Since AUC’s move to the New Cairo campus in 2008, the University has grown in many ways, meeting the standards of the new state-of-the-art campus. Over the past several years, the University introduced its first doctoral programs, added research capabilities in disciplines as diverse as nanotechnology, business history and Egyptology, expanded academic degree offerings, and increased its international profile. At the center of these advances — both in our unrivaled facilities and in our new academic programs — remains the liberal arts tradition, the heart and hallmark of an AUC education.

In the 2013 fiscal year, we re-examined and rebuilt the core of the AUC experience. The result was the establishment of the Academy of Liberal Arts and a complete overhaul of the freshman-year program. In this report, we showcase what has always been AUC’s unique edge in developing graduates who are both technically competent and globally skilled to succeed in a world that increasingly favors those who are creative, innovative and flexible problem solvers.

These recent initiatives have served to fortify and enhance the liberal arts tradition at AUC. Research is fundamentally a way of learning; it is the discovery and application of new knowledge, whether in the arts or sciences, to better understand and more effectively improve the world around us. For our undergraduate students, opportunities to conduct research alongside their faculty members on topics as broad as the psychological impact of the revolution or the DNA of bacteria are part and parcel of their liberal arts experience at AUC.

I would like to express my gratitude to the donors listed in this report for their generous support of AUC and resounding vote of confidence in the power of education, especially at this critical moment in Egypt.
AUC continued to make excellent progress on many administrative and academic fronts this year, despite the very challenging operating conditions it faced. I am especially delighted to report that for the first time since the move to the New Cairo campus in 2008, AUC delivered a balanced budget in the 2013 fiscal year. When that performance is considered against the backdrop of economic and political uncertainty, including currency devaluation and revenue losses from depressed international student enrollments and periodic Tahrir Square campus closures, it is a testament to the University’s resolve to progress in the face of external challenges. To address our past deficits, the University has pursued an across-the-board emphasis on economy and efficiency, which includes an energy conservation plan that has contributed more than $2 million in savings over the past two years, not to mention numerous environmental benefits. Those measures have allowed the University to incorporate permanent gains in productivity that should carry forward into future years.

The Class of 2012 is the first class of undergraduates to have studied entirely on the New Cairo campus. Although the Tahrir Square property remains vital for educational, cultural and outreach activities, it is gratifying to see the New Cairo campus develop roots. For many trustees, the new campus is the realization of a dream as old as the founding of AUC. Seeing that campus become the hub of a preeminent teaching and research University is truly remarkable, foreshadowing a future that holds much promise for AUC.
The heart of an AUC experience remains the liberal arts, which serves as the essential building block of all academic programs. From engineering and business to political science and arts majors, every AUC student shares in a singular experience. Through common courses required for all students, AUC equips its graduates with a unique skill set that distinguishes them in their ability to think critically, problem solve and succeed in a globalized world that demands highly competent specialists, who are at the same time able to fully engage in a complicated and interconnected environment that requires constant adaptation and change.
Reinventing the Academy

In 2013, AUC launched the Academy of Liberal Arts, the outcome of nearly two years of re-examining one of the oldest traditions at AUC — the liberal arts curriculum. Based on the results of a task force that combined faculty and students, the Academy of Liberal Arts brings together several key departments with the shared purpose of providing a more integrated first-year curriculum designed to introduce the tenets of the liberal arts to all incoming students early in their educational careers at AUC. The academy, composed of the Department of Rhetoric and Composition, the Department of Arabic Language Instruction and the Department of English Language Instruction, oversees and implements the newly redesigned freshman program. In addition, the academy will oversee new bridge programs designed to provide a connection for students between high school and the start of their freshman year. Slated to begin

Color Palette Chemistry

As part of her undergraduate thesis, Mayan Sabry ’13, chemistry major, scientifically analyzed and chemically recorded the palette and pigments used by a modern Egyptian painter, Taha El Korany. Sabry’s goal to produce a first-of-its-kind database on the palettes of famous Egyptian artists would allow the ability to distinguished between authentic and forged paintings. “This experience has been intriguing because it blends scientific research with the captivating world of art. Never before has a database been established in the Arab world to serve a similar purpose,” said Sabry. “The need to document and preserve the authenticity of Arab artists is paramount.”
Fall 2014, the bridge programs offer intensive English-foundation courses and will integrate seamlessly with the freshman-year program. Through the Arabic language instruction department, the academy will also offer a wide range of Arabic language programs, tailored to both Egyptian and international students.

