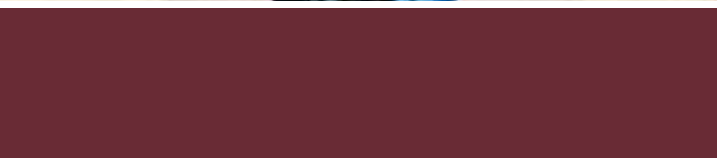


 THE AMERICAN UNIVERSITY IN CAIRO

P R E S I D E N T ' S R E P O R T



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P R E S I D E N T ' S L E T T E R

As I complete my tenure as president of The American University in Cairo, I want to say how proud I am of the transformation that has taken place over the past seven years, and to note that this transformation could not have been possible without the steadfast support of the University community and its supporters.

All of the changes that have taken place — from our move to New Cairo to the establishment of the University's first PhD program — attest to AUC's role as a dynamic and innovative institution, and one which is playing an increasingly important role in educating the future leaders of Egypt and the world. The University continues to experience dramatic growth, with the largest intake of first-year undergraduates and new graduate students in AUC history — enrollment levels reaching an all-time high of 6,600 students, with an additional 50,000 adult, part-time learners enrolled in continuing education and professional development programs. Similarly, the number of full-time faculty also reached unprecedented levels, with 460 full-time faculty members now on campus.

As a result of this rapid growth, the University has taken a fresh look at its long-range plan and has worked to integrate its planning and budgeting processes. The results of this University-wide strategic planning process have been captured in a new strategic plan, which is outlined in this report. The plan positions AUC to pursue innovations in many aspects of the University's academic programs, administrative practices and institutional processes. I am confident that it is a solid foundation on which the University can continue to build in the coming decades.

The University's second year on the campus in New Cairo was marked by a number of significant accomplishments, including the launch of three new schools and the announcement of the University's first PhD program. The three new schools will continue to enhance AUC's role as the leader of higher education in the Middle East. The School of Global Affairs and Public Policy, with academic departments in law, public policy and administration, and journalism and mass communication, will offer its students unique opportunities to develop a comprehensive overview of the strategic issues that are of great concern to world citizens today. The new School of Business, which is building on its success as the regional leader in business education and research, will help students meet the challenges of a new world of information and communication technologies; and the Graduate School of Education will strengthen Egypt's educational environment, both in terms of available professional resources and workforce.

The decision to approve a PhD program at AUC represents another milestone. After significant research to ensure that the University had the resources to ensure success, a program in applied sciences with specializations in nanotechnology, biotechnology and computer science, and in engineering with specializations in mechanical, construction, electronics and environmental engineering was approved, with its first class of students admitted in September 2010.

The year also marked my final year as chairman of the Board of Trustees. The past few years have been both challenging and rewarding. It has been an honor to work with the administration, faculty and staff of AUC, and to see the contributions they make have such a positive impact on the lives of our students. There is little doubt that AUC's best years lie ahead. I look forward to remaining engaged with the University and being a part of that very bright future.

CHAIRMAN'S LETTER



HIGHLIGHTS





ACADEMIC

New PhD Program Launched

The University has introduced its first PhD program in the School of Sciences and Engineering. The program will offer PhD degrees in applied sciences with specializations in nanotechnology, biotechnology and computer science; and in engineering with specializations in mechanical, construction, electronics and environmental engineering.

New Academic Programs Established

The University has launched a new International Counseling and Community Psychology graduate program, the first-of-its-kind in the region, as well as Egypt's first graduate-level program in food chemistry.

Prince Alwaleed Hall Officially Inaugurated

Prince Alwaleed Bin Talal Bin Abdulaziz Alsaud, chairman of Alwaleed Bin Talal Foundation and Kingdom Holding Company, officially inaugurated the Prince Alwaleed Bin Talal Bin Abdulaziz Alsaud Hall at AUC.

Al-Qasimi Opens Exhibit, Names Department of History

His Highness Sheikh Dr. Sultan Bin Mohammed Al-Qasimi, ruler of Sharjah, opened an exhibition featuring lithographs by world-renowned architectural artist David Roberts, and inaugurated the Sultan Al-Qasimi Department of History.

AUC Launches Three New Schools

In two separate ceremonies held at AUC New Cairo, the University launched its new School of Global Affairs and Public Policy and the School of Business, as well as the Graduate School of Education.



