

**PRME SHARING INFORMATION
ON PROGRESS REPORT
2019/2020**



***This is our Sharing Information on Progress Report on the Implementation of the Principles for Responsible Management Education**

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A. Renewal of Commitment to PRME

Our Commitment to PRME continues to inspire us to embrace responsible Business as one of the main themes with the school's strategy. We, at the AUC School of Business, take pride in our collective ability as a team to adapt, innovate, and continue to impact society positively. Our commitment to quality, pledge for impact and ever-present sense of responsibility to grooming the future leaders and responsible change agents of tomorrow have inevitably set the pace and paved the way for our future directions.

As the dean of the School, it is with absolute pride that I share in this report a sample of the initiatives and accomplishments that helped us leverage our impact, even during these challenging and unprecedented times. The AUC School of Business was in no way exempt from the pressures that came along with COVID-19's extraordinary challenges. Despite that, or rather due to it, our different constituents, both on and off-campus, collectively and effectively engaged in supporting our community and sustaining our high standards, while unitedly sparing no effort to provide the best-in-class educational experience for our learners. Not only that, but we were also able to foster new partnerships, reaffirm our international rankings, restructure the way we recognize our top performing students, as well as launch new initiatives and courses to ensure an ever-evolving learning experience for our students. We also found ways to support our newly graduated alumni in a job market that has completely changed in the blink of an eye.

The 2019/20 report will shed light on all new developments, initiatives and updates that contribute to the school's ongoing commitment towards PRME.

Looking forward to further infusion of responsible management education in our ecosystem.



Sherif Kamel
Dean

B. Overview of AUC School of Business

- **Strategic Direction**

The school strategy is mission-driven, domain-focused, and location-led, with a specific emphasis on Egypt and the Arab region. In 2016, the school formulated its long-term Vision 2030 to help shape its programs and activities. To develop the vision, an inclusive approach was implemented that involved all school constituents, including faculty, staff, students, alumni, corporate partners, and members of the Strategic Advisory Board. The team examined global trends in business and management education and models of top business schools.

Vision 2030 has three primary focus areas:

- 1) providing leading-edge, practice-oriented academic degrees and executive education programs
- 2) producing and disseminating top-quality research on the region and domain areas
- 3) raising the school's regional and international profile and attracting the best students from Egypt, the region, and beyond. A high-level implementation plan was outlined and estimates of the resources needed by the three focus areas were developed.

As the school strategy 2015/2019 came to an end in summer 2019, in spring 2018, a new strategic planning process was initiated by the dean to develop the school strategy 2019/2022. The strategy was driven and guided by Vision 2030, coupled with an assessment of the performance and outcome of the strategy 2015/2019 and emerging global trends in business and management education adapted to local market needs. The strategy identified potential areas of development and the corresponding actions needed, as well as the target expectations and key performance indicators. The strategy aligned with the university's Centennial Strategic Plan 2019/2022. Overall, the strategy aims to provide relevant, timely, and practical education with international experience and curricula shifting to experiential learning and hands-on-training; formulate effective partnerships with business and industry; shift towards shorter and specialized graduate master's programs; expand and diversify the executive education offerings; and effectively integrate innovative technologies to supplement existing teaching methods. The strategy committee worked with several taskforces to organize several focus groups and brainstorming sessions with various stakeholders to discuss the directions of the school and identify promising activities and initiatives. The process was completed in spring 2019 and following several deliberations at different school levels, including the

Council of the School of Business, the process was finalized, and the strategy went into effect in July 2019. Progress towards strategy execution is captured through a set of defined key performance indicators.

- **Addressing Responsible Business**

Responsible business practices and education are becoming cornerstones of business school programs worldwide. The school aims at developing leaders for a sustainable future, taking into consideration the purpose and role of business in society, values, sustainable development, diversity, and stakeholders' interests. The emphasis on responsible business has created an avenue to address salient social issues in Egypt and the Arab region and the responsibility of different social actors, including businesses, to engage with them. The School's definition of responsible business encompasses developing sustainable business models that create shared value while ensuring the financial viability of the business venture.

In line with the School of Business strategy related to responsible business, the Corporate Governance Unit was created, and the mission of the Women on Boards Observatory was placed at the heart of corporate governance enhancement in Egypt. The emergence of gender equality and inclusion and women on boards topic nationally, regionally and globally led us to concentrate our efforts on the Women on Boards Observatory and its activities. The Women on Boards Observatory is hosted under the Corporate Governance unit at the school of business, which manages the operation of the Observatory and its activities.

An inclusive approach to decision-making is adopted where all stakeholders are engaged in the development of the 2015-2019 and 2019-2022 Strategic Plans via a holistic process.

The School of Business Strategy 2019-2022

In developing the school strategy 2019/2022, five strategic areas were identified as priority:

- Quality of education: To foster academic excellence in a liberal arts culture through innovative teaching and quality research, to prepare students for future local and international careers and lifelong learning.
- Internationalization: To enhance internationalization of the school in student enrollment, faculty recruitment, research projects, curriculum diversity, and corporate and university partnerships.

