

**AUK**

# CHRONICLE

APRIL 2012



## DOUGLAS MUNRO

AUK'S FOUNDING  
DEAN OF THE COLLEGE  
OF BUSINESS AND  
ECONOMICS

KIPCO GOES  
**GREEN!**

DARTMOUTH COLLEGE  
**BREAKING IN:**  
ELECTRONIC INFRASTRUCTURE  
SECURITY FROM A NEW  
PERSPECTIVE

### **EDUC 100:**

ESSENTIALS OF LEARNING  
COURSE AIMS TO IMPROVE  
QUALITY OF EDUCATION  
AT AUK







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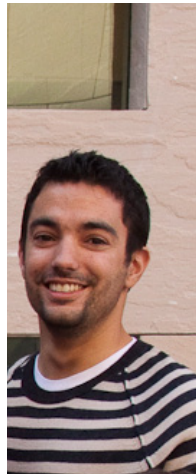


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The **AUK Chronicle** is a fully licensed magazine dedicated primarily to issues of Higher Education in Kuwait and the region. Published on a quarterly basis, it features editorials and opinions, research articles and subjects of concern to Higher Education. The aim is to give Higher Education a voice and forum whereby achievements, challenges, and debated issues can be published and discussed openly in an effort to further improve our knowledge and implementation of Higher Education. The AUK Chronicle is open to all faculty, staff, and other personnel working in the Academia sector, as well as major corporate stakeholders to take part by sharing their research and articles and ensuring that Higher Education attains the appropriate attention as a tool of social change.

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**AUK**

# CHRONICLE

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# Message from the President



It is a pleasure to present to you this third edition of the AUK Chronicle. Included you will find two articles focusing upon our parent company, KIPCO, one related to charity and one to environmental responsibility. We take a look also at AUK's computer engineering program, now in its third year, and highlight the achievements and perspectives of Dr. Mohammed El Abd, AUK Assistant Professor of Computer Engineering.

We offer updates also on our activities with our partner institution, Dartmouth College. Many of you will have heard that the President of Dartmouth, Dr. Jim Kim, was recently nominated by President Barack Obama as President of the World Bank, a high honor both for Dr. Kim and for the institution.

Finally, we update you on our Mission Statement review process, and as we do so, I take advantage of the opportunity to thank all of you who participated in that process.

Best wishes,

**Dr. Winfred Thompson**





# KIPCO Goes Green!

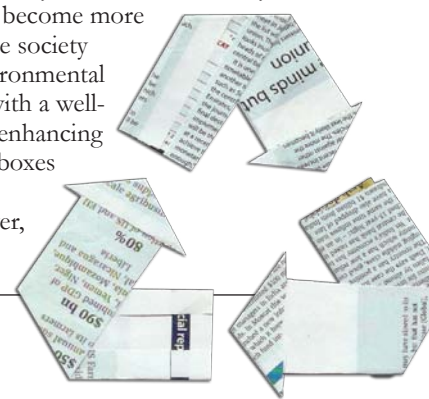


Safir International beach cleanup team (Photo courtesy of KIPCO)

“Going Green” may conjure up images of mass demonstrations at world summits, humble living arrangements in a forest-like setting, or even hybrid cars. However, the truth of the matter is not many of us are attracted to these life-changing options. Does this mean we just sit down and watch while others fight the “green” war to save our planet? Of course not, because a little effort can go a long way where the environment is concerned! Let’s take a look at what some companies of the KIPCO Group are doing to help.

Recycling is one of the fastest and easiest ways to get people to contribute to our planet’s well-being. Both KAMCO and GIC have taken the initiative in this area by becoming members of the ‘Newair’ Waste Management Program run by the Metal and

Recycling Company (MRC). The program is designed to assist participating organizations to develop their CSR programs by providing them with the latest solutions in waste management and recycling. The benefits of recycling waste paper, plastics and metal are not only reaped by Earth, but also by the organization itself – employees become more environmentally aware, while the society recognizes this responsible environmental practice as being synonymous with a well-managed organization, thereby enhancing the corporate image. Recycling boxes can be found throughout the GIC building and Shaheed Tower, and once a week MRC picks up



the wastes for recycling. MRC also issues a monthly report on the waste generated and recycled by each of the companies.

Burgan Bank, meanwhile, has its own unique green initiative to boast of, after signing an agreement with the Gulf Paper Manufacturing Co. (GPMC) to produce tissue boxes in exchange of the shredded paper sent in by the bank. In this first of its kind initiative, the waste paper is collected every day from each work station and is stored in the basement. At the end of the working week, Burgan transfers the waste paper to its store located in Ardiyah. When the waste paper reaches one metric ton, the GPMC collects it and delivers 1000 tissue boxes to Burgan.

Marina Hotel takes the “green” concept to a whole new level with its ‘Go Green’ meetings initiative – where the environment benefits and the clients decrease the cost of their event! If you’re wondering just what a green meeting is, it’s one that incorporates environmental considerations throughout all stages of the meeting in order to minimize the negative impact on the environment. As such, people attending the meeting are welcomed with background music with the sounds of nature, natural fragrances, scented face towels, and an organic welcome breakfast. Coffee and tea are both loose (no teabags) and organic. If lunch is being served then this, too, is organic. Needless to say, all writing material is recycled. But the best part of all is that participants get a mini anti-stress shoulder massage by a spa therapists during the coffee break, and the health club therapist gives a 10-minute exercise class in the meeting room to relieve fatigue and revive concentration!

This is not all, in their continuous efforts to build environmental awareness, Marina Hotel and Safir International Hotel both organize beach cleanups on a regular basis. While the Marina Hotel team work on cleaning the Marina Public Beach, the Safir International team works on the area around the hotel and the Bneid Al Gar Beach.

These are but a few of the “green” projects that the KIPCO Group companies are engaged in, and all of these efforts underline commitment towards the environment. Take a look at our “green tips” on how you can make a difference!



Recycling boxes in Al-Shaheed Tower (Photo courtesy of KIPCO)



Burgan's tissue boxes

## Green Tips for the Office:

**Turn off equipment** when they're not being used can reduce consumed energy by 25%. Turning off computers at the end of the day can save an additional 50%!