“The Academy of Liberal Arts gives the departments most associated with the first-year courses a clearly defined mission and the ability to work in collaboration,” said Carol Clark, senior instructor and chair of the English language instruction department and co-chair of the Task Force on the Freshman Year, Bridge Program and the Core Curriculum.
“It also revamps the experience of transitioning to AUC by introducing a bridge program and new first-year courses that will instill in students the essential skills and values of a liberal arts education before they pursue more specialized study.”

*Fresh Look at Freshman Year*

Perhaps the most obvious result of the creation of the Academy of Liberal Arts is the overhaul of the first three semesters for any student at AUC to create an integrated freshman program. The program consists of a three-semester lineup of courses that together ensure students are prepared to make the transition from high school
Taking an active stance to fill the information gap, Nareman Amin ’11, a history major, along with a group of other students, created the Biographical Dictionary of the Egyptian Revolution. Modeled on the Wikipedia format, the dictionary is an original, comprehensive resource that profiles key players in the events preceding and following the fall of deposed president Hosni Mubarak. The dictionary, which began as a class project, is comprised of names of individuals from Mubarak’s regime, transitional governments, the media, political parties and revolutionary activists.

“The knowledge I have gained out of the project is tremendous,” said Amin. “The ability to understand these important personalities on a deeper level is very rewarding. The project has also allowed me to work firsthand with contemporary history, which is in many ways, more difficult than working with modern or pre-modern history.”

The core of the revamped freshman program are tandem-taught courses that are a combination between an introductory writing class and an introductory seminar. The two-course block is offered as a single, theme-based, intensive writing course that first-semester students will take as a cohort. In that way, the same group of students share in a learning-community experience. “Each Core Curriculum class will cover an interesting interdisciplinary topic while also teaching essential skills of reading, writing and critical thinking,” said Robert Switzer, dean of undergraduate studies and dean of the Academy of Liberal Arts. “These courses blend learning content and skills in ways that will better prepare students for success in specific
disciplines. They will also make for a more personal and community-building introduction to AUC.”

Finding Pathways
In addition to completing the two-course combination block, first-year students will be introduced to Pathways courses, as part of the new Core Curriculum requirements. While old favorites, including courses that have been at AUC for decades like Scientific Thinking, Philosophical Thinking and Information Literacy, will remain the same, first-year students will now take two types of
Pathways courses. “Students will choose from existing and new courses currently being designed by AUC faculty members, and though some of them will be based in a specific discipline, others will build roads between the traditional disciplines and instead draw from different fields around a critical issue or enduring question. We hope that they will push students to engage with different fields and focus on wider exposure to the liberal arts principles,” said Clark. “Pathways One (Scientific Encounters) generally will be taught by faculty members from the fields of science, mathematics, technology and engineering, while Pathways
Two (Cultural Explorations) will be taught mainly by faculty members from the humanities and social sciences, economics, mass communication and the School of Business. However, there is scope for faculty members to collaborate and create interdisciplinary courses that address critical issues across traditional disciplinary boundaries in these broader categories.”

Shady Gergis ’13, a construction engineering graduate and member of the task force that worked on the creation of the revised freshman program, believes this new approach will give entering students the tools they need. “The new Core Curriculum is well-structured,” he said. “Students should not be confused about the core requirements any more, as we used to be when we were freshmen. The new system, with its featured pathways, will enable incoming freshmen to broaden their vision and awareness.”
The freshman program has been redesigned around the twin purposes of ensuring that students acquire the critical thinking, communication and research skills necessary to succeed in all majors, as well as imparting the meaning and value of a liberal arts education. It is built around the four core values of self-expression, independence, integrity and intellectual curiosity. “The program has been designed to deliver certain learning outcomes,” explained Clark. “We want students to think and read critically, express themselves effectively in speech and in writing, and be able to synthesize and apply skills and information across disciplines — the hallmarks of the liberal arts.”