- AUC School of Business experience: To foster a culture of belonging and engagement among the school stakeholders and expand the school's community outreach and engagement.
- Institutional effectiveness: To foster a productive environment led by exceptional human capital embedded in a culture of continuous improvement and development.
- Innovation: To inculcate innovation and creativity along with liberal education to achieve a unique value proposition.

The three fundamental themes of engagement, innovation, and impact are embedded in the school's DNA. Based on its mission and vision, through constant collaboration with its constituents, the school strives to deliver innovative agents of change who can make a sustainable impact on society. In essence, the three school themes are well-integrated and constitute the basis of all programs and initiatives of the school.

C. New Developments in relation to implementation of PRME Principles

• Academic and Executive Education Programs

The school is a strong proponent of market-relevant business education. Faculty are encouraged to bring as much 'practicality' to the classroom as possible by deploying their own professional expertise, regularly inviting speakers from the business community, and assigning projects based on 'real-world' data. Experiential learning is an essential component of both the undergraduate and graduate programs.

All school programs adhere to the same principles: participant-centered, hands-on approach, and academic rigor. Depending on the level of the degree, each program uses the delivery methods appropriate to ensure a valuable learning experience. Course delivery at both the graduate and undergraduate levels is based on a combination of traditional and innovative teaching methods.

New and Revamped Academic Programs

With the start of Fall 2020, The School introduced three new undergraduate business programs to its portfolio: Bachelor of business in entrepreneurship, Bachelor of business in finance, and Bachelor of business in marketing. This is in addition to its existing Bachelor of business administration in management of information and communication technology. Along with the new bachelor programs, an elective experiential learning course, Cooperative Education (Co-Op), is now offered in business undergraduate programs, enabling students to experience on-the- job training on a full-time basis with

external entities. The AUC MBA program has also undergone a revamp; now spanning two years instead of three and becoming a general program with two career paths substituting the previously existing track specializations.

Executive Education (ExecEd)

Academic and professional engagement intersect seamlessly in ExecEd. Since 2018, the process for ExecEd program development has included, in addition to practitioners in the relevant functional or sectoral area of the program, an academic faculty member from the school as a member of the technical program development committee. The faculty member may be full-time or adjunct and whenever possible has practical industry experience as well. This composition of the committee enables an exchange of experience and brainstorming between academic faculty and industry professionals, thereby keeping ExecEd programs timely, relevant and robust, while also allowing practical industry experience to inform the academic programs taught by faculty serving on these committees. Academic faculty may also serve as subject matter experts, content developers, and instructors in the school's ExecEd programs. The impact of ExecEd is demonstrated by the professional success and advancement of individuals participating in open enrollment programs, the return on investment to corporations that work with the business solutions unit, and the sustained partnerships created with sponsors, whether government or international organizations.

• Select Programs

Launch of J-PAL MENA at AUC School of Business

July 2020, The Abdul Latif Jameel Poverty Action Lab (J-PAL), together with AUC, MIT, and Community Jameel, launched J-PAL MENA, a regional research center based at AUC School of Business that focuses on alleviating poverty and improving lives through evidence-informed policymaking. Since J-PAL launched at MIT in 2003 it has founded flagship research centers in Africa, Europe, Latin America and the Caribbean, North America, South Asia, Southeast Asia. J-PAL MENA aims to leverage AUC's long history of engaging in cutting-edge policy-relevant research and build an ecosystem for evidence-based policy, crowding in regional academics and training future development researchers, forging partnerships with policymakers, and bridging the gap between academic research and policymakers in the region.

Willard W. Brown International Business Leadership Seminar Series

A platform for renowned international business thought leaders to share a wealth of technical knowledge, business acumen, market, and/or scholarly expertise with the AUC community and the local business community at large.

Launch of Common Platform for Civic Education Networks

The Gerhart Center, as a representative of Networking Arab Civic Education (NACE), launched the "Common Platform for Civic Education Networks" project in partnership with Eastern European Network for Civic Education (EENCE) and Civic Education Network for Eastern and Southern Africa (CENESA). The German Federal Foreign Office funded project, aims to create and develop a common platform that includes a database of civic education organizations and individuals (trainers, experts, and/or practitioners) operating in the three regions. The platform functions as an online database to share best practices and exchange ideas globally as well as to facilitate access to organizations, practitioners, and experts in the field of civic education across different regions for potential cooperation, consultation, gaining information and accessing contacts for a joint dialogue.

Business Forward launches "This is how I moved my #Businessforward" campaign

Business Forward launched its first interactive campaign "This is how I moved my #BusinessForward", inviting business leaders to share how they navigated the pandemic year, and then inviting the audience to vote on the most inspiring story. The results of the voting were announced at the end of the publication's annual event. The 2020 campaign themed around resilience, attracted 210 visits to the campaign participation page, 17 campaign submissions, 15 feature videos, 639 visits to the voting page, 322 votes, and 4 most-voted for winners. Business Forward will relaunch this campaign every year, linking it to the annual event, and selecting a different theme every year.

Behavioral and Economic Decision-Making Lab Now Live

The AUC School of Business launched its Behavioral and Economic Decision Making (BEDM) Lab, representing one of only two experimental economics labs in the Middle East. It focuses on experimental and behavioral economics through simple monitor-based games with student subjects to measure factors essential to the economic decision-making process.