A W A R D S

AUC Professor Receives State Recognition

Amal Esawi, associate professor of mechanical engineering, received the Egyptian State Award in Engineering Sciences from the Egyptian Academy of Scientific Research, and was appointed to serve as the Egyptian representative for the Institution of Mechanical Engineers, the qualifying body of mechanical engineers in the United Kingdom with more than 80,000 members. She also received the University's Excellence in Research and Creative Endeavors Award in recognition of her significant contributions to scholarship, research and academic life.

Alumna First Egyptian to Win CNN's African Journalist of the Year

Ethar El-Katatney '07 is the 2009 winner of the economics and business category in CNN's Multichoice African Journalist of the Year competition for her article "The Business of Islam," which is currently being turned into a documentary. El-Katatney is the first Egyptian to win in the competition, which started in 1995 and recognizes excellence in African journalism.

AUC Students Win Outstanding Delegation in New York

At the National Model United Nations competition in New York, AUC's Cairo International Model United Nations team was the only Arab delegation to receive the Outstanding Delegation Award for representing Egypt, competing against more than 200 universities from around the world.

C O M M U N I T Y O U T R E A C H

AUC Hosts Global Walk Against Hunger

AUC hosted the eighth annual United Nations World Food Programme event, Walk the World, around its New Cairo campus. The symbolic walk is an effort to raise money and awareness of the World Food Programme's global fight against hunger and malnutrition, especially for children.

AUC Students Raise Funds for First Breast Cancer Unit in Qalubiya Governorate

An AUC delegation inaugurated the first breast cancer unit in Banha University, Qalubiya governorate. Journalism and mass communication students along with the Anti-Cancer Team student club led the initiative to establish better access to breast cancer screening and support.



Photographed by Mohamed El Alfi/Grand Creation





Photo courtesy of CNN London office



S P E A K E R S

Queen Rania Speaks at AUC

An alumna and global advocate of community empowerment, Her Majesty Queen Rania Al Abdullah '91 of Jordan spoke at AUC about the importance of civic engagement in the Arab region, calling on the next generation of young Arabs who have benefited from higher education to accept their obligation to advance their societies.

Amre Moussa Delivers Nadia Younes Lecture

Amre Moussa, secretary-general of the League of Arab States, spoke at AUC as part of the annual Nadia Younes Memorial Lecture on the risks and challenges facing the United Nations.

Provost Starts New Lecture Series

A new series of lectures have been established at the University that provide AUC professors with the opportunity to showcase their research and scholarship to faculty and students, as well as the Egyptian community at large.

Saif Al-Islam Alqadhafi Discusses Libyan Reform

Saif Al-Islam Alqadhafi, president of Alqadhafi International Foundation for Charity and Development, delivered a lecture at AUC, "The Past, Present and Future of Libya," where he discussed the ways in which Libya is undergoing reform to become a more free and democratic society.

Turkish Foreign Minister Speaks at AUC

Delivering the inaugural lecture of the public policy series held by AUC's School of Global Affairs and Public Policy, Ahmet Davutoglu, foreign affairs minister of the Republic of Turkey, focused on how his country has undergone a transformation in the Post-Cold War era. His lecture was titled "Turkish Policies and Peace in the Middle East."



LEADING AUC INTO THE FUTURE

AN ERA OF EXPANSION

The past decade has brought with it tremendous growth and expansion for The American University in Cairo. Led by the design and construction of the University's new campus, the tenure of David D. Arnold as president has seen unprecedented growth for AUC — academically and administratively. With two vibrant and active campuses, the University has — in recent years — inaugurated three new schools and created a PhD program, along with dozens of new academic and administrative programs. These









have included new undergraduate and graduate programs in sciences and engineering, as well as new graduate programs in law, journalism, public policy, gender studies and refugee studies.

In addition, AUC is now partnered with prominent universities around the world to undertake joint research, student exchange and collaborative teaching programs. A number of new scholarship and fellowship opportunities have been created, including the Leadership for Education and Development program (LEAD), which is funded by the United States Agency for International Development and the Egyptian Ministry of International Cooperation. Similar opportunities for students in the Arab region were expanded with the Tomorrow's Leaders Scholarship Program, co-funded by the U.S. State Department's Middle East Partnership Initiative, which will provide scholarships for students from the Middle East and North Africa.



