

May 3, 1976

Mr. Antoine Massabky,
Cedar Plaza Apartments,
Apt. #505,
Montreal, Que.

Dear Mr. Massabky,

I am enclosing a copy of my letter to Dr. Wilson which I hope will help in the planning and preservation of the Penfield Lecture, which Dr. Haddad was instrumental in starting and which you have supported so enthusiastically. I will let you know if I hear from Dr. Wilson.

In the meantime, let me say how much I enjoyed meeting your wife and Candy the other evening and having the wonderful chance to review some of your great hopes in regard to future support of the Institute.

The cost of the bronze bust has been completely covered by the generous donation of Mrs. Massabky and yourself. I am delighted that you are interested in a proper setting for the bust which we would plan to have in the Fellows' Library of the Institute. I am hopeful that with the architect's help, we could design a Penfield niche or even a Penfield Room. I will get some sketches and a first quotation on this back to you for your consideration. It is another very generous gesture, and the Penfield area in the Library would be something I hope that would forever identify Dr. Penfield's immense contributions.

In regard to a chapel, I know that this was one of Dr. Penfield's interests and it coincides very much with the concern that I had at the time we were planning the Penfield

Mr. Antoine Massabky

May 3, 1976

Pavilion, as we now call it. As I explained, the previous chapel which was in the Royal Victoria Hospital fairly near to the Institute, has been for some years placed a long way off, quite inaccessible to our own patients and relatives who would seek solace in such an area. We would like to make the chapel simple but elegant, a place where both the patients and their relatives could have a quiet haven without disturbance. As I mentioned, one of our former operating room nurses is now creating some very fine glass sculptures which might be quite suitable as a feature of the chapel, and would of course be uniquely appropriate because of her own attachment to the Institute in earlier years. I will get further information from her about this. My Planning Officer and I intend now to review the final plans for the allotment of the function of certain areas, and we will locate a suitable place for the chapel.

The generous interest of yourself and Mrs. Massabky has been a great inspiration to me and I know that the things we have talked about would be a great satisfaction to Dr. Penfield. Thus I know that we would all be carrying out the things in which he was most interested and doing this with your very generous support.

In regard to the future, I refer you to Dr. Penfield's letter to you of January 14th, in the last paragraph of which he indicates a point that we were making in our discussion with Mr. Senecal the other evening. It is important to name the Neurological Institute as such so that there is no confusion between the Institute and other academic departments of McGill. Any donations specifically donated to the Institute are under the control of the Director of the Institute, subject of course to the approval of the Board of Governors of the University. But this would ensure that the Institute would receive the support if that is what you wish, for all the wonderful things Dr. Penfield started, and that the money would not be dissipated. I can think of no better way for you to preserve the memory of Dr. Penfield's great works and to ensure that what he called "exciting beginnings" will continue to flourish long into the future.

If it is your wish that the Director of the Institute could play a role as advisor, then I think that would be a great honour and privilege. One of the reasons that the Institute's work will never stop is that Dr. Penfield insisted time and time again on the importance of endowment to provide for the research activities as contrasted with the hospital work, which is now of course supported by public funds provided through the government. The two have always been separated in regard to budget and the Rockefeller Foundation grant originally given in 1934 is still intact, and has never been

Mr. Antoine Massabky

May 3, 1976

touched to pay the hospital activities even though in times past we had a fairly substantial hospital deficit. I am putting this down to indicate that whatever contributions are made to the Neurological Institute have always been protected for that particular purpose, and since they are handled by the University and are invested on behalf of the Institute in the University endowment holdings, they are doubly secure.

Please excuse me for putting these facts down in detail, but I hope that you will be able in this way to come to the decision that you and Mrs. Massabky wish to make according to your own particular desires. What we value a great deal is your tremendous moral support and friendship for the work of the Institute, which I intend to keep going at a level of excellence that would meet with Dr. Penfield's high standards.

With warmest regards and many thanks,

Yours sincerely,

William Feindel, M.D.,
Director,
Montreal Neurological
Institute and Hospital.

WF/sg
Encl:

MEETING. APRIL 29. 76.

A. 11.

General

1. to write C. Wilson.
2. possible transfer
temporarily of
Penfield lectures
to M.V.I.

3. Foundation,
M.V.I.

Massabky

TRANSCRIPTION OF LETTER TO MR. MASSABKY FROM DR. FUAD S. HADDAD DATED JAN.12,1976

Beirut.

Dear Mr. Massabky,

Thank you very, very much for your delightful letter. Mr. Halkias called me on the phone to give me the good news that you and Mrs. Massabky are in excellent health. Unfortunately he was leaving Beirut and I could not see him. He sent me your letter to the American University Hospital.

The region, in which we live, is relatively calm. We hear a great deal of gun, canon and mortar fire. We see severe fires and smoke. A bullet hit the apartment near ours. A bullet fell on the ledge of one of our windows and on our roof but did no damages. Our hospital, the Orient Hospital was, and still is, in the hottest area. Although we were able to save most of the valuables including the manuscripts, the instruments and equipments are still there and we do not know what has happened to them because it is impossible to go there. In one of the first rounds the operating room had received a direct hit and the 3rd floor partially burnt. Nobody was hurt. The building has been evacuated from the people.

Since the beginning of the fighting I have been going to the American University of Beirut daily. I have been operating on many casualties. Most of the injured are uninvolved people. Some 10,000 have died and about 50,000 injured thanks God nothing has befallen on the members of my family. My mother has come down from the mountains where new fighting is breaking out.

My secretary has come to work for only four days in the past two months and this is why I am sending you this letter hand-written. I hope you did not have much difficulty to decipher it. The Post Office is not functioning in Lebanon, so please do not be surprised if this letter is marked from somewhere outside this country. For the same reason you have not yet received the books. I am looking for some way to have them mailed from outside the country to your address in Florida.

Continued.....

My wife and children thank you very much for your concern. We have at last been able to get the school started at the University. The only function (educational) that has not had any interruption in spite of very bad security situations was the Neurosurgical Conferences which are held every Saturday morning. I am sure you and Dr. Penfield will be proud to hear that. My six children have, at last, been able to go to their school some five hundred yards from home. This has been a great relief for my wife who can at present have a few minutes of relaxation.

I earnestly hope that next time I write to you, and soon, I will be able to bring to you better news than what I had to tell you today.

My very best wishes to you and your dear wife from me, my brother and all the members of our families for a very happy New Year. I am afraid we are in for a very desolate 1976.

