

PRESIDENT'S REPORT



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PRESIDENT'S LETTER

This has been a transformational year for the American University in Cairo. As we celebrated the university's illustrious 90-year history, we also completed the long-awaited move to our new campus. In February, Egypt's First Lady Suzanne Mubarak joined us to mark these historic events, which also symbolized the close of one chapter in AUC's history, as we embark on a new chapter, prepared to fully capitalize on the multitude of opportunities our history and amazing facilities present.

Over the past year, we have expanded our academic offerings, increased our institutional partnerships and attracted unprecedented numbers of students of the highest caliber. We have restructured our schools to establish a School of Business, a School of Global Affairs and Public Policy, and a Graduate School of Education, giving each school the specialization it needs to focus and excel in its respective area. We have achieved the most stringent levels of academic accreditation and recruited top-tier faculty members at the forefront of their fields. And this is only the tip of the iceberg. Under the leadership of Provost Lisa Anderson, AUC is embarking on a bold dream of becoming a global center of academic excellence, rivaling the best institutions around the world.

As the university settles into the campus and while plans are underway for the future, it is imperative that I take this chance to thank you — our friends and supporters. Your generosity and determination have made the dreams of the founders of this university a reality, and it is your continued support that will ensure that AUC realizes its aspirations for the future.



DAVID D. ARNOLD

CHARMAN'S LETTER

Since its founding 90 years ago, the American University in Cairo has benefited from a deeply committed and actively engaged Board of Trustees, as well as a group of loyal supporters who have seen it through decades of turbulence and triumphs to where it stands today. In fact, many members of our board have family ties that date back to the founding of AUC, when its sole aspiration was to provide an English-language education in a few disciplines to Egyptian youth.

What is taking place on campus today — from exciting new research in biotechnology to world-renowned Arabic study programs and innovative partnerships with international institutions — is the tangible result of this commitment to AUC's mission by so many individuals for many decades.

Well beyond the dream of becoming a recognized university and building a campus, AUC has risen to prominence as a well-respected center for scholars and students from around the world. Equally impressive is the university's singular ability to link and embody the best of American liberal-arts education with the rich cultural heritage of Egypt and the region. AUC occupies a unique space from which it can educate the leaders of Egypt and the region, serve as a portal for the exploration and understanding of both American and Arab culture, and give the Middle East a teaching and research institution at par with the best in the world.

Your support, along with generations of supporters over the past 90 years, has positioned AUC as the leader in higher education it is today and created a promise of a future that exceeds all expectations.



B. BOYD HIGHT

The Hatem and Janet Mostafa Core Academic Center and the AUC Library overlooking Bartlett Plaza









U.S. Ambassador to Egypt Margaret Scobey delivering U.S. President Barack Obama's message of congratulations to AUC



AUC President David D. Arnold presenting Egypt's First Lady Suzanne Mubarak '77, '82 with the key to the university

INAUGURATIC



Egypt's First Lady Suzanne Mubarak '77, '82 presided over the official inauguration of AUC New Cairo last February, in a ceremony that drew prominent leaders from around the world. Margaret Scobey, U.S. ambassador to Egypt, also delivered a message of congratulations to AUC from U.S. President Barack Obama.











Faculty showcase concer



Prince Alwaleed Bin Talal Bin Abdulaziz Alsaud Ha



FEBRUARY 2009

AUC Trustee Mohamed ElBaradei, Nobel Prize winner and director general emeritus of the International Atomic Energy Agency













School of Sciences and Engineering

Inauguration week also marked the celebration of AUC's 90th anniversary with a week-long program of events, including cultural performances, academic panels and lectures that featured distinguished speakers from around world.



