,100</u>
	=====	=====

In the area of general expense, the increase of \$588,963.15 (\$629,248.06 less student aid \$40,284.91) is broken down in the following table (rounded to the nearest hundred):

<u>Classification</u>	Increase (Decrease) 1971-72 over 1970-71	
	\$	%
Supplies and materials	524,200	89.0
Utilities	(24,700)	(4.2)
Communications	17,500	3.0
Maintenance and repairs	(43,300)	(7.3)
Local travel	(3,900)	(.6)
Foreign travel	(12,600)	(2.1)
Miscellaneous	<u>131,700</u>	<u>22.2</u>
	<u>588,900</u>	<u>100.0</u>
	=====	=====

The hospital expenditures on supplies and materials increased \$375,724.71 above the \$1,133,912.28 spent in 1970-71, or an increase of 33.1%, and accounting for over 71.6% of the total increase in this classification. Physical plant expenditures, in this category, increased \$64,416.60, Faculty of Agriculture \$12,817.16 and general institutional \$22,948.97.

The supplying of more electricity to the Medical Center by the A.U.B. power plant helped to reduce the cost of utilities in the operating budget. Communications was up due to great demands on the telephone system. Both local travel and foreign travel were down.

In the miscellaneous expense area the major causes for increased expenditures were rental of premises \$25,015.72, taxes \$13,671.10, loss and bad debts \$35,852.18, meals and lodging \$14,701.29 and faculty/staff training \$4,846.78.

Expenditures made on books, equipment, alterations and improvements were \$309,376.66 more in 1971-72 than the prior year. Book expenditures were down \$42,933.87 and alterations and improvements were also down but equipment expenses were up, and included expenditures for a cobalt therapy machine, at a cost of \$220,000, for the Medical Center and transportation of 47 heifers from the States to Lebanon at a cost of \$36,000. The receipt of the heifers was treated as a donation-in-kind and recorded on the accounting records at a fair market value of \$35,250.00.

AMERICAN UNIVERSITY OF BEIRUT
 Statement of Current Funds Expenditures
 and Resources Utilized
 Years ended June 30, 1971 and 1972

	<u>1972</u> \$	<u>1971</u> \$
Expenditures:		
Faculty of arts and sciences	3,321,100	3,113,000
Faculty of agricultural sciences	1,099,300	910,200
Faculty of engineering and architecture	949,600	789,100
Faculties of medical sciences	2,761,000	2,585,400
Hospital and private clinics	4,810,000	3,615,500
Sponsored research	258,500	329,100
Extension and public service	114,800	89,700
Libraries	600,400	613,000
Student services	326,800	294,700
Operation and maintenance of physical plant	913,300	816,300
General administration	1,098,100	939,300
General institutional expenses	1,019,600	919,200
Student aid	401,000	360,700
Auxiliary enterprises	869,300	848,300
Total current funds expenditures	<u>18,542,800</u>	<u>16,223,500</u>
	=====	=====

Resources utilized:		
Revenues exclusive of unrestricted gifts		
Student tuition and fees	2,453,700	2,087,800
Participant's training contract	1,630,900	1,684,500
Endowment income	410,200	499,600
Restricted gifts	398,000	500,800
Sponsored research	258,500	329,100
Other sponsored programs	6,647,900	5,803,900
Sales and services		
Hospital and private clinics	4,289,900	3,082,100
Other	535,400	389,100
Other sources	426,200	374,900
Auxiliary enterprises	870,100	877,600
Total revenues exclusive of gifts	<u>17,920,800</u>	<u>15,629,400</u>
Portion of realized gains on investments transferred from quasi-endowment funds	132,600	-
Unrestricted gifts utilized	<u>494,800</u>	<u>423,400</u>
Total resources utilized	<u>18,548,200</u>	<u>16,052,800</u>
	=====	=====

October 24, 1972

DJM:hr

TO: President Kirkwood
FROM: Samir Toubassy, Budget Officer
SUBJECT: 1972-73 Revised Budget Highlights

October 27, 1972

The budget revision for FY 1972-73 shows an excess of expenditures over revenues of \$6,117,900. It is anticipated that revenues will amount to \$12,891,500 while expenditures will amount to \$19,009,400. The purpose of this revision was to bring the resource requirements of 1972-73, in line with the 1971-72 base year. Among the major changes in this budget revision are the following:

1. The high cost of living reserve was increased by \$83,000 over the \$150,000 that was originally budgeted. A law was recently passed by the Lebanese Government increasing salaries for non-academic and wage employees by 5%, with a minimum monthly increase of LL.15 and a maximum of LL.50; and setting minimum wage level at LL.205. This high cost of living increase, retroactive to May 1, 1972 will cost the University \$233,000.

2. The 1972-73 revision includes \$60,000 to cover the anticipated loss on the Lebanese National Social Security Fund - Medical Branch per capita agreement. It appears that the prime reason for the current loss on the per capita agreement is the excessive medical treatment requested by NSSF members. This is attributed to HIP paying for the 30% not covered by NSSF agreement.

3. In the original 1972-73, budget request an allowance for renewal and replacement of Hospital equipment was established to the extent of \$128,000. Since the Hospital is operating at an excess of expenditures over revenues, this allowance was deleted in this revision and only the Hospital equipment requirement were retained.

Assuming that U.S.A.I.D. support for FY 1972-73 will amount to \$6,000,000, the University will face a deficit of \$117,900. The Budget Review Committee approved a change in funding through which restricted funds will be used to cover unfunded student aid. This change in funding will roughly cover the projected 1972-73 deficit.

ST:hr

TO : President Kirkwood

FROM : Samir Toubassy, Budget Officer *Toubassy*

SUBJECT: 1973-74 Revised Projection Highlights

October 27, 1972

The revised projection of the 1973-74 budget shows an excess of expenditures over revenues of \$6,528,900. It is anticipated that revenues will amount to \$13,729,400, and expenditures will amount to \$20,258,300. This projection was based on the 1971-72 ongoing program with the exception of Medical Center Phase III requirements amounting to \$284,800.

Assuming that U.S.A.I.D. support for 1973-74 continues at the same level as 1972-73 the projected deficit will amount to \$528,900. The following options were adopted by the Budget Review Committee as a means of balancing the budget.

I.	Adjusting salary increase provision for non-academic and wage employees	\$ 96,000
II.	Adjusting salary increase provision for academic and management employees	80,000
III.	Implementing the Program Study Committee's proposed 1973-74 administration expenditure reductions	
1.	Upon retirement of senior administrative personnel, deletion of their titled positions with redistribution of responsi- bilities among existing personnel in their divisions	60,000
2.	Elimination of administrative engineer position in Physical Plant	20,000
3.	Feeding University power to Medical Center at city peack load periods	40,000
IV.	Other Program study Committee 1973-74 proposals for expenditure reductions	
1.	Elimination of Nursing Supervisors in the Hospital with assumption of their responsibilities by medical heads of departments	63,000

2. Eliminating four positions in the Faculty of Arts and Sciences	\$ 50,000
3. Savings in the Faculty of Engineering and Architecture	16,000
4. Deleting one position in the Faculty of Agricultural Sciences	15,000
5. Increased income in Extension area	<u>75,000</u>
Total	<u>515,000</u>
	=====

In this projection of 1973-74, there are certain contingent liabilities that were not included though we feel that serious consideration be given to them. Those liabilities are the following:

1. 5% high cost of living	\$ 210,000
2. Loss on current NSSF agreement	60,000
3. NSSF agreement covering faculty	94,000
4. NSSF agreement covering students	50,000
5. Capital Works Program (deferred maintenance)	<u>100,000</u>
Total	\$ 514,000
	=====

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AMERICAN UNIVERSITY OF BEIRUT

STATEMENT OF CURRENT FUNDS EXPENDITURES AND RESOURCES UTILIZED

	1971-72			Future Years Projection	
	Approved		Revised Budget 10/30/72	1973-74	1974-75
	Budget 3/11/72	Actual* 1971-72		\$	\$
Expenditures					
Faculty of arts and sciences	3,414,900	3,321,100	3,528,100	3,702,100	3,870,400
Faculty of agricultural sciences	1,015,200	1,099,300	1,053,200	1,104,000	1,147,900
Faculty of engineering and architecture	919,400	949,600	1,040,100	1,094,200	1,143,300
Faculties of medical sciences	2,760,000	2,761,000	2,556,500(1)	2,685,300(1)	2,785,900(1)
Hospital and private clinics	4,518,600	4,810,000	5,400,300	5,658,400	5,813,400
Sponsored research	398,700	258,500	301,900	329,000	329,000
Extension and public service	88,300	114,800	128,000	133,800	139,800
Libraries	592,600	600,400	625,100	681,000	701,400
Student services	307,300	326,800	321,200	339,100	352,600
Operation and maintenance of physical plant	856,700	913,300	877,500	1,194,400	1,233,800
General administration	1,150,400	1,098,100	1,272,600	1,340,500	1,397,700
General institutional	870,700	1,019,600	774,900	843,200	886,300
Student aid	230,900	401,000	340,000	406,700	412,500
Auxiliary	836,400	869,300	867,000	921,600	947,800
High cost of living and allowance for loss on N.S.S.F. medical	-	-	293,000	200,000	400,000
Turnover allowance	-	-	(370,000)	(375,000)	(375,000)
Total current funds expenditures	17,960,100	18,542,800	19,009,400	20,258,300	21,186,800
Resources utilized					
Revenue exclusive of unrestricted gifts					
Student tuition and fees	2,320,200	2,453,700	2,485,100	2,818,600	2,818,600
Participants' training program	1,532,000	1,630,900	1,580,000	1,630,000	1,530,000
Endowment income	565,500	410,200	608,500	650,000	682,500
Restricted gifts	290,400	398,000	173,500	171,700	175,000
Sponsored research	398,700	258,500	301,900	329,000	329,000
Other sponsored programs	6,467,300	6,647,900	351,100	361,500	336,500
Sales of services					
Hospital and private clinics	4,195,100	4,289,900	5,271,700	5,498,400	5,750,000
Other	381,000	535,400	483,800	492,300	510,500
Other sources	293,500	426,200	221,700	260,300	280,300
Auxiliary enterprises	863,700	870,100	912,100	985,600	1,032,900
Total revenues exclusive of gifts	17,307,400	17,920,800	12,389,400	13,197,400	13,445,300
Portion of realized gains on investments transferred from Quasi-endowment	-	132,600	-	-	-
Unrestricted gifts utilized	522,300	494,800	502,100	532,000	562,600
Total resources utilized	17,829,700	18,548,200	12,891,500	13,729,400	14,007,900
Excess of expenditures over resources utilized	130,400	(5,400)	6,117,900	6,528,900	7,178,900

* Subject to year end adjustment.

(1) School of Medicine services applicable to Hospital operations have been allocated

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October 26, 1972

AMERICAN UNIVERSITY OF BEIRUT

STATEMENT OF RESOURCES UTILIZED

	1971-72 Approved Budget <u>3/11/72</u> \$	1971-72 Actual * \$	1972-73 Revised Budget <u>10/30/72</u> \$	Future Years Projection <u>1973-74</u> \$	1974-75 \$
Revenues					
Educational and general					
Student tuition and fees					
Regular	2,320,200	2,453,700	2,485,100	2,818,600	2,818,600
U.S.A.I.D.	1,532,000	1,630,900	1,580,000	1,630,000	1,530,000
Endowment income	538,700	519,700	567,000	600,000	630,000
Gifts - restricted	192,800	153,100	-	-	-
unrestricted	522,300	494,800	502,100	532,000	562,600
Sponsored research	398,700	258,500	301,900	329,000	329,000
Sponsored programs:					
U.S.A.I.D.	6,278,500	6,278,500	-	-	-
Other	188,800	369,400	351,100	361,500	336,500
Recovery of indirect cost	84,800	36,900	55,400	60,300	60,300
Hospital	3,909,000	3,983,200	4,952,400	5,163,100	5,398,700
Private clinics	286,100	306,700	319,300	335,300	351,300
Sales of services	381,000	535,400	483,800	492,300	510,500
Other sources	208,700	389,300	166,300	200,000	220,000
Total educational and general	16,841,600	17,410,100	11,764,400	12,522,100	12,747,500
Student aid					
Gifts and grants	97,600	244,900	173,500	171,700	175,000
Endowment income	26,800	23,100	41,500	50,000	52,500
Total student aid	124,400	268,000	215,000	221,700	227,500
Auxiliary enterprises	863,700	870,100	912,100	985,600	1,032,900
Total revenues	17,829,700	18,548,200	12,891,500	13,729,400	14,007,900

* Subject to year end adjustment

Oct. 26, 1972

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AMERICAN UNIVERSITY OF BEIRUT

STATEMENT OF EXPENDITURES BY FUNCTIONS

Expenditures	1971-72	1972-73	Future Years Projection
	Approved Budget 3/11/72	1971-72 Actual *	
Educational and general			
Faculty of agricultural sciences	1,015,200	1,099,300	1,104,000
Faculty of arts and sciences	3,414,900	3,321,100	3,528,100
Faculty of engineering and architecture	919,400	949,600	1,040,100
Faculties of medical sciences			
Dean's office	50,600	55,600	53,200
School of medicine	1,855,000	1,849,000	1,596,000 (1)
School of pharmacy	167,300	166,800	171,200
School of public health	480,400	488,100	518,000
School of nursing	206,700	201,500	218,100
Hospital	4,321,800	4,597,800	5,198,600
Private clinics	196,800	212,200	201,700
Total faculties of medical sciences	<u>7,278,600</u>	<u>7,571,000</u>	<u>7,956,800</u>
Sponsored research	398,700	258,500	301,900
Extension and public services	88,300	114,800	128,000
Total instruction and research	<u>13,115,100</u>	<u>13,314,300</u>	<u>14,008,100</u>
Libraries	592,600	600,400	625,100
Student services	307,300	326,800	321,200
Operation and maintenance of physical plant	856,700	913,300	877,500
General administration	751,400	706,200	761,600
General institutional	665,700	795,700	603,900
Contingency fund	-	-	80,000
Total educational and general	<u>16,288,800</u>	<u>16,656,700</u>	<u>17,277,400</u>
Student aid			
Unfunded	106,500	133,000	125,000
Funded	124,400	268,000	215,000
Total student aid	<u>230,900</u>	<u>401,000</u>	<u>340,000</u>
Auxiliary enterprises	836,400	869,300	867,000
Turnover allowance	-	-	(370,000)
High cost of living	-	-	233,000
Allowance for loss on NSSF medical	-	-	60,000
Total expenditures - Beirut	<u>17,356,100</u>	<u>17,927,000</u>	<u>18,407,400</u>
New York office - Administration	399,000	391,900	431,000
Development	205,000	223,900	171,000
Total expenditures - New York	<u>604,000</u>	<u>615,800</u>	<u>602,000</u>
Total Expenditures	<u>17,960,100</u>	<u>18,542,800</u>	<u>19,009,400</u>
	<u>=====</u>	<u>=====</u>	<u>=====</u>

* subject to year end adjustment

(1) School of Medicine services applicable to Hospital operations have been allocated.

AMERICAN UNIVERSITY OF BEIRUT

STATEMENT OF EXPENDITURES BY CLASSIFICATION

Expenditures	1971-72	1972-73	Future Years Projection		
	Approved Budget 3/11/72	1971-72 Actual *	Budget 10/30/72	1973-74	1974-75
Personal services					
Salaries .. Academic	4,764,400	4,842,000	5,022,300	5,195,300	5,419,300
Resident graduate assistants	371,600	379,900	405,700	405,700	417,500
Management	1,217,100	1,171,700	1,254,000	1,359,500	1,427,100
Non-academic	2,203,700	2,196,200	2,529,700	2,789,700	2,864,400
Wages .. Regular	1,185,300	1,209,300	1,289,200	1,405,000	1,461,500
Casual	103,500	110,200	113,600	116,800	121,000
Student casual	63,500	61,400	61,100	62,400	64,700
Sundry	96,100	158,500	93,100	96,300	99,000
Benefits and allowances	2,201,400	2,163,600	2,268,400	2,381,500	2,476,200
High cost of living	-	-	233,000	200,000	400,000
Allowance for loss on NSSF Medical	-	-	60,000	-	-
Salary increase provision	-	-	310,900	397,300	402,100
Less: Allowance for turnover	-	-	(370,000)	(375,000)	(375,000)
Total personal services	12,206,600	12,292,800	13,271,000	14,034,500	14,777,800
General expenses					
Supplies and materials	2,468,900	2,908,800	2,787,300	2,905,500	2,989,400
Utilities	799,800	753,900	850,700	978,200	1,003,900
Communications	251,800	230,800	238,800	262,500	266,400
Maintenance and repairs	520,900	664,900	699,000	737,400	757,300
Local travel and transportation	87,500	88,300	98,800	103,300	106,200
Foreign travel and conferences	126,800	111,800	136,800	139,700	144,600
Miscellaneous	1,271,800	1,401,000	1,424,100	1,532,900	1,561,000
Total general expenses	5,527,500	6,159,500	6,235,500	6,659,500	6,828,800
Equipment, books, alterations and improvements					
Equipment	558,000	706,700	283,500	291,200	299,900
Books	236,800	247,800	239,700	246,800	254,200
Alterations and improvements	45,000	67,800	30,000	30,900	31,800
Total equipment, books, alterations and improvements	839,800	1,022,300	553,200	568,900	585,900
Sponsored research	398,700	258,500	301,900	329,000	329,000
Funded student aid	124,400	268,000	215,000	221,700	227,500
Total gross expenditures - Beirut	19,097,000	20,001,100	20,576,600	21,813,600	22,749,000
Less: Transfers out	(1,740,900)	(2,074,100)	(2,169,200)	(2,200,300)	(2,238,200)
Total net expenditures - Beirut	17,356,100	17,927,000	18,407,400	19,613,300	20,510,800
New York Office					
Administration	399,000	391,900	431,000	451,000	471,000
Development	205,000	223,900	171,000	194,000	205,000
Total expenditures - New York	604,000	615,800	602,000	645,000	676,000
Total expenditures	17,960,100	18,542,800	19,009,400	20,258,300	21,186,800

* Subject to year end adjustment
Oct. 26, 1972

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COMMENTS

In many ways this was a year of reassessment for the AUB, a judgment of decisions taken in the light of new responsibilities. The changing scene brings constantly new roles for the University to consider which must be assessed within the AUB's own sense of purpose. This is a continuing process but this year will prove to have had a significance beyond the ordinary, as the University moves forward to meet unusual challenges and new opportunities. Assessment and reassessment can be made properly only in the light of the great objectives instrumental in the development of AUB as a leading educational institution.

Existing conditions in Lebanon, in the Arab World, and throughout the Middle East continue to shape the academic program of AUB as it seeks to meet the demanding issues of the region. There are major political problems that have caused misery and injustice; there are continuing social problems that hinder development; there are serious economic problems that perpetuate poverty and restrict growth; there are problems of health and education awaiting the application of new skills and all available resources.

No less important to AUB is the nurture of a style of life and culture worthy of the great cultures that have flourished in this part of the world since history was recorded; indeed, a style of life worthy of the aspirations of all generations. When problems are solved one still has to live. The University must provide that degree of living in which freedom prevails, rights are assured, truth is obeyed, precision is applied, the arts are encouraged and the morality of the more abundant life is cultivated.

The crises at AUB have forced the entire academic community - students, faculty, alumni and administration - to rethink their respective roles. It is no consolation to know that other universities have experienced similar trials. Each must live his own crisis and find his own solution. If, however, "a crisis is an opportunity", as Whitehead* declared, then AUB did use the past year as an opportunity to search for better ways of living and working together.

The crisis of the previous year continued into the present. Strikes twice interfered with classes and occupation of buildings did occur. But in the aftermath a consensus of opinion grew among students that more effective mechanisms could be found consistent with the purpose of a university. All associated with AUB have learned something of the need for communication, of the awful consequence of violence in the fragile structure of a university, of the need to restrain passion, of the necessity for clarity of vision lest one lose the whole in his concern for the single part. Also, positive forward steps were taken to strengthen the University and its role in society.

* Alfred North Whitehead, 1861-1947.

Participation by students in the responsible life of the University was more fully established during the year. The new Student Council Constitution was itself drafted by student groups, University committees, and the University Senate. The newly elected Student Council proposed amendments that will provide a workable base for their responsibilities. The Constitution thus became the authority for broad participation of students at departmental, faculty and University levels. The Council vigorously pursued the application of the participation formulas.

Involvement of the Faculty in planning the future of the University was more fully achieved. Throughout the year informal discussions were held at Marquand House with almost all members of the four faculties and with representative student leaders. These meetings served to involve more of the University community in its problems. Surprisingly consistent patterns emerged: the concept of purpose, of dedication, of excellence, of responsibility, of breadth of program. There were bold thoughts as to re-organization, and there were many, too, who felt that the program should be constantly refined but should not be essentially altered. Almost all believed that the University's program had to be relevant to the area's needs. But, most also attached qualifications to their statements: there must be a place for pure scholarship; the humanities must not be lost; in fact they queried, "were not the humanities just as relevant as some of the more obviously pragmatic courses." It was the purpose of this involvement to insure that diverse opinions were heard and channelled to become part of the decision-making process. AUB has assembled one of the greatest associations of talent in the entire Middle East, and the University has a duty to use it effectively.

Meetings with the Faculty, consultations with the Trustees, and the studies made within the administration all point to the need for rethinking the entire University program. This was based in part upon evident financial stringencies but even more on the concept of a constantly renewed University, at once closely responsible to the times and yet preserving the values of scholarship. It was apparent at the beginning of the year that the future income of the University would be limited. The increases obtained in the past could not be expected in future years. Steadily increasing inflation of costs account for most of the difficulty. In recent years the University's budget, even with a limited expansion of program, has been kept in balance. There have been moderate increases in income but balance has been achieved principally through economies in expenditures. It was clear in 1971-2 that we were approaching the end of the effectiveness of such measures. While the critical year for the continuing balance of income and expense is still two or three years away, measures must be taken now to anticipate these stern times ahead. Through many studies and consultations held within the administration, we learned much of the relative values of different procedures and organizations. Out of this experience we have developed a degree of efficiency that did not previously exist and an expectation that further re-organizations, decentralizations and simplifications can be achieved.

The academic program remained essentially the same during the year. The future program was discussed, and changes were called for, sometimes radical change. Faculty and Administration committees were formed to re-assess the structure and cost of the academic program and its administrative support. The Provost was delegated to coordinate these studies with the help of a committee from the Student Council, and Alumni.

The University is very much a part of the Middle East community in which it works. The size of the 1971-2 graduating class represented AUB's largest contribution to the bloodstream of culture and development of the Middle East since its founding 106 years ago: 447 were graduated in Arts & Sciences; 98 in the Medical Sciences; 92 in Engineering & Architecture; and 34 in the Agricultural Sciences. AUB Faculty published pioneering studies and research in many fields; AUB students conducted community service programs in Lebanon and sponsored sophisticated social and cultural projects. The University Extension Programs reached many students who would not otherwise have participated, and the University--through its own efforts and those of its friends--became a center for music and the arts. Most important the University offered itself as a forum for discourse on the problems of the area. With greater financial support these services can be expanded. In both the Middle East and in the United States the generous response of the Alumni of the University to a call for help in expanding AUB fund raising was encouraging. The University stepped up its financial campaign to seek wide-spread individual support and major gifts. While the percentage of Alumni response was still small, total alumni receipts reached \$140, 842, a 73. 8% increase over the previous year.

It was an eventful year. At times tempers rose, and opinions were at the extremes. But generally the underlying motivation was to serious work, with a sense of considerable urgency. Interruptions were not readily accepted by students or the community. The problems of the region remained urgent, but there seemed to be a new realization that preparation was needed in solving them, and the University's role thereby became more important. A new confidence in the University as an institution seems to have developed. As the different groups within the University community met in discussions throughout the year there was new-found interest in thinking of others. A sense of ownership in our institution was gained as the implications of problems were confronted. All acquired a more personal feeling of urgency toward the University and its programs, and there was more general acceptance of the responsibility placed upon all by a new appreciation of the University's purpose.

1971 - 1972

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

AMERICAN UNIVERSITY OF BEIRUT

ADMINISTRATION

Introduction

It has been said that the world of the 1970s is one of flux, fiscal uncertainty and frustration. Today these three Fs apply to college and university administration probably more than at any other time in this century. Fiscal problems particularly, have been highlighted by reports from the Carnegie Commission on Higher Education and the Association of American Colleges. In the U.S. the financial situation is truly desperate for many of the smaller institutions and for some of the larger ones. Too many have been unable to resist the upward push for increased salaries, expanded plants and more academic programs. Utilization of cost benefit analyses and development of management information systems has been allowed to lag; thus decisions have been made by administrators without full realization of the long range implications.

AUB is in a different position than many private institutions in the U.S. find themselves. Although we face fiscal problems, they are not unsurmountable. We are making increasing use of program budgeting, cost analysis, long range planning and in the non-academic support areas we are operating with full attention to sound principles of business management.

Communications

We like to think of AUB as one unit, one interrelated group of schools and departments but, communications between the various units still remains a problem. One major attempt to transcend the various divisions has been to bring individual students, faculty and staff together in regular weekly administrative staff meetings. The questions, comments and suggestions of those attending (both staff and visitors) have been carefully minuted and distributed to all academic and non-academic departmental chairmen and administrative officers (Deans, Vice Presidents, Registrar, etc.). These have met with a generally favorable response although a few have been to the effect that we are "over-communicating." This may be correct but as a result of meeting together new channels of communication have been opened and members of our administrative staff have developed a better appreciation of the way students perceive the university and its personnel. This is crucial, I believe, because a real understanding by our students, staff and faculty is vital if we are to fully comprehend the current educational scene - its achievements and problems.

Following is an excerpt from a recent article by Methodist Bishop Earl Hunt. Although written as a description of the current American student generation, much of it seems applicable to the current AUB student as well. I quote in part.

"At the heart of campus problems and possibilities today stands a certain type of young person almost radically different from the young people of our generations, yet a homegrown product, the result at least partially of the frustrations, illusions, hypocrisies, compromises, and affluence of his parents' world. He is a disturbing blend of idealist, iconoclast, rebel, ingrate, dreamer, reformer, seeker, and mixed-up kid. He has been hurt

by his elders' gross insensitivity to human suffering and injustice, and revolted by their selfish inconsistencies between profession and deed. He is gullible and doesn't know it - the ready prey of unscrupulous interlopers who use his idealism for their darker purposes."

"... Student government, student association with faculty and trustees on appropriate committees, student involvement in constructive community issues and enterprises - these are laboratory opportunities where a young person learns how to focus his indignation and express his idealism. Invaluable practical lessons in campus versions of the politics of power, even the politics of polarization, become identified with the educational experience. Incidentally, I believe the current somewhat shaky but most welcome respite in campus disturbance is due, at least in part, to the progress being made in the improvement of communication between students and administrative and governing groups. One legitimate cause for student unrest assuredly is the grim unwillingness of many American colleges and universities to consider sweeping curricular and degree program reforms."

Program Study

It appears we have a limited period of time for analyses and for decision-making in relation to our financial problems. It seems evident too, that a frank, honest, and sincere appraisal for defining and perhaps reallocating priorities is necessary if AUB is to continue on a financially sound basis. The program study committee appointed by President Kirkwood has embarked on a unique and critically important process in its review of programs. It carries the hopes of many that its review, in the long run, will enable the university to support only those programs which are effective, viable, and necessary to achieve the university's goals and aspirations.