The new Academy of Liberal Arts exposes students to a broad range of ideas across disciplines, enhances their critical thinking and communication
skills, and introduces them to the core values of a liberal arts education. “We aim to do this through a unified, integrated program that extends beyond the classroom, and that sparks the curiosity and creativity of students through opportunities for active and experiential learning, and engaging intellectual encounters,” said Switzer. “The freshman program is all about instilling in students a passion for learning and an enriched sense of identity as citizens of AUC — and the world.”
Nabil Elaraby Speaks on Arab World Challenges, Prospects

Nabil Elaraby, secretary-general of the League of Arab States, shared his policy prescriptions for the Arab world in a lecture titled “The Arab World: Challenges and Opportunities.” Under Elaraby’s tenure, the Arab League is undergoing a reform process to enhance its ability to lead public debate on policy issues in the Middle East, to effectively defend Arab interests and to develop a roadmap for the future.

Benefit Dinner Raises Scholarship Funds

AUC hosted its second annual Benefit Dinner under the theme of Innovation, Entrepreneurship and the New Egypt. More than $350,000 were raised at the event, with the net proceeds going toward scholarships. The event also honored Perihan Abou-Zeid ’09, Mustafa Abdel-Wadood ’91 and John F.W. Rogers for their innovative ideas, entrepreneurial spirit and commitment to advancing Egypt.

Friedlander Among 500 Most Influential Muslims Worldwide

Shems Friedlander, professor of practice in the Department of Journalism and Mass Communication, was selected by the Royal Islamic Strategic Studies Centre as one of the world’s 500 most influential Muslims. A photographer, graphic designer, documentary filmmaker, painter, poet and educator, Friedlander received the award in the category of art and culture.

Hassan Azzazy Chosen as Top Living Egyptian Scientist

In a poll conducted by Al Ahram newspaper’s Science and Technology section, Hassan Azzazy, professor of chemistry, was selected as the best living scientist in Egypt for his contributions to scientific and applied research that has a direct impact on contemporary local affairs. The award recognizes Azzazy’s ongoing research in developing a novel test to diagnose the hepatitis C virus, of which Egypt has the world’s highest prevalence.

Students Stage Shakespeare’s A Midsummer Night’s Dream

Students in the theatre program staged a performance of A Midsummer Night’s Dream, one of William Shakespeare’s most popular and widely performed comedies. The play was directed by Mark Mineart, associate professor of practice in the Department of the Arts.
Mohamed Swillam Receives Misr El-Kheir Award for Nanoscale Research

Mohamed Swillam, assistant professor of physics, received the Best Publication in Physical Science award from Misr El-Kheir Foundation for his paper, “All-Optical Ultrafast Control of Beaming Through a Single Sub-Wavelength Aperture in a Metal Film,” published in *Optics Express.* In the paper, Swillam proposed an ultrafast method to control and manipulate a laser beam on a nanoscale, with groundbreaking implications for biomedical research.

Graduation of First New Cairo Campus Class

The 89th undergraduate commencement ceremony saw the graduation of 515 bachelor’s degree candidates, many of whom represent the first batch of students to have pursued their full undergraduate studies at AUC New Cairo.

Arabic Social Comedy Explores Class in 1950s Egypt

AUC students performed *El Nas Elly Tahi,* an Arabic social comedy directed by Professor Mahmoud El Lozy and written in the mid-1950s by Noaman Ashour, one of the most influential Egyptian playwrights of the 20th century. The play explores the relationship between the rich and the poor in Egypt after the 1952 revolution.

Faculty Honored for Achievements

At AUC’s midyear commencement ceremonies, four faculty members were recognized with merit awards for their achievements in research, teaching and service at the University and beyond. Mohab Anis, associate professor of electronics engineering, was presented with the Excellence in Research and Creative Endeavors Award. Jennifer Bremer, former chair of the Department of Public Policy and Administration, received the Excellence in Academic Service Award. The Excellence in Teaching Award was given to both Jehane Ragai, professor of chemistry, and George Marquis, interim associate dean of the School of Humanities and Social Sciences.