Abdul Latif Jameel Hall

Jeffrey Sachs, professor of health policy, management and sustainable development and director of the Earth Institute at Columbia University









Jazz performance by the Charlie Young Quartet

Conference and Visitor Center, including Moataz Al Alfi Hall and Bassily Auditorium

INAUGURATION GUESTS

Fayza Aboulnaga Egypt's Minister of International Cooperation

Alaa Al Aswany Author of *Yacoubian Building* and *Chicago*

Youssef Boutros Ghali Egypt's Minister of Finance

Allan Goodman

President and Chief Executive Officer of the International Institute of Education Hany Helal Egypt's Minister of Higher Education and Minister of State for Scientific Research

Minister of state for scientific ke
Mohamed ElBaradei
Director General Emeritus of the

International Atomic Energy Agency

Kishore Mahbubani Dean of the Lee Kuan School of Public Policy, National University of Singapore His Highness Sheikh Dr. Sultan bin Mohammed Al Qassimi Ruler of Sharjah Jeffrey Sachs
Professor of Health Policy, Management
and Sustainable Development, and
Director of the Earth Institute at
Columbia University



Provost Lisa Anderson



AMBITION AND IMPACT. This is what will define the next era in AUC history according to Provost Lisa Anderson. With the relocation to the New Cairo campus this year, AUC is now poised to become one of the world's leading universities — fully capitalizing on the depth of Cairo to make an impact in the community and the world. "We must not be afraid of being ambitious," said Anderson. "We have to set our goals high. In almost anything we pursue, we ought to be able to say clearly and proudly: This is what we do, and this is the impact we are having."

PLUGGED IN. AUC is now positioned to pursue an ambitious goal of joining what Anderson predicts will be an elite group of universities that are truly global. "The world of higher education will become tightly networked in the next 10 or 20 years, and there will be around 100 really well-known universities around the world. I believe AUC can be one of those," said Anderson. Until the end of the 20th century, older universities with large libraries and research collections had a distinct advantage, explained Anderson. As a result, smaller and newer universities were always trying to catch up with resource-rich institutions.

"What was rewarding about our project is that it is human centered so it is not just about computers and machines. People can actually benefit from it," said Youssef Kashef, AUC senior who co-authored an award-winning project with fellow engineering student Abdelrahman Mahmoud. The engineering students, who are already seeing the impact of their work before they graduate, developed a wearable emotion-recognition system that promises to help autistic children connect with others. The project, which received first prize at the international Association for Computing Machinery conference, was a collaboration between the two seniors and a graduate student at MIT's Media Laboratory.









"With half of the region's population below 25 years of age, academic institutions have a singular contribution to make in shaping the direction of the Middle East," said Ambassador Nabil Fahmy, founding dean of AUC's new School of Global Affairs and Public Policy. The school develops future policy makers and leaders who can converse with the international community, while having a keen knowledge of Egypt and the region.



Today, the new information technologies that have created virtual research networks and learning communities, digitized libraries and set up global classrooms are giving greater access to information worldwide and diminishing many of the advantages of larger, older schools.

As Anderson predicts, the landscape of higher education in the 21st century will no longer be dominated by the traditional model of Europe and North America serving as the hub for research and graduate work for students from around the world. Instead, a networked world of research will form with nodes represented by top universities around the world. "We are beginning to see this picture come into focus, as some of the best universities in the world will become nodes in a global network," said Anderson.

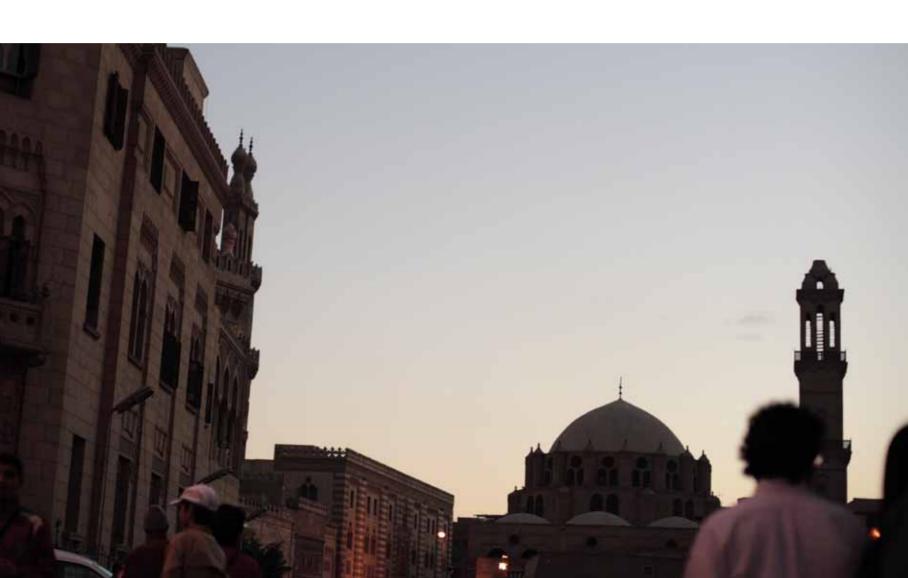
"AUC has all the requisites to become part of this network of top universities. We operate in English; we have spectacular facilities that offer opportunities in ways even the people who designed them could not have foreseen; and a fortunate set of circumstances — Egypt's depth, a wide pool of talent and the appeal of Cairo," said Anderson. AUC is already becoming further integrated into this elite academic network, as faculty members and students collaborate with top universities and international research centers on everything from nanoscience and the genomics of the Red Sea to economic history, management education and the promotion of philanthropy.