It is hoped that due attention will be paid to a question which initially will arise - namely how can we effectively communicate resource allocation and use to the university's constituents - students, faculty, syndicate, alumni, foundations and governments. Throughout the academic world, decisions of this nature are being challenged. The extent to which communication is developed with our constituencies, will to a large extent, determine the kind of relationships we will have with them - at least in the immediate future.

Progress in Control of Inventory

In reviewing a few of the highlights of the year 1971-72, I am pleased to report that progress has been made in several areas. In particular, I would like to mention the Supply Department where Mr. Francis Saqr has assisted our Director of Business Services, Mr. Herbert Ruetzel, in developing additional controls. The inventory has gone up slightly but for the first time since we embarked on our efforts to develop a central unified system, we believe that the worst problems are over or are near solution.

A synopsis of activities of each of the administrative divisions follows:

Food Service (Campus)

As of July 1, 1972, campus food services were moved administratively to the Business Services Office. The major goal of the department during the past year was to wipe out the deficit incurred during the prior two years or, if that was not possible to reduce it to more manageable proportions. To a considerable extent, the efforts made were successful as the deficit for 1971-72 amounted to \$8986.- as compared with \$32,553.- for 1970-71.

At present, the Food Service Department is staffed by 33 employees, compared to 38 in the previous year, and with 69 five years ago. The reduction in manpower has been possible through readjustments of schedules and major changes in operations.

A new milk bar of limited capacity was opened in the Spring to serve the science compound of the lower campus. In addition, the department catered to all receptions and parties held on campus and for some faculty members off campus.

During 1971 a unified system of purchasing for the Food Services, both at A.U.H and A.U.B, was implemented. This system has improved the purchasing process, and has led to more even deliveries at lower prices. Exploration is continuing as to the possibilities of centralized food preparation. Alternate possibilities for the department were outlined to the program study committee together with possible implications relating to students and the Syndicate.

Internal Audit

Audits of the following areas were conducted during this past year:

Bursary Students Office
Petty Cash (Approx. 50% of all petty cash accounts outstanding)
Motor Pool
Pediatric Private Clinics
Dormitories
Bank Reconciliations
Scholarships
Fuel Deliveries
Hospital Master Key Systems
Farm (AREC)

Audits were conducted also on the following areas in cooperation with Peat, Marwick, Mitchell and Co. in preparation for their annual audit. These were in the areas of:

Cash and Check Disbursements
Cash Receipts
Inventories
Payrolls
Student Notes Receivable

Student Accounts Receivable
Hospital Accounts Receivable
Faculty and Staff Accounts Receivable

It was found that most of these areas were operating correctly and efficiently. Where deficiencies were uncovered, recommendations were made to correct them. A system of periodic report review was initiated, with the Vice President for Administration, the Internal Auditor, and those concerned reviewing the findings and recommendations of each audit, and the actions taken to correct any deficiencies. These meetings will continue until all deficiencies in each report have been resolved.

During the year the director attended a seminar for internal auditors of hospitals given by the Hospital Financial Management Association, and the Convention of the Institute of Internal Auditors. Information gained has been very helpful to him.

Planning was started for the 1972-73 year with development of a new schedule of audits. This places heavy emphasis on audit of the Hospital as recommended in the report by our consultant from the University of California, Mr. Loren Furtado. The schedule reflects a slight change in the operations of the Internal Audit Office, that is, to auditing more areas, more frequently but with less depth, unless a preliminary audit reveals the need for a more intensive examination and review.

Housing

During the year, considerable time and effort was given by Messrs. Barbir, Saba and Meyer to meetings with tenants of the faculty apartments. This was in preparation for an upward adjustment of rents amounting to five percent on all apartments. The fact that only slight objection was raised is due of course to the tactful and diplomatic preparatory work. A study is now underway to develop costs for faculty housing on a basis of square meters occupied and to apply these costs accordingly in order to adjust rents to a more equitable basis. Previously there has been no real basis for ascertaining a fair rental rate, unit by unit. Square meter costs will be established using a depreciation/replacement value formula plus direct and indirect costs for operation. It is believed this will make it possible to more accurately evaluate costs and base rents accordingly, and to better convey the results to tenants than has been possible in the past.

As of the end of the fiscal year, faculty apartments showed an excess of revenue over expenses of \$11,166. This compares with the prior year's excess revenue over expenses of \$27,139. It is noted that for the first time, administrative expenses have been allocated.

One additional development of interest is that the Housing Advisory Committee of the past four years, previously appointed by the Director of Housing, continues but with members representing each apartment building elected by the tenants. This change was made in response to a request by the Vice President and appears to have been welcomed by occupants of the faculty apartments.

Nurses Housing

Members of the nursing staff are now housed in Haykal Center, Soweid Hostel and Aramis Hostel. To open more hospital beds, the residents and interns have been moved out of the top floor of the hospital to the Cederland Hotel.

Faculty Furniture

Charges to different schools for faculty furniture amounted to a total net of \$31,850. Total cost of maintenance of this furniture amounted to \$10,740.-

Business Services

The Offices of the Purchasing Department and the Office of Business Services have been relocated in the Corporation Yard Building. Besides providing these functions with more appropriate office quarters, this move has freed much needed and more accessible space for the storage of faculty furniture, formerly located in the basement of the new MedCent. In turn, this area is now being utilized by the Supply Department as a location for Store No. 7 which will serve the spareparts requirements for the New Medical Center.

Purchasing Department

Purchases of spare parts, and additional equipment for the Medical Center, as well as furniture requirements for Phase III facilities were the major project items of this department in addition to the routine procurement functions.

The department also successfully processed the purchase of a second cobalt therapy unit and accessories for the University Hospital.

A rise in the number of local and foreign purchase orders is apparent, due mainly to more frequent purchases for economic re-order quantities. In cooperation with the Supply Department, several annual contracts have been developed with local businesses for the supply of large volume items and locally produced products, resulting in lower prices and improved processing.

With minor exceptions, the procurement of food items for the hospital dietary department, the cafeteria and campus food services has been centralized and purchases are made under combined bids. A considerable reduction in raw food prices has been achieved.

The Supply Department

Efforts during this past year were concentrated on the training of staff, inventory stock control, more accurate reporting and disposal of surplus and obsolete material.

The stock of obsolete goods in Central Stores has been reduced from a value of \$27,500.- to \$17,600.- Surplus and salvage equipment with a book value of \$149,000.- has been sold thereby reducing inventory.

The level of Central Stores inventory, according to the statement of accounts as of June 30, 1972, increased by \$76,338.- This compares with an increase of \$179,000.- during the previous F/Y and indicates that Supply replenishment controls applied during the year are reasonably effective.

Medical supplies (\$61,660) and spare parts (\$37,618.-) continue to be major contributors to the increase of inventory. Other categories decreased.

In view of improved inventory taking methods, more accurate accounting and continued usage analysis, it can now be said with some certainty that a proper inventory level, concurrent with the University's requirements and economic re-order quantities will be determined during 1972-73.

The organization of the Supply Department is still weak in vital areas; rigorous training must be continued and further changes in staffing will be necessary in order to increase the competence level. The appointment of a Supply Manager will be essential and also the addition of a spare-parts storekeeper.

In response to a need for practical training in supply and procurement as expressed by the Ford Foundation, AUB developed and conducted a series of four-week special courses for Saudi Arabian Government employees. The objective of the course is to provide the theory and the practice in procedures applicable to supply activities required to enable the employee to perform the functions inherent in his assigned position. Three groups of trainees, numbering five to eight in each group, have completed the course. A fourth group completed the course on September 22. The fifth and final group commenced their training on September 25. Reports from Saudi Arabia through members of the Ford Foundation indicate that the training program has been extremely well received. The training has been provided at no cost to the University; to the contrary, the University enjoyed a limited income over and above the costs.

Vending Operation

The operation of soft drink vending machines on University property has been established as an auxiliary enterprise. A total of 30 machines, installed at various locations on campus and in the hospital have been covered by a uniform contract.

Income to the University ranges from 10% to 40% of gross sales plus an annual fee of L.L. 75 to L.L. 100 per machine for utilities.

Motor Pool

Although an extensive reduction in staff and in the number of rented passenger vehicles at mid-year has resulted in a more economical utilization of equipment and personnel, operating costs at Motor Pool have not yet reached a desirable level. Further usage and cost studies are being conducted and additional reductions in rented vehicles (now at 3 passenger vehicles) may be in order.

The use of taxis for official travel with the Motor Pool acting as dispatcher and billing control has been successful.

Several of the utility vehicles owned by the University have reached the age where continued need for repairs make their retention uneconomical and scheduled replacement will be implemented.

Management Information Systems

Following recommendations made by Mr. Loren Furtado our consultant from the University of California, an overall review was made of existing information systems. It was decided that effort should be concentrated on the development of an integrated management information system compatible with the planning and management systems being developed by the National Center for Higher Education Management Systems (NCHEMS) at the Western Institute Commission on Higher Education (WICHE). To reach this goal a considerable amount of time was devoted to reviewing the NCHEMS products and developing a plan of action. This included a trip by Mr. Crocker to the NCHEMS headquarters in Boulder, Colorado, to attend a training and implementation seminar. Since most of the NCHEMS systems are "enrollment driven" - using student and course related information as a primary data base - initial effort was given to the review of existing student and course related data. Meetings were held with top administrative officers directly connected with these specific areas. Suggestions were made as to the type of information needed and the best way to collect, record and disseminate data. Specific recommendations involving changes in registration procedures and course coding will be submitted to the Board of Deans this fall.

Staff of the Budget Office has continued their important work in the areas of program budgeting and development of faculty and staff related data. The latter subject will serve as a major information system input. In addition to their continuing effort in developing the annual line item budget and budget projections, the Budget Office spent a considerable amount of time supplying financial information for the Provost's program study committee. (For Budget Projection highlights see attachment).

Development and implementation of a management information system requires that routine operating systems and procedures are working both efficiently and effectively. The Office of Systems and Procedures has carried on its work on the improvement of existing systems and in the development of new systems. Major areas of concentration during FY 1972 were in the fields of supply, purchasing, registration, student residence, and staff benefits (NSSF Plan). In addition, a significant amount of time was spent revising and designing new forms.

Comptroller (See Report to the President attached).

Personnel

The Personnel Office continues to make every effort to ensure proper selection of candidates for vacant position on the basis of merit. The Selection Committee has exercised effective control for the placement of redundant employees in other positions, and has ensured the proper enforcement of the policy of promotion from within whenever feasible.

The freezing of approved non-academic positions and careful review of vacant positions have helped reduce the number of non-academic positions at the University. The only category which was not affected by the freeze were nursing and positions supported by special grants. A comparative analysis between the 1970-71 and 1971-72 budget shows a reduction of 24 approved positions on the Main Campus. However, at the Medical Center 94 positions were added due to the opening of the new hospital.

Syndicate Relations

A new Collective Agreement between the University and the Syndicate replaced the previous agreement which expired on June 30, 1971. The major changes were:

- (a) A general increase in the basic salaries ranging between 11% in the lower grade and 3% in the higher grade.
- (b) Payment of an additional $\frac{1}{2}$ month salary of indemnity of any number of years above 20 years of service. This was done in order to be in line with the policy followed by the National Social Security.
- (c) Increase in the number of merit increases granted to non-academic personnel from 6% to a maximum of 25%. The merit increase amounted to 13% for 1970-71 and 12% for the year 1971-72.

It is of interest to note that Syndicate agreements over the past ten years have increased salaries for non-academic personnel within grades from a low of 8.42% to a high of 71.42%. The attached table depicts the percentage increase by grade. Not included in these increases are the high cost of living increase to those eligible, as decreed periodically by the government. Nor does the increase reflect Syndicate agreements increasing end-of-service indemnification over and above that required by the labor law, e.g. the additional half month times years of service over twenty years.

The Collective Agreement will remain in force until June 30, 1973, the date of its expiration. In preparation for new negotiations, a community wage survey will be conducted.

Regular meetings are being held with the Syndicate Council to ensure better communications on labor problems. The subject of manpower redundancy has been one of the issues discussed at some length. Cooperation by the council has been good, even excellent during crises.

Training

In accordance with the 1971-72 Training Scheme, several programs were conducted to help in the development of our personnel and to improve their work performance.

Programs presented were: Stenography Skills for Typists, Clerk-Typists, and Clerk-Stenographers; Job English Courses for Nurse's Aides, Orderlies, Housekeeping personnel and Dietary Department personnel at

the hospital; English Instruction for selected Physical Plant Shops' workers and selected personnel of the Protection and Safety Division; Fundamentals of Supervisory Management for hospital Head Nurses; Basic Principles of Supervisory Management and Developing Supervisory Leadership Skills for selected supervisors from the second and third level of supervision; Safety Training (fire fighting) in the use of extinguishers; Top Management Briefings for a group of University Executives and Senior Staff.

Aside from this, ten AUB Supervisors participated in a one day Seminar on "Cost of Living" organized by the Lebanese Management Association.

Manpower Studies

A thorough study of the organizational and manpower requirements of the AUB Nursing Service was completed. A comprehensive report was presented to and is being reviewed by the Hospital Administration.

A similar organizational and manpower study has also been conducted of the Hospital Dietary Department. Findings and recommendations have been presented in a proposal form.

Job Analysis Studies

To ensure the effectiveness and validity of job descriptions, a complete review has been conducted for all positions in the Post Office, Registrar's Office, Office of Development, Physical Plant Shops, and for all clerical positions in the School of Public Health.

Protection and Safety

The Protection and Safety Division continues its efforts to upgrade the performance of its personnel. On more than one occasion, they have shown a sense of responsibility and allegiance to the University.

National Social Security Fund Medical Scheme (NSSF)

A second "Per Capita" Agreement between the University and the NSSF was signed at the rate of L.L. 52.00 per member per year, (the figure was L.L. 82.00 in the first agreement). The change in the rate was made by NSSF. The amounts collected from the NSSF so far have totalled L.L. 339,482.63, covering the main part of the first agreement only. Payments for the year 1972 as well as remaining payments for 1971 are expected to be received in the near future. The collection process is being improved as new systems are developed by the NSSF.

The lower per capita figure has resulted in actual cash losses of more than L.L. 14,000.- per month primarily because all drugs and medicines available on the market have been considered as approved by the NSSF. This action is hoped to be transitional.

Hospitalization Insurance Plan (See Attached for detailed report of HIP)

The Plan has been functioning smoothly under the new rates that were put into effect November 1, 1971. An up-to-date HIP pamphlet of rules and regulations was issued in English and Arabic and distributed to all members.

The reserves for the year 1971-72 are L.L. 111,075.45. This is less than expected because having to charge the HIP/NSSF for Infirmary costs (approximately L.L. 90,000) and the prorata cost of operating the Benefits Coordinator's Office (L.L. 32,323.37). Estimates made at the beginning of the year did not account for charges by the Infirmary. Studies are still being carried out. The Plan rates must be raised during 1972-73 if continuing increase in the reserve is to be achieved.

The Pension Plan

The present Pension Plan applicable to non-Americans (American Life Insurance Co.) has been improved allowing for $4\frac{1}{2}\%$ interest instead of $2\frac{1}{2}\%$ interest on contributions, with the effect of raising the percentage of the final five years average from 40% to 45%. Additional negotiations with ALICO have enabled us to give a cash option to employees at time of retirement (employees' own contributions). As for the group of Americans, the plan whereby the University would contribute on monthly basis with the members' contributions was not implemented because of legal implications that involve acquired rights. Studies are being conducted by the University attorneys to investigate the possibility of having legislation passed whereby the University could provide an improved Pension Plan for its employees without being penalized by changes in social laws as they might occur, and the application of "Acquired Rights."

Environmental Health and Hazards Program

The Environmental Health and Hazards Committee completed the writing of the Total Safety Operations Manual. The Deans of the four faculties were each briefed on the total safety operations concept and program and their comments (favorable) were recorded.

As a result of the recommendations of the Committee, Mr. Azmi Imad, Chairman of the Committee, was sent on a training trip to the USA to study occupational safety, campus safety, safety training methods, sanitation, fire safety, security, and to acquire an orientation with respect to the management of a total safety program. The trip was funded by a Ford Foundation grant.

It is anticipated that soon after Mr. Imad's return, a safety center will be established to implement the overall safety operations program.

Increase in Salary for Non-Academic Personnel Within the Grades

GRADE	January 1963		July 1965		July 1967		July 1968		July 1971		Percentage Increase	
	L.L./M.		L.L./M.		L.L./M.		L.L./M.		L.L./M.			
	*Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.%	Max.%
I	950	1230	950	1230	950	1370	1000	1558	1030	1604	8.42	30.40
II	780	1010	780	1010	780	1125	825	1285	854	1330	9.48	31.68
III	645	835	645	835	645	930	683	1064	711	1107	10.23	32.57
IV	535	695	535	695	535	775	567	883	594	925	11.02	33.09
V	445	575	450	580	450	645	477	743	503	784	13.03	36.34
VI	375	485	385	495	385	550	408	636	433	675	15.46	39.17
VII	315	405	325	415	325	460	345	538	368	574	16.82	41.72
VIII	265	345	275	355	275	395	292	455	313	488	18.11	41.44
IX	225	295	235	305	235	340	250	389	270	421	20.00	42.71
X	190	250	205	265	205	295	219	341	239	373	25.78	49.20
XI	160	210	175	225	175	250	189	294	208	325	30.00	54.76
XII	135	175	150	190	160	220	173	270	192	300	42.22	71.42

N.B. In addition to the above salary increase, the following High Cost of Living (HCL) were granted for personnel who were in the employ of the University at the time the HCL was decreed:

- 1965 22 to 8% - amount not to be less than L.Leb. 15 and not more than L.Leb. 70 per month.
- 1967 7% - amount not to be less than L.Leb. 15 and not more than L.Leb. 87.50 per month.
- 1969 4% - amount not to be less than L.Leb. 12 and not more than L.Leb. 40 per month.
- 1971 5% - amount not to be less than L.Leb. 19 and not more than L.Leb. 50 per month.

* The difference between the minimum and maximum within grades represents an automatic annual increase of 3% per year beginning the first year of employment until the maximum is reached (about 15 years) after which the salary is automatically increased 3% every two years.

TO: Dr. Samuel B. Kirkwood
FROM: Dr. George Hakim, Vice President
for Public Relations and Development
SUBJECT: 1971-72 Report on Public Relations and Development

During the year there was an expansion of activity in the fields of information and development. The Office of University Publications has also increased its operations.

Information. The Office of Information was reorganized in January 1972 after the appointment of a new Director, Mr. Radwan Mawlawi. In March, Mr. George Salhab was appointed Editor of the AUB Bulletin. From January onwards, a daily press summary was prepared and distributed to a select group in the Administration and the Faculties. The AUB Bulletin was published weekly and was greatly improved.

The number of press releases has increased considerably. The Director of Information has maintained close and friendly contacts with the press and the Ministry of Information. In this way, events and activities on the Campus were widely reported in the press, and in many cases, on radio and television. Four long articles were published on the economic impact of AUB, the Medical Center, AUB Alumni and the AUB Farm.

The Office of Information has strengthened relations with the student body through the Student Council and has helped in publicizing student activities both inside the Campus and to the outside public.

Development. Relations were developed with the Gulf in order to promote the establishment of chairs by their rulers and other projects. Sheikh Zayid Bin Sultan, ruler of Abu Dhabi, agreed in January 1972 to establish a chair of Islamic Studies in his name with a donation \$150,000 for a period of ten years. In April President Kirkwood went to Abu Dhabi at the head of an AUB Delegation to pay a visit to Sheikh Zayid and thank him for his donation. The delegation also visited Dubai and was received by its ruler, Sheikh Rashid Bin Said Al-Maktoum. On 20-22 May a visit to Bahrain was made by President Kirkwood, accompanied by Vice President Hakim, Dr. Louis Cajoleas and Mr. Nazih Zeidan. Talks were held with the ruler Sheikh Issa Bin Salman Al-Khalifah and with the Prime Minister Sheikh Khalifah, as well as with the Minister of Education Mr. Ahmed Al-Umrani and the Minister of Development Mr. Yussef Shirawi.

In May 1972 two appeals were mailed to AUB Alumni, one signed by Mr. Basim Faris and the other by Dr. Ibrahim Mufarrij requesting contributions for a scholarship fund and for general support of the University. The receipts from these appeals by mail were encouraging.

In Lebanon the Major Gifts Committee under the chairmanship of Mr. David Dodge met regularly once a month and continued its efforts to raise funds from major donors. Several donations were received from a number of business men interested in the work of the University.

Publications. The Office of University Publications has been active in producing books, periodicals and reports, as well as in marketing AUB publications. The following three books were produced during the year:

1. Egypt and the East Mediterranean World, 2200-1900 B.C.,
by: William Ward.
2. Cylindrical Shell Roof Design,
by: Z.M. Elias
3. Analysis of Axisymmetric Shells by a Mixed Variational Principle,
by: Z.M. Elias

The Al-Kulliyyah quarterly was published in four issues and was sent to an increasing number of alumni. Its circulation has reached about 12,000. The Office of University Publications helped in producing the Annual Report of the President and the University Catalogue. It also produced the AUB Annual Research Report, Volume XXII of Al-Abhath and Volume XX of Berytus.

Sales of AUB publications more than doubled during the year 1971 as compared to 1970. The total net income from sales in 1971 exceeded L.L. 25,000.

To: Dr. Samuel B. Kirkwood, President
From: Mr. Arthur H. Whitman, Office of Development
Subject: 1971-1972 Report on Development, Communications
and Alumni Affairs

[The Report that follows is compiled from detailed annual and interim Reports made to the President by Development staff in New York and Beirut]

DEVELOPMENT

During the year, beginning efforts were made to establish a comprehensive Annual Giving Program with emphasis on soliciting and obtaining funds for current use and on developing a pattern of annual giving among contributors.

An annual mail appeal with a letter, factual pamphlet, and return envelope was sent to 784 past contributors and to 2,631 prospects in North America who had never contributed to the University. Two follow-up letters were sent to those who did not respond. A special letter was sent to Trustees and Trustee Emeriti to ask for their support of this mail appeal. The total received from these efforts was \$30,538.81.

In May 7,500 individually addressed letters were sent from Beirut to all other AUB Alumni. 1,000 of these letters were personally signed by Dr. Ibrahim Mufarrij, M.D. '48, beginning a special appeal to "600 Friends of AUB" willing to contribute \$1,000 or pledge \$333 for each of the next three years. Other letters were signed by Basim Faris, BA '25, Chairman of the Alumni Appeal. The president's annual report with a letter from the president was mailed with a card and return envelope as a follow up. A second follow-up will be mailed in October. Receipts total \$25,645 and pledges \$25,845 as a result of these appeals.

The N.Y. Office continued cultivation of corporations and foundations during the year. Appeals to selected individuals continued through personal correspondence and visits by Trustees and staff. It was through these efforts that most contributions of \$500 and over from individuals were obtained.

On December 27, 1971, the University established the American University of Beirut Pooled Life Income Fund, a pooled fund as defined in Section 642(c)(5) of the United States Internal Revenue Code. One gift has been transferred into the Fund. Promotion of this Fund as a part of the University's total Deferred Giving Program will be undertaken during 1972-1973 under the auspices of the Deferred Gifts Advisory Council.

The most significant development in Middle East Fund Raising was the gift of \$150,000 from the Ruler of Abu Dhabi funding for ten years The Sheikh Zayed Bin Sultan al Nahyan Chair of Islamic Studies. This is but

one of \$3,500,000 in proposals which AUB hopes to fund in the region.

The following table shows comparative gift figures for the University for 1971-1972 and 1970-1971:

	<u>1971-1972</u>	<u>1970-1971</u>
Gifts for Endowment	\$1,687,239.34	\$1,438,324.98
Gifts for Current Support	625,504.65	394,457.20
Total	<u>\$2,312,743.99</u>	<u>\$1,832,782.18</u>
Source	<u>1971-1972</u>	<u>1970-1971</u>
Corporations	\$ 889,057.76	\$ 735,510.88
Foundations	786,534.30	681,305.51
Individuals	230,244.90	141,073.25
Governments other than U. S. A.	158,385.57	61,426.24
Alumni	140,842.03	81,045.78
Private Groups	76,828.15	86,807.14
U. S. Government	14,647.00	36,308.15
Other	9,194.06	285.68
Faculty and Staff	6,510.22	4,019.55
Bequests	<u>500.00</u>	<u>5,000.00</u>
Total	<u>\$2,312,743.99</u>	<u>\$1,832,782.18</u>

During the year, the University received a 26.2 percent increase in contributions from all sources. Leading sources of support were: corporations -- 38.4 percent, foundations -- 34.0 percent, and individuals -- 9.9 percent. Sizable increases in support came from governments other than U. S. A. -- 157.8 percent, alumni -- 73.8 percent, and individuals -- 63.2 percent.

ALUMNI AFFAIRS

Early in 1972 the reorganization of the Office of Development in Beirut was completed and the position of Director of Alumni Affairs was discontinued. Development Office staff continue to edit al-Kulliyah and maintain alumni mailing lists. Attention will also be given to alumni activities and program related to fund-raising and other tangible alumni support for the University.

Three AUB Alumni Seminars were held in New York City during the year, with one of these being held in conjunction with a Founder's Day celebration. Founder's Day celebrations were held in nine cities in the United States under the co-sponsorship of the University and The A. U. B. Alumni Association of North America, Inc. Receptions, buffets, and dinners with AUB faculty and staff speakers were organized by alumni and friends in Chicago, Dallas, Houston, Minneapolis, New York, Pittsburgh, St. Louis,

San Francisco, and Washington, D. C. The Southern California Chapter of The A. U. B. Alumni Association of North America, Inc. was formally established in April 1972. The A. U. B. Alumni Association of North America, Inc. received a total of \$5,462.01 in contributions during the year as a result of its annual scholarship appeal. A check for \$5,500 was presented to the University in June 1972. These funds were in addition to a \$5,000 gift to establish a named scholarship fund received during the Association's Annual Meeting from the guest speaker, Mr. Victor Bisharat, B.A. 1940.

COMMUNICATIONS

The student strike and occupation of Nicely Hall October 25-9 put to the test a system of internal communications which was only partially organized during the previous strike in May and June 1971. A bulletin was issued with distinctive heading within an hour of the beginning of the strike. Rumor and misinformation were kept to a minimum making it more possible for all parts of the University to cooperate in resolving the strike issues.

Significant changes were made in communications during the year both in the New York Office and in Beirut as new appointments were made for these responsibilities. During the period of orientation stories were placed in New York on the Gift Heifer Project and on A. U. B. Trustee Donald Platten's Founder's Day address on the economic situation. In Beirut a summary of the Arabic press was prepared daily and coverage of AUB news in all media was improved as a result of a more aggressive information program supported by frequent releases and personal contact with editors.

Occasional articles continued to appear in both Arabic and English publications which presented the University in a poor light and efforts are being made to provide editors and writers with newsworthy and factual details.

To: President Samuel B. Kirkwood
From: Donald J. Meyer, Comptroller *D.J. Meyer*
Subject: Comptroller's Annual Report
July 1, 1971 - June 30, 1972

September 25, 1972

A good deal of time was spent during the months of July and August 1971 in trying to catch up and recover from the twenty three day student strike. We were able to complete the Annual Financial Report for the Fiscal Year 1970-71 by our target date of September 1.

During the year the Comptroller completed and published the "Organizational and Functional Responsibilities of the Office of the Comptroller". This publication contains the functional organizational chart of the Comptroller's Office and Computer Center, a functional narrative of both areas and also an appendage of reports prepared within the two areas.