ExecEd Revamps Healthcare Programs

The Executive Education arm of the School revamped its healthcare programs, with two new diploma programs: The Post Graduate Diploma in Healthcare Quality Excellence and

the Post Graduate Diploma in Hospital Management and Operational Excellence, designed to inspire healthcare professionals through equipping them with innovative techniques and creative approaches that refine the provision of healthcare services. The programs incorporate field visits to renowned hospitals to cover practical approaches essential for the management of healthcare systems.

KCC and P&G Join Forces for Commercial Challenge

El-Khazindar Business Research and Case Center (KCC) once again conducted its annual case-solving competition in partnership with one of the biggest multinational corporations, P&G. The competition allows students to get exposed to the job market while enhancing problem-solving, analytical, and presentation skills. Winners enjoyed a one-week job shadowing opportunity at P&G headquarters and got a chance to be recruited by the company.

Leadership for Government Excellence Program – Powered by AUC

In support of capacity building in the public sector, the Leadership for Government Excellence is a tripartite program between the Ministry of Planning, Monitoring and Administrative Reform, the American University in Cairo, and King's College UK. The program aims to provide personal awareness, organizational impact, and system alignment to enable select government leaders to transform their organizations. AUC School of Business, School of Global Affairs and Public Policy, and School of Science and Engineering successfully provided training for 120 government employees.

Ensuring Career Readiness with PwC

With the start of the new Academic Assessment Cycle 2019/2020, the School offered its students an exceptional chance to experience a mock, yet realistic, hiring process at one of the School's top employers and a leading global professional services provider PricewaterhouseCoopers - PwC. The assessment piloted in Fall 2020, with the aim of adopting a more scalable and sustainable model to assess career-readiness based on specialized technical expertise in the areas of human resources and talent acquisition. The assessment utilizes the non-technical portion of PwC Middle East's actual recruitment process and is therefore suitable for students of all majors. The collaboration with PwC Middle East helps students connect with the corporate world, provides them with a personalized performance report to identify their areas of strengths, and automatically includes them in PwC Middle East's database for potential target recruitment.

12 Co-Working Spaces Across Egypt = 170 startups, 1,000 jobs

The AUC Center for Entrepreneurship and Innovation partnered with Hivos and Nahdet El Mahrousa for the Co-Working for Sustainable Employment (CWSE) program. As a result of the partnership, 12 co-working spaces were established across nine Egyptian cities for entrepreneurs to network, share, and learn from each other. The program enabled the creation of 170 startups and 1,000 jobs.

GIZ and AUC V-Lab take on Insurtech

AUC Venture Lab's (V-Lab) Fintech Accelerator powered by the Commercial International Bank (CIB) and in partnership with the International Finance Corporation (IFC), collaborated with GIZ's InsurTech Egypt, a platform that tackles the insurance industry challenges, to initiate the first insurance hackathon in Egypt. During the hackathon, participants received training and mentorship to develop their business ideas. Winners got fast-tracked to the AUC Venture Lab Bootcamp.

UK's Social Enterprise Academy to come to Egypt

The Center for Entrepreneurship and Innovation at AUC School of Business supported the launch of the UK's Social Enterprise Academy (SEA) in Egypt. Founded by AUC alumni Heba Fadeel and Aisha Khairat, SEA Egypt is the 13th hub globally and the first in the MENA region, providing internationally certified and tailored programs in leadership, enterprise, social impact, and personal development and learning.

Nestlé and Modus Join AUC Venture Lab Family of Supporters

AUC Venture Lab welcomed corporate leader in the FMCG sector Nestlé and hybrid investment venture capital firm Modus last fall as supporters of its Startup Accelerator program, bringing unique expertise and support to AUC Venture Lab startups.

V-Lab Trains Six Public Universities on Startup Support

As part of its collaboration with Drosos Foundation, AUC Venture Lab provided acceleration and capacity building training to staff members from six public universities. The training covered an overview of the entrepreneurship ecosystem, the role of support organizations and their activities, and a tour of the AUC Venture Lab. Participants also got to meet some of the V-Lab graduates, and discuss their acceleration experience with them.

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Women on Boards Observatory Launches 2019 Monitoring Report, 30% Club MENA, Database, and Partners with TheBoardRoom Africa and UN Women

The observatory seeks to increase the representation of women on boards in Egypt. The WoB observatory partnered with UN Women to equip and expand the pool of women to be placed on boards through capacity building activities, releasing the observatory report on women on boards in Egypt and developing Egyptian board-ready women database, which is funded by the Swedish International Development Agency (SIDA). Moreover, WoB celebrated the launch of "30% Club MENA", in collaboration with the Egyptian Exchange (EGX), which advocates for the presence of 30% women on boards by 2030. Additionally, the observatory partnered with TheBoardroom Africa (TBR Africa) to promote exceptional female talent to boards across the continent. Based on the 2019 Egypt Women on Boards Annual Monitoring Report, 113 qualified women are needed to join boards in Egypt annually.