"Partnering with leading institutions gives the School of Business the edge to collaborate and share intellectual and human capital that enables it to avail global experiences related to the school's primary focal points of entrepreneurship, innovation and leadership," said Sherif Kamel, dean of AUC's new School of Business, which has partnerships with dozens of top business schools from around the world.









"AUC faculty members are active in all aspects of life in Cairo — whether as musicians, actors and creative writers in the Egyptian cultural arts scene; as business consultants or engineers who promote cutting-edge solutions; or as environmentalists who address Egypt's serious pollution problems. Through their teaching, they convey to students the multifaceted reality of Cairo and the value of active engagement in Egyptian concerns. For students, programs oriented toward community development allow them to discover that they can make a difference, and not just be bystanders," said Ann Lesch, associate provost for international programs.

calro AS THE CLASSROOM. For AUC, Cairo — cultural, political and social capital of the Middle East — is a singular edge in its pursuit of becoming a global center for excellence. The city offers an unrivaled opportunity for research and teaching. To take full advantage of the city, AUC is developing its academic program to use Cairo "as a field site across the curriculum and to integrate it into teaching as much as possible," said Anderson. A number of courses strive to do just that, including The Nile: Environment and Civilization, an interdisciplinary winter session course that explores the environmental, health, socioeconomic and political issues associated with the management of the river. Other courses that explore everything from Islamic architectural design and ancient Egypt to the country's environmental issues and the modern Arab family, all draw heavily on Cairo as an extension of the classroom.

"There is a discernable shift in education as it becomes more experiential — learning by doing. And if you believe in that — and we do — you see your surroundings as an extension of the classroom," said Anderson, explaining the rationale behind the development of courses around Cairo. "Our surroundings are resources because of the new ways in which we think of education. If you think of the old model of kids sitting in rows in a classroom and getting information from a teacher — the emphasis was on preparing them to work on assembly lines in huge factories or rows of offices in a faceless bureaucracy." For today's graduates, who must, in contrast, learn to sift through massive amounts of information and continually adapt to a rapidly evolving world around them, this kind of experiential, hands-on education fosters creative analysis and professional agility.









"The world constantly needs to develop new antimicrobial drugs, and to do this, we need to discover new bacteria. This project is historic in that it marks the first time exhaustive brine pool sampling of the Red Sea has been done for environmental genomic analysis," said Rania Siam, associate professor of biology, director of AUC's biotechnology graduate program and one of the faculty members working on the Red Sea Marine Genomics Project. Through this unique project, in collaboration with the King Abdullah University of Science and Technology, researchers are developing a genomic facility where they are working to isolate bacterial genomes, sequence their DNA and map the microbes for the discovery of biotechnological and pharmaceutical products.

The emphasis on experiential learning means that today's writing students are using their skills to document the lives of refugees and then publishing their findings in a book *Voices in Refuge*; engineering students are applying their expertise and building toys for school children in Establ Antar, a disadvantaged area in Cairo; and students in a development course spend one day each week volunteering for a non-governmental organization and documenting their findings on a blog.