The Systems and Procedures division of the University was transferred from the Comptroller's Office to the Management Information Systems Office, where it will perform the same services for the University as it did previously.

During the period under review, a number of changes were made to improve the flexibility of personnel and strengthen the office. Miss Tabbikha assumed direct responsibility for the Students Accounts Section while Mr. Madany assumed responsibility for restricted gifts and grants. Mr. Sabbagha, in addition to being responsible for budgetary control assumed supervisory responsibility for the Payroll Section, Students Accounts Section and Cashier's Office. Mr. Saqr, Assistant to the Deputy Comptroller was lent to the Central Supply Department to work on a special project. A reporting section was instituted within the office to assist in the development of financial management reports.

A number of promotions took place, with Mrs. Karam assuming the duties as Assistant Director of the Computer Center and Mr. Mavolian replacing her as Data Processing Supervisor at the Medical Center.

The main problem during the year was with the programming staff. In the past two years we have lost four experienced programmer-analysts. At present we have only two persons on the regular programming staff with experience, and in both cases that is just a year and one half. The third programmer is a trainee. The fourth authorized position is currently vacant and we will

undoubtedly have to fill it with a trainee. This situation greatly effects our ability to respond quickly to programming requirements. The time lapse in staffing is a continual problem.

A full two shift operation, both in the keypunching area and machine operator's area went into effect in January 1972, helping to reduce the workload and overtime required in both areas.

A number of monthly reports have been developed and are currently being distributed to interested administrators; these include Food Service Operations, Faculty/Staff Housing, Student Housing, Hospital and Private Clinics, University Health Service, Hospitalization Insurance Plan Reserves and Current Inventory position reports.

Schedule B - (Gifts and Grants) Schedule C - (Loan Funds) Schedule E - (Agency Funds) and Schedule F-7 - (Current Expenditures) of the Comptroller's Annual Financial Report have been computerized and are now being produced monthly.

This is the first step towards a completely computerized Financial Report. It is anticipated that this will lead to quarterly reports.

A number of programs have been developed and revised for the academic departments and the research activities, including statistical analysis for the Faculty of Agricultural Sciences, simulation for the Economics Department and special correlation and triangular correlation for the Department of Education.

A report for the recommendation of a change in "Computer Equipment" has been given to the administration by Mr. Kirkis, Director of the Computer Center, increased equipment costs could range between \$75,600 to \$152,400 per annum. The report goes on further to express the need for prior planning and at least eighteen months to two years of preparation. Additional staffing will be necessary.

DJM:hr

TO: Dr. Samuel B. Kirkwood, President
FROM: Samir K. Thabet
SUBJECT: 1971-72 Report of the Provost

During the 1971-72 academic year, the position of the Provost was a half-time one. Most of the Provost's time was taken up by Student Affairs, Graduate Studies and Program Study.

Board of Graduate Studies.

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

The Board approved two new programs:

- a) Master's Program in Urban Planning and Urban Design in the Faculty of Engineering and Architecture.
- b) Ph.D. Program in Medical Sciences: a unified inter-departmental program involving 11 basic science departments and incorporating the current Ph.D. program in Biochemistry.

The revised University graduate study regulations were presented to the Senate and approved with few changes.

Bursary Affairs.

The following table shows the number of bursary students at AUB since 1969-70.

	1969-70		1970-71		1971-72	
	AID students	Other bursaries	AID students	Other bursaries	AID students	Other bursaries
1st Semester	534	289	517	263	450	270
2nd Semester	509	277	476	249	417	270
Summer	422	146	350	190	246	68

Extension and Special Programs.

During the academic year, the Division sponsored 17 special courses (non-credits) and eight certificate programs with a total enrollment of 484 students.

The Division has signed a contract with AID/Afghanistan to provide services in connection with English Language instruction.

A special effort was made to meet the needs of various business and industrial firms in addition to those of the community.

Program Study.

In compliance with President Kirkwood's directives stated in his memo of March 30, 1972 a committee headed by the Provost held several meetings during the latter part of the second semester. The committee established a list of options aimed at reducing costs in the University. These options, if applied, would lead to savings of the order of 1.8 million dollars over a period of four years. The report on Program Study was presented to the July meeting of the Board of Trustees. It was agreed that Deans would submit their comments and suggestions to meet the requested reductions. This has been partly done. The committee has continued to meet through the summer.

Student Affairs.

The Student Affairs Committee (SAC) was headed this year by Prof. Fawzi al-Haj from the Faculty of Agricultural Sciences and included the Dean of Students and the Provost. The committee

maintained regular contact with the various components of the student body and after the election of the Student Council, it established an effective dialogue with the Council.

Tests and Measurements.

The Office of Tests and Measurements provided the usual testing services. In addition it has developed a series of tests in answer to requests from various firms in Lebanon.

University Catalogue.

A committee formed by the Provost established the guidelines for a new University catalogue. The new catalogue, although an improvement over the previous one, is still far from satisfactory. Although it was reduced in size by 160 pages, plans are being made for further reduction in size and improvement in printing. Reduction in size will lead to a considerable saving in mailing costs. The new catalogue was edited by Mr. Francis Kent.

University Chaplain.

The Reverend Robert Walker, Jr. was appointed University Chaplain. Chapel worship services were held with an attendance of about 25. The Chaplain also provided counselling and participated in the Cultural Studies Program.

University Counselor.

A total of 73 students were seen by the counselor this year compared to 85 during the previous year. The counselor also completed a pilot study for the selection of middle management candidates at MEA.

University Grants Coordinator.

On January 17, 1972 Professor Neil Hulings was appointed University Grants Coordinator. He reports to the Office of the Provost. Applications for grants from AUB are on the increase and a simpler procedure will have to be developed. Dr. Hulings attended meetings of the University Research Board and the Board of Graduate Studies.

University Libraries.

A recent study by the Librarian and the Associate Librarian concerning the adequacy of the book collection in terms of number of volumes has revealed that we should have an additional 220,000 volumes to support the present programs. This figure was reached by using accepted quantitative formula for measuring book collections.

A comparative survey of the University Libraries staff shows that in 1972, 10 posts have not been filled as compared with 1970 in an attempt to meet budget restrictions. The increasing cost of books and periodicals poses however a serious problem. It thus appears that for books, the average annual cumulative rate of increase in cost is slightly over 12% while for periodicals it is of the order of 12%. It follows that to merely maintain the Libraries' purchasing power, i.e. the on-going program, there should be an increase of 12% in the acquisitions budget.

University Museum.

Purchases for the Museum have been curtailed; few items were however bought through gifts donated by friends of the Museum. The Museum suffers from shortage of space.

University Research Board.

The Board directed its attention to the following subjects:

The distribution of funds
Teaching loads
Integrated Interfaculty Research
Recognition of Research.

To: President

From: Registrar

Subject: Report of the Registrar for the year 1971-1972

October 20, 1972

I take pleasure in submitting to you the Report of the Registrar concerning the academic year 1971-1972.

Fuad S Haddad
Fuad S. Haddad
Registrar

FSH/fm

cc: Vice Presidents
Provost
Deans
Directors of Schools

REPORT OF THE REGISTRAR FOR THE YEAR 1971-1972

I. LIMITATION OF ENROLLMENT:

The limitation of enrollment which the University started to apply a few years ago was continued for the year 1971-1972. A quota was assigned to each school and enrollment in each school was controlled by admitting the right number of new students.

The following table indicates enrollment in every school by semester for the year 1971-72.

<u>School</u>	<u>First Semester Enrollment</u>	<u>Second Semester Enrollment</u>	<u>Total</u>	<u>Quota</u>
Arts and Sciences	2659	2588	2784	2348
Medicine	273	270	277	238
Pharmacy	128	126	130	125
Nursing	163	157	169	165
Public Health	67	66	69	70
X-Ray Program	22	24	24	8
Engineering and Architecture	570	564	598	
Agriculture	251	239	270	
	<hr/>	<hr/>	<hr/>	<hr/>
Total	4133	4034	4321	

With a few exceptions, most of the students who were accepted ranked in the upper 50% in their classes.

The University is now facing the problem of multiple applications, which most of the universities in the United States have been facing for years. Up until 1959-1960, 10% to 15% of the new students who were accepted did not appear finally for registration because of changes in their plans or because of failure to meet admission requirements. During 1960-1961 and 1961-1962 the percentage rose to 25%. In October places of those who did not register were filled from the waiting list. The following table shows the percentage of students who were accepted and did not appear for registration since 1962-1963:

<u>Academic Year</u>	<u>% of those accepted who did not register</u>	
	<u>Freshman</u>	<u>Sophomore</u>
1962-1963	37%	20%
1963-1964	33%	22%
1964-1965	31%	25%
1965-1966	17%	25%
1966-1967	24%	51%
1967-1968	35%	40%
1968-1969	57%	48%
1969-1970	58%	39%
1970-1971	58%	34%
1971-1972		

II. NATIONALITIES AND RELIGIOUS DISTRIBUTION OF STUDENTS (as on October 1971)

The table which was published by this Office dated October 22, 1971, gives the number of students registered by nationality, religion by Faculty, School and Sect. 63 nationalities and 21 religions were represented. Religious groups were further differentiated by Sect, 11 different Christian and 10 Non-Christian sects.

NATIONAL DISTRIBUTION OF STUDENTS
BY FACULTY AND SCHOOL

	Faculty of Arts & Sciences	School of Medicine	School of Pharmacy	School of Nursing	School of Public Health	Faculty of Engin. & Architecture	Faculty of Agricultural Sci.	Total 1971-72
Afghanistan	26	1	-	-	-	-	18	64
Algeria	1	-	-	-	-	-	-	1
Argentine	4	-	-	-	-	-	-	4
Australia	10	2	-	-	-	-	-	12
Austria	-	-	-	-	-	-	-	-
Bahrain	44	1	-	1	-	-	9	63
Belgium	-	1	-	-	-	-	1	1
Bolivia	5	-	-	-	-	-	-	6
Brazil	5	-	-	-	-	-	-	5
Bulgaria	3	-	-	-	-	-	-	3
Canada	4	-	-	-	-	-	-	4
Chili	1	-	-	-	-	-	-	1
China	1	-	-	-	-	-	-	2
Columbia	-	-	-	-	-	-	-	1
Costa Rica	-	-	-	-	-	-	-	1
Cyprus	48	-	6	-	-	2	4	67
Dubai	2	-	-	-	-	-	-	2
Egypt	25	3	-	1	-	3	4	35
Ethiopia	3	1	-	1	-	1	-	12
Finland	1	-	-	-	-	-	-	1
France	9	1	-	-	-	-	-	11
Germany	7	-	-	-	-	-	-	8
Ghana	4	-	-	-	-	-	-	4
Greece	15	-	-	-	-	-	-	19
Holland	1	-	-	-	-	-	-	1
India	8	-	-	-	-	-	-	10
Iran	42	-	-	-	-	1	16	63
Iraq	52	5	-	-	-	-	5	62
Italy	2	-	-	-	-	-	-	2
Jamaica	-	-	1	-	-	-	-	1
Jordan	320	30	13	5	6	35	23	432
Katar	2	-	-	-	-	-	-	2
Kenya	-	-	-	-	-	-	-	-
Korea	-	-	-	-	-	-	-	-
Kuwait	57	-	-	-	1	2	1	61
Lebanon	1201	173	93	90	29	368	102	2056
Liberia	-	-	-	1	-	-	-	1
Libya	8	-	-	-	1	-	1	10
Maldives	3	-	-	-	-	-	-	3
Malta	1	-	-	-	-	-	-	1
Mexico	7	-	-	-	-	-	-	6
Morocco	5	-	-	-	-	-	-	16
Nepal	7	-	-	-	-	-	-	10

NATIONAL DISTRIBUTION (CONT'D.)

	Faculty of Arts & Sciences	School of Medicine	School of Pharmacy	School of Nursing	School of Public Health	Faculty of Engin. & Architecture	Faculty of Agricultural Sci.	Total 1971-72
Nigeria								-
Oman	5							6
Pakistan	46							106
Palestine	62							137
Philippine	2							2
Poland	-							-
Saudi Arabia	52							57
Sierra Leone	2							2
Somaliland	-							2
South Africa	1							1
Spain	-							-
Sudan	21							25
Sweden	-							-
Switzerland	-							-
Syria	154	28	9	27	4	38	10	270
Thailand	1	-	-	-	-	-	-	1
Tunis	1	-	-	-	-	-	-	1
Turkey	32	-	3	1	-	-	12	50
Uganda	-	1	-	-	-	-	-	1
Undetermined	5	-	-	-	-	2	-	7
United Kingdom	46	7	-	-	1	2	-	56
U.S.A.	184	2	-	4	-	3	5	198
Venezuela	3	2	-	-	-	2	-	7
Yemen (P.D.R.)	Aden	7	4	-	-	2	2	15
	Hadramut	-	-	-	-	-	-	-
	Yafa'	1	-	-	-	-	-	1
Yemen (Y.A.R.)		2	-	-	1	-	-	3
Yugoslavia		1	-	-	-	-	-	1
Grand Total	<u>2562</u>	<u>273</u>	<u>128</u>	<u>163</u>	<u>67</u>	<u>571</u>	<u>251</u>	<u>4015</u>

RELIGIOUS DISTRIBUTION

	Faculty of Arts and Sciences	School of Medicine	School of Pharmacy	School of Nursing	School of Public Health	Faculty of Engin. & Architecture	Faculty of Agricultural Sci.	Total 1971-72
Alawite	-	1	-	-	-	-	-	1
Bahai	7	-	-	-	-	-	2	10
Buddhist	2	-	-	-	-	-	2	4
Druze	87	9	2	4	3	23	15	143
Hindu	13	-	-	-	-	1	5	19
Jew	6	-	-	-	-	-	-	6
Muslim Shi'i	136	10	4	3	8	41	9	211
Muslim Sunni	900	81	30	39	22	156	134	1362
No Religion	13	-	-	-	-	-	-	13
Sikh	1	-	-	-	-	-	-	1
Non Christians	1165	101	36	46	33	222	167	1770
Armenian Catholic	8	2	-	-	1	2	3	16
Chaldean Catholic	1	-	-	-	-	1	1	3
Coptic Orthodox	1	1	1	2	1	-	-	6
Greek Catholic	57	14	4	3	-	28	5	111
Greek Orthodox	463	58	31	28	19	122	29	750
Gregorian	174	24	31	44	7	52	10	342
Maronite	216	23	12	12	1	74	9	347
Protestant	280	23	10	20	3	36	16	388
Roman Catholic	175	22	3	8	2	28	9	247
Syriac Catholic	8	1	-	-	-	2	-	11
Syriac Orthodox	14	4	-	-	-	4	2	24
Christians	1397	172	92	117	34	349	84	2245
GRAND TOTAL	2562	273	126	163	17	571	251	4015

NATIONAL DISTRIBUTION IN SPECIAL PROGRAMS

	Orientation Program	X-Ray	Evening Prog. Degree	Total 1971-1972
Afghanistan	3	-	-	3
Bahrain	8	2	-	10
Dubai	3	-	-	3
Egypt	1	-	-	1
Iran	2	-	-	2
Italy	-	1	-	1
Jordan	23	-	-	23
Kuwait	8	-	-	8
Lebanon	31	13	2	46
Nepal	1	-	-	1
Palestine	-	6	-	6
Saudi Arabia	1	-	-	1
Sharjah	3	-	-	3
Syria	1	-	-	1
United Kingdom	3	-	-	3
U.S.A.	-	-	2	2
Yemen (AR)	5	-	-	5
Grand Total	<u>93</u>	<u>22</u>	<u>4</u>	<u>119</u>

RELIGIOUS DISTRIBUTION IN SPECIAL PROGRAMS

Bahai	-	-	-	-
Druze	4	-	-	4
Hindu	1	-	-	1
Muslim Shi'i	10	1	-	11
Muslim Sunni	56	13	-	69
No Religion	-	-	-	-
Non Christians	71	14	-	85
Greek Orthodox	9	1	1	11
Gregorian	-	1	-	1
Maronite	4	2	-	6
Protestant	3	1	3	7
Roman Catholic	5	3	-	8
Syriac Orthodox	1	-	-	1
Christians	22	8	4	34
Grand Total	<u>93</u>	<u>22</u>	<u>4</u>	<u>119</u>

Degrees Awarded

The following table shows the degrees awarded by Faculties and Schools in October 1971, February and July 1972, also the total for the year 1971-1972.

	<u>October</u>	<u>February</u>	<u>July</u>	<u>Total</u>
<u>Arts and Sciences</u>				
Ph.D.	2	-	1	3
M.S.	6	3	15	24
M.A.	34	14	46	94
M.B.A.	1	-	4	5
B.S.(Sci.)	11	20	99	130
B.S.(Med.)	8	-	40	48
B.A.	34	32	189	255
B.B.A.	7	11	53	71
Total	103	80	447	630
<u>Medicine</u>				
M.D.	2	1	41	44
M.S.	4	3	3	10
Total	6	4	44	54
<u>Pharmacy</u>				
B.S.	3	-	24	27
Total	3	-	24	27
<u>Nursing</u>				
B.S.	-	-	2	2
Diploma	1	-	19	20
Total	1	-	21	22
<u>Public Health</u>				
M.S.	3	-	-	3
M.P.H.	-	-	8	8
B.S.	-	-	1	1
Total	3	-	9	12
<u>Engineering & Architecture</u>				
M.E.	2	2	4	8
B.Arch.	3	-	14	17
B.E.	3	5	76	84
Total	8	7	94	109
<u>Agriculture</u>				
M.S.	21	15	14	50
B.S.	10	7	20	37
Total	31	22	34	87
Grand Total	155	113	673	941

IV. DEGREES BY MAJOR

The following tables show the degrees awarded, by Major and by Faculty and School in October 1971, February and July 1972.

A. Arts & Sciences

a) B.A., B.B.A., B.S.

<u>Major</u>	October		February		July		Total	
	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>
	<u>Women</u>		<u>Women</u>		<u>Women</u>		<u>Women</u>	
Anthropology					2	5	2	5
Arabic					1	-	1	-
Arabic Lit.					1	1	1	1
Arab Stud					1	-	1	-
Arab.-Soc.					1	-	1	-
Biology	1	1	3	1	11	10	15	12
Biol.-Chem.	2			1	34	3	37	3
Biol.-Geol.-Teach. Maj.					-	1	-	1
Biol. Teach. Maj.					-	1	-	1
Business Admin.	6	1	10	1	39	14	55	16
Chemistry	1				1	10	6	11
Chem.-Phys.	1						1	-
Chem. Teach. Maj.	1						1	-
Economics	6		6		37	2	49	2
Education					2	7	2	7
Educ.-Engl.-Hist.	1						1	-
Educ.-Hist.-Phil.			1				1	-
Educ.-Psyc.-Soc.		1					-	1
English Lit.			1		2	14	3	14
English Lang.	6	1	1		1	7	8	8
Comparative Lit.					-	1	-	1
Mass Communication					3	-	3	-
Art					2	2	2	2
Music					1	2	1	2
Theat. Art-Phil.					1	-	1	-
Geology		8		1	4	2	12	3
History		2	1		2	-	3	2
Arab & N.E. Hist.	1						1	-
European Hist.			1				1	-
Hist.-Pol. Stud.					-	1	-	1
Mathematics (Sci.)	1			1	6	4	7	5
Math. Teach. Maj.(Sci.)					-	1	-	1
Medicine	6	2			38	2	44	4
Statistics (Art)	1		1		1	1	3	1
Statistics (Sci.)			1		1	-	2	-
Philosophy	1		1	1	1	2	3	3
Phil.-Rel.					1	-	1	-
Phil.-Pol. Stud.					-	1	-	1
Physics	2		2	1	5	-	9	1
Political Stud.	1	1	6		13	12	20	13
Public Admin.	6	1	7	1	14	7	27	9
Psychology			1	2	8	7	9	9
Religious Stud.					2	-	2	-
Sociology		5			1	13	1	18
Soc.-Anthro.		1		1	2	4	4	4
Total	45	15	53	10	248	133	346	158

.../...

b) M.A., M.B.A., M.S.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Arabic	1	-	-	-	-	-	1	-
Archaeology	-	-	-	-	-	1	-	1
Biology	1	-	1	-	2	4	4	4
Business Admin.	-	1	-	-	4	-	4	1
Chemistry	3	-	-	-	3	-	6	-
Development Admin.	11	1	1	-	3	-	15	1
Economics	-	-	1	-	-	-	1	-
Education	5	4	2	1	14	6	21	11
English Language	-	1	2	-	-	-	-	3
English Literature	-	1	1	-	1	3	2	4
History	-	-	1	-	-	2	1	2
Modern N.E. Hist.	-	-	-	-	-	1	-	1
European History	-	-	-	-	1	-	1	-
Mathematics(Sci.)	1	-	-	-	3	1	4	1
M.E. Area Program	5	1	1	-	1	1	7	2
Philosophy	-	-	-	-	-	1	-	1
Physics	1	-	2	-	2	-	5	-
Pol. Studies	1	-	-	-	1	2	2	2
Psychology	-	-	-	1	-	3	-	4
Public Admin.	-	-	2	1	2	-	4	1
Religious Studies	1	-	-	-	1	-	2	-
Sociology	-	2	-	-	-	2	-	4
Total	30	11	12	5	38	37	80	43

c) Ph.D.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Chemistry	1	1	-	-	-	-	1	1
Physics	-	-	-	-	1	-	1	-

B. Agricultural Sciences

a) B.S.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
General Agriculture	8	2	6	1	15	5	29	8

.../...

b) M.S.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Agric. Economics	3	-	1	-	2	-	6	-
Agronomy	1	-	1	-	1	-	3	-
Animal Production	1	-	1	-	-	-	2	-
Entomology	-	-	2	-	1	-	3	-
Extension Education	3	-	-	-	1	-	4	-
Food Tech.& Nutr.	3	-	1	2	3	-	7	2
Horticulture	2	-	5	-	2	1	9	1
Irrigation	2	-	-	-	1	-	3	-
Plant Pathology	3	-	-	-	-	-	3	-
Poultry Production	2	-	-	-	-	-	2	-
Rural Sociology	-	-	-	-	-	-	1	-
Soils	1	-	2	-	1	-	4	-
Total	21	-	13	2	12	2	46	4

C. Engineering and Architecture

a) B.Arch., B.E.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Architecture	3	-	-	-	13	1	16	1
Civil Engineering	2	-	4	1	41	-	47	1
Electrical Engin.	-	-	-	-	21	-	21	-
Mechanical Engin.	1	-	-	-	14	-	15	-
Total	6	-	4	1	89	1	99	2

b) M.E.

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Civil Engineering	-	-	1	-	1	-	2	-
Electrical Engin.	-	-	-	2	1	-	1	-
Mechanical Engin.	-	-	-	-	1	-	1	-
Sanitary Engin.	2	-	1	-	1	-	4	-
Total	2	-	2	-	4	-	8	-

D. School of Nursing

Major	October Graduates		February Graduates		July Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Nursing Diploma	-	1	-	-	4	15	4	16
B.S.in Nursing	-	-	-	-	-	2	-	2
Total	-	1	-	-	4	17	4	18

.../...

E. School of Public Health

a) B.S.

<u>Major</u>	<u>October</u> <u>Graduates</u>		<u>February</u> <u>Graduates</u>		<u>July</u> <u>Graduates</u>		<u>Total</u> <u>Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Environmental Health	-	-	-	-	1	-	1	-

b) M.P.H.

	<u>October</u> <u>Graduates</u>		<u>February</u> <u>Graduates</u>		<u>July</u> <u>Graduates</u>		<u>Total</u> <u>Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
	-	-	-	-	7	1	7	1

c) M.S.

<u>Major</u>	<u>October</u> <u>Graduates</u>		<u>February</u> <u>Graduates</u>		<u>July</u> <u>Graduates</u>		<u>Total</u> <u>Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Parasitology	2	1	-	-	-	-	2	1

F. School of Pharmacy

	<u>October</u> <u>Graduates</u>		<u>February</u> <u>Graduates</u>		<u>July</u> <u>Graduates</u>		<u>Total</u> <u>Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
B.S. in Pharmacy	2	1	-	-	14	10	16	11

G. School of Medicine

a) M.S.

<u>Major</u>	<u>October</u> <u>Graduates</u>		<u>February</u> <u>Graduates</u>		<u>July</u> <u>Graduates</u>		<u>Total</u> <u>Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Bacter. & Virol.	-	-	1	-	1	-	2	-
Biochemistry	2	-	1	-	-	1	3	1
Nutrition	-	-	1	-	-	-	1	-
Physiology	1	1	-	-	1	-	2	1
<u>Total</u>	<u>3</u>	<u>1</u>	<u>3</u>	<u>-</u>	<u>2</u>	<u>1</u>	<u>8</u>	<u>2</u>

.../...

b) M.D.

	October Graduates		February Graduates		June Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
M.D.	2	-	-	1	39	2	41	3

V. DEGREES BY NATIONALITY

The following tables show the degrees awarded, by Nationality and by Faculty and School, in October 1971, February and July 1972.

A. Arts and Sciences

a) B.B.A.

<u>Nationality</u>	October Graduates		February Graduates		June Graduates		Total Graduates	
	Men	Women	Men	Women	Men	Women	Men	Women
Cyprus	-	-	-	-	1	-	1	-
Iraq	-	-	1	-	-	-	1	-
Jordan	2	-	2	-	6	-	10	-
Kuwait	-	-	1	-	-	-	1	-
Lebanon	3	-	4	-	23	12	30	12
Palestine	-	-	-	1	-	-	-	1
Saudi Arabia	-	-	-	-	1	-	1	-
Syria	-	-	1	-	4	1	5	1
Turkey	-	-	1	-	2	-	3	-
U.K.	-	1	-	-	2	-	2	1
U.S.A.	-	-	-	-	-	1	-	1
Venezuela	1	-	-	-	-	-	1	-
Total	6	-	10	1	39	14	55	16

b) B.A.