Gerhart Center launches Strengthening Egypt's Family Planning Program Youth Competition

Under the patronage of the National Population Council, The John D. Gerhart Center at AUC School of Business and John Snow, Inc. jointly implemented the 2020/2021 Youth Competition activity. This activity is part of the USAID Strengthening Egypt's Family Planning Program (SEFPP) and encourages young people to put forth innovative ideas to increase awareness among their peers about family planning and reproductive health

issues and services. Fifteen teams comprising 64 students from public and private universities across Egypt participated in the competition to create the best family planning and reproductive health awareness campaigns.

Hack-19: Regional Hackathon for MENA University Students

The hackathon focused on problems caused by the COVID-19 outbreak and the repercussions of the lockdown, rather than looking for a medical cure to the virus. Essentially, the hackathon aimed at building a crisis response system in collaboration with 20+ partners in various sectors, leveraging on the entrepreneurship momentum in the region amidst the challenges faced due to the pandemic outbreak. Students from the MENA region were mobilized to find and implement crowd-sourced, people-centered solutions through a virtual hackathon built around the design-thinking methodology.

Online Case Competition (OCC)

The AUC Center for Entrepreneurship and Innovation, El-Khazindar Business Research and Case Center, and AUC Business Association, joined forces to launch the School's first Online Case Competition. 11 student teams competed via Zoom on identifying challenges facing Robusta during COVID-19 and developed a strategy to address their key concerns in order to help the business attain its goals, in just four hours.

Gerhart Center represents Africa and the Middle East on UNEP Civil Society Advisory Body

The Gerhart Center has been selected to represent Africa and the Middle East on the United Nations Environmental Program (UNEP) Financial Institutions (FI) Principles of Responsible Banking (PRB) Civil Society Advisory Body. The Gerhart Center's role is to engage and consult with relevant organizations in Africa and the Middle East to ensure that the diverse views of wider civil society are taken into account. The Civil Society Advisory Body of the Principles for Responsible Banking is a unique forum for meaningful and constructive engagement between wider civil society and the 200+ signatories to the Principles for Responsible Banking. Composed of 12 leading organizations, the body offers constructive and meaningful engagement between wider civil society and the community of signatory banks. Its role is to ensure the principles maintain ongoing relevance with societal needs and ensure the over 200 signatory banks deliver on their commitments with ambition and transparency.

D. School of Business Conferences and Events

AUC Business Forum

The School organized the first round of a high-level forum in commemoration of the 10th anniversary of the School's rebranding as "School of Business," within the AUC's centennial celebration. The AUC Business Forum included five roundtables where renowned and distinguished scholars, business and industry practitioners, as well as policymakers from Egypt, Africa, the Middle East and other parts of the world discussed timely issues, mirroring the school's themes and strategic direction.

John D. Gerhart Center hosts the first MENA BoP Global Summit

The School's John D. Gerhart Center hosted the first Base of the Pyramid (BoP) Global Network Summit in MENA, showcasing community based frugal innovations in three thematic areas: grassroots innovations, schooling for the BoP, and affordable housing. The summit aimed at transformational change, through participating in building a strong ecosystem for BoP communities in Egypt, in order to share experiences, showcase best practices and explore opportunities of partnerships and localization of successful models.

A2K4D Kicks Off Alternative Innovation Measurement Lab

The Access to Knowledge for Development Center (A2K4D) held its ninth Annual Workshop, focusing on artificial intelligence, innovation, and inclusion prospects in the MENA region. Workshop sessions shared outputs of A2K4D's research in collaboration with their partners and within various networks, and discussed timely issues related to A2K4D's research over the past year. The workshop also witnessed the launch of the Alternative Innovation Measurement Lab (AIM), which aims to review current definitions of innovation as well as attempts and models of measuring innovation in different contexts to better represent Egypt on Global Innovation indices such as the Global Innovation Index (GII) and the Global Competitiveness Index (GCI).

AUC V-Lab Celebrates Fall'19 Demo Day

The AUC Venture Lab (V-Lab) celebrated the graduation of another cohort of inspiring entrepreneurs at the AUC Tahrir campus gardens. The Demo Day welcomed more than 400 attendees including investors, bankers, businessmen, academics, entrepreneurs and business leaders. The ceremony was dedicated to the loving memory of internet pioneer and visionary, former Minister of Communications and Information Technology, and Venture Lab Award recipient Dr. Tarek Kamel.

The Lazord Fellowship Annual Conference

The John D. Gerhart Center organized a weeklong conference in Ain el Sokhna in partnership with the Lazord Foundation, New York. The main objective of the conference was to wrap up and reflect on graduating fellows learning journey throughout the year, as well as help orient new entrance on what to expect throughout the coming year. The conference is designed and conducted by the program's facilitators, chapters, and the fellows themselves and includes learning circles, presentations on civil society, and responsible leadership, as well as a regional research panel. The Lazard Fellowship is a highly competitive fellowship the program offered by the Gerhart Center in partnership with the Lazord Foundation to bright young fellows in Egypt, Jordan, and Tunisia, This yearlong the program seeks to empower fellows to develop a critical understanding of civic engagement, and to improve their leadership and technical skills for their future careers in all sectors.