SERVICE AND REACH. Hands-on learning not only ensures the skills gained are relevant, but more importantly, instills in students early on an understanding that their education is intricately tied to the world around them, and that they have both an obligation and an opportunity to have a positive impact on their communities. AUC continues to increase the number of community-based learning courses that incorporate service into the curriculum, as well as continuing to encourage student organizations active in the area of community service. This gives students and faculty members the opportunity to reach deeper into their communities and become engaged in finding solutions to the problems that confront the world around them.

"I want to provide public-school students with the opportunity to learn new practical skills because I believe they all have high potential if guided in the right direction with proper training and experience," said Hagar Ibrahim, computer science junior who received the Moataz Al Alfi Award for Excellence in Civic Engagement and Philanthropy. Ibrahim was awarded for her proposal to develop a software engineering company that employs 20 students from local public high schools as interns to provide them with training in computer programming. A student in AUC's Leadership for Education and Development program, Ibrahim will receive LE 20,000 to fund her project, as well as LE 10,000 as a personal reward and LE 5,000 for training to help her implement her idea.







In addition to community-based courses and student activities, service also extends to AUC as an organization. "People often define service as things that individuals do," explained Anderson, adding that AUC as an institution also plays a pivotal role in hosting discussions about the future of both the downtown and the New Cairo communities. "We are a concerned stakeholder, but we are also disinterested. Over the long run, we should be seeing ourselves as an institutional citizen, bringing together the private and public sector for vital community discussions. If businesses tried to do that, people would think they wanted a profit; if government did it, people would think they want to raise taxes, but we can play an important role as an unbiased party who is at the same time deeply committed to the community's future."

Whether it's service — through faculty members and students or as an institution — teaching or working alongside researchers and academics in a global network, AUC is boldly carving out a new place for itself in the world arena. It has great ambitions and a deep determination to make an impact in its community and the world.



SPONSORED PROGRAMS

The Office of Sponsored Programs (OSP) reports that AUC received \$17,011,449 in external funding during the 2008 - 2009 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 to identify potential funding sources and develop proposals, negotiates the terms of grants and contracts, and ensures that AUC complies with those terms.

Project Title	Sponsor	AUC Unit	US\$ Equivalent
The Muslim World Media Survey in Indonesia	Rockefeller Brothers Fund	Adham	\$50,000
Arab Online Journalism Project	USAID	Adham	\$377,767
Non-Personal Service Contract for Professionals to Conduct Scientific Infectious Diseases Research at NAMRU-3 (three-year support)	NAMRU-3	ADMIN	\$693,699
Center for Arabic Study Abroad - CASA 08-10 (two years)	USDOE-University of Texas at Austin	HUSS-ALI	\$53,132
CASA Revolving 08-10 (two years)	University of Texas at Austin-CASA	HUSS-ALI	\$331,889
Research on Somali Migrants in Yemen, Saudi Arabia and Turkey	Danish Refugee Council	HUSS-CMRS	\$130,000
Support for the Psychosocial Training Institute	Netherlands Embassy	HUSS-CMRS	\$28,400
Remittances to Conflict Zones: The Sudanese Diaspora in Cairo	IDRC	HUSS-CMRS	\$34,968
Research Project on Egyptians Abroad and Opportunities for Investment in Egypt	IOM	HUSS-CMRS	\$16,000
IIE Scholar Rescue Fund Fellowship	IIE-Scholar Rescue Fund	DDC	\$27,000
Support for the Gerhart Center to Expand Its Resources	Ford Foundation	Gerhart Center	\$275,000
Regional Conference on Arab Legal History	Ford Foundation	HUSS-Law	\$65,000
LEAD Scholarship Initiative Program – Supplement	USAID	LEAD and Diversity Scholarships	\$8,505,387
MEPI Tomorrow's Leaders Scholarship Program Supplement for 10 Additional Students	U.S. Department of State, Bureau of Near Eastern Affairs	LEAD and Diversity Scholarships	\$1,711,926
The Yousef Jameel MBA Fellows Program at AUC - Fifth Cohort	HITECH FZE	BEC-Management	\$389,773
Health Policy and Health Economics in the Eastern Mediterranean Region	Gates Foundation	BEC-Management	\$371,370
The Yousef Jameel MBA Fellows Program at AUC - Sixth Cohort	HITECH FZE	BEC-Management	\$721,647
Conference: Arab Islamic Philosophy as a Growing Social Science Subdiscipline	Ford Foundation/IIE	HUSS-Philosophy	\$10,000
Cairo International Model United Nations (CIMUN)	U.S. Embassy, PAS	HUSS-Political Science	\$10,093
Management Training Course: Coaching and Counseling for Outstanding Job Performance	U.S. Embassy, PAS	SCE	\$7,800