G R O W T H A N D R E C O G N I T I O N

The University also completed its largest and most successful capital campaign, exceeding the planned \$100 million goal by 25 percent, while increasing enrollment levels, including significant rises in the number of adult and part-time learners in continuing education and professional development programs. Along with the growth in student enrollment has been the increase in the number of full-time international faculty, which has reached unprecedented levels.

And, these changes have not gone unnoticed. International recognition of the University as a center of excellence has resulted in *The New York Times* and the *Financial Times* heralding AUC as “a first-rate university” and a “hot spot of Western credo: entrepreneurship.”







AUC'S CORE VALUES

Amidst this growth and recognition, there was also a commitment by the University to determine how it could successfully position itself to ensure that it continues to be known regionally and globally for its leadership in teaching, research, creative expression and community service. To address this challenge, during the 2009 - 2010 academic year, the University launched a strategic planning process — engaging students, faculty, staff, parents and trustees — to design the University's goals for the future and to also identify the skills it wants AUC students to develop.

Because AUC's strength lies in its students and graduates, the University identified those qualities that it has been committed to providing to its students. These included equipping AUC students with the necessary tools and knowledge in their discipline to secure employment, and instilling in

them the ability to make decisions that reflect the highest standards of ethical conduct and professional behavior. Graduates will also be able to communicate effectively in English and Arabic, and will have an understanding and appreciation of Egyptian and Arab culture and heritage, as well as consideration for values and traditions that may differ from their own. As part of the University's commitment to community service, AUC graduates will also be expected to experience civic and social responsibility at the local, national and international level.

A STRATEGIC VISION

The University identified five strategic goals designed to ensure that it will be internationally recognized for its leadership and excellence in teaching, research, creative expression and service. The goals, which will build on the University's existing strengths, are designed to ensure that AUC becomes









the leading University in the Middle East and the destination of choice for students and faculty from around the world seeking in-depth cultural exposure, combined with outstanding academic programs, cutting-edge research and an ethically engaged, diverse community of scholars.

E d u c a t i o n a l E x c e l l e n c e

As its first goal, the University identified educational excellence, which will require the continued development of outstanding academic programs: fostering students' intellectual, cultural and personal development to prepare them for lifelong learning; supporting and sustaining outstanding teaching; and advancing academic integrity throughout the University.

R e s e a r c h I m p a c t

To address its second goal, research impact, the University agreed that it must attract and retain



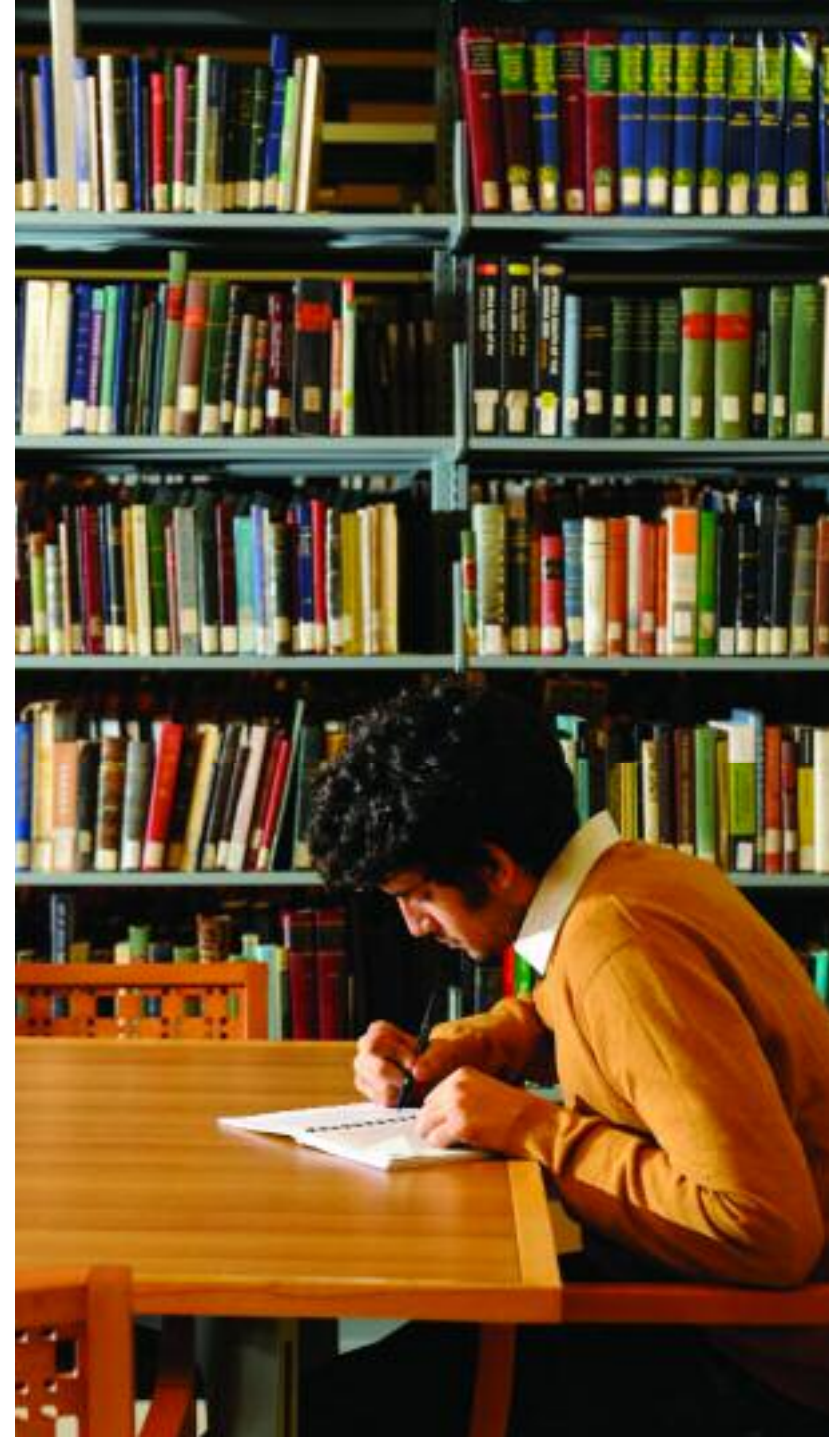
nationally, regionally and globally recognized faculty; provide the necessary support for world-class, discipline-based research, scholarship and creativity; advance research and innovation to address the challenges of the global society; and promote multidisciplinary collaboration.