**Turn off lights** after hours and when not in use.

**Encourage communication by email** and reading emails on screen – don't print them if it's not necessary!

**Find a paper supply that is chlorine-free and high in recycled content.**

**Produce double-sided documents** whenever possible.

**Shred and reuse unwanted paper** as packing material in shipments.

**Print in draft mode and avoid color printing** to conserve ink – cartridges contribute metal and plastic to landfills and are an environmental burden.

**Never leave water taps dripping** and make sure you always close them tightly after use. One drop wasted per second wastes 10,000 liters per year!

**Always search for “greener” products and services on the local community.** The further your supplies or service providers have to travel, the more energy will be used to get them to you.



# COVER FEATURE





# AUK Appoints Founding Dean of the College of Business and Economics

**D**r. Douglas Munro has been appointed Founding Dean of the American University of Kuwait College of Business and Economics. Dr. Munro joined AUK on March 1, 2012 to establish the groundwork for a separate College of Business and Economics at the American University of Kuwait.

Dr. Munro was previously an executive with General Motors Corporation who worked primarily in the areas of marketing and business development. He held assignments in South America, Europe, Africa and the Middle East as well as working in the corporation's headquarters in Detroit, Michigan, USA. In these assignments he was responsible for creating strategic plans and leading implementation of new programs and new operations. Dr. Munro earned a Ph.D. in Economics from The Ohio State University in the United States.

Dr. Munro said: "I'm thrilled to be joining the American University of Kuwait, and I'm eager to get involved in discussions shaping the new University Strategy." He added, "I also look forward to developing the brand awareness of AUK's College of Business and Economics, and I see many opportunities to strengthen the College's programs through developing closer relationships with local, regional and corporate partnerships. This includes promoting management continuing education in private and non-profit sectors."

The College of Business and Economics at the American University of Kuwait recognizes the important role commerce plays in the Arab World and the global economy. The College offers rigorous business education with a strong liberal arts foundation to prepare graduates for future leadership positions in private and public sector institutions. The College's goal is to develop critical thinkers who also have the technical knowledge to become socially-responsible leaders who will guide organizations in enhancing the quality of life in Kuwait and beyond. The College offers undergraduate programs leading to the Bachelor of Business Administration (BBA) degree with majors in Accounting, Economics, Finance, Management and Marketing. Each of these disciplines offers a variety of specializations to assist students in preparing for a wide range of career opportunities. Students enter the college having completed a foundation of liberal arts courses during their first two years of university. Currently the College has 560 students, and twenty full-time faculty members.

The Accreditation Council for Business Schools and Programs (ACBSP) Baccalaureate/Graduate Degree Board of Commissioners has awarded the American University of Kuwait accreditation of five (5) years to the Business and Economics Division on November 14, 2010. ACBSP accreditation certifies that the teaching and learning processes within the Business & Economics Division of the American University of Kuwait meet the rigorous educational standards established by ACBSP.

# COMPUTER ENGINEERING AT AUK

The Computer Engineering (CE) program at AUK formally started in Fall 2009, with a focus on providing students with intensive high-quality hands-on experiences. Through this program, AUK aims to fulfill the requirement in Kuwait for a superior quality, technologically advanced and well-rounded educational program that can compete with high quality North American universities. The Computer Engineering program is centered on the key principles of liberal arts and science while providing students with exposure and access to contemporary technology and applications.

AUK is the only private university in Kuwait that offers an independent Computer Engineering undergraduate degree, modeled on unique pillars providing a well-rounded and wholesome approach to education. Currently the program accommodates approximately 30 declared Computer Engineering students, with more than double this number taking Computer Engineering classes. Students are provided with hands-on learning coupled with sound academic teaching that spans mathematical, technical, social and entrepreneurial facets.

In December 2010, the Computer Engineering program inaugurated AUK's first Computer Engineering laboratories. The laboratories contain state-of-the-art devices designed to provide excellent teaching learning and undergraduate research environments. The lab designs adopted two different teaching styles to support module-based and component-level implementations. The laboratory equipment is supported by modern measurement devices, while the implementation and experimentation processes are aided by world-class design software.

## PILLARS OF COMPUTER ENGINEERING

The content of the CE degree is centered on four pillars: Math & Science; Computer Engineering Design; Arts, Humanities & Social Sciences; and Entrepreneurship. Under the Math & Science pillar students learn fundamental ideas and techniques in science and math whose application makes engineering possible.

With the Design pillar, students complete design projects that enable them to apply technical and non-technical knowledge and skills, develop an understanding of the design process, identify and define problems and muster the resources necessary to realize solutions. This process comes to a synthesis in a year-long capstone design course.

Under the Arts, Humanities & Social Sciences pillar, students develop a broad knowledge of social, cultural and humanistic contexts and foster the ability to apply contextual thinking in the study of CE and other disciplines.




Lastly, Entrepreneurship is the process of identifying opportunities, fulfilling human needs and creating value. Under this pillar, AUK CE students will demonstrate a capacity to identify social, technical and economic opportunities to predict challenges and the cost associated with the pursuit of opportunities and to make decisions about which opportunities are worthy of pursuit.

## FUTURE DEVELOPMENTS

The Program is currently working towards accreditation by the Accreditation Board of Engineering and Technology (ABET), Baltimore, USA. ABET is the world's top accrediting agency of Engineering programs. ABET accredits over 3,100 programs at more than 660 colleges and universities in 23 countries including, Harvard, Princeton and Columbia.

The current Computer Engineering students are preparing to establish an AUK IEEE student branch. The Institute of Electrical and Electronics Engineers (IEEE) is the world's largest professional association for the advancement of technology. As of yet Kuwait University is the only University that has an IEEE student branch. The AUK IEEE student branch will be supported by the program faculty who are all members of IEEE.



“ AUK is the only private university in Kuwait that offers an independent Computer Engineering undergraduate degree, modeled on unique pillars providing a well-rounded and wholesome approach to education. ”



## Breaking In: Electronic Infrastructure Security From A New Perspective

Every time we use an ATM, log on to Facebook, or shop online, someone, somewhere is trying to figure out how to break the code that keeps our information secure. Computer scientists have designed systems that give us access to an electronic world that works seamlessly most of the time. There is an increasing recognition, though, that software designers, behavioral scientists, and engineers need be as fluent in the ways things go wrong as in the ways they go right.