AUC Hosts Arab International Women's Forum

AUC was host to the Arab International Women's Forum's (AIWF) third major conference in Egypt under the theme "Women as Engines of Economic Growth," examining critical development challenges and opportunities for Egyptian and Arab women leaders in business, entrepreneurship, academia and public service. Themes covered included gender diversity on corporate boards and in family businesses, women in public office, women in academia, the role and contributions of women in the rural and informal sectors — concluding with reflections on the future of work for women and youth in the MENA region. The event worked towards the fulfillment of the Sustainable Development Goals (SDGs) for women and young people, and their social and economic prosperity.

Looking Beyond Egypt's Economic Reform with Business Forward

Focusing on "What Comes After Egypt's Economic Reform? A Look Forward", the knowledge portal of the AUC School of Business, Business Forward, held its annual event with an array of renowned speakers and attendees. With an intricate dissection of the next steps the country needs to take after the conclusion of a phase of the economic reform program, the event featured insightful 15-minute talks and sessions by experts from the government, financial institutions, the private sector, academia and international organizations.

The GC-Lazord Fellowship Graduation Ceremony

Gerhart Center, in collaboration with Lazord Foundation, celebrated the graduation of the ninth cohort of the Lazord Fellowship. The fellowship offers a one-year placement at a nonprofit organization as well as capacity building and mentoring programs.

J-PAL at AUC International Conference on African Challenges

The AUC Abdul Latif Jameel Poverty Action Lab (J-PAL) presented ongoing research projects at the AUC International Conference for Research on African Challenges (ICRAC). The conference is guided by the United Nations' (UN) vision of the 2030 Agenda for Sustainable Development, namely the Sustainable Development Goal of "No Poverty." The conference is a platform for academics, policymakers and NGOs to meet, network, and examine practical solutions to commonly identified problems. In its continuous quest to alleviate poverty, J-PAL also collaborated with UNICEF to host an event titled: "Overcoming Youth Unemployment in Egypt: What Can We Learn from Randomized Evaluations?". The seminar shed light on the challenges faced by Egypt's youth to secure employment, and gave an account of global evidence from impact evaluations on youth employment interventions in order to help the audience tackle and effectively address these challenges. The seminar featured visiting professor Bruno Crépon from the Centre de Recherche en Économie et Statistique (CREST).

Students Choose Entrepreneurship Leader with CEI, Wadhwani

In coordination with Wadhwani Foundation, the School's Center for Entrepreneurship and Innovation (CEI) organized a one-day event for undergraduate students willing to inaugurate an on-campus startup club. Students elected their entrepreneurship leader (E-Leader), who would guide the club to channel aspiring entrepreneurs into Campus Company Programs, encourage them to get internships by joining the job placement program, help them acquire entrepreneurial skills, and connect them to relevant networks and resources.

Linking Executive MBA Community

Executive MBA (EMBA) alumni were able to touch base with the new cohort of 2019 via an annual networking event focusing on "Managing your Egypt Business in a Global Economy". Discussion topics included the impact of the African Free Trade Continental Area on the Egyptian economy, the ease of doing business in Egypt and Africa, the role of international donor organizations during the coming years in balancing economic growth with sustainable development, and the effect of the 4th Industrial Revolution

technologies in amplifying economic reform gains in the country. Additionally, the new classrooms and lecture halls for the EMBA were inaugurated during the event.

MIT Enterprise Forum: Ethics and Entrepreneurship: Facing the Crisis with Principles

Ayman Ismail Director of AUC Venture Lab and Pakiza Abdulrahman of Bahrain EDB engaged attendees in an intriguing discussion to set an ethical framework for startup founders on how to ensure that their ethics and values are set right from the start and what type of due diligence could be done so that a startup's mission and vision match those of the investors, consumers, and employees.

Reenergy Africa E-Summit

The AUC School of Business was proud to be the capacity-building partner for ReEnergy Africa. The summit focused on the economics and economic challenges post COVID-19. A session titled "Energy Futures: Driving the Future by Leveraging Renewable and Sustainable Energies in Africa: Egypt as a Success Story" was moderated by our very own Associate Dean for Graduate Studies and Research at the AUC School of Business Samer Atallah. ReEnergy Africa is a unique annual intellectual forum that aims to uncover opportunities in the renewable energy market in Africa, create enabling environment for a diverse group of energy professionals and stakeholders to take stock of progress, and assessing current milestones towards the implementation of the UN SDG Goal 7 (Affordable & Clean Energy) for Africa.

A2K4D Tenth Annual Workshop

The Access to Knowledge for Development Center (A2K4D) Annual Workshop is a forum for expert, multi-faceted discussions on future outlooks in development and research in various fields. This year, the tenth round of the A2K4D Annual Workshop was a little different. Adapting to the unprecedented circumstances of 2020, the workshop was held as a series of four online webinars spread over October and November under the theme of "Beyond COVID-19: Conversations on AI, Data, and the Future of Work". Two of those webinars were a collaboration with Friedrich-Ebert- Stiftung (FES) Egypt. The webinars covered the "Digital Economy Post COVID-19: Global Outlook and Local Contexts", "Visualizing Innovation: Tracing Data Blind Spots", "New Technologies and Open Innovation: The Voice of Young African Scholars" and "Women, Youth and the Future of Work: Inclusion in Challenging Times."