Yours as ever,

Fuad.

sg

Adir Penfield

A. G. MASSABKY

Mr. Penfield:

Feb. 12/76

Enclosed a letter I have just received from Mr. F. Haddad mailed from Egypt. I am so happy to know that his family has been spared.

God bless them all as it was a real massacre.

Keep well and kindest regards.
Sincerely,
Adir Penfield.

FUAD S. HADDAD

M.D., F.R.C.S.(C), F.A.C.S.

NEURO-SURGEON

CL. ASSOC. PROF. OF SURGERY
AMERICAN UNIVERSITY OF BEIRUT

office address :

ORIENT HOSPITAL
BEIRUT, LEBANON

Beirut, Jan 12, 1976

Dear Mr Massabki,

Thank you very, very much for your delightful letter. Mr Halkias called me on the phone to give me the good news that you & Mrs Massabki are in excellent health. Unfortunately he was leaving Beirut & I could not see him. He sent me your letter to the American University Hospital.

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Continued...

FUAD S. HADDAD
M.D., F.R.C.S.(C), F.A.C.S.
NEURO-SURGEON
CL. ASSOC. PROF. OF SURGERY
AMERICAN UNIVERSITY OF BEIRUT

Jan 12, 1976

office address :
ORIENT HOSPITAL
BEIRUT, LEBANON

Dear Mr. Halkias
I hope you and Mrs.
were leaving Beirut

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Yours as ever
Fuad

Continued.....



MONTREAL NEUROLOGICAL INSTITUTE

Department of Neurology and Neurosurgery

McGill University

and

MONTREAL NEUROLOGICAL HOSPITAL

3801 University Street - Montreal, Quebec H3A 2B4

Tel. (514) - 842-1251 Cable: NEUROMONT

WILDER PENFIELD Honorary Consultant

K.A.C. ELLIOTT Honorary Consultant in Neurochemistry

HERBERT JASPER Consultant in Neurophysiology

FRANCIS MCNAUGHTON Professor of Neurology Senior Consultant

*MRS. ALPHONSINE HOWLETT
Director of Administrative Services*

PIERRE GLOOR

Professor,

*Electroencephalography &
Clinical Neurophysiology*

LEONHARD WOLFE

*Professor, Neurochemistry
Donner Research Laboratory*

GORDON MATHIESON

Neuropathology

BRENDA MILNER

Professor, Psychology

ROMEO ETHIER

Neuro-Radiology

*WILLIAM FEINDEL
Director
Chairman of
Neurology & Neurosurgery
William Cone Professor
of Neurosurgery*

*PRESTON ROBB
Professor of Neurology
and Neurologist-in-Chief*

*GILLES BERTRAND
Professor of Neurosurgery
and Neurosurgeon-in-Chief*

*DAVY TROP
Anaesthesia*

*THEODORE RASMUSSEN
Professor of Neurosurgery
Senior Consultant*

January 14, 1976.

Mr. A.G. Massabky,
707 Gulfstream Avenue,
Sarasota, Florida,
U.S.A.

Dear Mr. Massabky,

Before I wrote this letter I had many acknowledgements to make. The gift from you and Mrs. Massabky of Florida grapefruit and oranges delighted us, and we have been eating these juicy fruits every morning, and feeling grateful to you on each occasion.

I was astonished and pleased to learn from the pamphlet devoted to that fact by the Shrine of Our Lady of Lebanon in North Jackson, Ohio, that three of your ancestors, the three brothers Massabki who were loyal to the Christian discipline of Maron, and who were martyred for the faith in 517 A.D. and had been created saints. It is a remarkable tradition of which the Massabkis must be proud.

I have read the announcement of November 26th, 1975, from Howard Page, Chairman of the Board of Trustees of A.U.B. and I received your letter of December 20th, asking whether I have any suggestions to make to your lawyer who is about to rewrite your Will. "as to what other University in the Middle East should be mentioned ... in case A.U.B. closes". Since then, I have had a telephone discussion with Mr. Senecal, and after that I wrote him a letter, a copy of which I am now enclosing to you.

The central idea was, as you will recognize, that each of the institutions that will in the future benefit from the income of the Massabky Foundation should establish scholarships for graduate study available to students in the Middle East, either Arab or Christian, who might arrange for their employment in some educational institution of the Middle East on the termination of their scholarships, to come to Canada and carry out graduate studies.

Mr. A.G. Massabky, January 14, 1976, page 2.

This would apply to McGill University and the University of Montreal and to any other institution such as the Montreal Neurological Institute that you might decide to include in the scheme, in case the A.U.B. should close.

It would be understood that each recipient institution would devote only a part of its bequest to the establishment of such scholarships. I would further suggest that if you decide to include the Montreal Neurological Institute you should name it as specifically as the Montreal Neurological Institute of McGill University, so that there should be no misunderstanding, as between the Neurological and other academic departments of McGill.

Yours sincerely,

Wilder Penfield.

WP/sg
Encl:

January 12, 1976

Mr. H. Senecal
McMaster, Meighen, Minnion, Patch
and Cordeau
Barristers and Solicitors
Bank of Montreal Building
127 St. James St. West
Montreal, Quebec

Dear Mr. Senecal:

Following our talk on the telephone yesterday regarding Mr. Antoine Massabky's Will, I have given the matter a good deal of thought and have discussed certain aspects of it with Dr. Feindel.

I believe, as you know, that universities have a longer life than any other institution in our society today, and yet there is reasonable fear for the American university in Beirut. If he is not able to help this university as he would like, one might think of the university of Istanbul or Cairo. I have more experience with Istanbul; their work in the history of medicine is very good.

However, there is another way of helping medical education in the Middle East and one which Mr. Massabky might be interested in is suggested to me by the fact that Dr. Fuad Haddad has sent some excellent young men for graduate study in medicine to the Montreal Neurological Institute in the past, and I am told by Dr. Feindel that it was rather difficult to find any kind of financial backing for these young men. I asked him if he would be willing to establish a Fellowship or a Scholarship for medical graduates from the Middle East. He said he would be delighted, of course, and thinks it would be a very good scheme.

.../2

Mr. H. Senecal

- 2 -

January 12, 1976

The following plan suggests itself to me: if his Will expressed the desire to the University of Montreal and to McGill, and to any other institution in Canada that might be a beneficiary such as the Montreal Neurological Institute, that they should use a certain portion of the funds to create a Fellowship or Scholarship for work in the University of Montreal, McGill, or the M.N.I., to be available to graduate medical students who have already been able to secure a job in the Middle East, after the completion of their graduate studies. This would provide for graduate work here by the brightest young men in the Middle East, but restricted to men and women who intend to return and play their role there, particularly in the Arab countries.