“It’s a difficult mental exercise to simultaneously envision how a system could be forced to fail,” writes Michael Locasto, Professor of Computer Science at the University of Calgary and co-founder, with Dartmouth Professor of Computer Science Sean Smith, and Computer Science graduate student Sarah “Scout” Brody, of the Secure Information Systems Mentoring and Training (SISMAT) program, an intensive two-week course held at Dartmouth each summer.

Two places at SISMAT are reserved for AUK students each year, provided through Dartmouth’s Institute for Security, Technology, and Society (ISTS). “SISMAT brings students here from colleges across the United States,” said Denise Anthony, Associate Professor of Sociology at Dartmouth and Research Director of ISTS. “That means AUK students

are doing more than just taking a class at Dartmouth. They’re working side by side with students at dozens of universities.” Anthony stressed that AUK students bring an international perspective to the program. “Threats to computer security don’t respect national boundaries,” she said. “Training a core of young people to understand and deal with those threats benefits everyone.”

Tom Candon, Associate Director of ISTS, oversees the SISMAT program and facilitates AUK students’ participation. “Computer scientists,” he says, “are trained to make things work. It’s unusual for students to have a program dedicated to figuring out how systems can be made to fail.”

“The SISMAT program is a wonderful opportunity,” said AUK President Winfred Thompson, “for our students to have a hands-on opportunity to learn about electronic infrastructure security at a program recognized for excellence by the National Science Foundation in the United States. In turn, they bring a valuable international perspective and their participation strengthens the connection between our two institutions.”

SISMAT is based on the “Hacker Curriculum,” designed by Sergey Bratus, Dartmouth Research Assistant Professor of







Christina Chen, Dartmouth Class of 2012, tells the audience about her internship at the American University of Kuwait at the third annual Student Forum on Global Learning, January 16, 2012. (Photo Credit: Lars Blackmore)

## “Shared Reflections”: Christina Chen '12 Brings Kuwait to Hanover for Forum on Global Learning

Former Dartmouth-AUK intern Christina Chen '12 was one of 35 student participants in the third annual Student Forum on Global Learning, held January 16, 2012 at Dartmouth's John Sloan Dickey Center for International Understanding, in conjunction with the beginning of Dartmouth's month-long celebration of civil rights leader Martin Luther King, Jr. Now in its third year, the event spotlights undergraduates who have conducted research, held internships, or participated in programs outside of the United States. Introducing the day's events, Dartmouth Provost Carol Folt said, “Today you will have the chance to see how members of our own community are working to challenge their own thinking and build a better world.”

“The Forum provides an opportunity for shared reflection, discussion, and exchange of ideas about the world in which we live,” says Christianne Hardy Wohlforth, Acting Director of the Dickey Center. “Cross-cultural experiences prompt us to question what constitutes character in ourselves and others,” she adds, referring to the theme of Dartmouth's 2012 Martin Luther King, Jr. celebration, “The Content of Our Character.”

Chen's presentation focused on how different traditions of female clothing influence perception in Kuwait and in the United States – an interest sparked by her AUK internship. During her internship at AUK in 2010, Chen worked with Assistant Professor of Computer Science Amir Zeid to facilitate the continuing conversation between female Computer Science majors at AUK and at Dartmouth. “I am grateful to have had the opportunity to make so many friends in Kuwait during my three-month stay,” says Chen. “My work with Professor Zeid and his students gave me the opportunity to develop deep friendships, gain understanding, and share common values.”

At the inaugural Student Forum on Global Learning in 2009, former Dartmouth-AUK intern Matthew Forman '11 and Nur Soliman spoke via videoconference. Soliman, who graduated from AUK in 2010, was an intern at Dartmouth in Summer 2009. They spoke about AUK's founding, its importance to the region, and its relationship with Dartmouth.

The Dickey Center Forum is co-sponsored by Dartmouth's offices of Institutional Diversity and Equity, Undergraduate Advising and Research, Off-Campus Programs, Pluralism and Leadership, the Tucker Foundation, and the Dartmouth College-American University of Kuwait Project.



Dartmouth Provost Carol Folt gives opening remarks at the Dickey Center Student Forum on Global Learning. (Photo Credit: Lars Blackmore)





The Dartmouth College-American University of Kuwait Office's new home at 44 North College Street is in the heart of the historic campus.  
(Photo Credit: Laurel Stavis)

## A New Home for the Dartmouth College-American University of Kuwait Office

The Dartmouth College-American University of Kuwait Office has a new home. Located in the heart of campus, the office at 44 North College Street was once home to John Rassias, Dartmouth Class of 1949 and founder of the Dartmouth College Rassias Center on World Languages. Visitors from Kuwait will enjoy the spacious new quarters, which include a separate office for AUK interns and faculty fellows, a library, and proximity to Baker Library.



# Vision Mission & Values

## AUK Mission Statement Review Process Update

In the December Issue of the AUK Chronicle, the Mission Review Committee (MRC) at AUK reported on the progress of the Mission review process. The Committee, made of faculty, staff, alumni and Board members, was charged with conducting a comprehensive review of the University's Mission Statement and Values, to collect and analyze feedback from both internal and external constituents and make recommendations based on the input received.

The Committee solicited information actively through a range of venues and processes including online surveys, focus groups, open forums as well as internal and external environmental scanning.

Based on the feedback received, the Committee considered the following in reviewing the Mission, Values, and Vision. AUK is committed to:

- The Liberal Arts.
- Professional preparation.
- Teaching, research and lifelong learning.
- Acknowledging the contributions of all university constituents in accomplishing the University's mission.
- Academic excellence, ethics, academic freedom and expression.
- The institution's role in serving Kuwait, the region, and beyond.
- Campus environment that continues to promote personal and intellectual growth and cultural diversity.

As a result of the review process the Committee adjusted the University's Mission and Values and developed a Vision statement based on the input of stakeholders, the environment within which the institution operates, and in light of the growth and development of the University. The MRC completed the review and proposed final drafts of the AUK Mission Statement, Guiding Principles, and Vision Statement which were unanimously approved by all voting members.