Gerhart Center Social Talk: The New Civil Society Law for NGOs

The Gerhart Center's 6th Round of Social Talks, titled: understanding the new civil society law, is essential for everyone whose work is related to the development sector, or anyone working in NGOs in Egypt. The session was hosted in Arabic by Assem El Khouly, legal advisor for civil society organizations and member of the General Union for Organizations' Board, and moderated by Issam Adawi, social development specialist.

Faculty Development

Dean of the AUC School of Business **Sherif Kamel** participated in two BSIS Virtual Symposiums, themed around the Educational Impact and the Business Development Impact of the BSIS Impact Dimensions. He also took part in a webinar by the European Foundation for Management Development (EFMD) on business school strategies for internationalization under restricted travel conditions, tackling creativity through global collaboration under the influence of COVID-19 and strategies moving forward. Moreover, Kamel joined three deans from leading business schools in Africa in a webinar dedicated to the role of those schools post-COVID-19.

Moataz El-Helaly, assistant professor of accounting, received the Olayan School of Business (OSB) at the American University of Beirut (AUB) Research Merit Award in 2019 and 2020. He also received the AUB University Research Board Grant in 2019.

Ghada Howaidy, associate dean of Executive Education and External Relations, took part in the African Women's Leadership Program (AWLP), held in collaboration with UN Women NTA, The American University in Cairo, National Council for Women, Missouri State University, IFC, African Union and African Peer Review Mechanism (APRM). Howaidy was selected to talk to 100 women from 45 countries across the African continent about "Accelerating Gender Diversity on Boards and Business Leadership" and "Gender Dynamics".

Jamal Haidar, assistant professor of economics, served as an advisor to the publication of the 2019 Prosperity Index, published by Legatum Institute, aiding in the review of the methodology and construction of the index. He was also appointed as a Middle East Initiative Research Associate from Harvard University in January 2020. Lastly, Haidar received the Platinum STAR (Stellar Teaching and Activities Recognition) Award, from the AUC School of Business in July 2019.

Rania Hussein, assistant professor of marketing, received the Excellent Paper Award, by the International Research Experiences for Students (IRES) in December 2019.

Khaled Samaha, tenured professor of accounting, received the Excellence in Research Quality award from Elsevier Publishers, UK in December 2019.

Tarek Selim, professor of economics, was awarded the Academy of Management Best Reviewer Award 2020 for the Technology and Innovation Division. This year, The Technology and Innovation division employed 706 reviewers, among whom only 25 were selected as recipients of the Best Reviewer Award for their outstanding work.

Nermeen Shehata, associate professor of accounting and director of El-Khazindar Business Research and Case Center (KCC), was recognized among 15 successful women in Egypt during "The Egyptian Woman: The Icon of Success," event held on International Women's Day 2020. She was also recognized among 50 Heroes of 2020 by Women of Egypt, and received the Golden Stellar Teaching and Activities Recognition (STAR) Award from the AUC School of Business in September 2019.

Ashraf Sheta, assistant professor for entrepreneurship and strategy, received the Teaching Cases Award in the field of family business from the European Foundation for Management Development (EFMD) in May 2020. Sheta also received the silver award of the Stellar Teaching and Activities Recognition (STAR) from the AUC School of Business in October 2019.

Abdul Latif Jameel Endowed Chair of Entrepreneurship, AUC Venture Lab Director and **Associate Professor Ayman Ismail** was part of the curatorial board of the 2019 edition of African Crossroads in Kenya. He was also part of a panel on entrepreneurship, arts and technology trends in Africa.

Nagla Rizk, professor of economics and founding director of Access to Knowledge for Development Center (A2K4D), participated in the kick-off event and co-taught a summer institute course within The Harvard's Berkman Klein Center for Internet and Society.

Visiting Assistant Professor of Marketing and Academic Director of CEMS at AUC Hakim Meshreki led the first chapter of the CEMS Student Board World Webinar Panel Series on Family Business in The Middle East, elaborating on the perspective of African businesses in a globalized world.

Research Activities

John D. Gerhart Center launches New Research Initiative: Giving for Social Impact- Cases from the Arab World

The John D. Gerhart Center launched its new research initiative: Giving for Social Impact – Cases from the Arab World. The first case study from Palestine has already been published under the title “The Role of Private Capital in Youth and Women Evolvment.”

A2K4D Joins Oxford University’s Fairwork Project

Access to Knowledge for Development Center (A2K4D) has officially joined the Fairwork Project based at the Oxford Internet Institute at Oxford University. The objective of the Fairwork project is to raise awareness about the emerging platform or “gig” economy around the world, especially in the Global South. Fairwork draws on the expertise and experience of researchers at the University of Oxford, as well as that of partner organizations, and actively engages in research in India, South Africa, the UK, Germany, Chile, Indonesia, Ecuador, and Pakistan. A2K4D will represent AUC and Egypt in this global partnership. The partnership came with a modest grant of ten thousand sterling pounds, but perhaps more importantly, with a wealth of potential for research in Egypt and comparative research with the multiple members of the Fairwork network.

