

# AUP MAGAZINE

55<sup>TH</sup> ANNIVERSARY EDITION



THEN  
NOW  
NEXT

EDITOR IN CHIEF  
Gail DeNicola

WRITER & COPY EDITOR  
Nafkote Tamirat

PROOFREADER  
Amanda Murphy

CONTRIBUTORS  
Amber Cooper  
Kristina Keenan  
Maarten Vervaat

PHOTOGRAPHY  
Louise Chester  
Peregrine Olander

DESIGN  
Leland - Tokyo

## PRESIDENT'S LETTER

Dear AUP Worldwide Community,

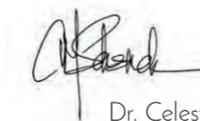
Another year, another milestone. It's exciting to be addressing this 55th Anniversary Special Edition of the *AUP Magazine* to nearly 20,000 AUP community members around the globe—many of whom stay in touch on social media and through email, participate in our President's Alumni Advisory Committee (PAAC) or serve on the Board of Trustees, send us internship and job offers for current students, and are descending on Paris for the cluster of celebrations around Commencement 2017. Global Alumni Weekend, with its famous class cocktails, boat parties, knowledge festival and gala, beckons as I write this letter. As this is an anniversary year, we will be offering honorary degrees to several cultural ambassadors amongst our own alumni—Huda Ebrahim Alkhamis 1981-83 and Sultan Sooud Al Qassemi '98—as well as to AUP parent, statesman and diplomat, Nicholas Burns, father of Sarah Burns '05. In addition, this year's Distinguished Alumna Award will go to Davina Durgana G'12, an extraordinary labor statistician who assists governments around the world to halt human trafficking. You can read about our remarkable honorary degree recipients and awardees in this edition of the *Magazine*.

Alex Pentland, former director of the MIT Media Lab, wrote that "the most consistently creative and insightful people are explorers. They spend an enormous amount of time seeking out new people and different ideas, without necessarily trying very hard to find the 'best' people or 'best' ideas." In the learning crucible that is AUP, our global explorers, as we call them, seek out both academic rigor and a transformative personal journey that can only take place in the multilingual, multicultural AUP classroom where students learn laterally from each other. In recent years, all of our work has focused on designing the right campus, the right curriculum and the right centers for undergraduate and graduate research for students who see themselves as citizens of the world. Graduates of the last three classes are living and working in 50 countries. With 93% employed within a year of graduation, 78% say they have worked in a language that is not their native tongue.

This month, we are purchasing from the French State our new building on the Seine. Some of you will remember that our first classes took place in the basement of the American Church at 65 Quai d'Orsay. Our new campus will be

just two doors down at 69 Quai d'Orsay, where we will have spectacular views of the entire right bank from our new conference center on the eighth floor. We will break ground this summer, and a little over a year from now we will have completed our five-year Campus Plan with this fifth and final renovation. Please read about our first capital campaign to finance this student-centered campus consolidation.

The feature story of this special edition is "AUP Then, Now, Next." In its pages, you will read about what presidents tried to accomplish in the early 80s and today; about alumni experiences from members of the first class and more recent ones; faculty then and now will compare what it was and is like to teach advertising; and alumni and students will reminisce about AUP housing. I invite you to enter these pages and to sense the diversity, the energy, and the history of our unique University community. It still has today the same mix of elegance and eclecticism that has always defined our distinctive AUP culture.



Dr. Celeste Schenck, President



Students studying in the American Church in Paris, 1960s. From cover story, *AUP Then, Now, Next*.



10



18



12



26



38



58



64

## AUP HIGHLIGHTS

- 7 Collaborating for Change
- 8 Professors in Print
- 9 Multiculturalism & Neuropsychology
- 10 Honoring the Greats

## ON CAMPUS

- 12 Academics and Activism
- 18 Revitalizing Democracy
- 22 A Passion for Engagement

## FEATURE

- 26 AUP Then, Now, Next
- 28 Different Eras, Shared Visions
- 32 Leading the Board in Interesting Times
- 38 Paris Living Then & Now
- 42 Giving Back & Moving Forward
- 46 Amex Café: Essential AUP

## ALUMNI CAREERS

- 50 On the Ground for Change
- 56 Math vs. Human Trafficking
- 58 Films for Truth
- 64 Tech Talks

## GIVE & TAKE

- 68 Alumni People Power
- 70 AUP Ascending Campaign

INDEX



# AUP HIGHLIGHTS

*We'd like to share the latest innovations at the University, new books by our dedicated faculty, campus changes, and other exciting news.*

## COLLABORATING FOR CHANGE

AUP's newest Research Center, The George and Irina Schaeffer Center for the Study of Genocide, Human Rights, and Conflict Prevention, was established thanks to the generosity of AUP parents, George and Irina Schaeffer, and is now the only French home for the Visual History Archive of the USC Shoah Foundation. These archives contain over 53,000 testimonies from survivors and witnesses of the Shoah and the Rwandan, Armenian, and Nanjing genocides, reinforcing the Center's many other resources, which aim to inspire nuanced discussion, research, and investigation within the AUP community and in collaboration with international institutions and specialists.