<u>Nationality</u>	<u>October Graduates</u>		<u>February Graduates</u>		<u>July Graduates</u>		<u>Total Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan	2	-	2	-	2	-	6	-
Australia	-	-	-	-	1	-	1	-
Bahrain	1	-	-	-	1	1	2	1
Brasil	-	-	-	-	-	1	-	1
Bulgaria	-	-	-	-	2	-	2	-
Canada	-	-	-	-	1	-	1	-
Cyprus	-	-	1	-	1	3	2	3
Egypt	-	-	-	-	1	3	1	3
Germany	-	-	-	-	1	-	1	-
Ghana	1	-	-	-	-	-	1	-
Greece	-	-	2	-	1	-	3	-
Iran	-	1	2	-	1	2	3	3
Iraq	-	-	-	-	3	3	3	3
India	-	-	-	-	1	1	1	1
Jordan	6	2	6	-	14	12	26	14
Kenya	1	-	-	-	-	-	1	-
Kuwait	2	-	2	-	-	3	4	3
Lebanon	9	3	9	3	47	36	65	42
Morocco	-	-	-	-	2	1	2	1
Palestine	-	2	-	-	3	1	3	3
Saudi Arabia	-	1	-	-	-	4	-	5
Sudan	-	-	1	-	-	-	1	-
Switzerland	-	1	-	-	-	-	-	1
Syria	-	-	-	1	6	2	6	3
Thailand	-	-	-	-	1	-	1	-
Turkey	-	1	-	-	2	2	2	3
U. K.	-	-	1	-	1	2	2	2
U. S. A.	1	-	2	-	8	12	11	12
Undetermined	1	-	-	-	-	-	1	-
TOTAL	24	11	28	4	100	89	152	104
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WSB

c) B.S.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan	-	-	-	-	1	-	1	-
Australia	-	-	-	-	2	-	2	-
Bahrain	-	-	-	-	1	1	1	1
Cyprus	-	-	-	-	-	1	-	1
Egypt	1	-	-	-	1	1	2	1
France	-	-	-	-	-	1	-	1
Greece	-	-	1	-	-	-	1	-
Iran	1	-	-	-	3	-	4	-
Iraq	-	-	-	-	2	-	2	-
Jordan	3	-	5	3	17	6	25	9
Kuwait	-	-	1	1	-	-	1	1
Lebanon	7	2	6	1	60	13	76	16
Oman	-	-	-	-	2	-	2	-
Mexico	-	-	-	-	1	-	1	-
Palestine	2	-	1	-	5	1	8	1
Saudi Arabia	-	-	-	-	-	1	-	1
Syria	1	1	1	-	7	2	9	3
Turkey	-	-	-	-	-	2	-	2
Uganda	-	-	-	-	1	-	1	-
U.K.	1	-	-	-	2	-	3	-
U.S.A.	-	-	-	-	2	-	2	-
Total	16	3	15	5	110	29	141	37

d) M.B.A.:

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Lebanon	-	-	-	-	3	-	3	-
Syria	-	1	-	-	1	-	-	1
Turkey	-	-	-	-	1	-	1	-
Total	-	1	-	-	4	-	4	1

e) M.A.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan					1	-	1	-
Cyprus					4	1	4	1
Egypt	2	-			1	-	3	-
Germany					-	1	-	1
Ghana					-	1	-	1
Iran			-	1			-	1
Iraq	1	-	1	-	-		2	2
Jordan	9	1	1	-	1	1	11	2
Kuwait	1	-					1	-
Lebanon	1	3	3	2	6	9	10	14
Malta					-	1	-	1
Nigeria	1	-					1	-
Palestine					1	-	1	-
Pakistan	1	1	1	-	5	1	7	2
Philippines	2	-					2	-
Saudi Arabia	-	1	1	-	1	-	2	1
Sudan	1	-			2	-	3	-
Syria	-	1	1	-			1	1
Thailand	-	1					-	1
U.K.	1	-			1	-	2	-
U.S.A.	4	2	1	2	1	4	6	8
Yemen(PDR)					-	1	-	1
Total	24	10	9	5	24	22	57	37

f) M.S.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Iran	-	-	-	-	1	1	1	1
Jordan					5	2	5	2
Lebanon					1	2	1	2
Palestine					2	-	2	-
Syria					1	-	1	-
Total	-	-	-	-	10	5	10	5

g) Ph.D.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Jordan	1	-	-	-	1	-	2	-
Lebanon	-	1					-	1

.../...

B. Agricultural Sciences:

a) B.S.

<u>Nationality</u>	<u>October Graduates</u>		<u>February Graduates</u>		<u>July Graduates</u>		<u>Total Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan	1	-			1		2	
Cyprus	1	-					1	
Jordan					1		1	
Kenya	1	-					1	
Lebanon	3	1	4	-	6	5	13	6
Libya					1		1	
Morocco					2		2	
Syria	-	1	-	1	1		1	2
Turkey	1	-	1	-	2	-	4	
U.K.	1	-			1		2	
U.S.A.			1	-			1	
Total	8	2	6	1	15	5	29	8

b) M.S.

<u>Nationality</u>	<u>October Graduates</u>		<u>February Graduates</u>		<u>July Graduates</u>		<u>Total Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan					1	-	1	
China					1	-	1	
Cyprus	3	-					3	
Iran	3	-	1	-	1	-	5	
Jordan	5	-			1	1	6	1
Lebanon	4	-	1	1	4	1	9	2
Nepal	1	-					1	
Pakistan	4	-	10	-	2	-	16	
Syria	1	-	1	-	1	-	3	
Turkey	+	-	-	1	1	-	1	1
Total	21	-	13	2	12	2	46	4

c.) Engineering and Architecture

a) B. Arch.

<u>Nationality</u>	<u>October Graduates</u>		<u>February Graduates</u>		<u>July Graduates</u>		<u>Total Graduates</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Greece						1		1
Jordan	1	-	-	-	1	-	2	-
Lebanon	-	-	-	-	10	-	10	-
Mexico	-	-	-	-	1	-	1	-
Syria	2	-	-	-	1	-	3	-
Total	3	-	-	-	13	1	16	1

a) B.E.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Afghanistan					1		1	
Bahrain					1		1	
Bolivia					1		1	
Egypt					1		1	
Greece					1		1	
Iran					1		1	
Iraq			1		2		3	
Jordan	1				8		9	
Lebanon	1		3		42		46	
Nepal	1						1	
Oman					1		1	
Palestine					7		7	
Saudi Arabia					1		1	
Syria				1	7		7	1
U.K.					1		1	
U.S.A.					1		1	
Total	3	-	4	1	76	-	83	1

c) M.E.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Jordan	1						1	
Lebanon			1	-	1	-	2	-
Pakistan	1	-	1	-	1	-	3	-
Palestine	-		-		1	-	1	-
Syria	-		-		1	-	1	-
Total	2	-	2	-	4	-	8	-

D. School of Nursing:

a) Nursing Diploma

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Lebanon		1				10	-	11
Palestine					2		2	-
Syria					2	5	2	5
Total	-	1	-	-	4	15	4	16

b) B.S.N.

Lebanon	-	-	-	-	-	2	-	2
Total	-	-	-	-	-	2	-	2

.../...

E. School of Public Health:

a) B.S.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Jordan	-	-	-	-	1	-	1	-
Total	-	-	-	-	1	-	1	-

b) M.P.H.

Bahrain		1	1	-
Ethiopia		1	1	-
Jordan		1	1	-
Lebanon		1	1	-
Pakistan		3	3	-
U.K.		1	1	-
Total	-	-	8	-

c) M.S.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Jordan	-	1	-	-	-	-	-	1
Syria	2	-	-	-	-	-	2	-
Total	2	1	-	-	-	-	2	1

F. School of Pharmacy:

a) B.S.

<u>Nationality</u>	October Graduates		February Graduates		July Graduates		Total Graduates	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Cyprus					1		1	
Jordan					1		1	
Lebanon	2	1			11	9	13	10
Palestine					1		1	
Syria						1		1
Total	2	1	-	-	14	10	16	11

G. School of Medicine:

a) M.S.

<u>Nationality</u>	October		February		July		Total	
	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>	<u>Graduates</u>	<u>Men</u>
	<u>Women</u>		<u>Women</u>		<u>Women</u>		<u>Women</u>	
Iraq			1				1	
Jordan			1				1	
Lebanon	2	1	-	-	2	1	4	2
Syria			1		1		2	
Total	2	1	3	-	3	1	8	2

b) M.D.

France			1		1		1	-
Italy	1	-					1	-
Jordan	1	-	1	4	-	5	1	
Lebanon				28	1	28	1	
Saudi Arabia				1		1	-	
Syria				4		4	-	
U.S.A.				-	1	-	1	
Yemen(PDR)				1		1	-	
Total	2	-	-	1	39	2	41	3

VI. Women Students:

During the year 1971-1972 we had 1173 women students, as compared with 1206 students for the year 1970-1971.

The following table shows the distribution of women students in the various Schools during the years 1970-1971, 1971-1972.

<u>School</u>	<u>1970-1971</u>	<u>1971-1972</u>
Arts and Sciences	908	840
Medicine	22	26
Pharmacy	70	67
Nursing	127	124
Public Health	31	35
Engineering	11	16
Agriculture	31	30
Special Programs	6	35
Total	1206	1173

VII. ACADEMIC ACTIONS TAKEN DURING 1969-1970

The following table shows the academic actions that were taken by the different schools at the end of the first and second semesters.

School	No. of Students First Sem. 1971-1972					No. of Students Second Sem. 1971-1972					Total No. of Students for the Year 1971-1972				
	Removed Probation	Placed on Probation	Cont'd. on Probation	Repeat	Dropped	Removed Probation	Placed on Probation	Cont'd. on Probation	Repeat	Dropped	Removed Probation	Placed on Probation	Cont'd. on Probation	Repeat	Dropped
A&S	166	202	264	-	7	161	150	235	-	47	327	352	499	-	54
Medicine	2	3	13	-	-	9	3	4	4	3	11	6	17	4	3
Pharmacy	7	17	3	-	1	5	2	9	4	3	12	19	12	4	4
Nursing	-	1	7	-	2	-	1	5	-	1	-	2	12	-	3
Public Health	-	-	5	-	1	3	-	-	-	1	3	-	5	-	2
Engin. & Arch.	4	50	22	33	6	41	24	20	22	5	45	74	42	55	11
Agriculture	8	29	14	-	9	25	9	12	-	3	33	38	26	-	12
Total	187	302	328	33	26	244	189	285	30	63	431	491	613	63	89

VIII. HONOR'S LIST:

The following table shows the number of students that were placed by the different schools on the Dean's Honor's List at the end of the first and second semesters.

School	No. of Students First Sem. 1971-1972		No. of Students Second Sem. 1971-1972	
A&S	203		201	
Medicine	15		29	
Pharmacy	21		20	
Nursing	14		14	
Public Health	10		8	
Engin. & Architecture	59		66	
Agriculture	13		17	
Total	335		355	

IX. ADMISSION REQUIREMENTS

Because of the Lebanese Law on Higher Education of 1961, all Lebanese students are required to present the Lebanese Baccalaureate, Part II, or its equivalent, before admission to University work.

The Senate on July 26, 1968 decided that non-Lebanese students may be admitted to the University on presentation of the official secondary school certificate of their country or its equivalent or one of the secondary school certificates recognized by the University and which are listed in the catalogue. Students, however, admitted without the official secondary school certificate will be required, with their parents, to sign a statement that they study in the University recognizing that their governments may not recognize their university education without the official secondary school certificate or its recognized equivalence.

The Senate at its meeting on June 12 and June 20, 1971 approved a new admission policy which will be applied beginning with the academic year 1971-1972.

Annual Report of the Office of Student Affairs

July 1, 1971 - June 30, 1972

Prologue

The Office of Student Affairs encompasses student services in the area of personal difficulties, group activities of a social and professional nature, and athletics in its many phases. During the year 1971-72 Student Affairs operated through the following divisions:

The Central Office of Student Affairs

Responsible for Student Registration
 Student Housing
 Student Employment
 Scholarships for Students
 Counselling for Students
 Student Societies
 Student Council

The Department of Athletics

Responsible for Intramural Sports
 Physical Education
 Varsity Sports
 Individual Sports Activities
 All Athletics Facilities

The Department of Campus Centers

Responsible for Coordinating Student Social Activities
 Coordinating Student Professional
 Societies Meetings
 Coordinating all Activities taking
 place in Campus Centers
 Management of all Campus Activities
 Centers

In brief, the Office of Student Affairs has been involved in every type of service beneficial to student life, excepting those of classroom instruction and health services.

In addition to the report made here there is need to point to the large number of students receiving scholarship aid from the Agency for International Development (U.S.A.), the Gulbenkian Foundation, the UNRWA, the Lutheran World Federation, the various Arab Government Sponsors, and a host of other private supporters of our students.

Mention should also be made of the Loan Funds of the various schools within A.U.B., as well as the number of Student Society Funds and the Student Council-Yearbook Fund.

Counselling - This continues to be a most integral part of the services rendered by Student Affairs. Students facing a variety of personal issues, whether they be caused by financial difficulties or emotional or family problems, find help in bringing their troubles to the Dean of Women, the Dean of Students, or the University Counsellor. Deeply disturbing situations are referred to the University Psychiatrist.

Student Societies - The main source of aid to all student societies remains the Office of Student Affairs. Information and advice concerning the steps to be taken for activities, sources of financial help and procedures are always being requested from Student Affairs.

The Student Council - During the year 1971-72 the Student Council of A.U.B. reached its apex of development. The Office of Student Affairs has been officially designated as the one main division of the University through which the Student Council presents its issues, makes its requests, and carries on its general operations. The Dean of Students is the only University staff person allowed to attend Student Council Meetings on a regular ex-officio membership basis.

The Department of Athletics

Intramural Sports - A strong and more widely participated intramurals program was instituted during the year. Football, Basketball, Volleyball were the main programs for men. Basketball and Volleyball were the main sports for women. The figures reveal that this was not only the most active year to date, but the participation of women has been unprecedented.

Physical Education - In spite of the absence of a Women's Physical Education Director, the Courses in Physical Education for men and women were handled most adequately, thanks to the efforts and perseverance of the Director of Athletics. All students, men and women, required to take the Course in Physical Education were accommodated.

Varsity Sports - The trend, started a few years back, whereby much emphasis is being placed on varsity sports, continued this past year. In fact it improved considerably, considering the strong showing of our women's basketball and volleyball teams. A.U.B. varsity teams reached great standards of performance in their games with the American University of Cairo, making a clean sweep in the Men's Football, Basketball, and Volleyball games, as well as in the Women's Basketball and Volleyball games.

Individual Sports Activities - The use of our Tennis Courts, Swimming Facilities, Judo, Karate and Taikwondo programs, Badminton, Table Tennis have increased. Our Track and Field Competitive Program has once again been the highlight of the year, the participation of twenty women being the greatest surprise of all. At least three women's records were broken.

All Athletics Facilities - Mention should be made of the enlargement of our athletics facilities, thereby making it possible to have increased activities. Specially noted is the fact that we have two outdoor basketball courts, one a most formidable design for day & night play. Also, we have a very adequate outdoors volleyball court, for day or night play. Of course, the most outstanding addition to our athletics facilities is our newly constructed indoor basketball and volleyball court, within the framework of the Engineering Alumni Building. This allows us to increase our intramural program to an unprecedeted level.

Beyond these and the many areas already in use for athletics, we are pleased to have in operation a reciprocal agreement with the American Community School. A.U.B. allows the use of its Softball field, Football field, and its Track to A.C.S. in return for the A.U.B. use of the excellent A.C.S. wooden-floored Gymnasium.

The Department of Campus Centers - This section of the Student Affairs is responsible for the care, maintenance, programming and control of the campus centers, such as West Hall, the Assembly Hall, the Mary Dodge Hall, and the Ada Dodge Hall.

Student Social Activities - All student activities whether they be parties, dances, lectures, rallies, or club sports are scheduled and coordinated through this office. Certainly this is a very busy service, since it involves many groups and several buildings.

Student Society Meetings - Student societies and clubs wishing to meet in one of the campus centers, must clear the place and time of the meeting with the department.

Coordination of Activities - Many clubs and indoor sports groups arrange such games as ping pong, badminton, judo, bridge, bowling, and folk-dancing. Such goings-on cannot be arranged without the careful planning of the Campus Center Division.

Management of All Campus Centers - Since students are not the only groups using the Campus Centers, it is up to this division to allow time and place for many other departmental and community social activities. Furthermore, the proper upkeep of the buildings is essential for their maximum usage. The installation of the newly donated University Organ was the highlight of this past year's activity.

A Word of Appreciation

As usual nothing is accomplished to its fullest without the contribution and cooperation of all staff members. Therefore, an expression of gratitude is extended to all staff members of all parts of the Student Affairs complex. Although the listing of names is desirable, it is excluded in the interest of space.

Respectfully submitted,

Robert E. Najemy
Dean of Students

October 30, 1972

Summaries of Departmental Activities

The Office of Student Affairs

Registration - Through the Office of Student Affairs the actual planning, management and coordination of the First Semester Registration was carried out. This involved the employment of at least 100 students, the coordination of the services of the Registrar, the Comptroller, the Business Services, and the Health Services. The Second Semester Registration, not as elaborate as the First, still required the coordinated announcements and information to students.

The involvement of Student Affairs in the preparation and composition of the Guide to Registration continues.

Student Housing - The rental and management of the five student dormitories, exclusive of the Nursing quarters, continued without difficulty. The women's dormitories were once again full to capacity; the men's dormitories continue to present us with problems of attaining full occupancy.

One important fact to be noted is that the dormitories have not ever been the scene of any serious student riots or disturbances.

Student Employment - This area of services to the students and to the University Community is proving to be most beneficial. As the University faces financial difficulties, the use of student employment looms higher and higher as a most desirable source of increasing efficiency and cutting down expenses. The student employment statistics during the year 1971-72 were:

	<u>No. of Students</u>	<u>Amount Earned</u>
Regular Employment	565	L.L. 125,685.25
Work Scholarships	83	L.L. 70,243.50

Student Scholarships - Once again the scholarships available through University sources were announced and opened to student applicants. Larger numbers of student applications were received, and the task of selecting the most deserving students became increasingly more difficult. Statistics for the year 1972-73 reveal the following:

Total Number of Applications Submitted - 1,515

Total Number of Students given awards - 940

Total Amount of University Unrestricted Funds Awarded - \$60,257.04

Total Amount of Restricted Awards - \$111,926.37 + L.L. 279,324.00

(Amounts designated in the preceding figures will be awarded for the 1972-73 academic year)

American University
of Beirut

UNIVERSITY LIBRARIES

ANNUAL REPORT 1971-72

Beirut, July 1972



INTRODUCTION

If 1970-71 was a difficult year, 1971-72 was scarcely less so, though for different reasons. In common with the rest of the University, and with institutions of higher education in general, the Libraries suffered from serious budget reductions. The devaluation of the American dollar intensified the combined effects of diminished support and rising prices. Of the Libraries' budget, some 70 percent of staff costs, 40 percent of acquisitions costs, and well over 50 percent of equipment and supply costs are payable in non-dollar currencies. At the same time, book and periodical prices rise annually by a percentage which is now nearer 10 than the 5 or 6 on which librarians were projecting their costs only a few years ago.

The acquisitions budget for 1971-72 was reduced to the point at which new periodicals subscriptions could not be placed and no retrospective buying could be undertaken. Current allocations to individual Faculties and Departments are held down to a level which has no longer any relation to ongoing academic programs. A university librarian is not in a position to call for a reduction in the academic program of his institution, but he must persistently point out that the quality of any program will suffer if one of its principal supporting services is enfeebled. In 1972-73, unless additional support is forthcoming, it will be necessary to cancel numerous subscriptions to periodicals, particularly in the Medical Library, which during 1971-72 was only able to keep its periodicals going at the cost of buying almost no books. The purchase of major research items, which form the true working capital of a library, is also out of the question.

Certain cuts in services, as described under Readers Services below, have also been unavoidable. Unfortunately these have come at a time of increasing demand for additional opening hours and higher quality of service, as graduate and particularly doctoral programs develop.

The principal project deferred by the financial situation is, naturally, that of the construction of the proposed new General Library. But numerous less spectacular projects are also deferred, such as the completion of the program of microfilming manuscripts in monastic libraries, begun two years ago.

The year has not, however, been utterly devoid of redeeming features or positive results. The work of 1971-72 is described in the following paragraphs and in the statistical summary which concludes this report. Total collections at the end of the year comprised 362,460 volumes and 4,934 current periodicals.

NEW MEDICAL LIBRARY

It now seems probable that the new building will be ready for occupancy in the fall of 1973. Completion of the Basic Sciences building, however, is expected before that of the Medical Library. This will necessitate the vacating of Van Dyck Hall in preparation for renovation, and an interim move of the Medical Library. The question is under study by Mrs. Leila Hanhan, Acting Medical Librarian, and Mr. Joseph Gill, Manager, Special Construction Project, and a provisional plan has been made for the efficient temporary use of Dale Hall as soon as the School of Nursing moves out.

JAFET LIBRARY

Following the deferment of the projected new General Library, studies were made of alternative methods of meeting space requirements for readers and books during the coming few years, and recommendations were forwarded to the Provost.

In the Jafet Library, the bookstacks were completely rearranged with the object of gaining as much space as possible. This operation involved some 250,000 volumes in the third, fourth and fifth floors of the stack; all Western and Arabic titles were integrated in a single Dewey Decimal order. Previously, Arabic materials were separately shelved. The move was planned and directed by Mr. Jihad Hajj, Stack Supervisor.

The new arrangement, as well as gaining much-needed space, gives readers a clearer picture of total holdings in particular subjects or by particular authors, regardless of language. For example, it brings critical works by western scholars close to the Arabic works criticized.

The opportunity was taken of accelerating the program of discarding obsolete material.

SCIENCE & AGRICULTURE LIBRARY

Rearrangements, and the acquisition of additional shelving, afforded added storage for about 3,000 volumes. The appearance of the Library was improved by refinishing of furniture and repainting.

STRIKES AND CLOSURES

The Engineering & Architecture Library was closed at 4 p.m. on March 1 because of the attempted occupation of the building by students. All Libraries on campus were closed to readers from March 2 until the University reopened on the morning of March 8. It was possible, however, for staff to continue to work. No damage occurred.

THE COLLECTIONS

21,195 volumes were added during the year (against 25,347 in 1970-71) and 3,298(618) were withdrawn, a net addition of 17,897(24,819). The fall of over 4,100 in volumes added reflects the continued rise in the average cost of publications, and consequent increasing inability of the Libraries to support the University's academic program. Total holdings of all Libraries at June 30, 1972 were 362,460 volumes, of which 61,266 were in the Medical and Medical Departmental Libraries.

A net increase of 50 (from 4,884 to 4,934) in the number of current periodicals conceals the fact that 174 titles were cancelled or ceased publication and 224 new ones added. But, of the latter, 130 come in by gift or exchange.

Decreases in processing statistics reflect both the lower rate of acquisition and the unfilled staff vacancies and eliminated posts. It was possible, however, to continue or complete certain projects, such as: recataloging and reclassifying biographies; modifying and retranslating Arabic subject headings, so as to conform to those of the Library of Congress used in our Western subject catalog; refiling subject cards by the latest rules of the American Library Association; and accelerating the time-consuming program of elimination of obsolete material. The rearrangement of the Jafet Library stacks, described above, was a major but necessary space-saving undertaking.

NOTABLE GIFTS

Mrs. Hans Braun presented about 150 volumes of books and periodicals on plant pathology from the library of her late husband Professor Braun, former director of the Institut für Pflanzenkrankheiten, University of Bonn, with which the Faculty of Agricultural Sciences has maintained close relations for the past decade. The donation was presented on Mrs. Braun's behalf, at a ceremony in the Jafet Library on November 10, 1971, by Professor Heinrich Weltzien, of the Faculty of Agricultural Sciences, a graduate of the University of Bonn and a personal friend of the Braun family.

At the opening of the Synge exhibition, reported elsewhere, Sir Desmond Cochrane, Honorary Consul-General of the Irish Republic, presented on behalf of his government an important collection of 80 books and records relating to Ireland.

On December 17, at a short ceremony in President Kirkwood's office, the Australian Ambassador presented a valuable collection of 30 Australian reference works and books about Australia.

POPULATION STUDIES PROGRAM

The Ford Foundation has made a grant to the University of \$80,000, spread over two years, to support a Population Studies Program. Of this sum, \$20,000 is earmarked for the development of library and documentation services.

READERS SERVICES

The use made of the document reproduction services once again showed a very large increase: 289,727 exposures made, as compared with 184,493 in 1970-71 and 69,196 in 1968-69. The Jafet Library Photoduplication Section accounted for 78.5 percent of the total and the Medical Library for a further 12.5 percent.

The number of items circulated rose by over 22,000, the total of 232,717 being nearly the same as for the year 1969-70. The decrease in the intervening year 1970-71 would seem to have been due to the 1971 strike, which occurred at a time of normally heavy use.

Staff shortages necessitated curtailments of opening hours of the Libraries or of certain service points within them, though such curtailments were kept to a minimum. It became necessary to suspend publication of monthly Western acquisitions lists. Arabic and Medical acquisitions lists continued to appear, though less frequently and subject to delay.

Early in December 1971 a questionnaire was sent to a sampling of 1/3 of the student body (1,335 students) selected by the University Computer Center. 300 questionnaires were returned, or 22.4 percent of those sent. Half the students replying use a Library "almost every day". Jafet Library is naturally the one most used and this principally as a study hall. Most students do not often borrow books, and when they do it is mainly reserve books and books relating to their courses. 2/3 were able to find what they wanted. Of those who were not, most found that the book was loaned to another person, and a lesser number that it could not be located. The majority of those using the reference services needed help in locating information which they could not find, and a smaller group required help in locating a specific known book. Respondents were asked to make comments. 31.3 per cent. of the respondents, i.e. 7 per cent. of the sample, did so. Mr. Robert Copeland, Assistant University Librarian, Readers Services, answered as many of the commentators as possible. Principal complaints were of inadequate reading space, noise in reading areas, and inadequacies of Circulation Department staff. Demands for longer hours of opening cannot be met without additional personnel.

PERSONNEL

The financial situation necessitated substantial cuts in personnel. At the end of the year, 11 posts had been eliminated and 6 remained unfilled, a total of 17 or 16.5 per cent. of the staff as it was in 1970-71.

Mr. Yusuf Khoury, Acquisitions Librarian (Oriental), was appointed Chief Reference Librarian with effect from March 13, 1972, replacing Mr. Mohammad Sulaiman. He obtained his M.A. in Arab Studies at AUB in 1965 and his M.L.S. at the University of North Carolina in 1967, and expects to receive the Ph.D. in Arab Studies in February 1973. He joined the Reference Department in 1960, became Research (Editorial) Assistant in the Department of Political Studies and Public Administration in 1964, and left for the University of North Carolina in 1966.

On his return in 1967 he was appointed Acquisitions Librarian (Oriental). For the past three years, Mr. Khoury has been responsible for the production of the annual Arab Political Documents. During that period, five volumes (1967-71) appeared, bringing the series up to date. He attended the 28th International Congress of Orientalists in Canberra in January 1971.

Two staff members gained scholarships for study towards professional qualifications. Mrs. Mekhaq Abdo, Assistant Cataloger, Serials Department, Jafet Library, obtained a British Council scholarship and was admitted to the Polytechnic of North London. Miss Christine Andraos, Assistant Cataloger, Medical Library, was awarded a British Government scholarship tenable at the College of Librarianship Wales, Aberystwyth.

During the summer of 1971 three former staff members obtained their professional qualifications. Miss Maha Houry was granted the Post-graduate Diploma in Librarianship of the University of Wales, and is now Librarian, Institute for Palestine Studies, Beirut. Mr. Wahib Nassrallah obtained his M.L.S. at the University of Pittsburgh, where he remained for further study. Miss Berdjanoush Bassmadjian completed course and examination work for the Associateship of the (British) Library Association at the Newcastle-upon-Tyne Polytechnic.

TRAVELS AND CONFERENCES

The University was represented by Miss Lilian Vitale, Science & Agriculture Librarian, at the 37th annual General Council meeting of the International Federation of Library Associations in Liverpool in August-September 1971.

Mr. Francis Kent, University Librarian, attended the Unesco Seminar on Recent Developments in Advanced Librarianship in Liverpool in August 1971, and presented a paper "Technological advances and the library building". The Seminar papers are to be published.

Mrs. Nancy Assaf, Assistant University Librarian, Technical Services, visited libraries in England and the United States during the summer of 1971 in the course of a combined vacation and study tour.

LEBANESE LIBRARY ASSOCIATION

Three Libraries staff members served on the Administrative Council of the Lebanese Library Association for 1971-72: Mrs. Aida Naaman, Catalog Librarian, Mrs. Nawal Naamani, Reference Librarian, and Miss Linda Sadaka, Head, Gifts and Exchange Section.