These Fellowships or Scholarships could be called the Massabky Scholarships or Fellowships, while the balance of the money given by the Foundation to the university would be devoted to the purposes which the university considers most important.

You have asked my advice in this regard, and I give you this suggestion for what it is worth.

With best regards,

Yours sincerely,

Wilder Penfield, M.D.

WP/ad

c.c.: Dr. William Feindel

I have asked Mrs. D'Amato to sign this for me.

TO: Mr. Wilder

FROM: A. G. MASSABKY



A. G. MASSABKY
707 Gulfstream Avenue So.
Sarasota, Florida 33577

Dear Doctor Penfield:

I sincerely hope you are now
feeling much better.

I have just received the
enclosed letter from Mr. Haddad;
I thought you would be
interested to read.

I trust you have by now
received the fruits in
good condition.

Kindest regards.

Sincerely,
A. G. Massabky.

FUAD S. HADDAD
M.D., F.R.C.S.(C), F.A.C.S.
NEURO-SURGEON
CL. ASSOC. PROF. OF SURGERY
AMERICAN UNIVERSITY OF BEIRUT

office address :

ORIENT HOSPITAL
BEIRUT LEBANON

November 4, 1975

Mr. A.G. Massabky
707 So. Gulfstream Avenue
Sarasota, Florida 33577

My Dear Mr. Massabky,

I am sure you'll excuse me to be so late in writing to you but it was impossible to mail a letter from Lebanon. The post office is completely out of order and I am sending this letter with the package with friends to be mailed from abroad. I am sending you ten copies of the book edited by my brother comprising the work of my late father on the History of Medicine which was possible to print, Thanks to Mrs. Massabky and your very generous donation. I would be very grateful to you and to Mrs. Massabky if you would be kind enough to give us the names and the addresses of people whom you like us to send a copy of this compiled work. It goes without saying that if you like us to send you more copies it will be our pleasure to do so.

In spite of the strife that is going on in this country the Lebanese people are trying to make out the best and you will find that each one in his own way is trying to rebuild this country which is still being torn to pieces by the power of evil. It was once said that God is Lebanese and I am sure he will not let his country and his people be destroyed for no apparent good cause. I am sure you are better informed than we are about our condition because foreign correspondents are covering our problem quite thoroughly and are much more up-to-date and much franker than our own media. There is no time to cry over spilled milk. Although the schools are not yet open and we do not know whether they will this year, I have mobilized my children to study at home and I am directing as much as I can in my free time their studies. We are trying our best at the University to keep at least the medical school functioning and working. A small wing of the hospital has been turned into a dormitory for physicians and nurses who live away from the University and who cannot commute to it during the present strife. I can promise you one thing that the Lebanese people will not kneel and will emerge from this terrible situation as healthy and wise as ever.

FUAD S. HADDAD
M.D., F.R.C.S.(C), F.A.C.S.
NEURO-SURGEON
CL. ASSOC. PROF. OF SURGERY
AMERICAN UNIVERSITY OF BEIRUT

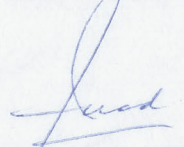
office address :

ORIENT HOSPITAL
BEIRUT LEBANON

- 2 -

My brother Farid and our families send you
and Mrs. Massabky our very best regards and wish
you the best.

Yours sincerely,

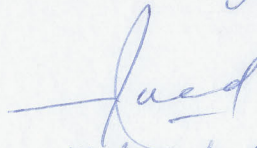


Fuad S. Haddad, M.D.

FSH/lj

Please do not mail to us any
letters because the mail is completely idle.
If you happen to have someone coming to
Beirut they may give us the letter by hand

Thank you



Due to circumstances the books will be sent under separate covers.



Dear Doctor Penfield. Dec 6/75

It was indeed a great pleasure to talk to you this afternoon and to know that you will soon be home. My good wishes to you, Mrs. Penfield & your son. Sincerely, Antoine

MASSABKI BROTHERS

O Lord Jesus Christ, who promised glory to those who glorify you and promised acknowledgement before your Father to those who acknowledge you before men, hear the supplications that we raise through the intercession of your blessed ones, Francis, Abdel-Mooti, and Raphael Massabki. They confessed your name and glorified you, offering their lives to the martyrdom of your love.

We beseech you, O Lord, to rank them among your saints. Grant peace to the land of our fathers and make our hearts yeild, like fertile ground, the abundant seeds of sanctity. Through their intercession, bestow your gifts for the benefit of soul and body so that your name may be glorified, your Church exalted, your lay apostles confirmed in the faith. May that faith spread in our country and throughout the world. Amen.

THE AWARD

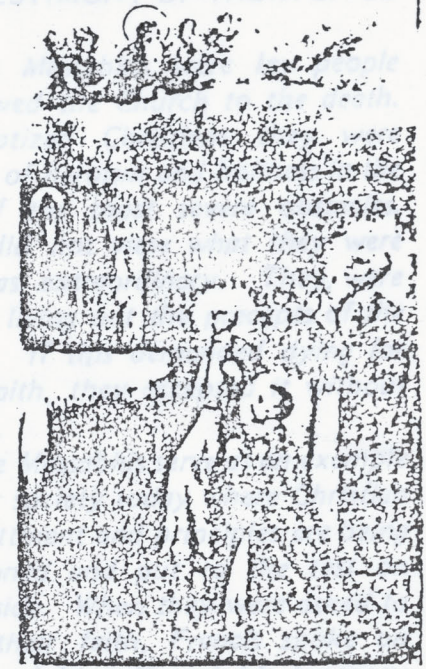
The Massabki Medal, the highest award of the National Apostolate of Maronites, is given each year to deserving laymen for their dedicated service to their parish and to the Diocese.