The Center funds proposals for a wide range of research and teaching projects, particularly those that involve faculty-student mentored research, extensive use of the Visual History



Archive, and make an impact on the public's understanding of the causes and consequences of genocide and other forms of mass violence. In so doing, the Center strives to instigate innovative perspectives and conversations on subjects like conflict prevention and resolution, and the roots of hatred and discrimination. Its many events also create a space where diverse opinions can be heard and discussed, such as the launch of the book *Life and Narrative: The Risks and Responsibilities of Storying Experience* (co-edited by Center Director, Professor Brian Schiff), accompanied by College of the Holy Cross Professor Mark Freeman's lecture, "Whose Story? Whose World? Life and Narrative in the Age of Trump"; a talk led by Weber State University professor, Dr. Stephanie Wolfe, entitled "Building Peace After Genocide: Lessons from Rwanda"; and a discussion

about the ways in which 19<sup>th</sup> and 20<sup>th</sup> century colonialism has shaped the modern world, led by distinguished specialist of French colonial history, Professor Olivier Lecour Grandmaison.

Changing the world starts with changing ourselves and here, you will find the tools and support to analyze that world, shatter preconceived notions, and identify the links between the past and the present's most daunting questions.

## PROFESSORS IN PRINT

For those looking to expand their knowledge when it comes to storytelling, East Asia, and the connections between law and technology, be sure to take a look at the latest literary offerings from Professors Brian Schiff, Philip Golub, Susan Perry, and Claudia Roda.

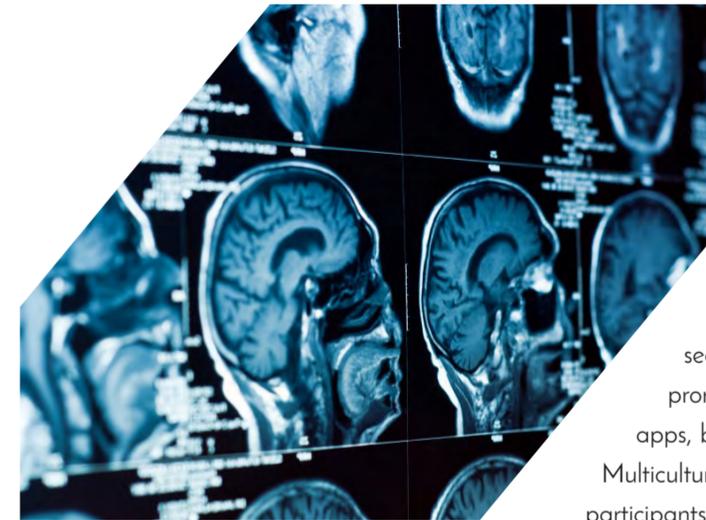
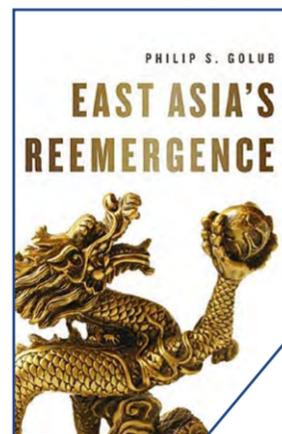
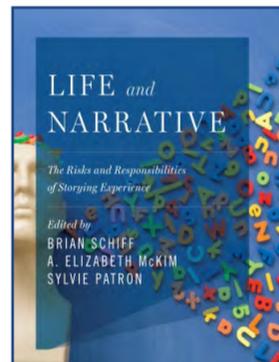
In *Life and Narrative: The Risks and Responsibilities of Storying Experience*, Professor Schiff, along with co-editors A. Elizabeth McKim and Sylvie Patron, have selected and compiled interdisciplinary work from renowned scholars like Jerome Bruner and Mark Freeman, in order to explore what experiences mean to us and how we choose to recount them to others. The relationship between narrative and experience transcends simplistic explanation and is further complicated with the investigation of themes like the politics of memory and the links between the physical body and biography.

Professor Golub has done extensive research into East Asia's rise as a center of the world economy and its effect on the ongoing transformation of

international hierarchies that have been in place since the Industrial Revolution and the imperial globalization of the 19th century. With his latest book, *East Asia's Reemergence*, he explores the region's extraordinary economic advances, analyzes region, state, and nation-building, and speculates on what its future might hold.