MRS EDITH LAIRD

Mrs. Edith Laird, former University Librarian, died in Florida on March 24 in her 81st year. She was born in Erzurum, Turkey, in 1891 and spent much of her early life in Turkey, where her Canadian parents

were associated with the Near East Mission. She received her professional education at the Pratt Institute of Library Science, Brooklyn, worked for three years in the Princeton University Library, and was appointed to AUB in 1926. In 1951 she gave up the post of University Librarian but continued to serve as Cataloger of the Western collection until her retirement in 1958. Her 32 years of service witnessed the growth of the collections from about 28,000 to 125,000 volumes and the construction of the Jafet Memorial Library which was completed in 1951.

On retirement, she worked in the Widener Library at Harvard and later collaborated with the anthropologist Henry Field, particularly in his bibliographies of southwest Asia.

PUBLICATIONS

In spite of staff shortage, Arab Political Documents 1971 (in Arabic) was published in June 1972. The compiler of this volume was Mrs. Labeeba Abu Alwan, Research Assistant.

In July 1971 a reprint was issued, with minor revisions, of English-Arabic Technical Terms used in Descriptive Cataloguing and recommended for Libraries in the Arab World. This was originally a paper presented to the International Conference on Cataloguing Principles, Paris, 1961 by the late Mr. Fawzi Abu Haidar, then Chief Cataloger, and prepared by him in cooperation with Mr. Joseph Dagher, the Lebanese bibliographer, and Mr. Fadlo Rizk of the Cataloging Department staff.

In the same month appeared a List of Arabic Serials in Jafet Library (titlepage in Arabic), compiled by Miss Nawal Mikdashi (now Mrs. Naamani), Reference Librarian, and including about 700 titles of periodicals both current and dead held by the Library.

A fourth supplement to Serials Currently Received (Western languages) contained 350 entries, including newly received titles and notes of changed titles, changed holdings and other miscellaneous corrections. In April 1972 the first of a projected series of subject lists appeared Serials Currently Received: Biological Sciences (Western languages only and not including Medical Library holdings), listing over 300 titles, with holdings.

One Occasional Bulletin was published (no.14, February 1972). An editorial article in this issue, by the University Librarian, Mr. Francis Kent, discussing the budgetary situation, was subsequently expanded and rewritten for publication under the title "The AUB Libraries" in the AUB Alumni Association's periodical al-Kulliyah for spring 1972 (pp.12-15). The AUB Bulletin, vol.15, no.33 (June 29, 1972) contained a full-page article (p.4) "Jafet Library Revisited", compiled by Mr. George Salhab, editor of the AUB Bulletin.

SUMMER INSTITUTES

A four-week Institute on Periodical Materials and Services was held in July 1971, under the direction of Mrs. Nancy Assaf, Assistant University Librarian, Technical Services. 14 students attended, representing four countries; some Libraries staff members also attended as part of their in-service training.

A four-week Institute on College and University Library Management and Administration is planned for July-August 1972. The coordinator is Mr. Ritchie Thomas, Associate University Librarian. The number of applications already received is encouraging.

Libraries staff participated in the fourth Colloquium for University Administrators, held in July-August 1971.

EXHIBITIONS

In connection with the centennial of the birth of the Irish author John Millington Synge, an exhibition of material relating to his life and work was held in the Jafet Library. Organized and arranged by the Department of English under the direction of Professor Suhail Bushrui, and containing many items from his personal collection, this exhibition was opened on December 4, 1971 by Sir Desmond Cochrane, Honorary Consul-General of the Irish Republic, who was introduced by President Kirkwood.

An exhibition entitled "Systems building in Britain", sponsored by the British Council in association with the Faculty of Engineering and Architecture, was held in the Jafet Library on January 10-15, 1972. It consisted of photographs, with descriptive matter, of a wide variety of building systems in use in Great Britain, showing the suitability of methods and materials for housing, schools, hospitals and other constructional purposes.

Other exhibitions in the Jafet Library Gallery included the following (sponsors in parentheses):

Suha Tamim Tuqan, paintings (Department of Fine and Performing Arts) (March);
Robert Frost, his life and work (Department of English) (April);
Ruth Malouf, hand printed fabrics (Department of Fine and Performing Arts) (April);
Boulos Merhi, sculpture in iron (Department of Fine and Performing Arts) (May);
Layla Chahrouri, contemporary jewelry (May).

STATISTICS

The usual statistical summary of the year's work follows as an appendix.

July 1, 1972.

Francis L. Kent,
University Librarian.

STATISTICS 1971-72

(figures in brackets are those of 1970-71)

PROCESSING

	1971-72	(1970-71)
Acquisitions		
Orders processed (including periodicals subscriptions), approximately	10900	(11600)
	<u> </u>	<u> </u>
Cataloging, Classification	[†] Jafet Lib. Med.Lib.	Totals
Items catalogued (including new titles, added copies and volumes, and works in microform)	10758 1492	12250 (17878)
Items recatalogued and reclassified	1966 161	2127 (3074)
Items discarded	3058 240	3298 (618)
Miscellaneous corrections, etc.	1865 — ††	1865 (1052)
Total actions	<u>17647</u> <u>1893</u>	<u>19540</u> (22622)
	<u> </u>	<u> </u>
Binding		
Volumes bound or rebound	13586 2964	16550 (17210)
	<u> </u>	<u> </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	163582	(155497)
Science & Agriculture Library	9221	(8000)
Farm Library	626	(—)††
Engineering & Architecture Library	6363	(3751)
Medical Library	52925	(43330)
Total	<u>232717</u>	<u>(210578)</u>
	<u> </u>	<u> </u>

† No count is taken of books consulted in the reference rooms or stacks.

†† Not counted

Document reproduction		
Exposures (for readers and for internal needs)	289727	(184493)
	<u> </u>	<u> </u>

STATISTICS (continued)

STOCK†

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

<u>Volumes and Titles</u>	<u>Titles books</u>	<u>Volumes books</u>	<u>Bound vols. periodicals</u>	<u>Total volumes</u>
Jafet, Sci.-Ag., Farm, Eng.-Arch. ††	149968	239916	61278	301194
Medical and Med. Departments	20190	31163	30103	61266
Totals June 30, 1972	170158	271079	91381	362460
(Net additions 1971-72)	(7598)	(9749)	(8148)	(17897) †††
(Totals June 30, 1971)	(162560)	(261330)	(83233)	(344563)
<u>Current periodicals</u>	<u>Titles</u>			
Jafet, Sci.-Ag., Farm, Eng.-Arch.				
Western	3488			
Eastern	296			
Newspapers	128			
	3912			
Medical and Med. Departments	1022			
Total June 30, 1972	4934			
Net increase 1971-72)	(50)			
(Total June 30, 1971)	(4884)			
<u>Manuscripts (Jafet Library)</u>	2206	2206

Miscellaneous

Also collections of: University archives; pamphlets; films and filmstrips; official documents of U.N. and agencies, U.S. (about 16,000), Arab States (about 9,000), and other governments; American, British, Iraqi and Lebanese standards; agricultural bulletins; scientific, engineering 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.

††† Net additions (total volumes) at 17897 represent a total of 21195 volumes added less 3298 discarded. (The comparable figures for 1970-71 were 24819, i.e. 25347 added less 618 discarded.)

To: Dr. Samuel B. Kirkwood, President
From: Mr. Joseph E. Gill, Project Manager
Subject: Annual Report on Special Construction Project -
July 1, 1971 - June 30, 1972

Accomplishments

The Contractor, Franchi Construction Company, Inc., substantially completed all bulk and footings excavation and continued actual construction work on Phase III contract. Work proceeded mainly on the following:

1. Basic Sciences Building:- Concreting substantially completed. Work in progress on most of civil, electrical and mechanical trades.
2. Underground Parking & Pedestrian/Services Tunnel:- Bulk and footings excavation, as well as concreting, substantially completed. Work in progress on remaining trades.
3. Medical Library:- Work started during the last quarter of the reporting period. Concreting 12% completed.
4. Nurses School and Housing:- Contractor's work proceeded slowly. SCP work on second floor and above substantially completed.
5. Post Graduate Medical Education Building:- Concrete work 97% completed. Work in progress on follow-up civil, electrical and mechanical trades.

Overall Phase III construction was about 38% completed by June 30, 1972.

Problem Areas

- a) Upon the Project Manager's formal denial of Franchi Construction Company's claim for an extra payment of \$634, 000 and a time extension of 210 days on Phase III Underground Parking bulk excavation, Franchi Construction Company notified by letter of December 20, 1971 its intention to take the matter to arbitration. By letter dated January 18, 1972, the Court of Arbitration of the International Chamber of Commerce, Paris, notified the A. U. B. that the Contractor had submitted his Claim and Request for Arbitration to I. C. C., and our Reply to the Claim and Request for Arbitration was forwarded to the Court of Arbitration under letter dated February 23, 1972.
- b) Upon the Project Manager's formal denial of Franchi Construction Company's claim for an extra payment of \$131, 476 and corresponding time extension on modification of Phase III Underground Parking footings, and subsequent to the issue of our Change Order No. 37 Revision 1 dated June 16, 1972 in the amount of \$33, 015 as a fair compensation for all additional work involved in modification of said footings, Franchi Construction Company, by letter of June 22, 1972 notified the Project Manager of the Contractor's intention to take the matter to arbitration and did so on July 21, 1972.

PHYSICAL PLANT DIRECTORATE

ANNUAL REPORT ON ACTIVITIES

JULY 1st 1971 - JUNE 30, 1972

PHYSICAL PLANT ANNUAL REPORT ON ACTIVITIES-1971-72

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GENERAL ACHIEVEMENTS

This year has been a period of consolidation during which the Operational Concept and Procedures developed during the previous years have been applied effectively to better manage and control the limited available resources. This has made it possible to effect substantial savings, maintain and increase further the higher productivity of the manpower achieved in the previous year. Thus the Operation and Maintenance of the Plant has been attended to in a satisfactory manner and the volume of deferred planned maintenance consequent to the imposed budget cuts on the already limited and inadequate resources has been minimized.

In order to meet the rapidly growing Operation and Maintenance requirements of the Plant which is in a period of huge growth both in size and sophistication of service equipment (See charts Nos. 2 and 5), detail studies have been conducted to determine minimum long term requirements and budgets to maintain effectively the \$ 30,000,000 of new medical building facilities and to prevent the further deterioration of the fundamental physical condition of old Campus building facilities and of the related central equipment plants. Our findings and recommendations have been submitted in a Special Message to the Buildings and Grounds Committee as well as in a special presentation to the Board of Trustees during the June 1972 meeting in Beirut. A 10 year plan has accordingly been elaborated; it will be updated on a yearly basis.

In order to meet with a minimum of resources the tremendous commitments imposed by the growth of the Plant and the huge backlog of deferred maintenance and building service equipment replacements on the Campus, extensive programs of potential savings in operating costs have been studied and elaborated; thus \$ 150,000 of yearly savings are already on-going and \$ 190,000 per year of further potential savings are under consideration. These savings which correspond to about 20% of the total Physical Plant costs are mainly related to utilities costs which represent about 2/3 of the expenses controlled directly by Physical Plant.

This report contains a summary of the above studies illustrated by charts, as well as an outline of the current operation, maintenance and improvement of the Plant.

.../...

I. MANAGEMENT CONTROL AND SAVINGS

Physical Plant has concentrated its efforts during this year in the application of the control systems and procedures developed during the previous years and formulated in the Physical Plant Manual. This has been quite successful and it has been possible through this management control to improve the coordination of Physical Plant activities and maintain the higher efficiency achieved in 1970-71, as well as the overall productivity, despite the imposed budget limitations and the inflation of costs.

In 1971-72, Physical Plant has succeeded to reduce the operation and maintenance costs of the Plant by about \$ 100,000 through higher productivity and savings in utilities and communications costs, of which \$ 30,000 were effected through man-power reductions (mainly management staff). These savings are on-going savings and will reach \$ 130,000 in 1972-73 and \$ 150,000 in 1974-75 as shown on attached chart No. 12, which represents the projections of the total operation and maintenance requirements of the Plant.

As a further effort to meet the present overall University budgetary deficits, Physical Plant has established a system of financial control which includes monthly straight line projections of the fiscal year total expenses. Thus in 1971-72, despite the imposed additional budget cut of \$ 96,000, we have succeeded to control and maintain our activity to the level dictated by the present circumstances and budget restrictions. These imposed budget restrictions have however partially resulted in further postponement of planned and budgeted maintenance works and replacements of service equipment (heating, ventilation, airconditioning, domestic hot water, electrical systems, utilities systems, pumping equipment, etc...) which have served beyond the economic useful life and which are now subject to excessive and costly breakdowns (See chart No. 9).

II. SAVINGS FROM OPERATION OF POWER PLANT AT FULL CAPACITY

In view of the fact that utilities represent about 1/2 of our total operation and maintenance costs (and 2/3 of the expenses controlled by Physical Plant) we have concentrated our efforts on the study of ways and means to reduce utilities consumptions and costs. Thus considerable further savings in electrical power costs were found to be possible if the University Power Plant could be operated at its full capacity and maintained in the necessary reliable operating condition. A maximum of operative power would thus be fed to MedCent Phases I, II & III, instead of purchasing Municipal power which is at a higher cost than AUB generated power (and will remain so). Chart No. 15 illustrates the importance of these

.../...

savings which would amount to about \$ 3,200,000 during the next 15 years, including power cost savings on Campus, resulting from the consequent more efficient production. The necessary progressive investment in new equipment for replacing the small and old generating sets and minor auxiliary equipment would amount to about \$ 400,000 in 1976 and \$ 500,000 in 1980, thus a potential net total saving of about \$ 2,100,000 would be possible over the next 15 years.

It is to be noted in this connection that AUB benefits already from the special Municipal power rates granted to Public Institutions, the Army, Hospitals and religious institutions; these rates cannot be reduced further. Our power generating costs are at present of the order of 1.8 US Cents/Kwh versus an average of 2.7 US Cents/Kwh for purchased Municipal power. As the AUB Power Plant produces more power in 1973-74, when the Phase III generators will be operated, the production costs are expected to drop to about 1.6 US Cents/Kwh.

Of course our present production costs do not include provisions for the projected and necessary equipment replacements at end of economic useful life, as tentatively planned for in 1975 and 1980. This investment as well as other minor auxiliary equipment replacements could easily be covered and/or funded by a charge or reserve of 0.3 US Cents/Kwh, thus bringing the above production costs to the realistic total figures of 2.1 and 0.19 US Cents/Kwh respectively; the anticipated savings of \$ 2,100,000 over the next 15 years of course remain unchanged. (A minimum of 350,000,000 Kwh could be supplied in the next 15 years by the Power Plant if it operated as recommended).

Other important savings in operation and maintenance costs are under study, especially in connection with the exploitation of deep underground water resources, water treatment, improvement of old lighting system, improvement of the overall University power load factor; all of which may yield additional savings exceeding \$ 100,000 per year by 1974-75. The total potential savings which are under study could amount to \$ 190,000 per year as shown on Chart No. 12.

III. LONG TERM REQUIREMENTS

It is worthwhile to draw here again attention to the scope of the future commitments imposed by the rapid growth of the Plant from 160,000 m² of built floor area in 1967 to 240,000 m² and from an investment value of \$ 16,000,000 to \$ 44,000,000, which includes an increase of \$ 9,000,000 for sophisticated service equipment and utilities systems. (See Charts Nos. 2, 3, 4 and 5 which illustrates this tremendous growth). This introduces an increase of utilities and communication costs from \$ 400,000 in 1965-66 to \$ 1,280,000 in 1975-76, as

.../...

well as a huge additional commitment in maintenance and equipment replacements at end of useful life, which will reach about \$ 400,000 per year by 1984 (see Attachment IV); these commitments are obviously beyond the scope of our present budgets and will have to be gradually provided for.

We have accordingly conducted detailed studies of the general present and long term minimum operation and maintenance requirements of the plant, based on the present academic programs, and as needed to operate and maintain the plant in an effective manner and prevent its deterioration. We have tried to summarize our findings and recommendations in our Special Message to the Buildings and Grounds Committee dated February 10, 1972. (Copies of Attachment I, as well of Attachment IV, are appended for reference). The attached Charts Nos. 4, 5, 6 and 9 illustrate further these requirements in relation to the growth of the plant.

We would like to stress that the projections of costs indicated in our Special Message and illustrated in these charts should be considered as very conservative, as they allow for only a 2% inflation rate per year, a 3 1/2% labor cost yearly increase, and only a 2% yearly demand growth for utilities.

Chart No. 7 illustrates how our resources are being utilized comparing same with USA similar universities' costs. It is to be noted that our total operation and maintenance costs amounted in 1970-71 to \$ 0.70 per square foot versus a comparable average cost of \$ 1.55 per square foot in 1970-71 for similar universities in the States, as taken from the APPA reports. It is worthwhile to indicate here that our administrative management costs are dropping from 8.5% in 1970-71 to 3.6% in 1975-76, which is a result of the drastic management staff reduction which we have taken.

It can also be observed from Chart No. 7 that our total operating and maintenance costs, excluding utilities which are almost equal, amounted in 1970-71 to 0.40 \$/sq.ft., versus a comparable cost in the States of \$ 1.10/sq.ft.; i.e. about 1/3, which substantiates our previous statements to the effect that our maintenance activity level has been and is still below minimum requirements for preventing the gradual deterioration of the plant. We had budgeted for more adequate resources for maintenance and

repairs and service equipment replacements in 1970-71 and in 1971-72 but due to the present financial circumstances, our budgets were cut by about \$ 100,000 each year. Thus more and more maintenance are being deferred. (See attached chart Nos. 6 and 9).

In view of the fact that 1972-73 is also a restricted budget year, it is only as of 1973-74 that our 10 year program starts to include adequate resources as necessary for replacing equipment, which has been too long in service and preventing the further deterioration of the Plant. This is reflected on Chart Nos. 6, 7 and 9 which indicates how the maintenance and repair resources have been increased, keeping other services at very minimal levels. It can be noted moreover that despite this increase of resources, our total projected operation and maintenance costs remain at about 2/3 that of similar universities in the States, taking into account the labor cost differential.

IV. REHABILITATION REQUIREMENTS

It is our hope and recommendation that the savings that we are trying to achieve through higher productivity and lower costs of utilities may be partially used to rehabilitate some of our old buildings, service equipment and utilities systems, most of which have reached or are reaching the end of their useful economic life. It must be remembered in this respect that most of the Campus building facilities which represent 70% of the present total built floor area, have not been rehabilitated since 15 to 20 years, which explains the present serious conditions of their utilities piping and service equipment and makes us apprehensive of the rapidly growing scope of rehabilitation requirements.

One critical problem to be considered in this respect is the fact that most of the service equipment installed in these buildings is more than 12 to 16 years old and is thus being operated beyond its economic useful life. This situation is a result of the very low investment in service equipment replacements during the past 10 years, which as illustrated on attachment IV, to our Special Message of February 10, 1972 and on Chart No. 9, have been of the order of \$ 8000 per year for an equipment value of \$ 800,000 i.e. 1% or corresponding to an assumed life of 100 years. Present requirements estimated from a very conservative average life of equipment of 14 years are of the order of \$ 65,000 versus a \$ 13,000 budget restriction in 1971-72 and \$ 16,000 in 1972-73.

.../...

Already breakdowns have increased to the point where most of our limited labor and material resources have to be used for costly emergency breakdown repairs, thus having to defer more and more planned maintenance requirements. We have accordingly started to make special appeals to the Budget Review Committee and the Projects Review Committee to allocate more resources for the most urgent service equipment replacements and utilities systems rehabilitation. (See Chart No. 10 which illustrate maintenance and repairs requirement and the backlog of deferred maintenance). Capital Works funds will in addition be needed for major utilities and service equipment rehabilitation works in those buildings where maintenance costs are increasing rapidly and will soon go way beyond the possibilities of our yearly operating budgets. Some of these requirements have already been tentatively scheduled in the Capital Works Program and preparation of the necessary detailed documentation of requirements is underway. It is considered that about \$ 100,000 per year will be needed over and above the operating budgets, for at least 6 to 8 years.

V. PROGRAM REVISION

In addition to these elaborate studies we have tried as directed by the President, in order to meet the present financial restrictions, to consider possible sacrifices or postponements of requirements related to the maintenance and operation of the building facilities and its service equipment. Unfortunately, due to the age and present condition of the Campus old building and its Central Plants, and due to the nature and the extent of the equipment sophistication of the new buildings, no reductions can be considered for the operation and maintenance requirements of the Plant, without involving a further deterioration of the old plants fundamental physical condition and/or jeopardizing that of the new medical facilities.

However, it has been found possible to program, as outlined above, important savings in utilities costs. (A total of \$ 340,000 per year of which \$ 130,000 are already on-going). All our findings in this respect have been summarized in our program revision study report of May 16, 1972, as well in our presentation of the facts to the Board of Trustees in June 1972. (See also Charts Nos. 12 and 15).

.../...

It can be concluded from the above that if we are to adhere to the basic principle that: "Under no circumstances the fundamental physical condition of the building facilities and service equipment should be allowed to deteriorate and thus jeopardize the basic academic and medical activities for which exclusive purpose the University Physical Plant exists"; then no reduction in the resources allocated to the Physical Plant activities can be considered. It is instead imperative to program and make available urgently, additional resources to rehabilitate the old facilities which are failing at a rapid rate and for the full implementation of the preventive maintenance programs which have been elaborated for the new facilities (and are planned for the Campus old buildings and central plants as soon as rehabilitation can be effected).

VI. CHARTS AND ATTACHMENTS

1. Charts

Chart No. 2	Built Floor Area.
Chart No. 3	Replacement Value of University Bldgs. and Service Equipment - Base 1970-71.
Chart No. 4	Growth of Utilities & Communications Costs.
Chart No. 5	Rate of Growth-Base Year 1968.
Chart No. 6	Operation & Maintenance Costs.
Chart No. 7	Growth of O & M Costs/sq.ft.
Chart No. 9	Service Equipment Replacements.
Chart No. 10	Maintenance & Vital Rehabilitation.
Chart No. 12	Savings in Operation & Maintenance Costs.
Chart No. 13	Total Electrical Power Requirements.
Chart No. 15	Potential Savings from Power Plant Operation.

2. Attachment No. I

10 year projection of Physical Plant operation, maintenance and service equipment replacements requirements.

3. Attachment No. II

Growth of Plant and Commitments for service equipment replacements.

.../...

OPERATIONS AND MAINTENANCE

A. OPERATIONS

1. Central Plants & Utility Systems

Major projects to upgrade central steam and A/C rooms have started. Scope of work for most plants have been prepared but work is not yet progressing satisfactorily due to limited skilled manpower resources. A Preventive Maintenance program has been elaborated and is being implemented gradually.

With Phase III nearing completion foremen need to be recruited for training and for assisting in the central plant maintenance and overhaul program.

The need for a central soft water plant for Campus is becoming more and more urgent. The Chief of Operations is studying this long term project, in relation to the whole problem of an adequate water supply for AUB in the coming years.

Considerable savings were achieved through feeding operative power to MedCent, with possibilities of increasing such savings (See section under Management and Savings).

2. Power/Heat Plant

Total Electricity generated	10,737,690 kwh.
Total Electricity purchased -	
MedCent	4,035,000 kwh.
Total gasoil consumed	5,944,195 lbs.
Total steam generated	97,382,185 lbs.
Total fuel consumed	6,716,000 lbs.

During the year 1971-72 a number of projects were implemented to reduce noise; raising the walls of the Boiler Plant, building an intake muffling chamber to the radiators of the 12 SVA engines, modifying the intake of the horizontal radiators blowers, and building noise isolation

chambers between the diesel plant and the shops. These projects in addition to changing the steel fence wall into a solid concrete block wall have reduced the noise nuisance to the neighbour considerably. Ficus trees are also growing and helping a lot.

One soot scrubber was installed experimentally on boiler No. 4, with some modifications it is proving to be rather effective , but not as final answer to our soot problem; another scrubber is being installed.

Nine engines were overhauled this year at a rate of one engine every forty days, and one boiler was overhauled. Nine roof exhaust blowers were installed to improve ventilation. Ventilation of the Boiler Plant is now satisfactory but in the Diesel Plant the temperature still reaches about 40 °C in summer. Further improvements of ventilation in the Diesel Plant are under study.

The Diesel Plant extension to accommodate the two new generating sets (MEDRECO) is under study by SCP, Physical Plant has been asked to supervise installation and related modifications to auxiliary equipment and utilities systems.

3. Groundskeeping

Street Sweeping: Normal operation

Garbage Collection: Normal operation

Gardening: A long range plan is still needed to cover flower beds, grass plantations as well as forest trees and shrubs. In the absence of a horticulturist, we are trying to achieve this through contracts with Agriculture school and Mrs. Kirkwood.

Special Jobs: Special grounds works such as improvements, asphalting, and the like, are progressing satisfactorily mainly due to the creation of a casual labor crew for this purpose.

.../...

4. Custodial Services

Inspection Tours: During 1971-72, the Chief of O & M together with the Chief of Operations have conducted weekly inspection tours to the various buildings. During these tours, the proctors of the buildings were contacted for suggestions and comments. Most of these, when put into effect, proved satisfactory and has generally helped to improve janitorial services.

Weekly Inspection Reports: Head janitors continue to submit their weekly inspection reports. These reports make it easy to follow up delayed jobs.

General Meetings: Two general meetings for all janitors were held and an emphasis was made on strict punctuality. However, it is to be noted that in this crew, except for very few cases, punctuality has been very good.

Tool Racks: Tool racks have been installed in most buildings where a service room is available, but in those where is none, a portable rack will be designed to be stored in spaces below the stairs.

Improvements: Semi gloss oil paint in Nicely Hall has made the walls much easier to clean, likewise is the installation of gloss tiles around drinking fountains; this will be extended to the other buildings.

Delayed Jobs: Owing to the limited number of janitors we have felt short of doing certain periodic cleaning like washing windows, cleaning venetian blinds and light fixtures. However, a study of same is being made to estimate the time required to do these jobs in order to hire needed casual labour.

B. MAINTENANCE

The program of inspection of buildings aimed at determining needed planned maintenance works as well as the collection of inventory data for the establishment of optimum preventive maintenance programs for building service equipment and utilities systems has been almost completed during this

.../...

reporting period. Complete inventories of facilities and service equipment are now available for about 90% of the Plant. Preventive maintenance programs and implementation schedules with the proper allocation of manpower for such programs have also been elaborated and almost completed. With the recruitment of the needed manpower for the scope of the program which will be considered feasible; the corresponding preventive maintenance schedules will be implemented by the end of summer 1972.

As for improving the efficiency of the maintenance shops and in accordance with the systems and control procedure already stated in the Physical Plant Manual, the scheduling of the work processed through the job order procedure is being placed effectively under systematic control and certain work standards were developed but are still under trial before implemenation.

Moreover, for increasing the efficiency of the maintenance shops, training sessions for craftsmen are already being implemented to give the technical know-how of certain typical jobs.

The maintenance shops manpower requirements have been studied and recommendation were submitted; insufficiently qualified positions were deleted and are to be replaced by higher skilled positions; the problem of physically incapacitated employees is yet to be resolved. It's hoped that the above reallocation of shops manpower will in a way upgrade the maintenance shops basic capabilities to the level needed for the required efficient and competent performance.

The volume of service requests and service calls received by the Maintenance Shops during the reporting period is 1691 service requests and 7500 service calls, the whole estimated at about L.L. 932,000. 1650 service requests including the backlog from 1970-71, and 7500 service calls were processed and completed at a total actual cost of L.L. 669,000 (this includes the backlog of service requests from 1970-71). The volume of work which is now on hand (entered in the master schedule) consists of approximately 14000 man/hrs. (170 service request's). This amounts to L.L. 105,000 worth of service requests (not including service calls). This represents about two months of service requests backlog load.