AUC Alum, Trustee Selected as 2013 Young Global Leader

AUC alumnus Hisham El-Khazindar ’96, founder of El-Khazindar Business Research and Case Center at the University, has been selected as a 2013 Young Global Leader by the World Economic Forum. This recognition honors the most distinguished young leaders worldwide under the age of 40 who have demonstrated substantial leadership roles and share a commitment to creating a better world and shaping the global agenda.
First AUCian, Egyptian Chosen as Gates Cambridge Scholar

Maha Shash ’04, ’07 is the first AUC graduate and one of the first two Egyptians to be selected as a 2013 Gates Cambridge scholar, pursuing a PhD in sociology at the University of Cambridge. The scholarship is offered each year to almost 100 postgraduate students from outside the United Kingdom who demonstrate leadership potential, intellectual ability and a dedication to improving the lives of others.

Students Launch First Science Radio Station in Egypt

AUC’s Society of Physics Students launched Cosmos Radio, the first science radio station in Egypt and the Arab world. The web-based radio station aims to make science easily accessible to the public through comic features, music and drama, among others.

Sports Teams Bring Home Gold Medals

As part of the international interuniversity Beirut Unisports Festival, AUC’s swimming team contested against 11 rival teams from Lebanon and Germany, winning 14 gold medals.

New Business Publication Highlights Best Practices

Keeping business professionals up-to-date with the latest concepts and practices in the field, the School of Business has launched a new quarterly publication, AUC Business Review. With four themes — entrepreneurship, leadership, innovation and responsible business — the magazine covers a wide array of vital business topics through abridged features, editorials and case studies.

Graduation of First Nanotechnology Master’s Students

Students in the inaugural class of the nanotechnology master’s program graduated in Fall 2012 and are pursuing PhDs at top universities worldwide. Launched in 2010, AUC’s nanotechnology graduate program is one of the first-of-its-kind to be offered locally and in the Middle East, acting as an incubator for highly qualified scientists, engineers and researchers.

Sasakawa Fellowship Celebrates 20 Years at AUC

AUC is one of 69 universities in 44 countries that have received the Ryoichi Sasakawa Young Leaders Fellowship endowment to support graduate studies in the humanities and social sciences. The fellowship program, which was established in 1987, is now in its 20th year at AUC.
AUC Establishes Career Centers in National Universities

With support from the United States Agency for International Development, AUC’s Career Center has inaugurated employability and career-development centers at Assiut and Suez Canal universities, training more than 800 students and honing their soft skills. Two additional centers will be established at Ain Shams University, with one of them solely servicing engineering students.

AUC Digitizes Historic Collection of 19th-Century Egypt

In an attempt to preserve historical records and increase their accessibility, AUC’s Rare Books and Special Collections Library has digitized 101 photographs documenting 19th-century Egyptian culture and the history of travel in the Middle East. The photographs offer a wide range of possibilities for online research and teaching.

Chomsky on Emerging World Order

Noam Chomsky, philosopher, political analyst and professor emeritus of linguistics at the Massachusetts Institute of Technology, delivered a lecture at AUC titled “Emerging World Order and the Arab Spring.” Widely regarded as the founder of modern linguistics, Chomsky visited AUC in 1993 as the Charles J. Hedlund Distinguished Visiting Professor, delivering a lecture titled “The United States and the Middle East.”

Model United Nations at AUC Celebrates 25th Anniversary

The Cairo International Model United Nations (CIMUN) celebrated its 25th anniversary through a host of activities including an iftar for orphans, a conference for refugees and a fundraising program for people in Gaza. CIMUN is the largest Model United Nations conference in Africa and the Middle East, as well as the largest student-run activity on campus, with more than 500 members.

First Regional Diploma to Train Engineers in Green Tech

The School of Sciences and Engineering has collaborated with a consortium of partners to launch the region’s first professional diploma in green technologies. Set to begin in the 2015 – 2016 academic year, the program will enable engineers to embed green concepts into water and energy-conservation practices, as well as in the construction of environmentally friendly buildings.
Revenue for the 2013 fiscal year, which covered the period from September 1, 2012 to June 30, 2013, amounted to $159 million. The most significant source of revenue was net tuition and fees, which amounted to $95.7 million and accounted for roughly 60 percent of revenue. Financial aid and scholarships, which is considered a discount on tuition, was about $29 million. The second highest source of revenue is income from the endowment and interest income, which totaled $23.7 million or 15 percent of total revenue. Despite program disruptions on the Tahrir Square campus, income from continuing education reached $11.3 million or 7 percent. In addition, gifts and sponsored research income reached about $16.8 million.