The final revisions were submitted by the Chairs of the MRC to the University President, which were presented at the December 2011 Board of Trustees Meeting. The Committee's recommendations were in principle adopted by the

Board of Trustees with a few suggestions and questions setting the institution's mission as follows:

*The American University of Kuwait is a liberal arts institution dedicated to teaching, learning, and scholarship. The University offers programs that provide students with the knowledge and skills necessary for lifelong learning and professional success. AUK enriches society by fostering an environment encouraging critical thinking, effective communication, personal growth, service, and leadership.*

Following the May 2012 Board meeting, the President will initiate a review process of the goals and objectives that fall in line with the new Mission Statement.

The Mission Statement Review Committee would like to thank members of the AUK community who actively participated in this review process.

### AUK Mission Review Committee

**Dr. Rawda Awwad**

Assistant Dean for Accreditation and Curriculum (Co-Chair)

**Mr. Tadd Kruse**

Assistant to the President for Institutional Planning & Effectiveness (Co-Chair)

**Shaikha Dana Nasser Al-Sabah**

Founder and Chair, Board of Trustees (ex officio)

**Dr. Winfred Thompson**

President (ex officio)

**Mr. Samer Khanachet**

Group Chief Operating Officer (KIPCO), AUK Board of Trustees

**Dr. Craig Loomis**

Division Head of Arts & Humanities / Associate Professor of English

**Dr. Amir Zeid**

Assistant Professor of Computer Science

**Dr. James Goodpasture**

Visiting Assistant Professor of Accounting

**Dr. Farah Al-Nakib**

Assistant Professor of History

**Ms. Eman Kamel**

Assistant Director of Admissions

**Ms. Debra Hoffer**

Oral Communications Coordinator / Senior Instructor, IEP

**Ms. Jawaher Ali-Reda**

AUK Alumni, Class of 2007

**Mr. Nizar Mashal**

AUK Alumni, Class of 2010



# AUK Student Affairs Graduate Interns Present at NASPA-GULF Conference

At the 6th Annual NASPA-ACPA GULF Region Conference at Education City, QATAR February 1-2, 2012 “Sustainable Strategies for Student Success” former AUK Summer Student Affairs Graduate Interns Kevin D’Arco (2009) and Allison Fox (2010) joined AUK administrator Tadd Kruse to co-present a session on Student Leadership. The session was entitled *Student Leadership Development Across the Gulf: A Cross Comparison of the UAE, Kuwait, & Qatar* and highlighted each university’s program, as well as compared successes and challenges, and identified the components necessary to establish a leadership program in the Gulf. Less than half of the proposals submitted to the conference were accepted and this was the only session that compared programs across three Gulf States. The regional conference for student affairs professionals had almost 200 attendees from across the Gulf and the Middle East.

This well attended collaborative session was a result of the success of the AUK Summer Student Affairs Graduate Intern program which brought these young professionals to the region and helped them gain the relevant experience necessary to secure positions straight out of graduate school. Kevin D’Arco joined Carnegie Mellon University in Qatar as their Student Development Coordinator upon completion of his Master’s program at Texas A&M in 2010. Allison Fox joined Zayed University – Abu-Dhabi this past August as their Senior Student Leadership and Development Coordinator upon completion of her Master’s work at Michigan State University.

The AUK Summer Student Affairs Graduate Intern program was awarded the NASPA International Education Knowledge Community 2011 Best Practice Award for International Exchange Programs. The selective eight-week internship program began in summer 2009 and was designed to provide current graduate students or recent graduates from master’s programs in higher education administration, student personnel or related field, the opportunity to gain essential experiences within professional areas of Student Affairs.

The goal of the program is to instill a deeper understanding of higher education, allowing for the acquisition of specific skill sets that will help prepare interns for their career in higher education. Katie Mitchell, a 2010 Intern from the University of Northern Colorado who has been an admissions professional for over five years briefly summarized her experience by stating “The cultural

experience alone was worth the trip, as was the opportunity to work with a great staff and students.” The AUK program by design intentionally strives to help prepare new professionals for work within a culturally diverse campus, learning firsthand about the student cohort as well as helping them to understand and defuse stereotypes and misconceptions about the Middle East and the Arab world.



◀ Kevin D’Arco (*top row, 2nd from right*) photographed with the NASPA-ACPA GULF Conference Planning Committee. (Image courtesy of [www.myeducationcity.com](http://www.myeducationcity.com))



Conference Logo (Image courtesy of [www.myeducationcity.com](http://www.myeducationcity.com))



## FACULTY HIGHLIGHT:

*Debra Hoffer*

*Oral Communications Coordinator & Senior Instructor, Intensive English Program (IEP)*

### **What made you decide to join the AUK community?**

After returning to Kuwait in 2006, AUK sparked my interest. Everything about AUK seemed a perfect fit. The location, faculty, staff, students, prestige and environment were contributing factors in my decision to apply at AUK. My career philosophy has always been you must like going to work every day; therefore, where you work, what you are doing, and the team and students you are working with are all important. After visiting AUK, I found it offered all the facets of my philosophy.

### **How does your department fit into the long-term plan?**

AUK IEP is a wonderful place to work. I enjoy being in the classroom and working with faculty to facilitate a program that is advantageous to learning, and the finest in Kuwait. A prodigious program is always changing; therefore, my plans are to be an asset to the IEP for as long as I can, hopefully until retirement.

### **What do you like most about your job? What do you like least?**

In my opinion, there are 3 elements that make my position perfect. The first reason is I am a people person; therefore, all activities involving students produce synergy. Next, AUK's faculties strive to build community on campus which makes working here a pleasure. In addition, their endless dedication is the foundation behind AUK's prestigious reputation. Finally, the administration makes the atmosphere and working conditions tremendous! All of these factors make my job enjoyable.

What do I like least: Well as Ernest Benn once said, "Our age will be known as the age of committees." Committees are necessary to the success of any organization, and I enjoy doing my part, but I would like to find one person who actually enjoys them.

### **Who were your childhood heroes?**

My childhood heroes were my mother, father, Mr. Hollifield, my 6th grade teacher, and Mrs Glimo, a 7th grade teacher. All four of these people had a huge impact on my life, and who I am today!