.../...

Comparison of the above with 1970-71 is shown hereinbelow.
(Please note the 10% increase in in-house productivity).

	<u>1970-71</u>	<u>1971-72</u>
- Nos. of Service Requests Received	2,098	1,849
- Nos. of Service Calls Received	6,280	7,500
- Value of Service Requests (Estimate)	914,000	850,000
- Value of Service Calls	160,000	180,000
- Total Value of Work Received	1,074,000	1,030,000
- Work completed in-house (Actual Value)	610,000	669,000
- Remaining backlog assigned to Maintenance	95,000	105,000

A study of painting requirements was made based on 4 to 6 year repainting schedules as opposed to the 3 to 5 years previous schedules. This represents a savings of the order of \$ 20,000 per year.

C. COMMUNICATIONS

During the 1971-72 fiscal year the Communications Branch received 158 jobs for a total value of L.L. 23,684, of which 143 were completed at a cost of about L.L. 19,700.

Telephones:

- The 1971-72 AUB telephone directory was completed.
- The telephone survey of Arts & Sciences was completed and implemented.
- The telephone survey of Eng'g. was completed but not implemented fully.
- The telephone survey of the MedCent was completed and implemented.
- The situation of the AUB telephone system was submitted to the Directory General of Telephone, and considerable savings in taxes were achieved in the process. (L.L. 16,000 initial saving and a yearly saving of L.L. 2,400).
- The sixth telephone console was installed and the telephone operators schedules were adjusted to permit the manning of this console with only 2 additional positions (2 positions saved).
- Gentel recognized the listed deficiencies and promised to correct at no cost to AUB.
- Telephone repairs and preventive maintenance are carried out satisfactorily.

Other Communications:

- Preventive maintenance is implemented.
- Spare parts and maintenance materials were ordered.
- Radio paging permit was secured from the Government and equipment ordered.
- Folk dance festival and AUB commencement public address system were provided.
- The relocation of the paging and doctor's registry is under process.

D. PLANT ENGINEERING (MedCent)

1. Implementation of P.M. Schedules

During this year, the preventive maintenance programs were all revised in light of experience gained during the first year of operation. The preventive maintenance programs are being implemented fully and have proved successful. A preventive maintenance study was also made for the Hospital moveable equipment, it will be implemented this year.

2. Position Changes

After the deletion of the Mechanical Foreman's position in the Medical Center, the responsibilities of this job were taken temporarily by the Consultant, Mr. Farrelly. Starting Oct. 6, 1971, these responsibilities were assigned to the A/C foreman and electrical foreman. New job descriptions were prepared for these two positions with new titles to reflect the added responsibility. The job descriptions were referred to the Wages & Salaries Classification Committee and they were classified in Grade II.

3. Incinerator Operation

Starting October 12, 1971, this Department took over the operation of the MedCent incinerator from housekeeping under Hospital Administration. Two positions were approved for

.../...

this duty and a new job description was prepared for the operators. The operation has improved considerably, but it is far from perfect due to design deficiencies and the location of the incinerator. We are presently corresponding with the manufacturer to introduce some modifications on the incinerator to improve further its operation.

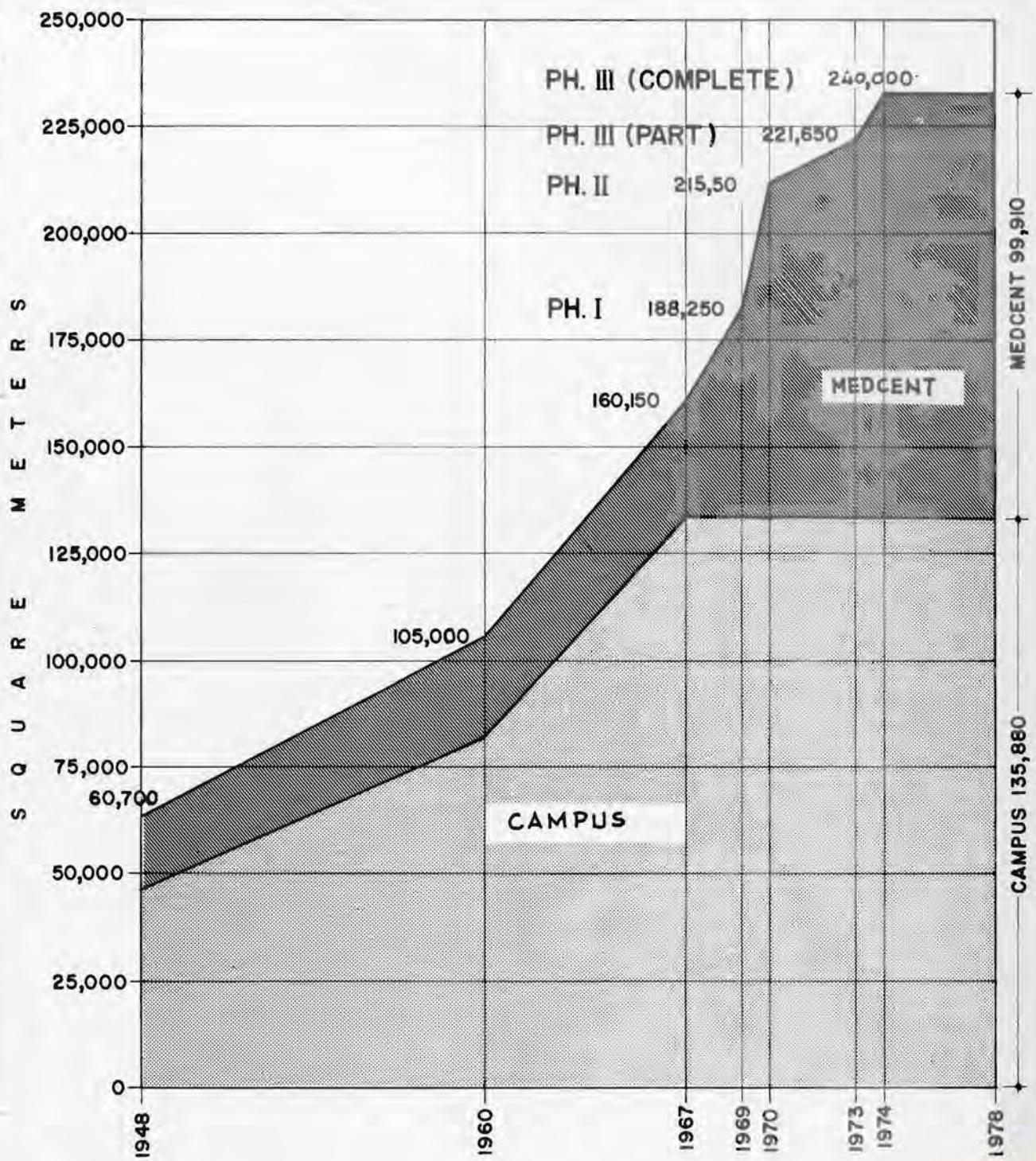
4. Ordering of Spare Parts

During this year special efforts were made by Plant Engineering to follow up and have processed spare parts requisitions. Orders for about \$ 200,000 have been confirmed; The Supply Department is in the process of moving store 5 to a new location in the Sub Basement - Phase I, and most of the spare parts ordered will be available on the shelves.

MEDICAL CENTER - UTILITIES CONSUMPTION

		Water M.C.	Electricity Kwh	Steam Units	Gas Kg.
July	1971	15000	1287000	2609	7076
August	"	16100	1294000	2600	7227
September	"	15800	1290000	2188	9985
October	"	13900	874000	2776	6043
November	"	10100	689000	3051	5460
December	"	11330	651000	3913	5924
January	1972	9170	564000	4912	5212
February	"	9810	627000	4527	5869
March	"	11120	603000	4200	6622
April	"	12090	688000	4288	5411
May	"	11530	759000	3171	5961
June	"	<u>13670</u>	<u>1215000</u>	<u>4566</u>	<u>6860</u>
Total 1971-72		149620	10541000	42801	77650
		=====	=====	=====	=====
Total 1970-71		129130	11136000	43563	70910
		=====	=====	=====	=====
Variation		+ 020490	- 595000*	- 762	+ 06740
		=====	=====	=====	=====

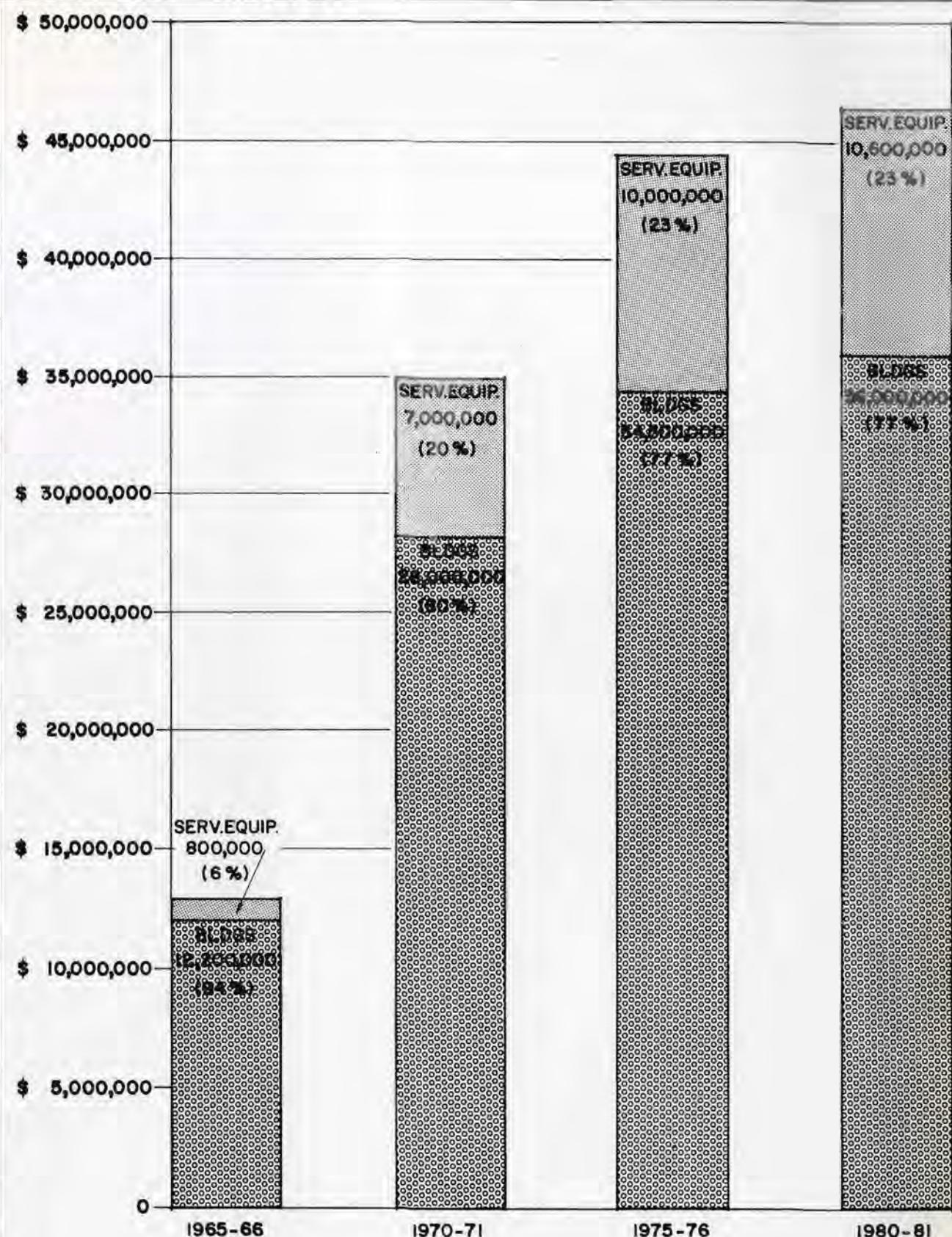
* Due to further savings in consumption through economy measures, over and above those effected in 1970-71.



BUILT FLOOR AREA

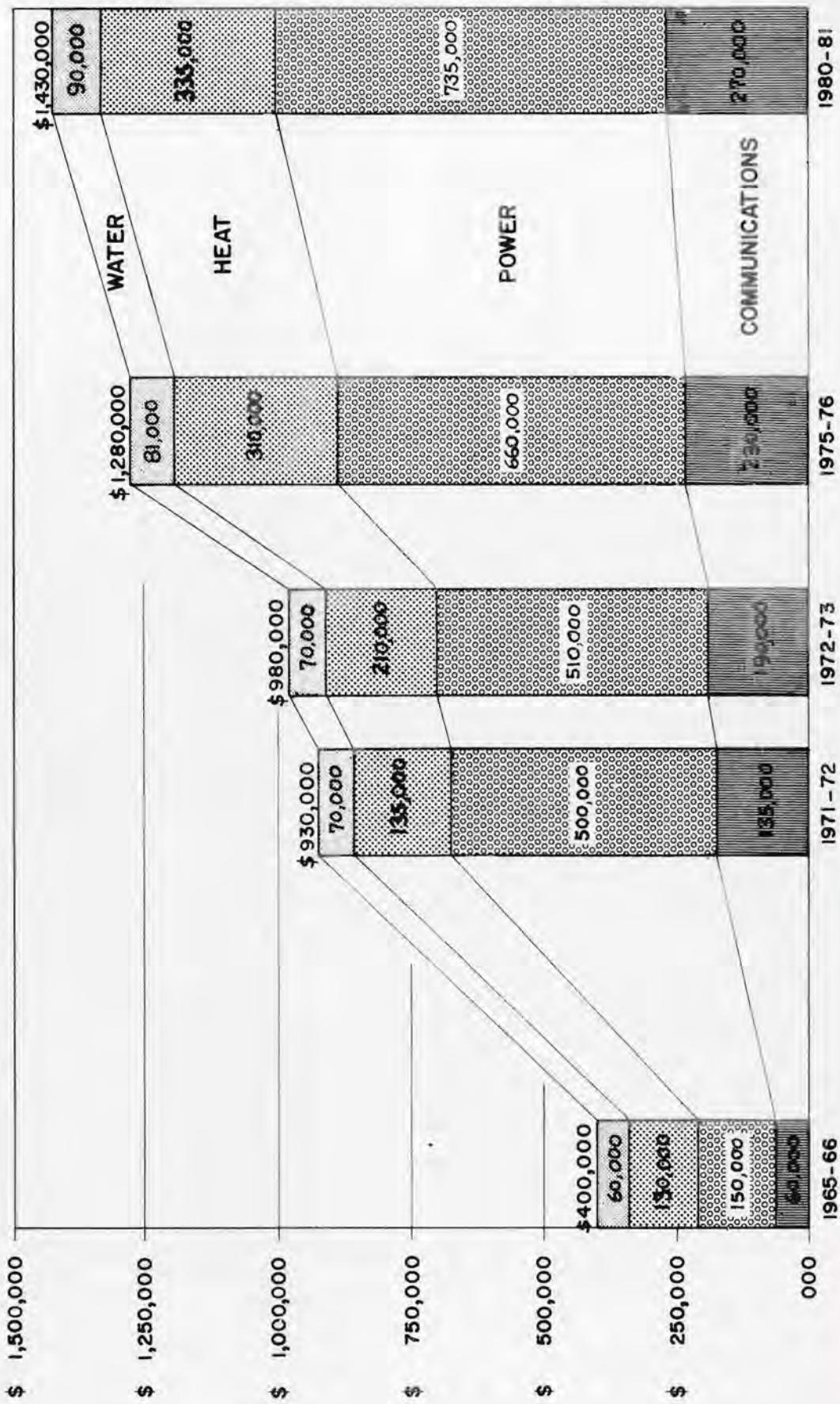
CAMPUS	1,460,000	SQ.FT.
MEDCENT	1,080,000	SQ.FT.
TOTAL	2,540,000	SQ.FT.