On the expense side, the largest share is spent on faculty and staff salaries and benefits, which represents nearly 54 percent of all expenses. Supplies and services totaled $35 million and depreciation was about $22 million. These expenses can also be categorized according to function as follows: academic and academic support represented about 54 percent of all expenses; administrative and general expenses followed at 20 percent; continuing education stood at about 11.6 percent of all expenses; auxiliary enterprises were at 11.7 percent; and research expenses were a little under 3 percent.
Operating Expenses

- Academic and Academic Support: 19.9%
- Administration and General: 11.6%
- Auxiliary Enterprises: 11.7%
- Continuing Education: 3.0%
- Research: 14.9%

Operating Revenues

- Net Academic Tuition Fees*: 60.1%
- Endowment Income: 6.1%
- Research: 8.8%
- Continuing Education: 1.1%
- Auxiliary Enterprises: 1.9%
- Gifts and Grants for Current Operations **: 7.1%
- Other Income: 1.9%

Total Operating Revenues: $159,171 million

* $29 million in financial aid and scholarships were given to students in the form of tuition reductions. This amount is deducted from gross tuition income.
** Gifts of $2.1 million for New Cairo campus development and endowment excluded from operating revenues.

This information is based on the Actual FY2013 (pre-audit) Consolidated Financial Statements Expressed in Dollars report.
The Office of Sponsored Programs (OSP) reports that AUC received $11,458,882 in external funding during the 2013 fiscal year in support of research, training and public-service projects. OSP represents the University in its dealings with governments, foundations and companies that sponsor projects, and is responsible for submitting all project proposals. OSP helps faculty members identify potential funding sources and develop proposals, negotiates the terms of grants and contracts, and ensures that AUC complies with those terms.
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AUC extends its sincerest appreciation to the loyal alumni, parents, staff, faculty and friends who support the University for their generosity and vision. Your contributions keep AUC at the forefront of academia in the region. Thank you. The listing that follows recognizes all donors who contributed during the 2013 fiscal year.

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$100,000+

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Leadership contributions provide the University with flexible resources to support a wide range of important needs. In recognition of these generous donors, AUC has established the President’s Executive Club to recognize unrestricted annual commitments of $15,000 and greater.

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Ahmed El Mehallawi Family Endowed Award in Outstanding Academic Achievement and Community Service
Ahmed Fakhry ‘89 Endowed Award in Energy Resources

Annual Awards
The Eng. Bahgat Hassanain Award in Construction Engineering
Magdi Nasrallah ’68 Student Award in Energy Resources
Naguib Mahfouz Hon LHD Medal for Literature
The 25th of January Award
Mohammad Abughazaleh ’67 Endowed Palestinian Scholarships
Molly Bartlett Endowed Scholarship
Mustafa Abdel-Wadood ’91 Endowed Public School Scholarship
Omar Mohsen Endowed Public School Scholarship
P&G Endowed Scholarship
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PepsiCo Endowed Scholarship
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Shell Endowed Scholarships
Sheta Endowed Scholarship
Simpson Endowed Scholarships for the Junior Year Abroad Program in Egyptology
Stone and Webster Endowed Scholarship
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Torgersen Endowed Scholarship
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Warner-Lambert Endowed Scholarship
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Xerox Egypt Endowed Scholarship
Xerox Foundation Endowed Scholarships
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Yasmina Endowed Scholarship
Youssef Nabih Endowed Scholarship in Accounting
Youssef Nabih Endowed Scholarships

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$29 million Scholarships and financial aid awarded

67 Student-run clubs and organizations
95 Countries represented by AUC students
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<td>Alumni</td>
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<td>PhD programs</td>
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<td>Percentage of faculty from Egypt</td>
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<td>Graduate programs</td>
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<td>Percentage of faculty from the United States</td>
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<tr>
<td>Faculty to student ratio</td>
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<td>Part-time faculty</td>
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<td>Percentage of faculty from other countries</td>
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