Advanced UNIX Training	Naval Air Warfare Center	SCE	\$3,810
English Training for Journalists	USAID/MSI	SCE	\$8,478
English Access Microscholarship III	U.S. Embassy, PAS	SCE	\$499,992
English Access Microscholarship Alumni Camp	U.S. Embassy, PAS	SCE	\$11,744
English Training for Imams III	U.S. Embassy, PAS	SCE	\$16,604
Understanding Women's Work and Its Empowering Potential in Their Everyday Life	GTZ	SRC	\$19,621
Surveying Service and Management Quality in Health Facilities	World Bank Group	SRC	\$23,200
Follow-up to Egypt Investment Climate Assessment Survey	World Bank Group	SRC	\$8,000
Training Course in Research Methodology for Graduate Students	AMIDEAST	SRC	\$20,000
Pathways of Women's Empowerment Midterm Analysis Conference	IDS-Department for International Development/University of Sussex	SRC	\$61,290
Poverty Dynamics, Access to Resources and Social Change in Rural MENA	OXFAM Novib	SRC	\$63,438
Support the Development of a Database on Health Equities/Inequities	WHO	SRC	\$30,000
Pathways of Women's Empowerment in Countries in Crisis	IDS	SRC	\$21,440
Multilayer Material Characterization and Depth Measurement System	RDI	SSE-Construction Engineering	\$15,286
Enterprise University Partnership: Technology Transfer Offices	TEMPUS	SSE-Physics	\$1,262,162
Spatial Stimulation Plug-in-Toll for Building Information Modeling Software	RDI	SSE-Construction Engineering	\$23,362
MS Scholarships Program in Environmental and Water Resources Engineering and Management at AUC	IRG	SSE-Construction Engineering	\$251,716
ASHA 1025	USAID/ASHA	SSE	\$800,000
Solar Energy Driven Thermo-Acoustic Refrigerator with a Harmonic Resonator (SEK 300,000)	SP Technical Research Institute of Sweden	SSE-Physics	\$40,455
The Big Read	U.S. Embassy, PAS	Student Affairs	\$20,000

\$17,011,449

Adham ALI AMIDEAST ASHA	Kamal Adham Center for Journalism Training and Research (AUC) Arabic Language Institute (AUC) The America-Mideast Education and Training Services, Inc. American Schools and Hospitals Abroad	IRG MSI NAMRU-3 RDI	International Resources Group Management Systems International U.S. Naval Medical Research Unit No. 3 Research, Development and Innovation Programme -
CASA	Center for Arabic Study Abroad (AUC)	ILDI	The European Community
CMRS	Center for Migration and Refugee Studies (AUC)	SCE	School of Continuing Education (AUC)
GTZ	Deutsche Gesellschaft fur Technische Zusammenarbeit	SRC	Social Research Center (AUC)
	(German Development Cooperation)	SSE	School of Sciences and Engineering (AUC)
HUSS	School of Humanities and Social Sciences (AUC)	TEMPUS	TEMPUS Programme – European Commission
IDRC	International Development Research Centre (Canada)	U.S. Embassy-PAS	U.S. Embassy - Public Affairs Section
IDS	Institute of Development Studies, University of Sussex	USAID	U.S. Agency for International Development
IIE	Institute of International Education	USDOE	U.S. Department of Education
IOM	International Organization for Migration	WHO	World Health Organization

FINANCIALS

The university began moving administrative operations to its New Cairo campus during the summer of 2008, and although parts of the campus were still incomplete, classes were able to start in early September. While a drop was experienced in the number of study-abroad students on campus, local student enrollment continued to be buoyant, and during the fiscal year that ended August 31, 2009 we were able to record growth from \$66.3 to \$78.5 million in academic tuition fees earned net of scholarships. Continuing education programs continued to operate from the downtown campus and made strong progress despite the inconvenience of major space remodeling after the departure of the academic programs. Aggregate revenues grew by 17.0 percent to reach \$13.8 million.