AUC School of Business Becomes Official Sponsor of EFMD Case Writing Competition Track

The new category of case studies within the EFMD case writing competitions,

Partnerships

AUC School of Business Partners up with Egyptian Professionals Network (EPN)

AUC School of Business signed a Cooperation Protocol with the Egyptian Professional Network (EPN), an exclusive, collaborative global community of more than 7,500 Egyptian professionals. The cooperation focuses on spreading awareness and increasing graduate programs’ visibility, aiming to build a pipeline of qualified candidates for selected programs. As part of the partnership, AUC School of Business Executive Education was invited to join the "Unlock Pioneer Program" - an exclusive invite-only subscription-based platform for service providers powered by EPN.

School Inks Partnership with Wadhwani Foundation

Global not-for-profit Wadhwani Foundation has now become part of the AUC School of Business journey to equip students with the entrepreneurial skills required by the job market, support aspiring entrepreneurs, provide networking opportunities, and build institutional capacity to run world class entrepreneur education programs. This entails two offerings: an entrepreneurship curriculum and a start-up club.

12 Co-Working Spaces Across Egypt = 170 startups, 1,000 jobs

The AUC Center for Entrepreneurship and Innovation partnered with Hivos and Nahdet El Mahrousa for the Co-Working for Sustainable Employment (CWSE) program. As a result of the partnership, 12 co-working spaces were established across nine Egyptian cities for entrepreneurs to network, share, and learn from each other. The program enabled the creation of 170 startups and 1,000 jobs.

GIZ and AUC V-Lab take on Insurtech

AUC Venture Lab's (V-Lab) Fintech Accelerator powered by the Commercial International Bank (CIB) and in partnership with the International Finance Corporation (IFC), collaborated with GIZ's InsurTech Egypt, a platform that tackles the insurance industry challenges, to initiate the first insurance hackathon in Egypt. During the hackathon, participants received training and mentorship to develop their business ideas. Winners got fast-tracked to the AUC Venture Lab Bootcamp.

UK's Social Enterprise Academy to come to Egypt

The Center for Entrepreneurship and Innovation at AUC School of Business supported the launch of the UK's Social Enterprise Academy (SEA) in Egypt. Founded by AUC alumni Heba Fadeel and Aisha Khairat, SEA Egypt is the 13th hub globally and the first in the MENA region, providing internationally certified and tailored programs in leadership, enterprise, social impact, and personal development and learning.

Nestlé and Modus Join AUC Venture Lab Family of Supporters

AUC Venture Lab welcomed corporate leader in the FMCG sector Nestlé and hybrid investment venture capital firm Modus last fall as supporters of its Startup Accelerator program, bringing unique expertise and support to AUC Venture Lab startups.

V-Lab Trains Six Public Universities on Startup Support

As part of its collaboration with Drosos Foundation, AUC Venture Lab provided acceleration and capacity building training to staff members from six public universities. The training covered an overview of the entrepreneurship ecosystem, the role of support organizations and their activities, and a tour of the AUC Venture Lab. Participants also got to meet some of the V-Lab graduates, and discuss their acceleration experience with them

Managing COVID-19

At the end of the academic year 2019/2020, the world was different in many ways. There is no denying that the changes brought about in the first half of the calendar year have challenged even the most dynamic environments and affected many societies and economies. The spring 2020 semester has taken the brunt of this change, and the AUC School of Business was in no way exempt from the pressures that came along with COVID-19's extraordinary challenges. Despite that, or rather due to it, our different constituents, both on and off-campus, collectively and effectively engaged in supporting the community and sustaining the School's high standards, while unitedly sparing no effort to provide the best-in-class educational experience possible for students.

How the AUC School of Business Reacted

As elsewhere, the COVID-19 pandemic in Egypt caused severe disruptions to the process of education and higher education. However, based on the state-of-the-art technology infrastructure in place and the relatively previous experience the university had from operating remotely for some time during the developments that took place in Egypt in 2011 and following the university plan to switch to a remote mode of operation in March 2020, the school in collaboration with different offices across campus adapted its operations, schedule and logistics and adopted several pedagogical models to ensure the seamless delivery of different programs and services. The process was iterative and dynamic and witnessed several adjustments throughout the past 16 months. These delivery approaches also proved to create value including offering a pathway into new markets and for forging new types of partnerships and collaboration.

- Shifting Online

Since the COVID-19 pandemic hit, our students' health and safety and that of the school community at large have been our main priority. The university acted rapidly and shifted

to online learning in mid-March to ensure that we continue to educate, support and fulfill our academic responsibilities, including providing an uninterrupted learning experience. A move that tested our resilience, agility, and the ability to shift to a digital platform almost overnight, yet continue to deliver an exceptional student-centered experience. With the university's state-of-the-art digital infrastructure, our faculty members, supported by our staff, were capable of making virtual learning mostly synchronous, by providing a highly interactive and holistic experience for both undergraduate and graduate students, as well as executive education learners. The learning exposure of AUC School Of Business 32 | Annual Report 2019-2020 our students and learners included inviting renowned guest speakers and organizing competitions to integrate COVID-19 challenges into the curriculum and address its various impacts on society.