A Global Experience

In the coming years, the University will undertake several initiatives to increase the global experience for its students and faculty members by broadening the scope and enriching the quality of international education at AUC; developing outstanding academic, co-curricular and extracurricular programs that promote an understanding of international interdependence and cultural diversity, as well as consideration for other values and traditions; strengthening efforts to attract more international faculty and students to the University; expanding study-abroad opportunities for AUC







students; and increasing the international reach of AUC's research and publishing programs.

C o m m u n i t y S e r v i c e

Because colleges and universities are in a strategic position to influence the thinking and values of future leaders and to help them become skilled, responsible citizens who value service to their communities and to larger causes at the national and international level, community service was identified as the fourth strategic goal for the University. AUC has long served as a leader in service to Egypt and the region, and this leadership will continue and expand this role through several initiatives: strengthening and expanding its continuing and professional education programs; increasing financial aid to students; and building research and service linkages with the broader community.

Institutional Quality

Finally, to ensure that the University will continue to promote continuous quality improvement through its assessment efforts, as well as increase communication and transparency throughout the University, institutional quality was identified as the fifth goal. As part of this initiative, the University plans to develop and implement strategic plans for critical areas across campus to ensure that resources needed to achieve these goals are available.

AUC AND THE 21ST CENTURY

AUC has made tremendous strides in the past several years and is well-positioned to become the premier University in the Middle East. Through its teaching, research, academic and administrative partnerships, AUC provides its students with the education and skills needed to compete in a global economy and to be effective and engaged citizens of the world.





SPONSORED PROGRAMS

The Office of Sponsored Programs (OSP) reports that AUC received \$17,901,914 in external funding during the fiscal year 2009 - 2010 in support of research, training and public service projects.