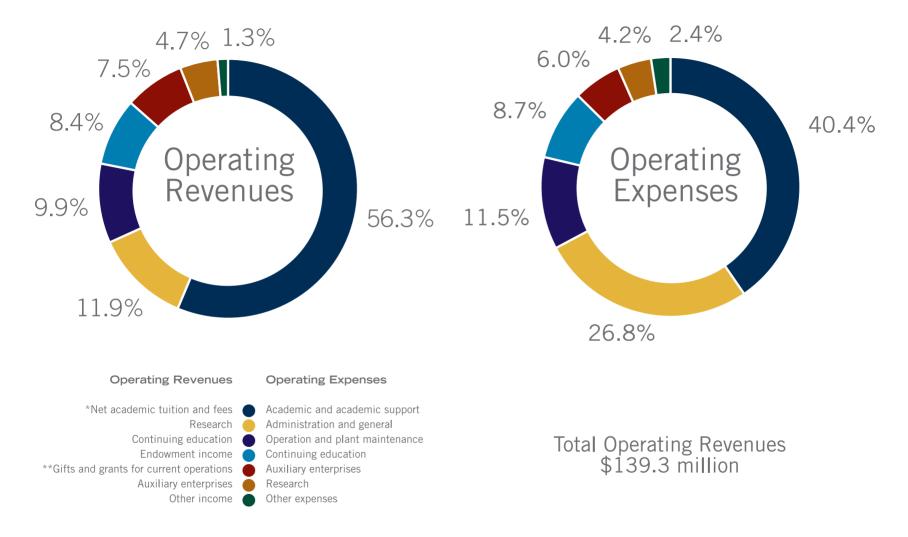
Grant and contract activities expanded dramatically following major research awards from the King Abdullah University of Science and Technology. Total revenues earned at \$16.6 million dwarf the comparable figure of \$9.9 million earned in the previous year. The AUC Press and Bookstores operations both suffered from the difficult economic background, and as a result revenues declined by 10.8 percent to \$4.9 million. Student housing also encountered difficult operating conditions; revenues continued to grow, but the expense ratio deteriorated sharply as a result of having to lease property in the fall semester because of the incomplete state of the campus.

New campus construction in progress was transferred to the fixed asset ledgers during the fiscal year and the net value of property, plant and equipment now stands at \$439.6 million, overtaking endowment investments as the largest component in AUC's balance sheet. As expected, the addition of the campus has significantly increased operation and maintenance of plant expenditures, and depreciation expenses have soared from \$9.2 to \$25.3 million.

For the second fiscal year in a row the university's long-term endowments and investments have suffered erosion in value, despite restraint in spending from quasi-endowments and a surprisingly resilient recovery in capital markets. Capital losses on investments totaled \$72.8 million and current income declined substantially from the record level reached in the prior fiscal year.

ANDREW W. SNAITH

Vice President for Finance



^{*\$21.3} million in financial aid and scholarships was given to students in the form of tuition reductions. This amount is deducted from gross tuition income.

^{**}Gifts of \$1.2 million for new campus development and endowments are excluded from operating revenues. This information is based on the Actual FY 2009 (pre-audit) Consolidated Statement of Activities report.

PRESIDENT'S CLUB

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. 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 2.02.2615.2481 or farida@aucegypt.edu.

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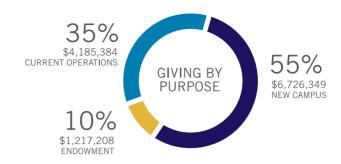
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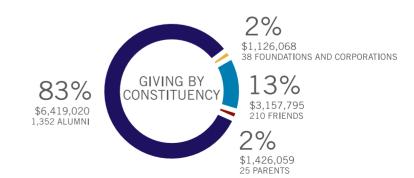
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