Finally, Professors Roda and Perry investigate the relationship between law and regulation and constantly developing communications technologies in *Human Rights and Digital Technology: Digital Tightrope*. Their interdisciplinary research sheds light on the inevitable balancing act between human rights protection and technological innovation in a digital age, highlighting the potential of human rights to frame our intelligent use of technology. Ultimately, they compel us towards an enhanced understanding of the choices we can make to ensure that digital technology fully and more effectively serves human needs.

Impress your friends, astound your book club, be stumped no longer for Christmas and birthdays! And stay tuned for more!



## MULTICULTURALISM & NEUROPSYCHOLOGY

*Together at Last*

Incorrect research methods and insufficient lab practice lead to disastrous scientific investigations. Remember the guy who raised a baby chimp with a baby human to make the former like the latter? (Spoiler: it didn't work.) Or that time some other guys gave LSD to an elephant, just to see what would happen? (Spoiler: nothing good.) For students of neuropsychology, the proper guidance and equipment can make all the difference when it comes to accurate reasoning, precise identification, and a better understanding of who we are and why we feel, behave, and react as we do. To unlock the

secrets of the mind has become the promise of myriad books, shows, and apps, but Professor Seta Kazandjian's new Multicultural Neuropsychology Lab may get participants closer to doing just that.

Students, regardless of their level of experience, will be able to acquire lab research experience, crucial for further study and professional goals. "The mission is to establish a community dedicated to studying and promoting neuropsychological research, specifically concerning culture and its effect on individuals in our highly diverse and international setting," explains Shannon Monahan '17, one of the students involved in the endeavor. The lab, which will be launched in Spring, 2017, will collaborate with other AUP departments, labs across Paris, and universities around the world. With more projects and partners, Professor Kazandjian hopes for lab spaces, increased funding, and more student researchers.

The lab's initial projects will involve collaboration with Professor Claudia Roda and will research how new cultural environments and/or cultural study trips affect learning at AUP, from freshman year to graduation. The lab's research will also expand into more comprehensive studies, which will measure the effects of an international education on students from a variety of backgrounds. Professor Kazandjian wonders: "What changes in cognitive skills occur in people who are not just bilingual, but truly multicultural? Also, compared with many previous studies on cultural differences, what changes in cognitive skills might appear when we take monolingual Americans out of the US and bring them into a new, different culture with different languages? These are just some of the questions that we're going to explore."

Sign-ups for the lab are in March, after which, student research assistants will remain active in the research process, from developing the first ideas to recruiting volunteers for studies. As Professor Kazandjian puts it: "I want to see how the brain is working, but by moving away from phrenology to activity. I would like the lab to focus not on where the brain areas are different, but on what processes are different, and students will be integral and vital through all of this." We're excited to see where the first of these intrepid travelers go.



## HONORING THE GREATS

In May, 2017, Sultan Sooud Al Qassemi, Her Excellency Huda Ebrahim Alkhamis, and Ambassador R. Nicholas Burns will join the likes of Gene Kelly, I.M. Pei, Mavis Gallant, and Paul Muldoon, as recipients of AUP's Honorary Degrees. All three have contributed to and created extraordinary initiatives, particularly in the field of diplomacy, the theme of this year's graduation ceremony.

We are honored and delighted to recognize these extraordinary people, who in their respective fields have acted as the kinds of cultural translators and explorers that we hope each one of our students will become, no matter where they go, or what they choose to accomplish.

## COMMENCEMENT CEREMONY MAY 2017



### R. Nicholas Burns, father of Sarah Burns '05

Professor Burns, our graduation speaker, is a renowned American statesman and diplomat, and currently directs the Future of Diplomacy Project at the Harvard Kennedy School of Government. In his 27-year career of service to the US government, he has taken on numerous distinguished positions including Ambassador to Greece (1997-2001), Ambassador to NATO (2001-05), and Undersecretary of State for Political Affairs (2005-08).

Professor Burns has also received 12 honorary degrees, the Presidential Distinguished Service Award, the Secretary of State's Distinguished Service Award, the Woodrow Wilson Award for Public Service from the Johns Hopkins University, and the Jean Mayer Global Citizenship Award from Tufts University.



### Her Excellency Huda Ebrahim Alkhamis 1981-83

As the founder of the Abu Dhabi Music and Art Foundation and its annual Festival, Her Excellency Huda Ebrahim Alkhamis works tirelessly as an ambassador for the arts, embedding the Foundation's work in arts education and community building through school programs, workshops, scholarships, and multiple forms of outreach, and by means of the Festival, striving to broaden cultural understanding via the arts. She is also a powerful advocate for women's leadership and women in the arts and has received numerous awards and commendations including the 2009 Women Together Award and the 2010 Puccini Festival Foundation Award. Among other distinctions, she is a Chevalier de l'Ordre des Arts et des Lettres and the holder of the Abu Dhabi Award and the Abu Dhabi Medal.