### **If you could be or do anything else - what?**

All my life I have enjoyed the theater and spent many hours on stage and behind the scenes. If I could do anything else,

I would be a film producer. For 12 years, I owned and operated a talent agency in Austin, TX. My talent has appeared in: The Life of David Gale, Miss Congeniality, Heroes, OC, Homeland security, Print ads, commercials, Fashion week NY, and the list of credits is long. Later, I became a casting agent, and finally worked on 4 independent films. Summer 2012, I will be shooting a horror film in Oregon. My hobby is my passion.

### **If you could live in any other time, when might that be and why?**

I feel now is the best time to live. A quote from Epictetus (A.D. 200) "No great thing is created suddenly." It took many years to create what we have today! Therefore, I enjoy what I have.

### **If you could have dinner with five famous people from history, who would they be?**

I would want to have dinner with the leaders of the world and ask them one question. One world, one people, when will there be peace?

### **What are you most proud of?**

One of my paramount achievements was to learn to deal with and succeed in life with dyslexia and go on to be the first person in our family to go to college and receive a graduate, and then post graduate degree. But, what I am most proud of is my family.

### **What are you currently working on?**

Wow! I am working on a lot. As IEP Oral Communications Coordinator we have been charged with rewriting and piloting new textbooks and assignments, assessing the program for accreditation...Also, I sit on several department and university committees. In addition, I am working on a low budget independent horror film called *The Hunger* that will shoot in Oregon, June 2012. Since it is an independent film, I have several job roles such as: casting director, executive producer (means: finding investors to investor money in the film), line producer (the film must be on time and on budget).

### **What are some of the difficulties you face as an educator living in Kuwait?**

One of the most difficult problems in Kuwait is book censorship or textbooks that have been blacklisted. If a citizen is truly free, they must have the right to choose what they read or don't read, but it must be their choice.





*“ It took many years to create what we have today! Therefore, I enjoy what I have. ”*





## The Reformatted Essentials of Learning Course Aims to Improve Quality of Education at AUK

The General Education requirements constitute an important component of the broad interdisciplinary learning experience at AUK and serve as the basis of the Liberal Arts foundation. The General Education Course EDUC 100 was one of the courses exclusively offered in block course format prior to fall 2011. For several years AUK students have expressed concern, wishing they had more time to build the academic skills that have been introduced through the course. Faculty, too, have voiced concern about students' academic preparedness.

In an effort to improve the standard and quality of education, AUK decided to expand the course to a full semester format. This is far more common in many American universities which have comprehensive First Year Experience programs that seek to fully prepare students for success at the undergraduate level. The new version of the EDUC course was initiated in fall 2011 and incorporates several additional topics, like an introductory exploration of the meaning of Liberal Arts, as well as physical, social, and psychological wellness concepts.

As with all other courses, the newly reformatted Gen Ed course occurs in the typical UG format of either twice weekly for 1 1/4 hours or three times a week for 50 minute classes. The

course is a co-requisite of English 101 and should be taken in the first freshman semester.

Senior Instructor, Kimberly Al-Suffi, who had been teaching the previous version of the EDUC course, as well as in the Intensive English Program (IEP), is serving as the course coordinator. Al-Suffi has been teaching college students in Kuwait since 1992. Commenting on the reformatting of the Gen Ed course Al-Suffi said, "It is our hope that this initial course offering will be the first in a comprehensive sequence of First Year Experience efforts. Further discussions are underway this year to determine the future of the course and FYE program at AUK".

In an attempt to support the new course format and encourage regular student attendance, an event was held at the end of fall 2011 to recognize the students who achieved perfect attendance in the newly introduced EDU 100 course. During the event, which was held on December 15 in the AUK Auditorium, the students and their respective instructors were recognized by AUK President Dr. Winfred Thompson, each receiving a certificate. The event was also attended and supported by Dr. Carol Ross-Scott, Vice President for Administrative and Student Affairs, Ms. Amal Al Binali, Assistant to the President for Admissions and Public Affairs and Ms. Rebecca Sanchez Loomis, IEP Acting



Kimberly Al-Suffi (*standing*) photographed with some EDUC 100 students at the recognition event.



Director. President Thompson expressed his hope that follow up efforts to communicate with these successful students and track their academic progress would occur in future semesters.

The students honored at the event were:

**Kimberly Al-Suffi's classes:** Yasmin Abou Zeid, Tala Al-Ghusain, Nora Al-Mezayn, Sara Al-Tunaib, Suad Al-Mishwit, Naheel Ansari, Zahraa Hamadi, Alaa Abdullah, Farah Bossakhar, Deema Gomaa, Rawan Rajeh, Bashaer Issa

**David Hart's classes:** Sondos Al-Kasaby, Amani Al-Murjan, Rana Youssef, Fawaz Tawfiqi, Ahmed Abdel-Basset, Bader Bahbahani, Mohammed Ibraheem, Muhammad Siddiq, Yasser Khalil

**Hala Al-Najjar's class:** Abdullah Al-Shalabi, Talal Al-Ali, Fraih Al-Fraih, Baker Al-Sahen, Abdullah Al-Shammari, Shehab Al-Shehab, Abdulmajid El-Kassem, Sayed Hasan Mustafa

**Jack Marsh's classes:** Tarek Abu Younis, Ahmad Al-Dahshan, Abdullah Al-Halban, Khaled Al-Mashaan, Khaled Awwad, Ahmed Khalaf, Lulwa Al-Saeed

“ It is our hope that this initial course offering will be the first in a comprehensive sequence of First Year Experience efforts ”

# AUK Facts & Figures

Enrollment		
Level	Headcount	FTE
Undergraduate	1932	1685
IEP	220	220
<b>Total Fall AUK Enrollment</b>	<b>2152</b>	<b>1905</b>

Level	Percentage of all students who are Male	Percentage of all students who are Female
Undergraduate	41.82 %	58.18 %
IEP	44.46 %	55.54 %
<b>Total</b>	<b>44.19 %</b>	<b>55.81 %</b>

Nationality	IEP	Undergraduate	Grand Total
Kuwait	61.36 %	74.02 %	72.72 %
Other GCC	0.91 %	0.83 %	0.84 %
Other Arab Countries	32.73 %	17.55 %	19.10 %
Other Countries	5.00 %	7.61 %	7.34 %
<b>Grand Total</b>	<b>220</b>	<b>1932</b>	<b>2152</b>