GOLD MEDAL WINNER

James Elasmr, Sr., Agawam, MA

SILVER MEDAL WINNERS

- Norman Joseph, Eggertsville, NY
- Rep. Anthony J. Solomon, Providence, RI
- Genevieve Thomas, Worcester, MA
- Remon Hayek, Youngstown, OH
- George A. Ellis, Utica, NY
- Joseph S. Monsour, Fayetteville, NC
- Atty. Louis J. John, Wheeling, W.VA
- Sally Rizk, Easton, PA
- Paul Tayoun, Scranton, PA
- John Monsour, Fall River, MA
- Sadie Gazall, St. Louis, MO
- Sadie A. Coury, Methuen, MA
- Michael Deets, Troy, NY
- Abe Massad, Richmond, VA
- Theresa Shiner, Wilkes Barre, PA
- Anthony R. Abraham, Coral Gables, FL
- Michael P. Hashem, Dover, NH
- Joseph Shaker, River Forest, IL
- Frederick Joseph, Olean, NY
- Genevieve Resha, Minneapolis, MN
- George JeBaily, Brooklyn, NY



THE MASSABKI BROTHERS

Martyred for the faith in Damascus, Syria, June 10, 1860.

Beatified by Pope Pius XI in Rome, October 10, 1926.

"This is how he died, leaving in his death a model of courage and an unforgettable example of virtue not only for the young, but for the whole nation."

3 M. Brothers

THE MARTYRDOM

Three nights of massacre organized by fanatical Moslems under the direction of Abdallah El-Halabi, their religious leader, left 5,000 victims in Damascus and untold property damage in the city.

The Massabki Brothers, members of a well-known and wealthy Maronite family, had been invited by the Algerian Emir Abdel Qader to take refuge in his palace along with thousands of other Christians who had been hosted there. With eight Franciscans, six priests, and two lay brothers, the Massabkis chose to remain at the monastery. All were killed at the same time, in the early morning hours of July 10, 1860, between the altar and the sanctuary.

FRANCIS MASSABKI

Francis Massabki, married to Elizabeth Chiha, was the father of eight children. He was a wealthy merchant who dealt in imported Lebanese silks, a church trustee, and an agent for the Maronite Patriarchate in Damascus. He was known for his deep devotion to the Mother of God and his hospitality was such that his estate was known as a "hotel" for wealthy Europeans.

ABDEL-MOOTI MASSABKI

Abdel-Mooti Massabki was the father of five children and had spent his life teaching Arabic. He engaged in commerce for a short time, but with no success. He lived with his family at the estate of his brother Francis. He was known as a peacemaker and most enjoyed spending time alone in solitary prayer.

RAPHAEL MASSABKI

Raphael Massabki was unmarried and lived a life largely hidden in the shadow of his brother Francis. At the time of his martyrdom, he was in his fifties.

THE TESTIMONY OF THEIR LIVES

The Massabkis were lay people who loved the Church to the death. As baptized Christians they were models of heroism and holiness in the face of the most severe obstacles. They did not view what they were doing as extraordinary. They were merely living out the precepts of the gospel. If this demanded dying for their faith, they accepted it without reserve.

The Massabkis serve as an example for our society today where Christian commitment and principles are being questioned and put to the test on every side. When they were asked to deny their faith, Francis spoke on behalf of himself and his brothers: "Abdallah may keep the sizable sum of money I loaned him, provided he leaves us our faith."

The Massabkis belong to a spiritual lineage of Maronite Martyrs who, from the 350 Disciples of St. Maron who were martyred for the faith in 517 A.D. up to the brave Christians who even today are falling in Lebanon for a Sacred Cause. They have always considered martyrdom a special gift from God. Their example is more than just a memory or a reminder. Their dying is the seed of life for all Maronites.



A. G. MASSABKY
707 Gulfstream Avenue So.
Sarasota, Florida 33577



Doctor Wilder Penfield
3940 Cote-des-Neiges - Suite 33
Montreal, Que. H3H 1W2
Canada.

VIA AIR MAIL
CORREO AEREO

PAR 3¢
AVI



American University of Beirut

NEW YORK OFFICE • 380 MADISON AVENUE, NEW YORK, NEW YORK 10017 • (212) 490-8740

November 26, 1975

To: Friends and Supporters of AUB

From: Howard W. Page, Chairman, Board of Trustees

Subject: Memorandum of Board Actions

This is my fourth report on the status of AUB following a Board meeting. The most recent fighting in Lebanon and particularly in Beirut has had a profound effect on the University. No member of the AUB community has been killed and only a very few have been wounded, none seriously in off-campus incidents. The physical plant has not been damaged. The financial effects of the violence, however, have brought us dangerously close to disaster.

There are a number of underlying reasons for this. First, all of the previously reported plans for the sale of some University-owned property, the commercial development of other parcels of land, and the proposals to obtain loans based on this land development are now inoperative and may continue to be so for some years. And it may be some years before land and development will become marketable.

Second, although the University was successful in negotiating a short-term loan to meet the budget deficit experienced last year and to allow the University some time to finalize arrangements for a larger long-term loan, the economic and political circumstances in Beirut have precluded such arrangements.

Third, since the University has not been able to open on schedule, the tuition anticipated by the beginning of October has not been received. This has, of course, reduced budgeted income. And even if we can open on January 5 as has been announced, and complete the full academic year, we must expect a large decrease in enrollment resulting from the delay. Perhaps only 2,500 students will be available instead of the normal enrollment of 4,800. The loss in tuition in this case would be \$2.6 million for the year with no reduction in expenses.

Fourth, the University could not open on November 10 which was the last day from which a full year could be completed by June 30, 1976. Therefore, all faculty on nine-month contracts were placed on vacation status for November and December in the hope that we could open on January 5 and complete the year at the end of August, thereby eliminating traditional faculty vacations in July and August. However, obligations for salaries and other operating expenses have continued to be incurred during this period. Also, summer school which is profitable must be eliminated in 1976, further exacerbating the current cash flow problem.

Fifth, since patients have not been able to reach the hospital because the streets have been unsafe for travel, both hospital occupancy and the attendant income have been greatly reduced. AUH has been losing \$20,000 a day for the past two months.

Faced with these cash flow and budgetary considerations, it was necessary at the Board meeting of November 7-8 to consider preparation for a complete closure of the University at the end of this month since funds needed to meet the November payroll were not available. At the same time plans were also made for the continuation of the academic program provided we were able to receive substantial emergency financial assistance.

In an effort to secure this assistance, the chairman, vice chairman, president and New York vice president visited Washington on November 10, 11 and 13 to meet with U.S. Government officials. Everyone with whom we met familiar with AUB was not only willing but also anxious to help. A.I.D. officials offered to advance payment of funds amounting to \$2 million which would normally have been paid after January 1, and to add to this \$1.5 million, or a total of \$3.5 million, all of which they expect to have in our hands prior to Christmas, some earlier.