Helping with First Steps Beyond University Walls

Supporting our graduating seniors was also at the top of our agenda as they planned their post-graduation careers amidst uncertainty. In collaboration with the AUC Career Center, professors regularly connected with them, offering virtual career advising appointments, job search and interviewing tools, techniques, and collaborations with alumni to support them in their next big step.

V-Lab Takes Acceleration Online

In a swift reaction to the COVID-19 outbreak, AUC Venture Lab moved all of its operations online, managing the journey of more than 30 entrepreneurs and tens of mentors and experienced lecturers.

Executive Education Digitizing 40 Running Programs

Executive Education has taken strides in responsiveness during these difficult times. It was determined to deliver cutting-edge knowledge for participants, particularly during such uncertainty, making the leap to successfully shift online with 40 running programs and more than 1,200 participants. Besides navigating digital platforms, instructors were supplied with resources to run interactive online classes and tools to engage participants. Taking the Discussion Online Within the school's commitment to knowledge-sharing and driving conversations in critical business and developmental issues, several webinar series were introduced to support our mission of being a knowledge hub for the wider community.

Here are the main ones:

- *Gerhart Center Webinar Series:* The “Aftermath of COVID-19: The New Social Impact Ecosystem” webinar series aims to discuss concepts that are currently not mainstream and may (or perhaps should) become mainstream in the aftermath of COVID-19.
- *EMBA Masterclass Series:* The EMBA Masterclasses are a series of Facebook live sessions given by top-notch international faculty and instructors on a wide array of business topics within context of the current COVID-19 crisis with emphasis on the post-COVID-19 world, along with the tools and knowledge business leadership will need to navigate this new world.
- *V-Lab Talks:* V-Lab Talks is a series of live webinars offered by AUC Venture Lab to support entrepreneurs and business professionals. Guest speakers included inspiring entrepreneurs, leading investors and business experts discussing survival techniques, market insights and predictions, as well as innovation tools.
- *Willard W. Brown International Business Leadership Webinar Series:* This series is a post-COVID-19 version of the Willard W. Brown International Business Leadership Seminar Series which serves as a platform for renowned international business thought leaders to share a wealth of knowledge, business acumen, market and/or scholarly expertise with the global academic and business community.

- Finding Solutions

The ingenuity and pure grit of the School constituents were demonstrated through initiatives like the Center for Entrepreneurship and Innovation’s (CEI) Regional Hackathon for MENA University Students (Hack-19). This competition tackled the coronavirus lockdown’s repercussions and empowered MENA university students to develop solutions for the pandemic. The competition saw 137 teams of 2-4 members, totaling 388 students, each working under the guidance and mentorship of 43 subject matter experts and coaches, and evaluated by 26 esteemed judges.

Additionally, the AUC Venture Lab (V-Lab) kicked off its Quarantine Clinic to offer entrepreneurs free personalized 25-minute one-on-one online consultations and mentorship. The move aims at helping them navigate the challenges they are facing amidst the pandemic by relying on evidence-based entrepreneurship. The AUC Center for Entrepreneurship and Innovation, El-Khazindar Business Research and Case Center

(KCC), and AUC Business Association joined forces to launch the School's first Online Case Competition. Eleven student teams competed via Zoom on identifying challenges facing digital agency Robusta during COVID-19 and developed a strategy to address their key concerns in order to help the business attain its goals, in just four hours.

Because recounting a story helps in sharing best practices and learning from challenges, our Executive Education launched the "Diaries of Executive Education during the COVID-19 Pandemic," a blog that aims to document the transitional phase the team and programs have undergone with the sudden shift to online learning. The stories in the diaries are told through the eyes of different members of the team and include all the challenges and obstacles they faced, how they overcame them, and what they learned every step of the way.

- Faculty Stepping Up

There was no shortage in faculty initiatives to ensure a smooth and optimized process over the past months. Nellie El Enany, assistant professor, collaborated with Andrew Schenkel, Stockholm School of Economics, to provide support on her podcast teaching method, which Schenkel is currently adopting with 68 masters students in a leading change class. Nagla Rizk, professor of economics and founding director of the Access to Knowledge for Development Center (A2K4D), co-edited the essay series "Global Perspectives and Local Realities: An Evolving Essay Series Exploring Stories of COVID-19 in Real-Time", aiming to support the sharing of local narratives from different parts of the globe, with perspectives on how the COVID-19 crisis may impact research, technology and policy making for inclusion in such turbulent times. Rizk also sheds light on the Egyptian perspective in an essay titled "Vulnerabilities Exposed: COVID-19 and Informal Livelihoods in Egypt." Additionally, Sherwat Elwan, associate professor of operations management, and Samer Attallah, associate professor of economics and associate dean of graduate studies and research, have been awarded research grants under AUC's Pandemic and Post-Pandemic Research and Innovation Initiative fund. The titles of their respective papers are "Transitioning from 6 feet apart to working 6 feet together: An in-depth analysis and road map to business growth in the realm of COVID-19" and "Social Protection in Egypt: Mitigating the Socioeconomic Effects of the COVID-19 Pandemic on Vulnerable Employment".