Undergraduate Faculty *
88.4% of full-time faculty hold a terminal degree
59.3% full-time faculty are US or Canadian citizens
12.8% are Kuwait citizens
Over 20 nationalities are represented amongst the faculty
Student/Faculty Ratio**: 19 to 1

\* IEP not included, \*\*IEP 099 Faculty included

Total number of nationalities represented amongst all students at AUK = 44

Class Percentages	
Student Level	Percentage
Freshmen	26.91 %
Sophomore	22.91 %
Junior	20.63 %
Senior	19.33 %
IEP Students	10.22 %
<b>Total AUK Enrollment</b>	<b>2152</b>

Staff Information	
Number of full time non-teaching staff	133
Number of full-time undergraduate teaching faculty	88
Number of full-time IEP faculty	22
<b>Total number of AUK employees</b>	<b>243</b>

## STUDENT AFFAIRS

The Student Life and Career Services and Wellness Departments are designed to support the learning and personal growth of AUK students outside the classroom. Engagement opportunities include:

- Over 30 clubs and organizations: academic clubs and honor societies, community service, cultural, social, and environmental
- Student Leadership opportunities including Student Government Association
- Student run newspaper-Voice of AUK
- Intercollegiate athletics for men and women: soccer, basketball, volleyball, tennis, table tennis, squash, and swimming
- Intramural and recreational activities: fitness classes- aerobics, yoga, kickboxing. Recreational activities like golf, paintball, archery, billiards, PS3, Wii, and dodgeball
- Theme Weeks: Welcome Week, Involvement Week, International week, Disability Awareness Week, Social Awareness Week
- Personal and career counseling

Scholarship/Financial Aid Headcount			
Type of Financial Aid	IEP	Undergraduate	Grand Total
AUK Sponsored Scholarships	1	11	12
Other Scholarships/ Financial Aid	2	24	26
Government Scholarships*	75	888	963
No Scholarship/Finacial Aid	142	1009	1151

\*AUK responsible for 20% of tuition for all Government Scholarship Students



AUK President Dr. Winfred Thompson announced the recipient of the fourth Dartmouth-AUK Fellowship Award. Dr. Mohammed El Abd, Assistant Professor of Computer Engineering in the Division of Sciences and Engineering, will take up his post at Dartmouth College during Summer 2012.

Dr. El Abd's research is on "Implementation of Population-based Algorithms on Graphic Processing Units" and his objective is to develop population-based algorithms that could be efficiently applied to practical optimization problems.

As his main objective is to apply proposed algorithms to practical applications and since most of the real-world problems are computationally expensive, it becomes necessary to investigate new hardware systems that can speed up the computations performed by these algorithms. Graphic Processing Units (GPUs) provide this capability as they are more effective than general-purpose CPUs due to their highly parallel structure. Dr. El Abd's proposed research at Dartmouth will involve implementing some of his previously proposed algorithms on GPUs for tackling medical applications.

On his receiving the fellowship Dr. El Abd said, "I would like to express my appreciation to AUK for being offered this opportunity as it will greatly help me to pursue new directions in my research. I look forward to working with Prof. Jason Moore at Dartmouth and to establish long term relations with Dartmouth College. The proposed research is of great benefit to AUK. First, as I believe in research-informed teaching, new software and hardware knowledge gained from this fellowship could be passed on to students through a number of engineering courses. Second, this research proposal could lead to the start of a long term project that can strengthen research ties with Dartmouth. Third, since GPU implemented algorithms are used to tackle challenging practical problems in many fields; this could provide the opportunity for multi-disciplinary research collaboration with other researchers and faculty members at AUK."

President Thompson thanked all the applicants and wished them success in their research pursuits. The fellowship competition is open to AUK faculty members conducting research that can be facilitated by access to Dartmouth's libraries and museum collections, or to senior administrators pursuing professional development projects that can be guided by Dartmouth mentors.

The selection criteria included the proposal's promise of research outcomes or professional development, alignment with the Strategic Planning Goals of AUK, a project timeline, and appropriate use of Dartmouth resources.

*“New software and hardware knowledge gained from this fellowship could be passed on to students through a number of engineering courses”*

Dr. El Abd joined AUK as an Assistant Professor of Computer Engineering in January 2010 and obtained his B.Sc. and M.Sc. from the Computer and Systems Engineering Department at Ain Shams University, Egypt in 1998 and 2003 respectively. He obtained his PhD from the Electrical and Computer Engineering Department at University of Waterloo, Canada in 2008. His research interests span the areas of meta-heuristics, evolutionary computation, swarm intelligence, cooperative search algorithms, and robotics.

## AUK Awards Fourth Visiting Faculty Fellowship at Dartmouth



## STAFF HIGHLIGHT:

*Eman Kamel*

*Assistant Director, Office of Admissions*

### What made you decide to join the AUK community?

I graduated from AUC, so I was sure AUK would be the closest to “home” after I had to move to Kuwait. I was more confident I wanted to join AUK when I came for an interview.

### How does your department fit into the long-term plan?

Honestly, when I first started I wasn't sure about this, but now I totally changed my career from Computer Science to Higher Education. I love the idea of being a part of causing real change in a community, and I can see it happening in the long run. Working in Admissions introduced me to the education in Kuwait, both high schools and universities. Once you understand the system inside out, you can then start to initialize change and enhancements.

### What do you like most about your job? What do you like least?

I love meeting students and their parents and going through the first step of their post-high school life. I love trying to help them make up their minds, to explain to them what could be most suitable to them, and to welcome them to a new phase of their lives. I also love working with the Admissions team, and the rest of the AUK family.

### Who were your childhood heroes?

Hmmm... my mom, dad, and grandmother. Tried to think of something more fun to say, but the truth is I loved how my mom and dad worked hard, succeeded in their careers, and still had time to give us the best childhood memories, and also stay romantic and never forget showing their love to each other. My grandmother still is a hero in my eyes with her wisdom, patience, and continuous smile! She loves helping people, and never complains.