Following the discussions in Washington, the Executive Committee of the Board on November 14 approved the following course of action:

1. The Medical School classes, which have already begun, will continue. Graduate work in all other Faculties (thesis only for Arts and Sciences) and senior classes in Engineering and Architecture will start on December 1. Remaining classes will commence on January 5, 1976. All courses are expected to continue for one semester ending April 30, government security permitting.

2. Continuation of the academic year for the second semester May through August 1976 will depend upon the passage of funding legislation by the Congress, the results of which will not be known until late February or March, and/or upon new funds from other sources. Should assurance of such funds not be obtained, the University will be forced to close April 30.

3. Because the future of AUB is uncertain and is dependent upon the outcome of events which are beyond the control of the Trustees, legally required notices of termination will be given before December 31 to all faculty and staff members who have contracts for the entire 1975-76 academic year, with the exceptions noted below. All other non-academic personnel will be given termination notices before the expiration of the notice period required by Lebanese law in advance of April 30.

4. It is hoped that many of the termination notices can be rescinded, but to do so would require the Board to have solid assurances before April 30 that it will receive a minimum of \$8 million in addition to the firm pledge of \$3.5 million received from the U.S. Government. Such assurances are essential to justify rescinding termination notices and accepting tuition payments for the second semester, subject as always to effective government security.

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an orderly liquidation of some of AUB's assets to raise cash to meet legal obligations to employees and vendors, and at a later date provide funds to reopen the University.

6. Because of the immediate cash flow problem only 50% of the November payroll will be met, probably on December 2. The remaining 50% due University employees will be paid by December 16.

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In the past I have sent my Memorandum of Board Actions to the University's major donors. In view of the present circumstances I am addressing this report, with an appeal for financial assistance, to all who have an appreciation of the value of AUB to the Middle East and who wish to see it continue.

In the next five months we must bend every effort to obtain a minimum of \$8 million required to complete this year's full term. We will have the help of the U.S. Government officials, but we must recognize the problems which they face, and therefore we must seek to tap every other source we can for some of these funds.

This emergency appeal is not for an immediate donation (we won't turn down any) but for a pledge now of a contribution to be made between May 1 and September 15, 1976, contingent upon the Board's being able to raise the funds and pledges required to complete the entire academic year.

We recognize with great appreciation that many have already contributed or made a pledge to the 1975-76 Annual Fund. I hope that these contributors, in light of AUB's crisis situation will consider pledging an additional contribution to this emergency campaign. If such an increased contribution is not possible before June 30, then we ask they pledge now an amount payable July 1 - September 15.

We feel that the more pledges we have from individuals, corporations and foundations the greater will be the likelihood of our obtaining the sizable contributions we require from Governments - the United States and those of the Middle East.

I am starting off this campaign with a personal pledge of \$25,000.

Others should pledge more hopefully?

Howard W. Page

A. G. MASSABKY
707 SO. GULFSTREAM AVENUE
SARASOTA, FLORIDA 33577

December 20, 1975.

Dr. Wilder Penfield
3940 Cote des Neiges
Suite C33
Montreal, Que. H3H 1W2.

Dear Doctor Penfield:

I hesitated a long time as to whether I should send you the enclosed letter from Mr. Page as it is very sad and depressing, yet I know you like to be informed and up to date.

I am very much worried in case they have to close the University for good, as conditions look now they are apt to get worse than better; what is your opinion ?.

It happens that my lawyer is going to amend the charter of my foundation soon to include A.U.B. for their one third share of my estate.

Have you any suggestion as to what other University in the Middle East should be mentioned in my 'Will' in case A.U.B. closes ?.

My wife and I are delighted to know that you are doing so well, back home in fact; Mrs. Penfield must be so happy to have you join the family for Christmas.

We are having a cool spell which should be over soon, we will welcome the warm days and balmy evenings which we enjoy so much.

My wife joins me in sending good wishes for 1976.

Sincerely,

Antoine.

Encl. 2



American University of Beirut

NEW YORK OFFICE • 380 MADISON AVENUE, NEW YORK, NEW YORK 10017 • (212) 490-8740

duplicate
November 26, 1975

To: Friends and Supporters of AUB

From: Howard W. Page, Chairman, Board of Trustees

Subject: Memorandum of Board Actions

This is my fourth report on the status of AUB following a Board meeting. The most recent fighting in Lebanon and particularly in Beirut has had a profound effect on the University. No member of the AUB community has been killed and only a very few have been wounded, none seriously in off-campus incidents. The physical plant has not been damaged. The financial effects of the violence, however, have brought us dangerously close to disaster.

There are a number of underlying reasons for this. First, all of the previously reported plans for the sale of some University-owned property, the commercial development of other parcels of land, and the proposals to obtain loans based on this land development are now inoperative and may continue to be so for some years. And it may be some years before land and development will become marketable.

Second, although the University was successful in negotiating a short-term loan to meet the budget deficit experienced last year and to allow the University some time to finalize arrangements for a larger long-term loan, the economic and political circumstances in Beirut have precluded such arrangements.

Third, since the University has not been able to open on schedule, the tuition anticipated by the beginning of October has not been received. This has, of course, reduced budgeted income. And even if we can open on January 5 as has been announced, and complete the full academic year, we must expect a large decrease in enrollment resulting from the delay. Perhaps only 2,500 students will be available instead of the normal enrollment of 4,800. The loss in tuition in this case would be \$2.6 million for the year with no reduction in expenses.

Fourth, the University could not open on November 10 which was the last day from which a full year could be completed by June 30, 1976. Therefore, all faculty on nine-month contracts were placed on vacation status for November and December in the hope that we could open on January 5 and complete the year at the end of August, thereby eliminating traditional faculty vacations in July and August. However, obligations for salaries and other operating expenses have continued to be incurred during this period. Also, summer school which is profitable must be eliminated in 1976, further exacerbating the current cash flow problem.

Fifth, since patients have not been able to reach the hospital because the streets have been unsafe for travel, both hospital occupancy and the attendant income have been greatly reduced. AUH has been losing \$20,000 a day for the past two months.

Faced with these cash flow and budgetary considerations, it was necessary at the Board meeting of November 7-8 to consider preparation for a complete closure of the University at the end of this month since funds needed to meet the November payroll were not available. At the same time plans were also made for the continuation of the academic program provided we were able to receive substantial emergency financial assistance.

In an effort to secure this assistance, the chairman, vice chairman, president and New York vice president visited Washington on November 10, 11 and 13 to meet with U.S. Government officials. Everyone with whom we met familiar with AUB was not only willing but also anxious to help. A.I.D. officials offered to advance payment of funds amounting to \$2 million which would normally have been paid after January 1, and to add to this \$1.5 million, or a total of \$3.5 million, all of which they expect to have in our hands prior to Christmas, some earlier.