Project Title	Sponsor	AUC Unit	\$ Equivalent
Corporate Sustainability Capacity Building Program	Abraaj, Mansour, Aramex	Gerhart Center	\$400,000
Aga Khan Project to Develop Al Azhar Park	Aga Khan Foundation	DDC	\$19,025
Al Alfi Foundation MBA Fellowship Program at AUC - Second Cohort	Al Alfi Foundation	Graduate Studies	\$136,610
Al Alfi Foundation Biotechnology Fellowship	Al Alfi Foundation	Graduate Studies	\$97,414
Development of Customized Courseware for the Professional Certificate in Utility Management	Chemonics	School of Business	\$59,707
Training of Customized Courseware for the Professional Certificate in Utility Management	Chemonics	School of Business	\$91,575
Investigation of the Use of English Language Proficiency Assessment for Admissions and Placement in English Medium Universities	ETS	SCE	\$49,274
Rural Environment, Marginalization and Access to Resources	Ford Foundation	SRC	\$280,000
Research on Equity of Access to Higher Education in Egypt	Ford Foundation	SRC	\$120,000
Building the Next Generation of Scholars in Egyptian Public Universities	Ford Foundation	GAPP	\$409,000
Training: Building and Documenting Social Movements	Foundation to Promote Open Society	HUSS	\$76,500
Goldman Sachs Women's Entrepreneurship and Leadership Certificate Program - Year Two	Goldman Sachs	School of Business	\$1,037,990
Reproductive Health and Policy Formulation Workshop	Hewlett Foundation	SRC	\$150,000
Yousef Jameel MBA Fellows Program at AUC - Sixth Cohort	HITECH FZE	Graduate Studies	\$104,594
A National Study on Developing a Database for the Building and Construction Sector in Egypt	Housing and Building National Research Center	SSE	\$25,267
Gender Innovation Fund	ICRW	SRC	\$44,576
Digital Library on Philanthropy in Muslim-Majority Communities	IDRC	Gerhart Center	\$70,700
Translation, Gender and Knowledge Production: A One-Day Symposium	IDRC	CTS	\$10,750
15 th Annual Conference at the African Econometric Society - AUC	IDRC	School of Business	\$23,625
Remittances to Conflict Zones: The Sudanese Diaspora in Cairo - Phase Two	IDRC	GAPP	\$218,840
Pathways of Women's Empowerment Research Programme Research	IDS-Department for International Development/Sussex University	SRC	\$112,982
Pathways of Women's Empowerment Research Programme Consortium	IDS-Department for International Development/Sussex University	SRC	\$213,708
Unknown Remittances of the Migrants Who Died Abroad	Institute for Money, Technology & Financial Inclusion	GAPP	\$17,255
Organization of a Seminar on Social and Health Policies for Equity: Approaches and Strategies	IUSSP	SRC	\$52,000

Research at AUC: Micro/Nano-Electromechanical Systems (MEMS/NEMS): Devices and Sensors (Postdocs supplement)	KAUST	SSE	\$391,882
Research at AUC: An Environmental Genomics Approach for the Study of Marine Organisms in the Red Sea (Postdocs supplement)	KAUST	SSE	\$495,972
Research at AUC: Integrated Desert Building Technologies - Phase One (Postdocs supplement)	KAUST	SSE	\$1,099,800
Non-Personal Service Contract for Professionals to Conduct Scientific Infectious Diseases Research at NAMRU-3	NAMRU-3	SSE	\$531,250
Qassim Haddad Translation Project	National Endowment for the Humanities	HUSS	\$100,000
Mapping of Youth Civic Engagement on the Middle East and North Africa	Rockefeller Brothers Fund	Gerhart Center	\$50,000
Technical Assistance to the Conditional Cash Transfer Pilot of the Ministry of Social Solidarity	UNDP/Ministry of Social Solidarity	SRC	\$198,631
Innovating Social Policy to Tackle Child Poverty in Upper Egypt: An Experimental Pilot Conditional Cash Transfer Project	UNICEF	SRC	\$135,000
Safe Cities Free of Violence Against Women and Girls	UNIFEM	SRC	\$29,918
Center for Arabic Study Abroad (CASA) Revolving Account 2010 - 2011	University of Texas at Austin-CASA	HUSS	\$101,648
English for Religious Purposes (ERP) Program Classes in Egypt	U.S. Embassy, Public Affairs Section	SCE	\$31,837
Customer Service Excellence	U.S. Embassy, Public Affairs Section	SCE	\$2,857
English Access Microscholarships IV	U.S. Embassy, Public Affairs Section	SCE	\$710,330
General English Training for Omanaa El Fatwa	U.S. Embassy, Public Affairs Section	SCE	\$17,553
English Training for Al Azhar Teachers	U.S. Embassy, Public Affairs Section	SCE	\$22,793
General English Training for Imams	U.S. Embassy, Public Affairs Section	SCE	\$12,287
Leadership for Education and Development (LEAD) Scholarship Initiative Program - Sixth Cohort	USAID	LEAD Office	\$9,000,000
ASHA 1054	USAID/ASHA	SSE	\$700,000
Management Skills Training Program	USAID/Management Sciences for Development	SCE	\$22,658
English Training for Journalists	USAID/MSI	SCE	\$51,146
Center for Arabic Study Abroad (CASA) 2010 - 2011	USDOE/University of Texas at Austin-CASA	HUSS	\$367,200
Refugee Research Network: Globalizing Knowledge	York University	GAPP	\$7,760
			\$17,901,914