### If you could be or do anything else - what?

I'd probably be doing something in my original career, where I had reached the Consultant level, but it was a career that I had to let go of many priorities in my life like quality time with my children. Another idea would be to have my own business but I still don't know what it could be.

### If you could live in any other time, when might that be and why?

I would choose Golden Age for the Arab Countries, when we were the source of arts, sciences and literature. I'd love to meet many of our philosophers and scientists that changed the world, and contributed to building the world we are living in today.

### If you could have dinner with five famous people from history, who would they be?

Prophet Mohammed (PBUH)  
Abdel Nasser (former Egyptian president)  
Isaac Newton  
Michael Jackson  
Qadhafi (to lighten up the evening) ☺

### What are you most proud of?

My children, husband (who is saving lives all the time), AUK students that graduated or about to, and the Egyptian revolution.

### What are you currently working on?

Currently I'm auditing the files of our new members of the AUK family that joined us in the Spring of 2012. On the personal side, I'm preparing for a new member of my own family.

### What are some of the difficulties you face as a staff member living in Kuwait?

WASTA! The other difficulty I can think of is understanding the language, although I am getting a lot more used to it and learning more vocabulary all the time!

“ I was sure AUK would be the closest to “home” after I had to move to Kuwait. ”









# KIPCO and AUK Host Fundraising Workshop

The KIPCO Group in cooperation with the American University of Kuwait (AUK) organized a fundraising workshop at the AUK auditorium entitled 'Creating Partnerships for a Better Future'. The keynote speaker at the event was Barbara Stowe a consultant in international philanthropy, with more than 35 years of experience in fundraising.

The audience was welcomed by KIPCO Corporate Communications Director Robert Hipkins, who thanked all the NGOs for showing enthusiasm for these workshops in achieving a common objective. Abeer Al-Omar of KIPCO introduced the event, explaining what Corporate Social Responsibility (CSR) is and the objectives of the workshops. She elaborated by adding that CSR is a sustainable and strategic planning process companies use to connect with society by fostering long-term relationships that create mutual benefits for both society and the organization. Al-Omar stressed the importance of finding the right fit between company and charity, saying "We are not giving you a guaranteed path to success – even if you do everything we suggest, you may still not be successful... Teaching you to fish doesn't mean you will catch a fish every day, but you will get better at fishing."

Keynote speaker Barbara Stowe, who is also a member of the Board of Directors of Management Sciences for Health and the World Peace Foundation said, "Creating partnerships for a better society is especially compelling as we feel the winds of change around us, and recognize not only the challenges but also the many opportunities that lie ahead." She praised the workshop, calling it innovative and important, especially in this part of the world. She went on to say that there is unprecedented growth and abundance in this region with powerful currents of change underway while at the same time the tradition of voluntary contributions and public good are deeply rooted and are centuries old.

Barbara concluded with a positive note adding, "it is this part of the world where I believe the evolution of philanthropy will be most interesting over the next decade or two. I suspect philanthropy is at something of a crossroads in this region. The evolution will take time and will be influenced by many things, including the kind of partnerships that get built between funders and organizations, the very theme of the workshop."





Abeer Al-Omar  
Assistant Vice President, Corporate  
Communications, KIPCO



Rob Hipkins  
Director, Corporate Communications  
KIPCO



Barbara Stowe, Keynote Speaker



Workshop attendees during the group  
sessions



Group photo of the workshop  
organizers, corporate partners, and  
attendees.



# AUK Families To Benefit From Tuition Exchange Program

In spring 2012 AUK had its first program participant benefit from the Tuition Exchange Program (TEP), a program coordinated through the Council of Independent Colleges. Hoda Alavinejad, daughter of AUK Campus Services Director, Mr. Abolghasem Alavinejad joined Oklahoma City University (OKCU) in January 2012 to pursue an MBA in Human Resources.

Hoda, a 2009 graduate of AUK, joined one of the big four auditing firms as an auditor for two years after she finished her degree at AUK as she wanted to get the experience that would help her proceed with her graduate studies. AUK introduced the Tuition Exchange Program in Fall 2011. “Surprisingly, Oklahoma City University which I was planning to attend was part of this exchange program,” explained Hoda. AUK proceeded with the correspondence and paperwork with OKCU regarding her acceptance into the TEP. “I was honored to be the first student to get approved to proceed with my graduate studies as an exchange student from AUK... I am so proud to represent my university AUK in OKCU.” The educational experiences she gained at AUK as a student and those while working as a student worker helped prepare her for the transition to graduate school and studying at a university overseas.

AUK is a member of the Council of Independent Colleges and joined the CIC-Tuition Exchange Program in 2011. The TEP is now in its third decade and currently includes more than 385 independent colleges and universities from 48 US states and three countries. Under the exchange program, all full-time AUK employees, their spouses, and dependent children have access to “tuition-free” educational opportunities at other colleges or universities that participate in the program. As the name of the program implies, AUK will reserve space to accept students from other participating institutions in exchange for our employees being able to send their spouses or dependents abroad to study.

Currently AUK supports applications for both undergraduate and graduate education, but participants must attend classes on campus as distance learning programs are not currently supported. The scheme provides tuition-free education for up to a total of eight (8) semesters for undergraduate education, provided that the employee remains in full-time service with AUK and the student remains in good academic standing. To be eligible, a full-time employee must have at least two years of continuous and satisfactory service. The student must apply for admission directly to the institution(s) of choice. Acceptance is based upon the admission criteria of each participating institution, and students must maintain good academic standing and demonstrate academic progress to continue in subsequent terms. Families will be responsible for all non-tuition charges such as room and board and fees.