Following the discussions in Washington, the Executive Committee of the Board on November 14 approved the following course of action:

1. The Medical School classes, which have already begun, will continue. Graduate work in all other Faculties (thesis only for Arts and Sciences) and senior classes in Engineering and Architecture will start on December 1. Remaining classes will commence on January 5, 1976. All courses are expected to continue for one semester ending April 30, government security permitting.

2. Continuation of the academic year for the second semester May through August 1976 will depend upon the passage of funding legislation by the Congress, the results of which will not be known until late February or March, and/or upon new funds from other sources. Should assurance of such funds not be obtained, the University will be forced to close April 30.

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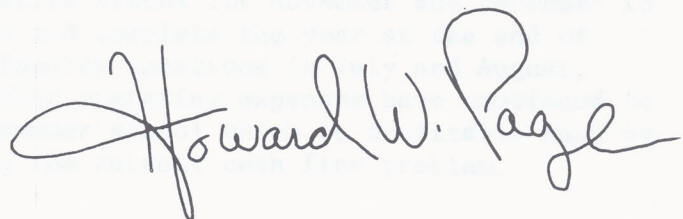
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We feel that the more pledges we have from individuals, corporations and foundations the greater will be the likelihood of our obtaining the sizable contributions we require from Governments - the United States and those of the Middle East.

I am starting off this campaign with a personal pledge of \$25,000.

A handwritten signature in cursive script that reads "Howard W. Page". The signature is written in dark ink and is located in the bottom right corner of the page.

Massabke

May 15, 1975

Mr. A.G. Massabky,
c/o the Bank of Toronto,
1232 Peel St.,
Montreal, Que.

Dear Mr. Massabke:

I have written to Dr. Hadad in regard to Dr. Charles Wilson, neurosurgeon at the University of California, but I have pointed out to him that he must feel quite free in regard to his choice of lecturers in the Penfield Lecture series as he always has been in the past. I have told him that I felt that Dr. Wilson would be satisfactory, and that you and I would be pleased if he should go.

We are enjoying the oranges and the grapefruit more than I can tell you. I hope that Mrs. Massabke likes being back in Montreal because after all that is her home.

As ever yours,

Wilder Penfield, M.D.

WP/cw

Massabky

A. G. MASSABKY
707 SO. GULFSTREAM AVENUE
SARASOTA, FLORIDA 33577

January 24, 1975.

Dr. William Feindel
Montreal Neurological Institute
3801 University Street
Montreal, P.Q. H3A2B4.

Dear Doctor Feindel:

Many thanks for your kind letter of November 21st. 1974.

I wish to apologize for not answering you sooner, my wife had a severe bout of arthritis which kept me very busy; fortunately after three months she is better.

My small donation towards the Penfield Wing is nothing compared to the work that you, Dr. Penfield and many others are doing in the Institute towards humanity.

I will be in Montreal early May when I shall telephone you and perhaps meet you a few moments. By then your project will be advanced and you may have a suggestion or two to make.

I would appreciate it if you would kindly ask your office to send me the receipt soon so that I can use it in my 1974 tax return.

With best wishes and sincere regards to Dr. Penfield.

Yours sincerely,

A. G. Massabky

Seen

11



American University of Beirut

Massabky,
Thanked for
article etc.

NEW YORK OFFICE • 380 MADISON AVENUE, NEW YORK, NEW YORK 10017 • (212) 490-8740

July 16, 1975

Mr. A. G. Massabky
c/o The Toronto-Dominion Bank
1251 Peel Street
Montreal Quebec, Canada

Dear Mr. Massabky:

Now that we have closed our books for fiscal year 1974-75 I want to take this opportunity to thank you again for your support of our programs. From all private sources, alumni, friends, former faculty members, foundations and corporations, AUB received over \$2.7 million, a record amount. We appreciate your part in making this possible.

I think you will be interested in the enclosed copy of an article from Science magazine. Although there are some obvious errors, it is for the most part an accurate picture of AUB.

With best wishes,

Sincerely yours,

William I. Brockman
Director of Development

WIB/at
Enclosure

American University in Beirut: Walking a Precarious Line

Beirut.—The beleaguered republic of Lebanon has been flirting with civil war for more than a month. Since early April, Palestinian refugees have clashed in the streets, killing more than 430 people and paralyzing the Middle East's most sophisticated capital and financial nerve center.

During the fighting, the American University of Beirut (AUB), plagued in recent years by political strife and student unrest, has been uncharacteristically serene. The campus' peaceful veneer, however, is deceptive. For some time now the university, which has produced many of the Middle East's most eminent Arab leaders and dissenters, has been struggling to survive.

Beirut's American University has been the United States' most visible and influential educational and cultural center in the Middle East for more than a century. Founded by American missionaries in 1866 as the Syrian Protestant College, it has awarded some 20,000 degrees. Its alumni include 3 Arab presidents, 10 prime ministers, more than 30 cabinet ministers, and 35 ambassadors. But in important ways AUB's stature is fast becoming a liability. While Arab faculty members insist that maintaining a large American presence in the university is its best assurance of continued autonomy, a growing number of student dissidents and local politicians see AUB as an anachronistic symbol of American paternalism.

A bitter and divisive student strike last year over tuition increases, coupled with the same kinds of financial problems that afflict universities back home, have contributed to AUB's malaise. Underlying the university's present angst is a fundamental question: Is there still a place for an American university in the Middle East?

The answer is by no means clear. Many of the reasons for which AUB was founded no longer apply now that there are numbers of universities in the Middle East, where once there were few. And in an age of rapid international communications, AUB is no longer the only repository of Western knowledge that it once was. Nevertheless, AUB remains an unparalleled center of academic excellence in this part of the world and is one of the few universities where students and faculty can freely debate controversial political issues.

The American University introduced American-style education to the Middle East: small classes, high faculty-to-student ratios, and modern teaching methods that emphasize independent thought and indi-

vidual autonomy. The private, non-sectarian college that began with 16 undergraduates a century ago now has an enrollment of more than 5000 students. It occupies 80 buildings, including an enormous medical complex, on 73 acres of some of the most beautiful and expensive land in the heart of Beirut. Situated majestically in foothills overlooking the Mediterranean, set against a backdrop of snow-capped mountains, abounding in exotic trees and brightly colored flowers, AUB's beauty belies the university's precarious economic health.