Abraaj	Abraaj Capital	IDS	Department for International Development, University of Sussex
Al Mansour	Al-Mansour Holding Company for Financial Investments	IUSSP	International Union for the Scientific Study of Population
AMIDEAST	The American Mideast Education and Training Services Inc.	KAUST	King Abdullah University of Science and Technology
Aramex	ARAMEX International	MSI	Management System International
ASHA	American Schools and Hospitals Abroad	NAMRU-3	U.S. Naval Medical Research Unit No.3
CTS	Center for Translation Studies (AUC)	SCE	School of Continuing Education (AUC)
DDC	Desert Development Center (AUC)	SRC	Social Research Center (AUC)
ETS	Educational Training Services	SSE	School of Sciences and Engineering (AUC)
GAPP	School of Global Affairs and Public Policy (AUC)	UNDP	United Nations Development Programme
Hewlett Foundation	The William and Flora Hewlett Foundation	UNICEF	United Nations Children's Fund
HUSS	School of Humanities and Social Sciences (AUC)	UNIFEM	United Nations Development Fund for Women
ICRW	International Center for Research on Women	USAID	United States Agency for International Development
IDRC	International Development Research Centre (Canada)	USDOE	United States Department of Education

Preparation for the University's operating budget for the fiscal year ending on August 31, 2010 began in the fall semester of 2008 against the backdrop of the sub-prime mortgage crisis in the United States. Not surprisingly, in the spring of 2009, the Board of Trustees approved an austerity budget that drastically reduced spending from endowments; constrained compensation increases to a minimum compatible with Egypt's inflationary environment; and curtailed all but essential capital spending.

Actual operational results for the year have substantially exceeded initial expectations. Because Egypt's banking system had avoided the worst excesses witnessed in the United States and Europe, the ensuing economic slowdown was less abrupt, and enrollment of Egyptian students continued to expand strongly in the fall of 2009. Increased enrollment, tuition increases averaging just under 8 percent, and higher average course loads per student resulted in academic tuition fees rising strongly from \$78.5 million to \$91.4 million.

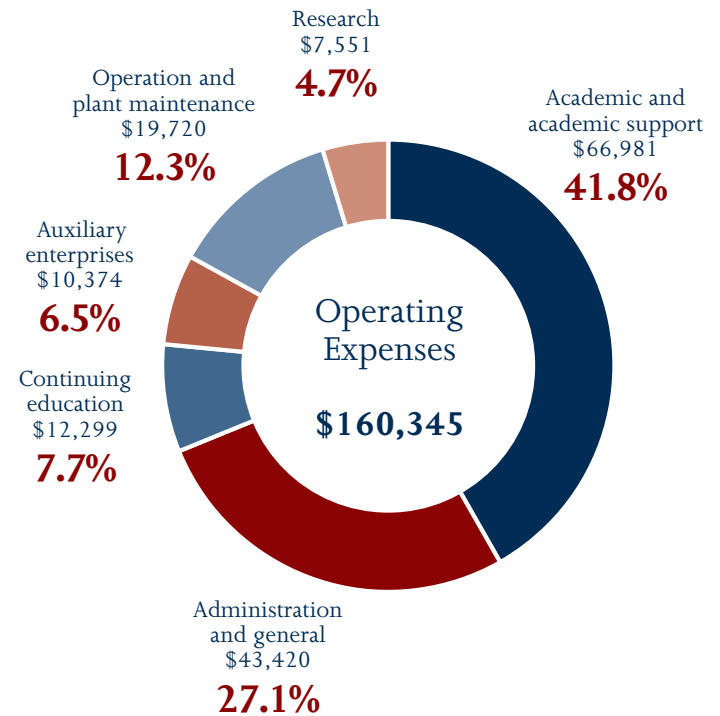
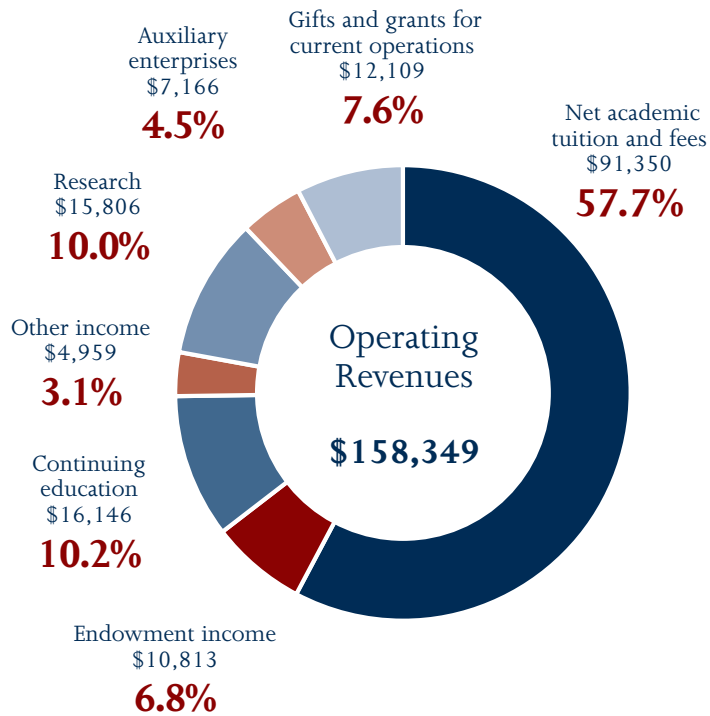
Continuing education programs also reported a healthy increase in revenues, which rose from \$13.8 million to \$16.1 million,