For more information about the program, please contact Mr. Tadd Kruse (*Assistant to the President for Institutional Planning & Effectiveness* - AUK) at **1802010**, ext: **233** or visit [www.cic.edu/TEP](http://www.cic.edu/TEP)



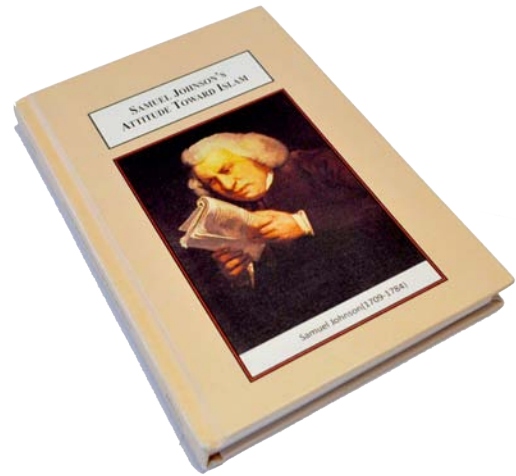
# AUK NEWS

## FACULTY AND STAFF



**Ms. Rebecca Sanchez-Loomis** was appointed Director of the Intensive English Program (IEP). Ms. Sanchez-Loomis served as Interim Director of IEP from October 2010 until the summer of 2011. Under her leadership the IEP has undergone numerous changes to ensure the best academic English language preparation program to students with a dedicated and talented group of instructors.

Ms. Sanchez-Loomis has been teaching at AUK since its inception in August 2004 as an IEP Instructor. In 2006 she was appointed IEP Coordinator until she became Interim Director.



Associate Professor of English Language & Literature at AUK, **Dr. Ghazi Q. Nassir**'s book *Samuel Johnson's Attitude Toward Islam: A Study of His Oriental Readings and Writings* is now published by the Edwin Mellen Press and available for purchase.

**Hala Al-Abdulrazzaq** and **Heba Mansour** from the Academic Advising Center (AAC) have published an article with The National Academic Advising Association (NACADA) in the *Academic Advising Today* electronic publication. The article titled "Academic Advising Challenges at an American-Style University in Kuwait" indicates the AAC's commitment to providing quality advising for AUK students as well as demonstrating a dedication to the profession of advising. The article can be found at:

[www.nacada.ksu.edu/AAT/NW35\\_1.htm#5](http://www.nacada.ksu.edu/AAT/NW35_1.htm#5)

NACADA is an international association that is committed to the success of students at colleges and universities around the globe. *Academic Advising Today* is distributed quarterly to over 10,000 members around the world.

# AUK NEWS

## FACULTY AND STAFF

**CENTER FOR GULF STUDIES**  
AMERICAN UNIVERSITY OF KUWAIT

Go to AUK Website

**Center for Gulf Studies**  
AMERICAN UNIVERSITY OF KUWAIT

- About CGS
- People
- Projects & Activities
- Certificate in Gulf Studies
- Fulbright Program
- Contact Us

The Center for Gulf Studies is a research center under the College of Arts and Sciences at the American University of Kuwait. We aim to promote greater cultural understanding of and increased intellectual interest in the Gulf, by facilitating free and open academic discourse on a range of issues that both shape and challenge this critical region of the world. Our goal is to enable scholars as well as political and civil society actors both within and outside the region to contribute and add value to the burgeoning field of Gulf Studies. To this end, we seek to encourage, support, and cultivate interesting and original research on the Gulf, and to create an environment in which our students and faculty can interact and collaborate with researchers and activists from around the world in creative and engaging ways.

**Upcoming Event**

Public Lecture:  
**An Energy Model in Trouble: The Unsustainable Electricity Policies of the Gulf**  
Jim Krane,  
Cambridge University  
Date: Wednesday, March 28, 2012 @ 6pm  
Venue: Auditorium, Liberal Arts Building  
For more details [click here](#)

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**The Center for Gulf Studies (CGS)** at AUK has launched their new website ([www.auk.edu.kw/cgs](http://www.auk.edu.kw/cgs)). CGS is a research center under the College of Arts and Sciences that aims to promote greater cultural understanding of and increased intellectual interest in the Gulf, by facilitating free and open academic discourse on a range of issues that both shape and challenge this critical region of the world. The goal is to enable scholars as well as political and civil society actors both within and outside the region to contribute and add value to the burgeoning field of Gulf Studies.

To this end, the Center seeks to encourage, support, and cultivate interesting and original research on the Gulf, and to create an environment in which AUK students and faculty can interact and collaborate with researchers and activists from around the world in creative and engaging ways. The new website will help facilitate the Center's Mission, as well as establish it as a source of information on all matters concerning the field of Gulf Studies. New features and additional information will be added to the site over the next few weeks and months as the CGS continues to expand the scope of its work.





The **AUK Library** has successfully migrated from the SirsiDynix integrated library system, Horizon, to the same company's newer system, Symphony. The new version has many new features and advancements that will benefit users. It provides a rich patron interface, and a fully adaptable, expandable and customizable platform. The library online catalog will have a new interactive interface and additional search capabilities.

Features of the rich patron interface, e-Library, include:

- Easy-to-use search, with full-text and unlimited index search.
- Online account solutions empower your patrons, allowing them to manage their library account, pay fines, place holds, order books for delivery, or submit interlibrary loan, purchase or other requests.
- Enhanced content electrifies your collection, offering users everything from book cover images and reviews.
- Flexible circulation and hold policies, with blanket hold capabilities for book clubs, and the ability to create and manage options for user groups such as families or universal borrowers, provide a convenient added perk for patrons.
- Staff and users can expand the library's reach to other communities through permlinking and bookmarking. Convenient services such as favorites tracking and permanent lists let the library alert users when new materials of interest arrive and permit end users to keep bibliographies of materials that they wish to use in the future.
- Multiple "gateways" for different libraries, users and environments.
- Completely customizable and configurable platform.
- Offer your patrons the power of discovery through bestseller and recommended reading lists, pre-defined

searches (such as Kids' Library, Find it Fast, New Books, etc) and more. eLibrary also provides academic reserves functionality. For a more comprehensive solution, turn to ERes.

- Sophisticated patron outreach solutions bring the library to homebound users, nursing homes, bookmobiles or kiosks, including route and delivery schedules, outreach patron history records and offline circulation through PocketCirc.



AUK welcomed its 15th Dartmouth intern, **Jacqueline Waugh**, who is from central New York State and is in her third year at Dartmouth studying international relations and anthropology, focusing on the Middle East. She is involved in a number of activities on campus including ballroom and salsa dancing as well as being a sister at Epsilon Kappa Theta sorority. She has studied Arabic for four years and hopes to go to graduate school or law school after graduation. She looks forward to joining the AUK community for Spring 2012. Jacqueline will be working in the Center for Gulf Studies, Intensive English Program, and with EDUC program.









# **AUK** CHRONICLE

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