Like universities in the United States, AUB is caught in a severe financial squeeze that stems from past expansion and current financial vagaries beyond the university's control. This year, the \$31,386,000 university budget is expected to fall \$2 million short of operating costs and will be \$4.7 and \$6 million short in the next 2 years. Unless new sources of income are found, AUB's administrators project a \$16 million deficit by 1980.

The AUB's largest supporter is the U.S. Agency for International Development (AID), which is providing \$8.7 million this year in grants and contracts—almost 42 percent of the university's operating budget, excluding the medical center. Additional sources of funding include tuition, a \$14 million endowment, gifts from individuals, grants from the Ford, Rockefeller, and other foundations, and income from auxiliary services and businesses with interests in the Middle East.

In large part the university's projected \$2 million deficit reflects Lebanon's soaring rate of inflation and progressive devaluation of the dollar. As Lebanon's second largest employer after the government, the university has been quick to feel the effects of government efforts to keep wages in step with consumer prices. Two recent cost-of-living raises imposed by the Lebanese government have eroded AUB's resources, and a third wage hike of 12.5 percent expected this spring will cost the university nearly \$1 million more. Fluctuations of the international money market have taken a toll as well: the Lebanese pound (100 piasters) has been growing in value in recent years (from 3.30 to 2.25 per dollar), and each increment of 1 piaster costs the university \$23,000 a year.

Samuel B. Kirkwood, the university's president, says his most pressing problem is a reliable supply of ready cash. But neither of two logical solutions—curtailing activities or raising tuition—offers imme-

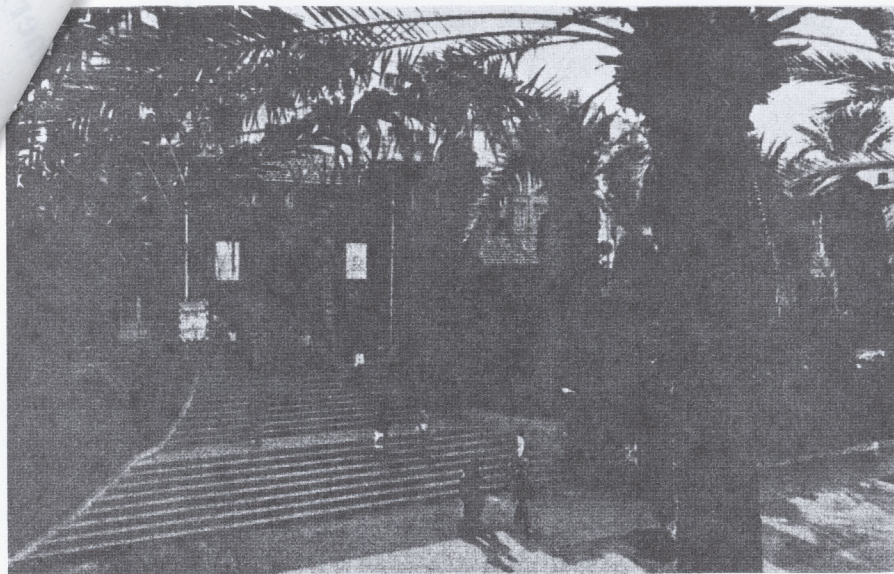
diate relief. (The AUB's cash flow crisis is partly due to delays in passage of the AID bill in the U.S. Congress. Less than half of AUB's annual appropriation has been paid, although 9 months of the university's fiscal year have passed.)

The university's belt is near its last notch, according to Arthur Whitman, director of the office of development. Faculty complain that a policy of reduction by attrition has left random and illogical vacancies in such key departments as education, where several instructors teach philosophy of education but no one is left to teach the mechanics. Funds for the university computer center, its five libraries, and university-sponsored research have all been cut back; four professors have left the Center for English Language Research and Training, an important unit for teaching the language to non-English speakers; and the School of Pharmacy, established in 1871, is tentatively marked for elimination.

Tuition covers up to half the cost of a student's education at AUB, so it was understandable that the university tried to alleviate its financial problems by upping tuition 10 percent last spring.

The tuition increase, however, sparked the longest, most violent strike in AUB's history. Classes were suspended, buildings occupied, and more than 60 demonstrators removed from campus and arrested by the Lebanese "red beret" security police during the 36-day strike, which coincided with a wave of strikes throughout colleges and other institutions in Lebanon. Following the incidents, 103 students were expelled. Nevertheless, students won one of their demands—that half of the tuition increase be pledged to additional scholarship aid.

The strike, a symptom of the university's financial woes, led to the deterioration of already strained relations between administrators and faculty who were angered by budget cuts and increased work loads. More significantly, it shattered many long-standing friendships among faculty members, and between instructors and students. The strike, moreover, was an expression of deeper dissatisfactions: anger with what many students and some faculty perceive as the administration's encouragement of "bourgeois elitism" through admissions policies; frustration with the Lebanese government; and objections to the American presence in the university and to U.S. foreign policy in the Middle East.



American University of Beirut Main Gate.

In many ways the American University is a microcosm of the troubled nation in which it operates. Lebanon is less a nation than a delicately cemented and volatile aggregate of religious and ethnic groups, and the extent to which the university reflects the proportions of this aggregate is of enormous local importance. The university's critics accuse it of admitting "lambs rather than lions"—the higher income, Christian Lebanese students in preference to such potential "troublemakers" as Palestinian and other Arab nationalists. In fact the university community seems nearly as diverse as the delicately contrived balance of Maronite, Sunni Moslem, Shiite Moslem, Greek Orthodox, Greek Catholic, Druze, Armenian Orthodox, and Protestant officials that comprises the government itself. AUB currently has students from 70 nations and 23 religious groups. The university's office of development, for example, mirrors the structure of the Lebanese government, with—literally—an administrator from every principal minority group. The predominance of Americans in the university's top administration, however, is still a source of tension. The AUB's board of trustees, for instance, governs the university from meetings in New York, where it is incorporated.

At the same time, many students believe, as do several faculty members, that AUB is becoming an essentially Lebanese Christian bastion in an increasingly Islamic Arab world. Students object to the "domination" of top university posts, not only by Americans, but also by Lebanese Christians, including the chairman of the admissions committee, the dean of arts and sciences (President Kirkwood's chief adviser), and Charles Malek, Distinguished Professor and a former Lebanese government official.

University officials vigorously deny charges of a Christian tilt. Several faculty members think that "discrimination" at AUB works against, rather than in favor of, Lebanese Christian students. "If admissions were based solely on academic merit," said one young Arab instructor, "Lebanese students, and Christians, in particular, would comprise 80 to 90 percent of the student body."