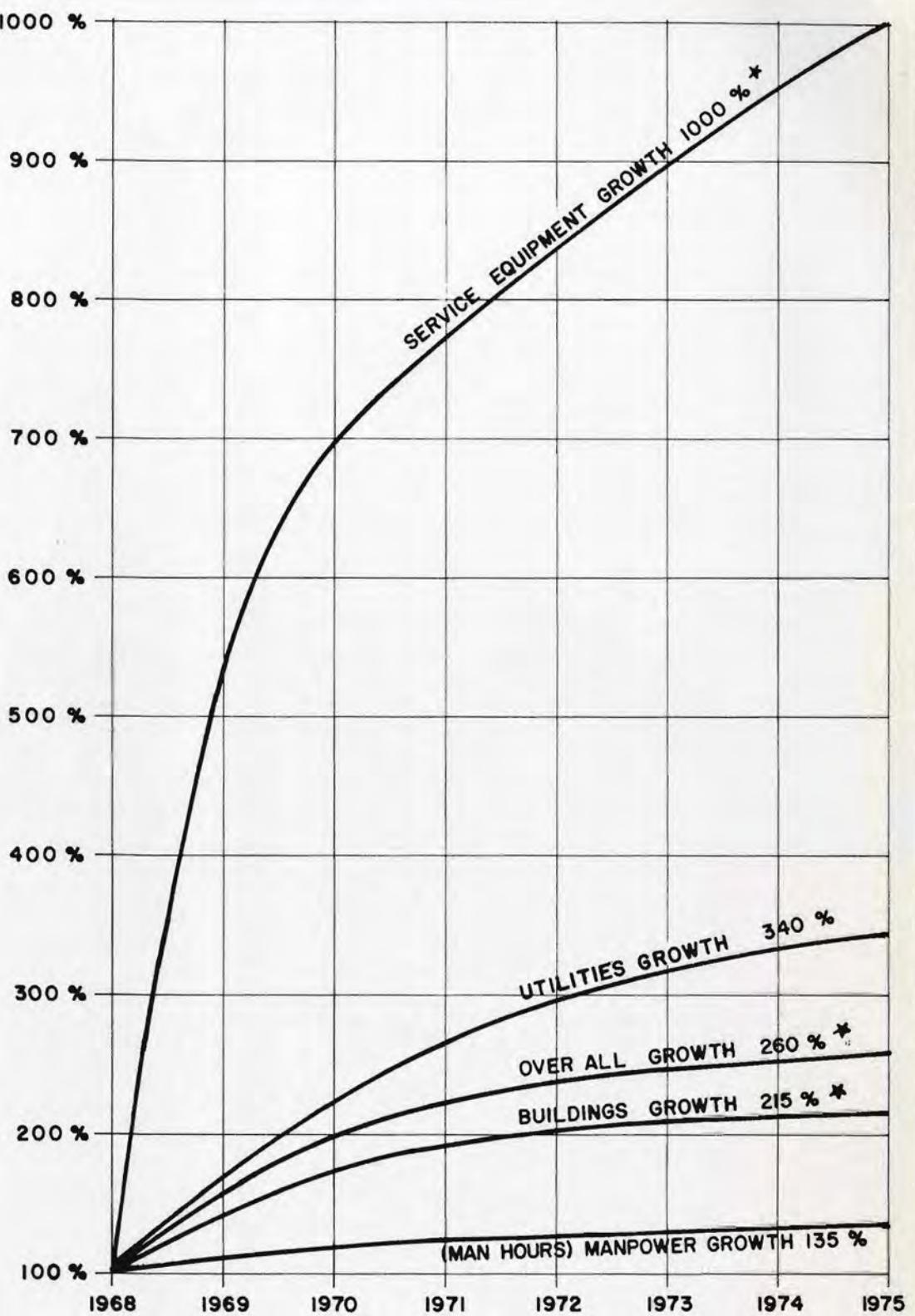
2



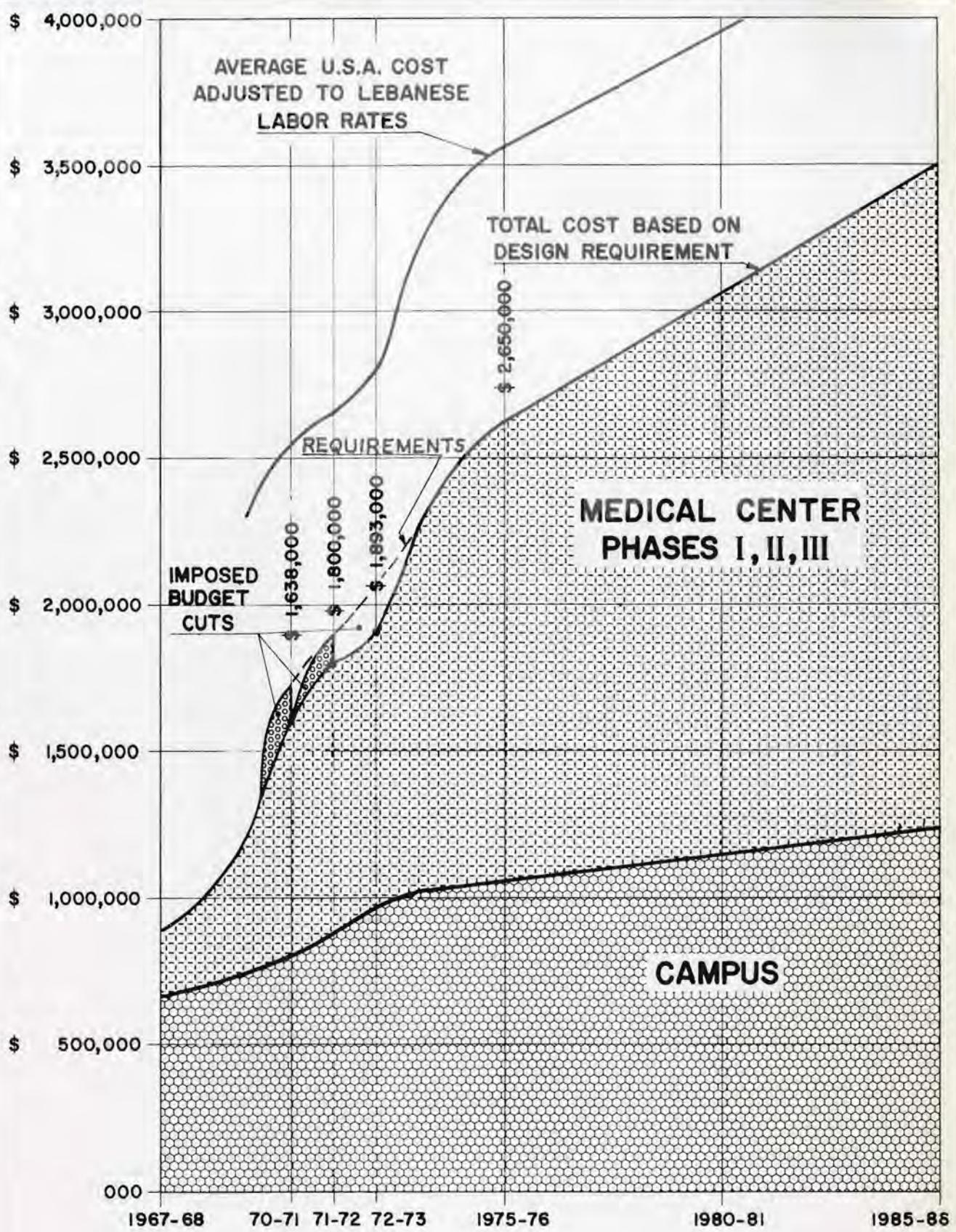
**REPLACEMENT VALUE OF UNIVERSITY BLDGS.
& SERVICE EQUIPMENT-BASE 1970-71**

GROWTH OF UTILITIES & COMMUNICATIONS COSTS

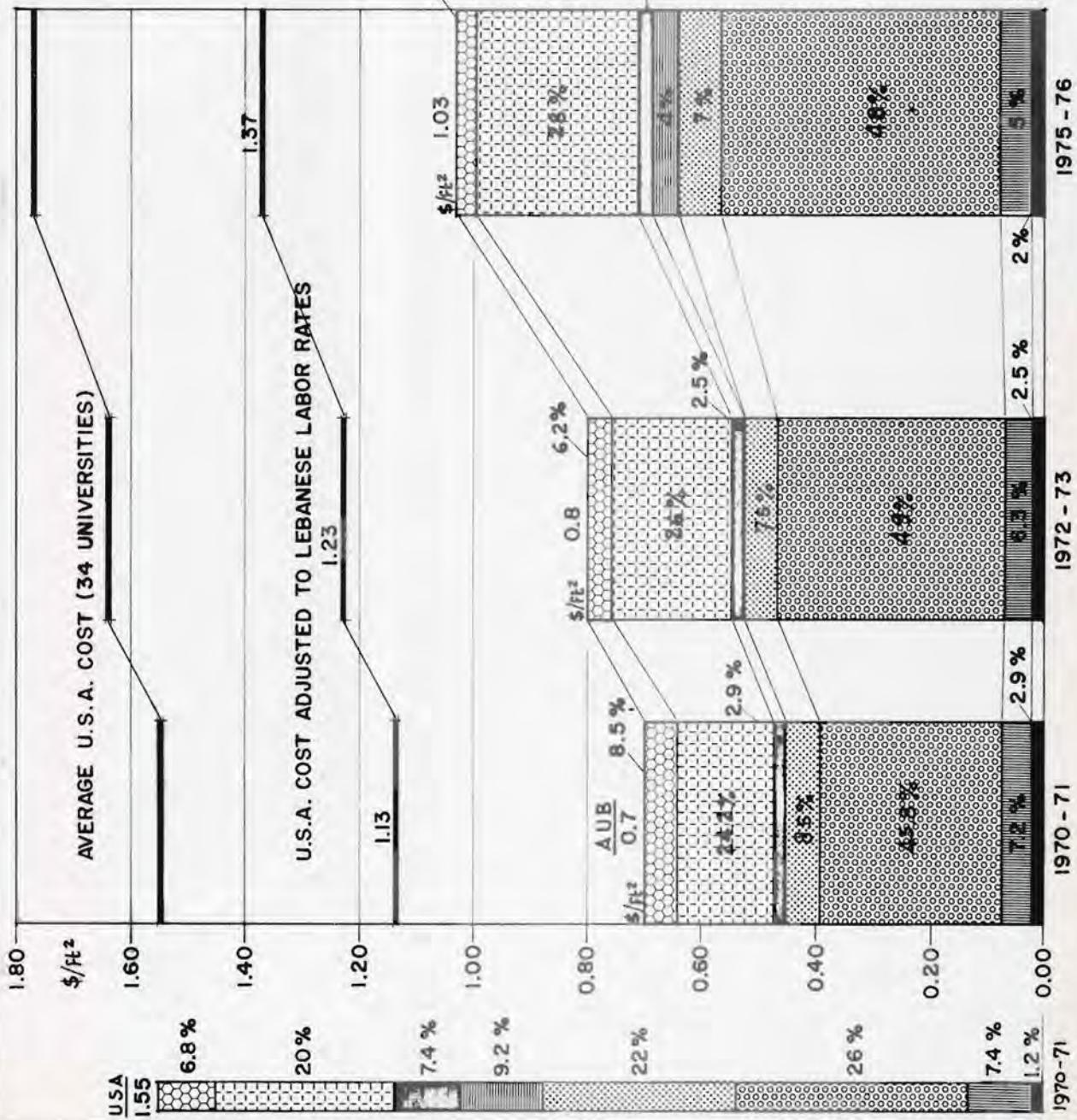


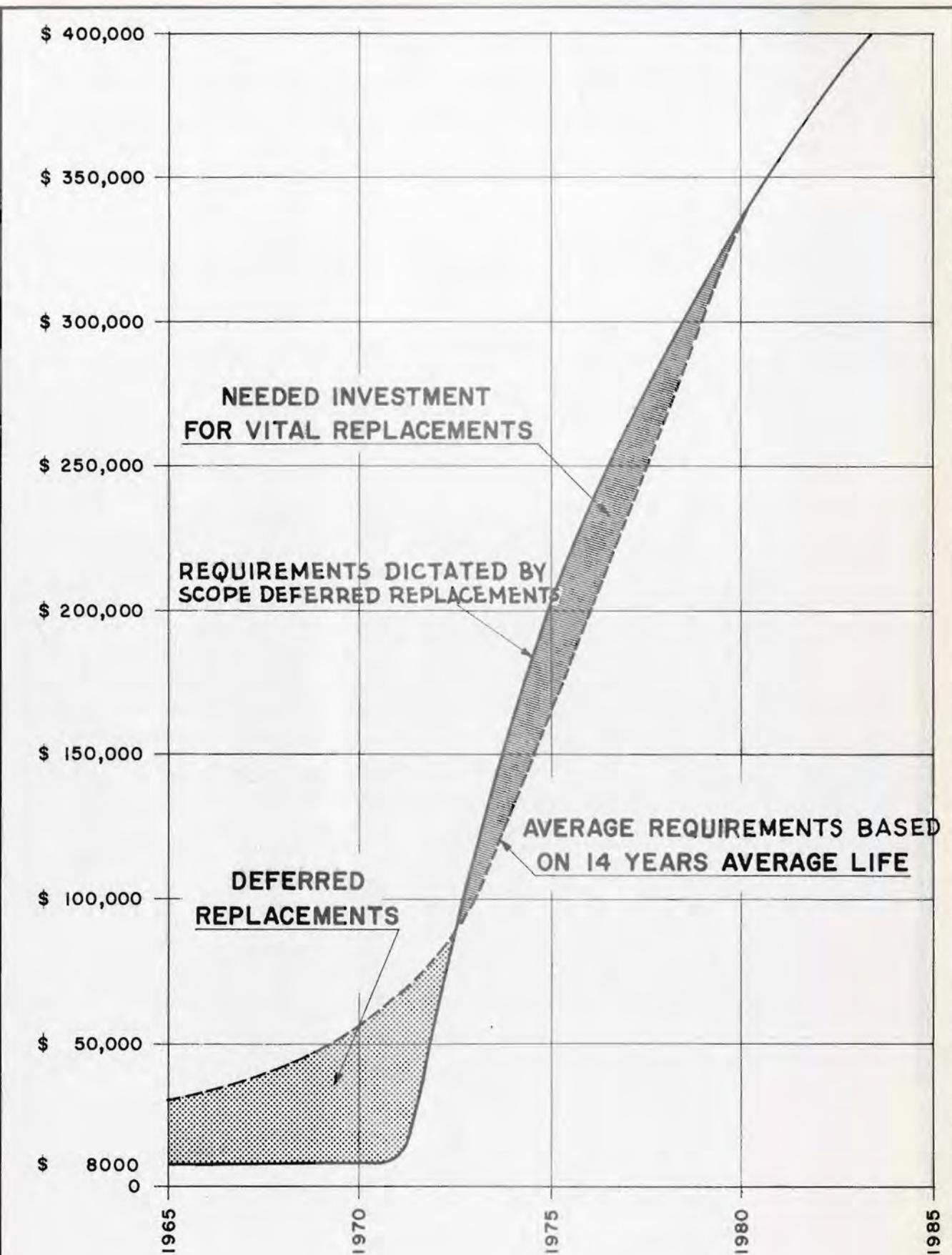


REPLACEMENT *
VALUE
RATE OF GROWTH
BASE YEAR 1968

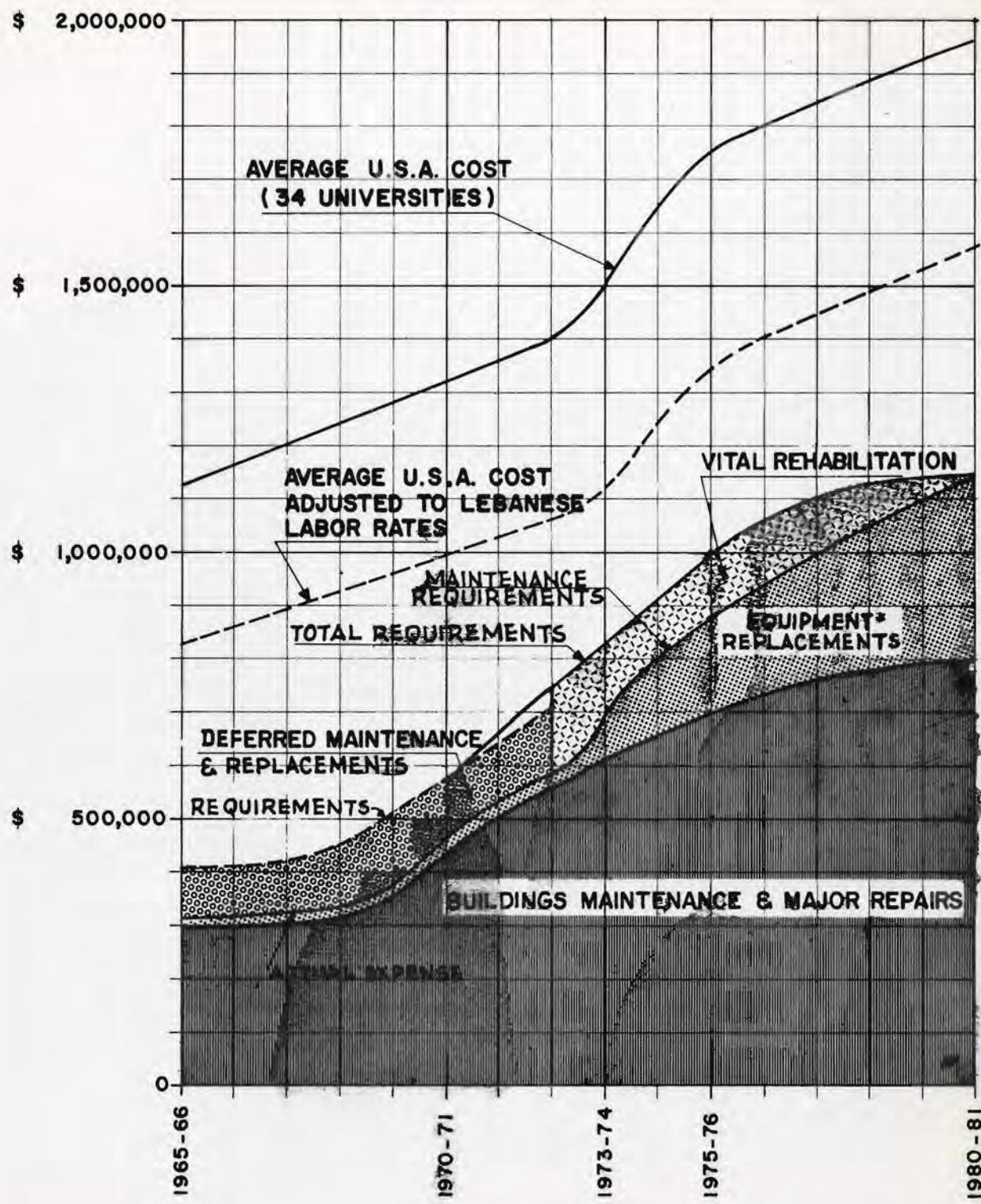


GROWTH OF O. & M. COSTS /SQ. FT.

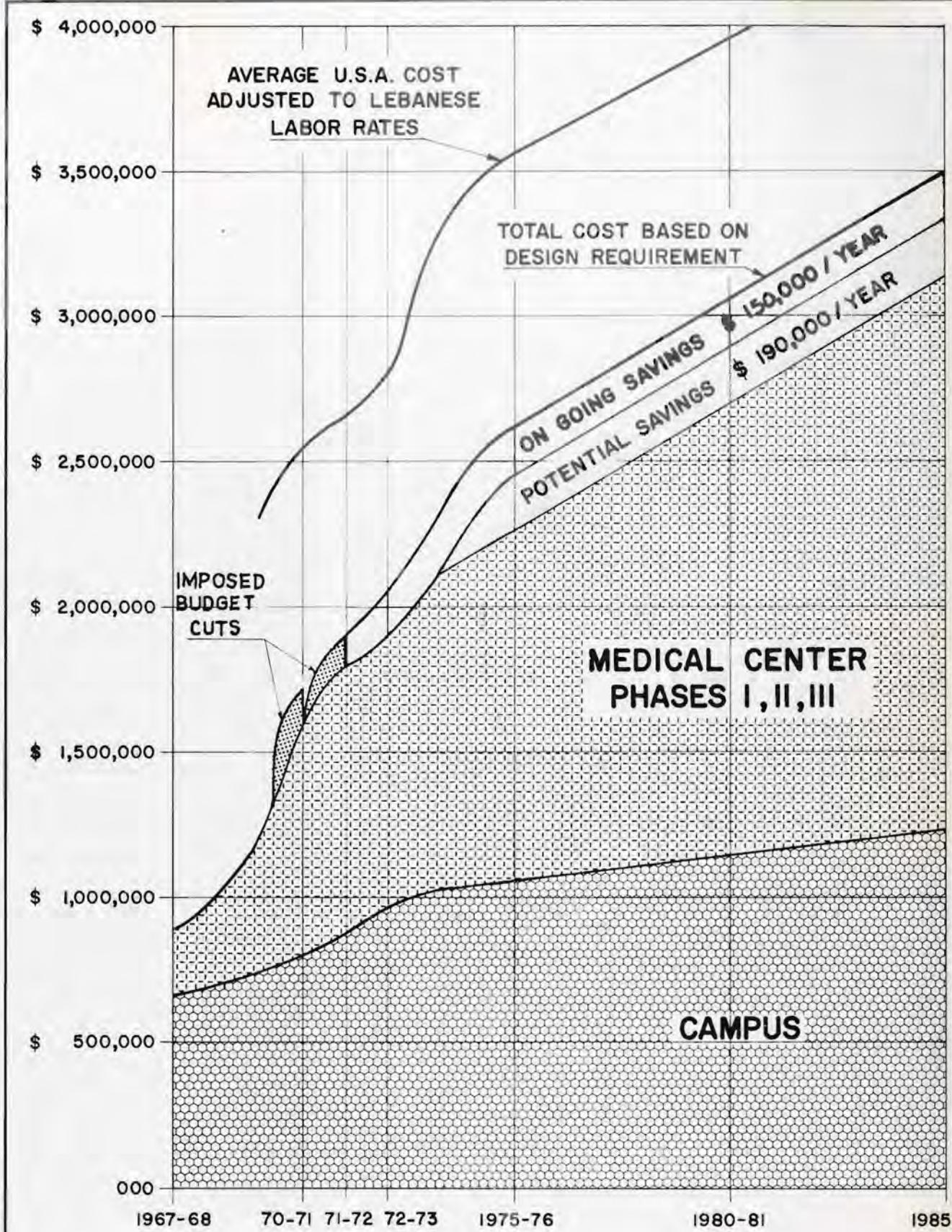


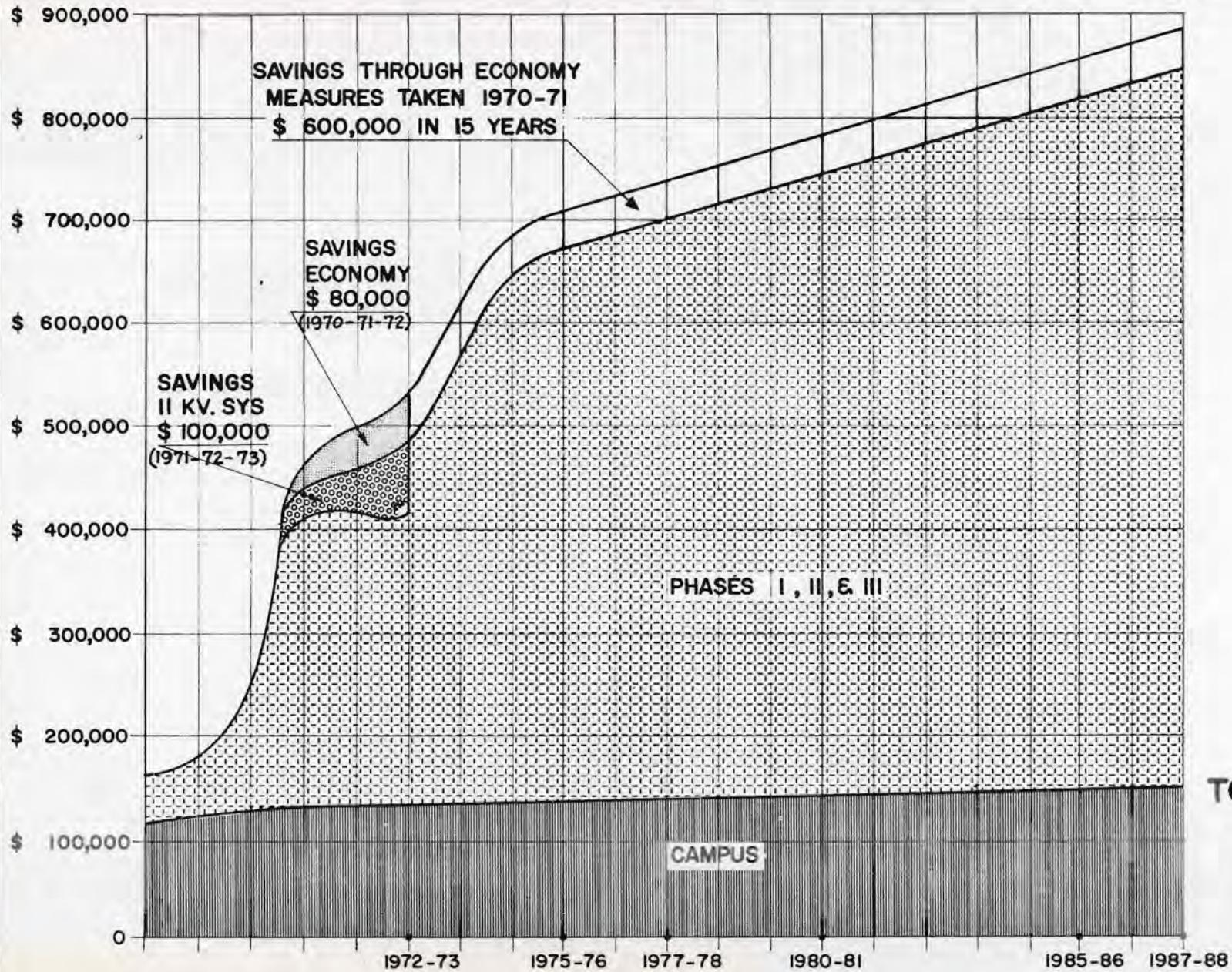


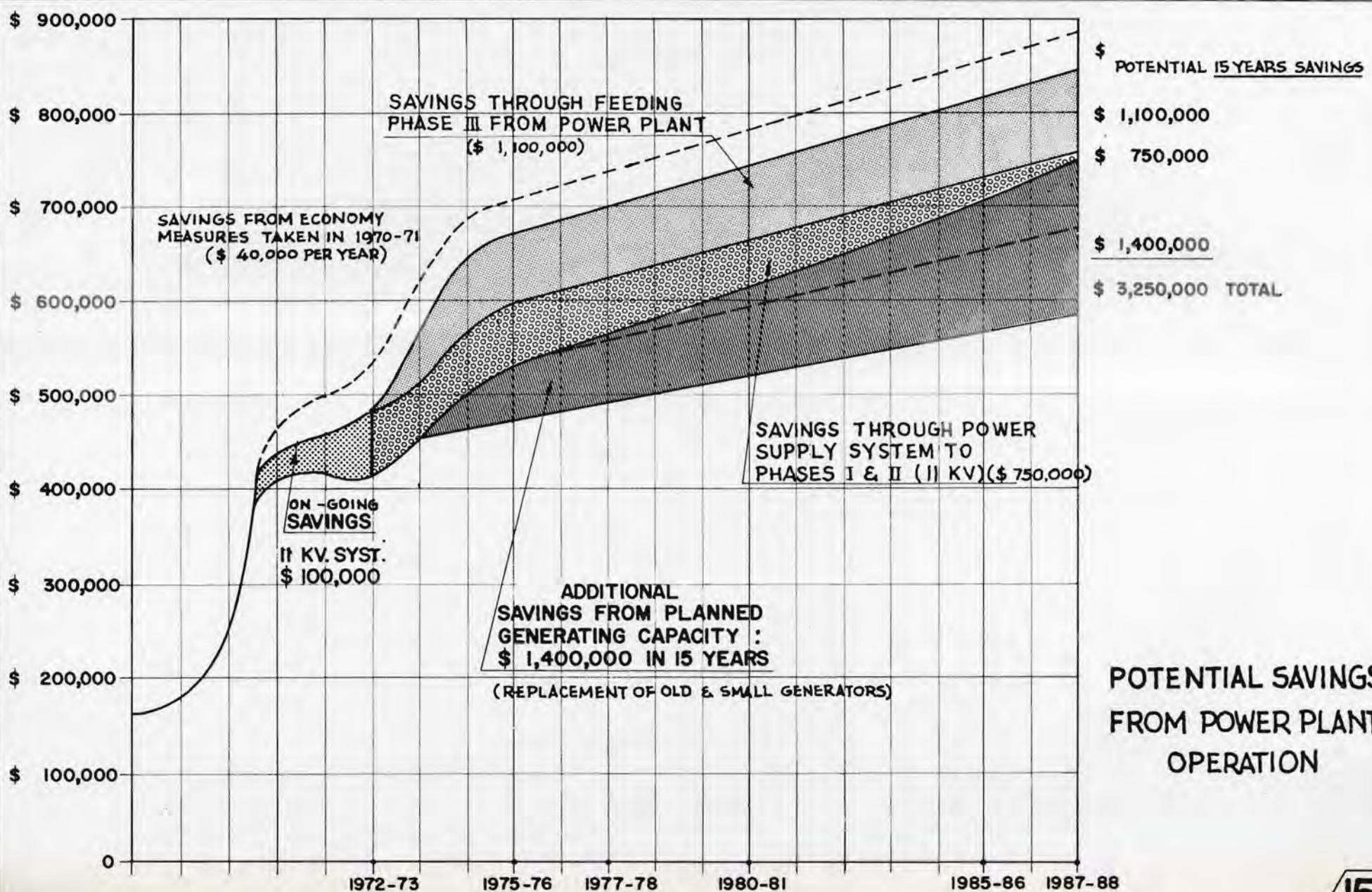
SERVICE EQUIPMENT REPLACEMENTS



* EQUIPMENT REPLACEMENTS REQUIREMENTS ARE BASED ON AN ASSUMED AVERAGE LIFE OF 14 YEARS.







ATTACHMENT I.

TEN YEAR PROJECTION OF PHYSICAL PLANT OPERATION, MAINTENANCE AND SERVICE EQUIPMENT REPLACEMENTS REQUIREMENTS⁽¹⁾

January, 1972

Account Number & Description	1969-70 \$	1970-71 \$	1971-72 ^X \$	1972-73 ^X \$	1973-74 \$	1974-75 \$	1975-76 \$	1976-77 \$	1977-78 \$	1978-79 \$	1979-80 \$	1980-81 \$	1981-82 \$	1982-83 \$
1401- Directorates Office	119,134	119,834	122,000	126,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000	165,000	170,000	175,000
1410- Main Campus (Old Facilities)	269,803	371,000*	263,680	280,300	310,000	316,000	322,000	328,000	334,000	340,000	346,000	352,000	358,000	362,000
1411- Main Campus - Phase III	---	---	---	---	210,000	280,000	300,000	306,000	312,000	318,000	324,000	330,000	336,000	342,000
1415- Janitorial - Main Campus	77,470	79,939	90,040	96,762	102,000	105,000	108,000	111,000	114,000	117,000	120,000	123,000	126,000	129,000
1416- Janitorial - Phase III	---	---	---	---	32,000	39,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
1420- Groundskeeping - Main Campus	35,370	37,716	40,600	39,910	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000
1421- Groundskeeping - Phase III	---	---	---	---	---	8,000	10,000	11,000	11,000	12,000	12,000	13,000	13,000	14,000
1425- Refuse Disposal ⁽²⁾	6,019	40	---	---	---	---	---	---	---	---	---	---	---	---
1430- I. C. Campus	54,785	37,319	38,543	30,150	38,000	39,000	40,000	41,000	41,700	42,400	43,100	43,800	44,500	45,200
1435- I. C. Janitorial	22,167	21,679	26,510	26,761	28,000	29,000	29,500	30,000	30,500	31,000	31,500	32,000	32,500	33,000
1440- I. C. Groundskeeping	12,759	7,811	8,590	9,127	10,500	11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,500	15,000
1450- Water Supply & Drainage ⁽²⁾	18,494	4,032	---	---	---	---	---	---	---	---	---	---	---	---
1455- Central Plants - Campus	---	---	24,310	24,668	44,000	44,000	45,000	45,000	46,000	46,000	47,000	47,000	48,000	48,000
1456- Central Plants - Auxiliary Enterprises ⁽³⁾	---	---	(3,000)	(3,000)	(20,000)	(21,000)	(21,000)	(22,000)	(22,000)	(23,000)	(23,000)	(24,000)	(24,000)	(25,000)
1457- Central Plants - Phase III	---	---	---	7,000	46,000	66,000	86,000	105,000	125,000	145,000	161,000	177,000	196,000	211,000
1460- Communications ⁽⁴⁾	83,596	75,434	180,131	188,673	205,000	218,000	230,000	243,000	250,000	255,000	260,000	265,000	270,000	275,000
1460- Communications - Transfers Out ⁽⁵⁾	---	---	12,000 cr	12,000 cr	13,000 cr	13,000 cr	14,000 cr	14,000 cr	14,000 cr	15,000 cr	15,000 cr	15,000 cr	15,000 cr	16,000 cr
1465- Maintenance Shop Net Expenses	12,587	60,589XX	23,000	24,805	26,000	26,000	27,000	27,000	28,000	28,000	29,000	29,000	30,000	30,000
Sub Total "A"	712,184	815,393	805,404	842,156	1,209,500	1,345,000	1,421,000	1,477,000	1,529,700	1,579,400	1,625,100	1,670,000	1,720,500	1,762,200
1510- Diesel Power Plant - Gross Expenses***	(140,225)	(129,474)	(205,000)	(222,000)	(266,000)	(300,000)	(316,000)	(326,000)	(334,000)	(344,000)	(354,000)	(364,000)	(377,000)	(384,000)
1510- Diesel Power Plant - Gross Income***	(210,000)	(182,000)	(275,000)	(300,000)	(400,000)	(475,000)	(500,000)	(515,000)	(530,000)	(545,000)	(560,000)	(575,000)	(590,000)	(602,000)
1510- Diesel Power Plant - Equipment Reserve***	---	---	30,000	35,000	55,000	70,000	70,000	70,000	80,000	80,000	80,000	85,000	90,000	95,000
1520- Boiler Plant - Gross Expenses	(117,148)	(114,000)	(130,000)	(138,000)	(174,000)	(189,000)	(210,000)	(215,000)	(228,000)	(233,000)	(239,000)	(245,000)	(250,000)	(255,000)
1520- Boiler Plant - Gross Income	(140,000)	(133,907)	(146,000)	(162,000)	(210,000)	(238,000)	(266,000)	(273,000)	(290,000)	(297,000)	(305,000)	(312,000)	(318,000)	(324,000)
1520- Boiler Plant - Equipment Reserve	---	---	5,000	10,000	20,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Sub Total "B" (Net Income)***	---	---	51,000 cr	57,000 cr	85,000 cr	129,000 cr	140,000 cr	147,000 cr	148,000 cr	155,000 cr	162,000 cr	163,000 cr	161,000 cr	162,000 cr
7125- MedCent Plant Eng'g - Gross Expenses ⁽⁶⁾	454,075	666,184	647,000	687,300	722,000	766,000	810,000	857,000	904,000	951,000	998,000	1,016,000	1,043,000	1,090,000
7125- MedCent - Transfers Out	108,848 cr	170,436 cr	180,000 cr	180,000 cr	192,000 cr	202,000 cr	214,000 cr	225,000 cr	240,000 cr	250,000 cr	254,000 cr	260,000 cr	272,000 cr	272,000 cr
Sub Total "C"	345,227	495,748	467,000	507,300	542,000	574,000	608,000	643,000	679,000	711,000	748,000	762,000	783,000	818,000
Total Budgeted by Physical Plant: (A + C)	1,057,411	1,311,141	1,272,404	1,349,456	1,751,500	1,919,000	2,029,000	2,120,000	2,208,700	2,290,400	2,373,000	2,432,000	2,503,500	2,580,200
(A + C - B) - Net Total	1,057,411	1,311,141	1,221,404	1,292,456	1,666,500	1,790,000	1,889,000	1,973,000	2,060,700	2,135,400	2,211,100	2,269,000	2,342,500	2,418,200
Insurance Campus & MedCent	(29,939)**	(41,354)**	46,000	46,000	56,000	56,000	56,000	58,000	58,000	60,000	60,000	60,000	62,000	62,000
Alterations & Improvements Campus & MedCent	(31,023)**	(41,855)**	30,000	30,000	40,000	45,000	45,000	46,000	46,000	47,000	47,000	48,000	48,000	49,000
Alterations & Improvements Housing & F.S. ⁽³⁾	(34,100)	(14,400)	(15,000)	(15,000)	(16,000)	(16,000)	(16,000)	(17,000)	(17,000)	(18,000)	(18,000)	(19,000)	(19,000)	(20,000)
Security Charges Campus & MedCent	---	(109,614)**	115,000	120,000	134,000	138,000	142,000	146,000	150,000	155,000	160,000	165,000	170,000	175,000
Not Budgeted by Physical Plant Sub Total "D"	---	---	191,000	196,000	230,000	239,000	243,000	250,000	254,000	260,000	267,000	273,000	278,000	286,000
GROSS TOTAL REQUIREMENTS (A + C + D)	1,057,411	1,311,041	1,463,404	1,545,456	1,981,500	2,158,000	2,272,000	2,370,000	2,462,700	2,550,400	2,640,100	2,705,000	2,781,500	2,866,200
Less Power Plant Net Income (B)	---	---	-51,000	-57,000	-85,000	-129,000	-140,000	-147,000	-148,000	-155,000	-162,000	-163,000	-161,000	-162,000
NET TOTAL PROJECTIONS	1,057,411	1,311,041	1,412,404	1,488,456	1,896,500	2,029,000	2,132,000	2,223,000	2,314,700	2,395,400	2,478,100	2,542,000	2,620,500	2,704,200

- (1) Projections include 3½ percent salary increases per year and a general inflation rate of 1% per year, (both of which are conservative). The growth of utilities consumption is assumed at 1½ to 2% per year which is also conservative and does not include expansion projects (other than Phase III). Figures

STATUS OF LAND PURCHASE - FINANCIAL SUMMARY

Date of Contract	Plot No.	Contract	Deposit in Contract	Key Money	Commissions	Expenses	Total Paid to Date	Appropriations L. L.	Balance On Hand(3)	Balance of Contract	ESTIMATED FUNDS REQUIRED TO CLOSE ACQUISITIONS				
		Price L. L.	Contract Price L. L.	Key Money L. L.	Commissions L. L.	Expenses L. L.	Total Required L. L.		L. L.	L. L.	Contract Price L. L.	Key Money L. L.	Commissions L. L.	Expenses L. L.	
		Advanced to Mr. Shammas (\$ 883,395) as per Mr. Shammas' Letter to Russel & Co July 29, 1971.						2,871,033							
		Other appropriations (\$ 238,300). February 1971, May 1971 and July 1971.						774,475							
9-68	456*	300000	300000		7500	27195	334695								
2-65	475*	35000	35000			7852	42852				11500			11500	
9-71	476*	375000	275000	(20000)	9375	23313	307688				20000			120000	
9-71	477(1)	77000	77000		1925	2579	81504				24000			4200	
	478/1*	10000	10000		250	1256	11506								
9-71	478/2*	15000	15000		375	1438	16813								
	479(1)	COMMON YARD TO PILOTS 477 AND 478													
4-67	480*	300000	300000		7500	30868	338368				27600			27600	
9-70	481*	9350	9350	6900	235	2139	18624								
9-70	482*	182050	182050	3500	4550	23388	213488								
3-69	483*	77437	77437		1935	7455	86827								
12-68	484*	63000	63000		1575	5778	70353								
12-68	486 (1200)*	33000	33000		825	4017	37842								
9-70	486 (600)*	18150	18150		441	3584	22175								
	486 (555)*	18490	18490			2823	21313								
	486 (45)*	1500	1500			196	1636								
	488/1	NOT YET PURCHASED									55000	7500	1375	4900	
12-69	488/2**	40000	40000		1000	137	41137								
4-70	488/5**	40000	39000		1000	206	40206		1000						
5-68	488/6**	35000	35000		875	390	36265								
4-70	488/8**	80000	77000		2000	250	79250				3000				
5-68	488/9**	100000	95000		2500	164	97664				5000				
	488/3/4/7	STAIRS BELONGING TO PLOT 488													
5-68	491/858*	320000	320000	9500	8000	31628	369128								
10-66	492/493(2)	65000	60000		1625	556	62181				5000				
	495	COMMON YEARD TO 491, 492, 493 and 494													
8-64	496/497*	158625	158625			15854	174479								
8-66	498*	300000	300000	21000	7500	26474	354974								
11-68	515*	210000	210000		5250	18997	234247								
8-66	962/963*	81000	81000			7404	88404								
					2000		2000								
						320	320								
						650	650								
MISCELLANEOUS COMMISSIONS															
SUNDRY EXPENSES															
SUNDRY EXPENSES (Plots 478/1, 481, 482 & 486/2400)															
		2,944,602	2,830,602	40,900	68,236	246,911	3,186,649	(\$ 980,507)	3,645,508	458,859	114,000	55,000	280,700	1,375	39,600
															490,675 (\$150,977)

NOTES: * Acquisitions Registered in Name of AUB
** Acquisitions - Registration in Process (2nd Decree)
(1) Acquisitions - Pending 3rd Decree
(2) Listed in 1st Decree - in Litigation
(3) Includes \$64,504 in Mr. Shammasi's Account a/c J.