thanks largely to the seemingly exponential growth in programs offered by the Management Center. At \$7.2 million, the Management Center's revenues are now only narrowly exceeded by those of the School of Continuing Education.

Thanks in no small measure to a major pledge in support of the new PhD program in applied sciences, the total giving to the University reached \$14.7 million against \$11.5 million in the prior year.

After two years of losses, the University's endowments benefited from a gradually improving investment climate, earning a net return of \$9.0 million after the annual spending appropriation. It should, however, be noted that there would again have been a net deficit had the spending appropriation not been reduced to a level well below the policy spending rate of 5 percent.

ANDREW W. SNAITH
Vice President for Finance



P R E S I D E N T ' S C L U B

AUC's President's Club represents a community of alumni, parents, friends and corporations who support the University with gifts of \$1,000 or more during the academic year September 1, 2009 – August 31, 2010. The President's Club was established to recognize the generosity and leadership of donors who provide the backbone of financial support that enables the University to remain a guiding force for positive developments in Egypt, the Middle East and beyond. Every effort has been made to publish accurate, up-to-date records. We apologize for any inadvertent omissions or errors and encourage you to request corrections by contacting us at 2615.2481 or farida@aucegypt.edu.

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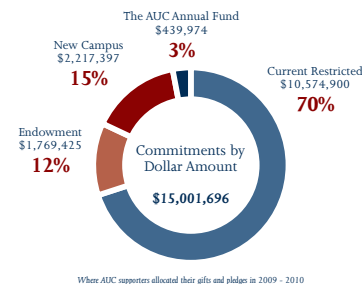
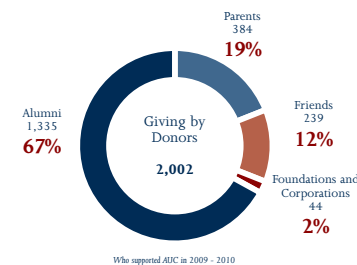
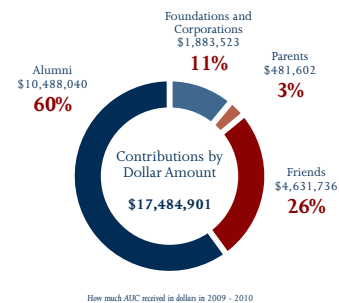
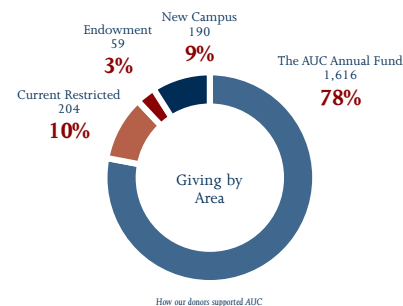
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62 Student-run clubs and organizations

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