Recently, however, there has been a subtle but significant change in the composition of AUB's student body. Several years ago, students from Lebanon comprised the university's largest minority group; now they make up only a little over half the student body. According to a member of an AID committee that investigated AUB's financial and academic problems last spring, students from Lebanon would account for an even larger percentage had AID not sent some 485 students each year from other Near East nations to study at AUB on full-cost scholarships.

Isolated from a Lebanese context, allegations of subtle bias in admissions or in the tone of instruction might not be so inflammatory. But in the emotionally and politically charged Lebanese environment, such perceptions are as important as reality.

An even more difficult problem confronting AUB is the growing anti-American sentiment stemming largely from the U.S. government's staunch support of Israel. George Hakim, AUB's vice president for public relations and development, recently said publicly what most professors and administrators will only admit privately: "Dissatisfaction with U.S. support of Israel has definitely hurt AUB. We are certainly not responsible for those U.S. policies, but the school suffers because of them."

During the strike, students accused the university of having an overly "American perspective." What had previously been AUB's primary selling point—an American-style education—is now seen by many in the era of rising Arab nationalism as a political disability. Indeed, many American instructors emerged from the bitter strike less confident that AUB still has a contribution to make in the Middle East. "We were personally reviled, insulted, and abused," said one long-tenured professor. "Students whom I had taught and with whom I thought I had rapport were denouncing us as CIA agents."

American support for Israel is an important cause, but not the only one, of a cooler attitude toward AUB in the Arab world. The Middle East's oil-based wealth has given Arab nations new alternatives to Western-style education. In 1945, there were only 18 universities in Arab nations; today, there are 36, in almost all of which classes are taught in both English and Arabic. Besides their own universities, many Arabs can now afford to send their children directly to the United States for undergraduate or graduate study, rather than to AUB—a good school, but certainly not competitive with the best American universities.

Thus, Terry Prothro, former dean of the School of Arts and Sciences and head of the department of behavioral studies, believes that AUB faculty and administrators must at least examine the possibility that the university, as it is now constituted, is an anachronism.

"When I came to AUB," mused Prothro, "it took me 3 weeks by ship to reach Beirut. There was no central heating, no air conditioning; communication facilities were terrible. I brought knowledge and teaching techniques that were not available here. I introduced B. F. Skinner to AUB, to Lebanon. Today, we are no longer the sole purveyors of American education or technological know-how. Does foreign education make sense in a satellite era?"

Many AUB boosters insist that it does. They concede that the university's role must change and assert that the institution is, in fact, evolving to meet the new demands of the region. The university has expanded and strengthened its courses in nutrition, interdisciplinary medicine, agriculture, nursing, and medical technology. The AUB hospital offers outpatient clinics, which provide the Lebanese public with inexpensive, quality medical care. Because Beirut has become the Middle East's business and banking center, AUB has expanded the number of courses in business administration, which now has the largest enrollment of any concentration within the university. The Faculty of Engineering and

Architecture sends its graduates throughout the Middle East to work on the Arab world's massive new public works projects.

The university has also moved, after prodding by AID officials, to solve its financial difficulties. A special committee, formed 3 years ago to investigate AUB's impending money problems, has made several recommendations for reform which will be presented to AUB's board of trustees in July. The university's planning committee will recommend a shift of the academic program's emphasis from undergraduate to professional, graduate training. Samir Thabet, the energetic and talented university provost who heads the planning committee, explained that AUB is attempting to maintain its traditional focus on subjects "sacred" to undergraduate, liberal arts education—philosophy, history, literature, and the like, while expanding AUB's teaching of such "saleable skills" as science, engineering, and business. "We are, after all, a private university," said Thabet in a recent interview. "We are under no obligation to teach everything."

Among other steps, the planning committee will recommend structural reorganization of university departments so that tuition fees begin to represent the real cost of operation. (The recommendations call for selective tuition increases.) Moreover, the committee has proposed better exploitation of AUB's most valuable asset—its land. Although talk of the sale of some land has sparked angry objections in the local community, the trustees will consider sale or lease of part of AUB's campus if necessary.

Ultimately, AUB's future in the Middle East may depend on its ability to raise money from Arab sources. At present, the university has more than \$4.5 million in requests for aid pending before Arab governments. University administrators, however, are pessimistic about the prospects.

At the same time, American officials are increasingly reluctant to underwrite AUB when most universities in the United States are economizing. The Arab governments, on the other hand, are building their own universities, and, more important, are reluctant to support an "American" institution in the Middle East. "We're caught in the middle," says development director Whitman, "Both the Americans and the Arabs feel it is the other's obligation to support AUB."

Vice president Hakim points to other factors which inhibit contributions from the Arab world. Despite a strong Islamic tradition of "alms-giving," Arabs do not, as a rule, contribute to academic institutions. Although contributions from alumni have increased in response to AUB's appeals, there is still little awareness among many graduates of a financial responsibility to the university which has educated them. Moreover, tax structures in many Middle Eastern countries discourage such gifts. (In Lebanon, for example, gifts of more than 10,000 pounds are taxable.) Finally, Hakim believes that contributions from the Arab world are limited by the Arab perception of the university as an extension of the American government and an instrument of its foreign policy. "Arab universities are not independent from their governments," says Hakim. "Even our own students have difficulty comprehending why the American government is willing to support AUB with no strings attached."

In an urgent effort to keep abreast of the times, the university is attempting to "Arabize" its image in the Middle East. A special committee on admissions policy is trying to work out ways to absorb more students from the wealthy Persian Gulf nations. In addition, the board of trustees has begun to include more Middle Easterners within its ranks. Seven of the 25-member board are Arabs.

Paradoxically, those who are most enthusiastic about an American university in the area are young, Arab faculty members, many of whom privately oppose the "Arabization" of AUB. "The American presence in the university is essential for autonomy," said one faculty member who did not wish to be identified. "There are few places in the Middle East where students can discuss political and human values as openly and honestly as at AUB—nowhere else does such freedom of expression exist."

Many of these Arab faculty members are searching for what they consider an ideal solution: independent Arab supporters, who will perpetuate the university's tradition of independent thought, civic responsibility, and high academic standards. In the meantime, AUB will undoubtedly continue to play an important, though perhaps altered, role in the Middle East, walking an increasingly precarious line between two worlds. —JUDITH MILLER

(The author is a free-lance writer based in Washington.)