Conversion Rate : L.L. 3.25 to \$ 1.00

CAPITAL WORKS PROGRAM

Attachment 3
June 30, 1972

<u>ITEM</u>	<u>1972-73</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
	\$	\$	\$	\$	\$
Rehabilitation of Bliss Hall	30,000	110,000			
Land Regularization, (registration of Phase III)	3,400	6,000	11,250	3,000	
Procurement of Stairs (between AUB and IC)	120,000				
Water supply Pumping Station and Supply Line (1)		44,000			
Soot Pollution Control :					
-Design		35,000			
-Equipment and Installation			400,000		
Land Acquisition (Plots 485, 487, & 494, South of Road 55)		138,000			
Extension of Steam Distribution System (2)		40,000	40,000	40,000	
Campus Lighting : 1st Phase		56,000			
2nd Phase			24,000		
Telephone System					
-Replacing the Old 1963 Model 30 Trunk Equipment					
(issue () with New Model Equipment Trunk					
Equipment (issue 18)		60,000			
-Tie Line Equipment (deficiency Phase II)				10,000	
Agriculture Wing B Rehabilitation		70,000			
Greenhouses ⁽³⁾		35,000	35,000	35,000	35,000
Penrose Hall - Elevator		13,000			
Renovation Agriculture and A/C Lecture Hall*		22,000			
Lockers for Engineering (Old Chemistry) ⁽⁴⁾		12,000			
Renovation of Marquand House			70,000		
New Library: Design		90,000	275,000		
Construction				6,500,000	
New Elementary School-----		658,000			
Gymnasium ⁽⁵⁾ : 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 Buildings		18,000			
A/C Fine Arts Department		30,000			
Water Main Direct to Laundry		11,000			
Rehabilitation of New Men's Dormitory ⁽⁶⁾		120,000			
Head House		30,000			
Farm Machinery Lab. Building (AREC)		70,000			
Surface Drainage (Campus)				42,000	
Rehabilitation Electric System Science					
-Lecture Hall			10,000		
Renovation of Post Hall ⁽⁷⁾			80,000		
Surface Tennis Courts (all weather)			30,000		
Light Tennis Courts			14,000		
New Warehouses ⁽⁸⁾			37,500		
Infirmary Expansion			30,000		
Rehabilitation of Faculty Apartment II ⁽⁶⁾			110,000		
Rehabilitation of Faculty Apartment I ⁽⁶⁾			70,000		
Procurement of Public Domain (Pocket Area)				255,000	
Athletic Field Lighting				70,000	
Update Computer Center ⁽⁹⁾					1,043,000 ⁽⁹⁾
-Equipment					10,000
-Alterations to Building					12,000
University Water Wells					30,000
Rehabilitation of West Hall					25,000
A/C West Hall Auditorium					40,000
Jewett Dormitory ⁽⁶⁾					50,000
Laura Bustani Dormitory ⁽⁶⁾					40,000
Murex Dormitory ⁽⁶⁾					300,000
Additional 1500 KW Generator (including installation costs)					
Grandstand Phase II and Relocation of Road (including dressing rooms)					260,000
Alterations to Thompson 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 ⁽⁶⁾					100,000
	TOTAL	153,400	731,000	1,343,250	7,456,500
					3,302,000

Notes:

- (1) Project includes piping manifold between pumps and tank (\$ 15,000)
- (2) Capacity in Boiler Plan more than adequate,
- (3) A total of four required
- (4) Lockers and other furnishings.
- (5) Includes equipment
- (6) Rehabilitation of Heating Plumbing, Sanitary and Electrical installation, including tiling and Plaster Repairs.
- (7) Includes reroofing.
- (8) 10,000 SF.
- (9) May rent in lieu of purchase.
- * New Project.

ATTACHMENT IV

GROWTH OF THE AUB PHYSICAL PLANT BUILDING FACILITIES AND RESULTING
COMMITMENTS FOR BUILDING SERVICE EQUIPMENT REPLACEMENTS AT END OF USEFUL LIFE⁽¹⁾

Fiscal Year	Total Floor Area of Buildings m ²	REPLACEMENT VALUE OF BUILDINGS			UTILITIES & Communicat.	SERVICE EQUIPMENT REPLACEMENT AT END USEFUL LIFE				
		Building Facilities \$	Service Equipment \$	Total Value \$		Old Buildings Actual Exp. \$	Old Buildings Requirements \$	MedCent Phases I & II \$	MedCent Phase III \$	Total ⁽³⁾ Requirements \$
1967-1968	160,000	16,000,000	1,000,000*	17,000,000	500,000	8,000	40,000	—	—	40,000
1968-1969	160,000	16,000,000	1,000,000*	17,000,000	633,000	10,000	45,000	—	—	45,000
1969-1970	188,000	20,000,000	3,000,000	23,000,000	735,000	11,000	50,000***	1,000	—	51,000
1970-1971	215,000	28,000,000	7,000,000	35,000,000	841,000	9,000	51,000	3,088	—	54,088
1971-1972	215,000	28,000,000	7,000,000	35,000,000	954,000	13,000**	52,000	15,000	—	67,000
1972-1973	215,000	28,000,000	7,000,000	35,000,000	1,008,000	16,000**	53,000	30,000	—	83,000
1973-1974	240,000	32,000,000	9,500,000	41,500,000	1,236,000	—	54,000	50,000	—	104,000
1974-1975	240,000	34,000,000 ^x	10,000,000	44,000,000	1,331,000	—	55,000	70,000	1,000	126,000
1975-1976	240,000	34,400,000	10,100,000	44,500,000	1,381,000	—	56,000	90,000	5,000	151,000
1976-1977	240,000	34,800,000	10,200,000	45,000,000	1,419,000	—	57,000	120,000	15,000	192,000
1977-1978	240,000	35,200,000	10,300,000	45,500,000	1,447,000	—	58,000	150,000	25,000	233,000
1978-1979	240,000	35,600,000	10,400,000	46,000,000	1,474,000	—	59,000	180,000	35,000	274,000
1979-1980	240,000	36,000,000	10,500,000	46,500,000	1,500,000	—	60,000	210,000	45,000	315,000
1980-1981	240,000	36,400,000	10,600,000	47,000,000	1,527,000	—	61,000	220,000	55,000	336,000
1981-1982	240,000	36,800,000	10,700,000	47,500,000	1,555,000	—	62,000	230,000	70,000	362,000
1982-1983	240,000	37,200,000	10,800,000	48,000,000	1,582,000	—	63,000	240,000	80,000	383,000

* Campus Academic and Housing old building facilities.

** Restricted budgets limited to past level reinvestment.

*** 5% of equipment installed value, i.e. about 7% CIF Beirut value of replaceable equipment; which corresponds to an overall assumed average useful life of 14 years. This is very conservative for this type of equipment and may be achieved only through extensive preventive maintenance.

x Increase for rehabilitation works on existing Medical School Buildings (Part of Phase III project).

(1) Excluding minor expansion projects and the New Library; projections include a general inflation rate of 1% per year.

(2) Heating, ventilation, airconditioning, domestic hot water, refrigeration; excluding Power Plant and Main Utilities systems.

(3) Should reach 4% of equipment installed value; i.e. about 7% of replaceable equipment CIF Beirut value, which corresponds to an overall assumed average useful life of 14 years. This is very conservative for this type of equipment, and may be achieved only through extensive preventive maintenance. Total requirements should thus reach at least \$ 440,000 by 1986. Postponing equipment replacements as has been done in the past is not possible any more, due to the nature of the new building facilities, the occupancy of which is fully dependant on the reliability of its service equipment.

ENGINEERING & CONSTRUCTION

During this reporting period, the Engineering & Construction Division has continued with its design and implementation program. This includes 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 started with its program of building inspections and has provided the Directorate with the various essential engineering services, studies, reports and assignments it was charged with. Thus during this past year this Division has been able to:

- Produce engineering studies and designs for about \$ 285,000 worth of projects.
- Supervise and manage about \$ 180,000 worth of construction works.
- Provided professional engineering assistance and services to the Directorate to the tune of about 32% of its available manpower.
- Started its Building Inspection Program.
- Started on the Book of Technical Specifications for University Contracts.

The following listing is a measure of some of the activities and achievements of this Division.

1. PROJECTS COMPLETED

- a) Capital Works Projects: The following 6 projects at a total estimated cost of \$ 101,000 were implemented and completed.

1-	High Tension Cable to MedCent	\$ 41,000
2-	Changeover switches at MedCent	\$ 13,000
3-	Heat Old Chemistry Building	\$ 10,000
4-	Renovations in Engineering Alumni Hall	\$ 14,000
5-	Surfacing and Lighting of Basket/Volley-ball Courts	\$ 18,000
6-	West Hall Stage Lighting	\$ 5,000

.../...

b) PRC Projects: Fifty one alteration, improvement and/or major repair projects at a total estimated cost of \$ 72,000 were designed, awarded and completed.

2. PROJECTS UNDER IMPLEMENTATION

a) Pending Projects: The design of the following two Capital Works projects at an estimated cost of \$ 176,000 is now complete.

- | | |
|---|------------|
| 1- <u>Campus Lighting - Phase I:</u> Detailed design and tender documents were completed and are being held pending availability of funds. | \$ 56,000 |
| 2- <u>Steam Distribution System:</u> Detailed design and specifications are now complete. Scope of work and bills of quantities will be prepared for the various parts as approved for execution. | \$ 120,000 |

b) Projects in Process: Sixteen alteration, improvement and/or major repair projects at a total estimated cost of \$ 42,700 are under various stages of design and/or execution.

3. CAMPUS PLANNING COMMITTEE

The Campus Planning Committee held two meetings for discussion of various projects. The following is an outline of the Committee's activities for this period.

- The routing of the Campus steam distribution system was reviewed and the Committee agreed to the necessity of providing an emergency steam line to the Medical Center and of looping the system as proposed.
- The location and nature of bleachers for the Basket/Volleyball courts were discussed at length. The construction of permanent bleachers between the track and the road to the south was recommended.
- The question of student participation on the Committee was reviewed. It was agreed to recommend the appointment of the Dean of Student Affairs a member of the Committee.

- A number of other various minor projects were discussed.
 - . Stepped sidewalk along road leading to Women's Dormitories.
 - . Reconstruction of property fence north of Power/Heat Plant.
 - . Construction of concrete steps west of Van Dyck Hall.
 - . Enclosing area under the New Grandstand.
 - . Pine grove/parking area north of Post Hall.

4. PROJECTS REVIEW COMMITTEE

During this reporting period, the Projects Review Committee held 8 meetings for review of the various project requests submitted by Faculties and Departments. A total of 195 projects estimated at \$ 227,520.- were reviewed by the Committee of which 137 projects estimated at \$ 137,095.- were approved in Priority I for immediate execution as summarized below:

Meeting	Number <u>Approved</u>	Total Est. \$	A. & I. \$	M. & R. \$
31st.	28	38,230	21,385	16,845
32nd.	13	5,305	5,305	--
33rd.	27	30,195	29,195	1,000
34th.	10	5,805	5,805	--
35th.	22	30,020	9,075	20,945
36th.	14	12,090	2,860	9,230
37th.	11	9,180	8,100	1,080
38th.	<u>12</u>	<u>6,270</u>	<u>5,470</u>	<u>800</u>
TOTALS	137	137,095	87,195	49,900

Furthermore, the Committee reviewed and referred to the Board of Trustees four projects estimated at \$ 13,000 for funding from savings in completed Capital Works Projects.

5. PROFESSIONAL SERVICES

- a) Campus and MedCent Water Supply: The Division is at the moment exploring the possibility of prospecting for a potable water supply on Campus. It seems that a wildcat well driven to a depth of about 250 meters stands a very good chance of encountering a water bearing strata of quality and capacity to meet the University's overall needs.

Preliminary cost estimates indicate that about \$ 9,000.- will be needed to drive and test the well; and if successful, another \$ 25,000 would be required for the casing, pump, piping, etc.. At the present rate of consumption (2000 cubic meter/day for the Campus and Medical Center). The University stands to save better than \$ 50,000/year in water bills, and have a more reliable source of supply.

- b) Inspection of Buildings: The Division has started its program of building inspections and is preparing its reports to conform with the following concepts:

- Conditions that constitute a hazard and therefore should be attended to immediately.
- Items which fall under the general maintenance and repair of the various facilities and which are to be attended to through the routine operation of the Directorate.
- Long range rehabilitation requirements aimed at maintaining the facilities within reasonable and acceptable standards, and at reducing the overall long range maintenance costs.

The following buildings have already been inspected and the pertinent reports submitted; the corresponding Capital Works project requests are being submitted.

1. New Men's Dormitory: The major problems in the building are its bad plumbing history, run-down heating equipment, defective wood joinery works and poor quality floor tiles.

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2. Faculty Apartment I: Here the electrical and plumbing systems are functioning properly but it is beginning to appear that they cannot last much longer without major rehabilitation. Furthermore, the exterior appearance of the building is contrasting poorly with the Medical Center and need to be refinished.
 3. Agriculture Wing B: This facility as a whole is run down beyond the limit of ordinary maintenance efforts and needs major rehabilitation very soon.
- c) Inspection of Electrical Systems: The inspection of electrical systems is being coordinated with the overall building inspection program. However systems which are under rated or considered as constituting a hazard are being treated separately and more urgently. The following were so considered and treated.
1. Bechtel Building: Panelboards and primary distribution wiring were undersized and therefore heating up. The system was changed and is now in operation.
 2. Agriculture Wing B: Here panelboards of the 110 and 220 Volt systems, and the whole of the 220 Volt system were changed and are now in satisfactory operation.
 3. West Hall Auditorium Lighting: The wall mounted lighting system constitutes a definite fire hazard. A project covering necessary rehabilitation was approved by PRC, designed and is now out for bids. Implementation is scheduled to start next July.
 4. Biology Building: The 110 and 220 Volt panelboards are not properly divided and are operating at full capacity. A project for replacing these panelboards is under design. Implementation is scheduled to start next August.
- d) Engineering Studies and Reports: The Division conducted several engineering studies and submitted the pertinent feasibility reports and recommendation.

.../...

1. The adequacy of steam supply network to the Engineering complex was reviewed vis a vis requirements and installed capacities in the various buildings.
 2. The heating load of Ada Dodge Hall versus installed equipment and heating radiators was studied and the major shortcomings of the system reported.
 3. Heating requirement in Dean Najemy's residence were evaluated as to adequacy and operating condition, and recommended actions reported.
 4. Campus Medical Center power loads were evaluated and compared with the Power Plant production capacity. A scheme for making maximum use of the Power Plant capabilities and therefore realizing maximum saving to the University was prepared and recommended for implementation.
 5. An economic comparative study for feeding OEL power to Phase III (if the need arise) was prepared. The report points out that supply from the existing city vault in MedCent would be more economical than a new vault in Phase III.
 6. Prepared studies and cost estimates for providing security vaults in College Hall and the various faculties.
 7. The old medical building (Public Health) was inspected, and basic heating, lighting and various other requirements studied in the light of a short "useful life" until rehabilitation under Phase III program.
 8. Prepared basic technical specifications and attended to compiling and binding of the "invitation for proposals" for the O.P.D. site development project.
- e) Construction Permits: The Division prepared necessary documentation, submitted, followed up and secured construction permits for the following projects:
- Power Plant expansion to house Phase III generators.
 - Reconstruction of boundary wall near Boiler Plant.
 - Closing in fence wall near Greenhouse area.

f) Miscellaneous Services: The Division attends to various assignments and services; among the tasks performed:

- Checked and followed up on some spare parts orders for Medical Center.
- Various inspections and/or studies on minor engineering problems in the Directorate.
- Prepared basic requirements and scope, and worked out cost estimates for projects submitted to the Projects Review Committee.
- Provided technical advice to maintenance personnel on specialized jobs.
- Forwarded recommended spare parts lists for projects executed and completed by the Division.

g) Drafting Services: The Division spent about 800 drafting manhours on various services to the Directorate.

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

6. PROGRAM FOR THE COMING YEAR

In addition to the various project designs, supervision of construction and general professional services required from the Division, the following major assignments are programmed in the Division activities for the coming year.

... / ...

- a) Inspection of Buildings: The building inspection program already started is to be continued on a University wide basis and the pertinent reports submitted. It is estimated that about 700 man-hours will be needed for this program during the coming year.
- b) Phase III Operation and Maintenance Requirements: With Phase III well underway, it has become necessary to start on a detailed study as to plant requirements. This involves documentation of installed equipment, maintenance and spare parts requirements, preparation of operation and routine inspection charts and expected personnel schedules. About 2200 manhours were spent on a similar program for Phases I and II.
- c) As-Built Records: The Division is planning to continue with its updating of records and as-built drawings. It is estimated that this will require the full time services of a casual draftsman.
- d) Technical Specifications: Preparation and compilation of the Book of Technical Specifications for construction works is underway. This work needs to be completed during the coming year.

PLANS AND PROGRAMS

1. Land Purchase in the "Salient"

A land purchase decree authorizing the University the acquisition of eight parcels of land in the Salient area was published in the local official gazette on September 2, 1971. Under this decree plots 476 and 478 (1/2 of plot title) were purchased by the University (September 2, 1971) as authorized by the Board Executive Committee (June 1971 Board Meeting). Plot 477, purchased by the University, but not listed in the new land purchase decree, was registered in the name of Attorney Hanna. The title to plot 477 is held in escrow by the University pending the publication of a new decree for transfer of the property to the University.

The titles to four other plots (see attached drawing for details) 478 (1/2 title), 481, 482, and 486 held by Mr. Shammas for the University, were also transferred to University ownership (December 31, 1971). The remaining plot 488 (five out of six titles in plot condominium) held by Mr. Shammas, will be registered in the name of the University before August 31, 1972, (date of expiration of the land purchase decree).

The disbursements made by Mr. Shammas for the transfer of the above four plots to the University amount to \$ 7,340, leaving a balance of \$ 64,504 in Mr. Shammas' advance as of June 30th, 1972. (For details see Attachment - Status of Land Purchase - Financial Summary, updated June 30, 1972). During this reporting period, the Land Development Committee held several meetings in connection with the purchase of plots 476, 477 and 478 and the transfer of land titles held by Mr. Shammas for the University. The Committee also discussed future acquisitions in the Salient area South of Street 55. On May 10th, 1972, the Committee reviewed the status of the negotiations for vacating the new acquisitions in the Salient and approved amicable settlements for vacating ten tenants. The remaining tenants in the area are being approached with a view to vacating the other plots.

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2. Land Regularization (Stairs)

The formalities for transfer of the public domain located between the University Campus and the International College Campus (road and stairway) to the Municipal domain, were executed by the Government departments concerned.

The Expropriation Committee of first instance held several meetings in January, February and March 1972 for appraising the value of the land (stairs and road) also comprising four leftover parcels adjoining the public domain between AUB and IC.

As a result of considerable effort, the decisions rendered by the Expropriation Committee indicate that a total estimated price of \$ 110,000 is in order as compared with the \$ 200,000 assessed earlier by the Municipality. The Municipality has appealed (April 1972) the decisions rendered by the Expropriation Committee and the price of L.L. 250/m² (basis for the \$ 110,000). A counter appeal to the Municipality appeal is in process by the University attorneys and it is anticipated that the price of L.L. 250/m² will be maintained.

(Cul de Sac) A new decree waiving the alignment of the public roadway (known as Cul de Sac, west of the new Chemistry building) was published on May 10, 1971 in the official gazette. This decree will permit the annexation by AUB of the present six meter (wide) roadway to the various plots of land bordering the roadway and securing the north-west boundary.

3. Updating Real Property Ownership Records and Title Deeds

The Main Campus, plot 412, buildings were inspected by the Finance Department and the rent value appraisal was completed by the built property tax department as a basis for the registration taxes to be assessed in connection with the updating of above property records. The funds for above registration action (new

.../..

buildings or renovated buildings) are estimated in the order of \$ 18,000 as opposed to previous estimates of \$ 32,000. Funds are available for this payment. (Board of Trustees meeting, February and June 1971) land regularization, votes 71-10 and 71-27.

4. Capital Works Program

The program (attachment 3) continued to be updated during the reporting period with projects being deferred year to year and the overall costs increasing in total as new requirements were generated but old requirements rarely funded.

The proposal to establish a milk processing building (\$ 12,000) at the AREC was approved by the Board (February Board Meeting) on the basis that funds would come from the sale of dairy animals culled from the herd.

The savings of \$ 13,000 from prior capital works projects were approved to fund the installation of fluorescent lighting in certain academic buildings and street lighting for a section of road between the library and the girls dormitories.

The Board, during its recent meetings, approved the renovation of the first floor of Bliss Hall (\$ 30,000) as an immediate project pending the possible acquisition of funds from outside sources to renovate the whole of Bliss Hall (\$ 140,000). The immediate project (\$ 30,000) will be funded from previously appropriated plant funds.

5. Space Utilization

The space analysis for the Faculty of Arts and Sciences indicates that the total space assigned for classrooms and laboratories is over that required by the educational load up to 1977-78. The study also indicates a deficiency in office space to satisfy requirements up to 1977-78.

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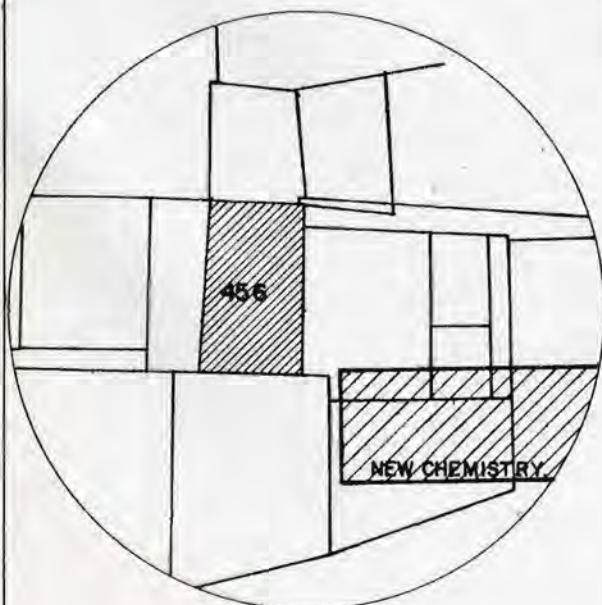
The space analysis and study for the Faculty of Agricultural Sciences was completed during the reporting period. The study indicates that the physical facilities assigned to the School are adequate for supporting the undergraduate program, but insufficient for the graduate program being offered. Classroom and instructional laboratory space (mainly utilized for undergraduate students) is sufficient while research, office and storage space does not meet the present and future requirements. An additional 12,000 net assignable square feet of physical facility space will be required for providing the need of the School up to the year 1977-78. This may be resolved by a realignment of excess space in other faculties and developing better utilization rates of existing facilities. The need for utilizing Bliss Hall is indicated. This will require alteration funds. (See previous item Capital Works Program).

A space inventory of all physical facilities on Campus (excluding the Medical Center) is being prepared. The inventory will cover a space designation by function (room by room), and it is contemplated that a computerized version of this inventory will eventually be possible.

6. Alumni Club Building

During its November 1971 meeting, the Board requested the new Joint Committee on Alumni Relations to present a final decision on the location of the new Alumni Club. Several propositions were made and the proposal for exploitation of the old OPD site as a short term investment was presented to the Buildings and Grounds Committee.

During the March 1972 meeting the Board authorized to explore the possibilities for above exploitation providing "no cost to the University" and the ownership of the site be preserved. The University received three firm offers for the utilization of the old OPD site. These offers were submitted to the Board during the July 1972 Board Meeting.



- ACQUISITIONS REGISTERED A.U.B. PROPERTY.
- UNDER LITIGATION.(PLOTS 492 / 493)
- ACQUISITION UNDER REGISTRATION (2nd DECREE)
- COMMON YARD TO ADJOINING PLOTS (495)
- ACQUISITIONS,(REGISTRATION UNDER 3rd DECREE)
- 494 FUTURE ACQUISITIONS(LARGE NOS UNDERLINED)

AMERICAN UNIVERSITY OF BEIRUT.
PHYSICAL PLANT DEPARTMENT.

LAND PURCHASE.
NORTH-EAST CAMPUS SALIENT

DRAWN BY: F. NUJAIM.	CHECKED BY: E. TAKLA.	APPROVED BY:
SCALE: 1/1000	DATE: APR. 6. 1971. REV. JAN. 4. 1972. REVISED: MAY. 18. 71. = OCT. 1. 72	JUNE 30. 1972