### Sultan Sooud Al Qassemi '98

An internationally recognized translator, art curator, and journalist, Al Qassemi has been breaking down barriers wherever he sees them, be they social, political, cultural, educational, or artistic. During the entirety of the Arab Spring, he tweeted translations and news developments to his rapidly increasing followers; he has contributed thoughtful analyses of political and social issues; and in each position he holds, has worked to condemn bigotry and intolerance and champion universal freedom as well as the democratic processes that uphold those freedoms. He is also the founder of the Barjeel Art Foundation, which manages, preserves, and presents his collection of Arabic art, in an effort to develop the region's art scene and present its artistic output to the international community.



War zone in Homs, Syria, Sep. 2013.

## ACADEMICS AND ACTIVISM

*As an academic, political activist, writer, and teacher, Professor Ziad Majed helps his students and readers move beyond simplistic interpretation to a place of tolerance and accurate understanding.*

Professor Majed was born in Beirut, Lebanon, where from the age of five to the age of 21, he grew up in the midst of civil war. For the last four years of that conflict, and the six years afterwards, he worked with the Lebanese Red Cross and completed a BA and an MA in Economics and Arabic Literature, respectively, at the American University of Beirut. "My work with the Red Cross allowed me to discover my own society, to discuss with young men and women from different backgrounds their stances, their living conditions, to visit different regions in a divided and fragmented country, to meet with soldiers and understand the internal "logic" of war, its economy, and the way it evolves in the minds of the people involved in it, observing it, or considering themselves victims of its developments."

He moved on to the Lebanese Center for Policy Studies, which helped him to observe Lebanese politics through a different lens, and as he

attended more and more meetings and seminars about Lebanon and the Arab world and their cultural and political dynamics, he co-founded and joined citizens' campaigns that called for "political and economic reforms, transparency, defending freedom of expression, women's rights, and the monitoring of parliamentary and municipal elections." It was in 1995 that he started publishing opinion pieces in the Lebanese press. Four years later, he left Lebanon for Sweden, where he'd work as a Program Officer for the Arab region at the International Institute for Democracy and Electoral Assistance (IDEA).

"During those two years at IDEA, I traveled through many Arab countries, attended conferences, wrote research papers and reports, met politicians, journalists, and dissident intellectuals, all of which confirmed my interest in Middle Eastern politics. I decided to return to academia in 2001." He did a *DEA* in Political

Science and began working on a PhD at Sciences Po, before returning to Beirut a year later, where he wrote his dissertation, published weekly articles, completed a series of consultancies to Lebanese and international think tanks and foundations, and co-chaired the Democratic Left Movement for two years. In 2006 he was back in Paris, where he'd complete his PhD and co-found The Arab Network for the Study of Democracy with scholars and civil society

AUP called "State, Society, and the Political Economy of the Middle East." "Teaching is always an excellent exercise, because it allows you to learn how clear and engaging your message is, what is needed to improve it and make it more meaningful and appealing." To that end, Professor Majed often thinks of his students as his potential readers, which lets him think of ways in which to make his arguments clearer and better-structured. Simultaneously,

it and get even more interested in Middle Eastern Studies and I hope that I'm transmitting critical thinking, while encouraging students to abandon stereotypes and prejudices that they might have had and to avoid generalizations and stigmatizations promoted by many mass media outlets." That effort expands well beyond the classroom, as Professor Majed lends his time and expertise to AUP's student-created initiative *Baytna à Vous*, which, in light of Syria's current conflict and the resulting refugee crisis, organizes activities dedicated to Syrian refugees, including recreational programs for Syrian children and art therapy workshops. "I am proud of this club, which was founded by Habiba Belguedj '17 and Dana Dadoush '17, and very happy that students Vallot-Basker '17, Tlass '19, Jabur '20, Paul '18, Siegel '18, Hickox '20, and Dzhabrailova '18 lead its work today with the kind assistance of Kevin Fore and the support of President Schenck. I'm also pleased to see that the AUP community has shown such interest in the Syrian question, allowing me on two occasions to give campus talks and attend roundtable discussions and film screenings hosted by different departments. I think that raising international solidarity is an important message that we should defend inside the University and in our relation with the external world." This work will only grow, thanks to the recent creation by Siegel and Sanae Alouazen

'19 of a MENA Mosaic club at AUP, which aims to present the Middle East through its cultural diversity.

Whether it be through his teaching, his participation in debates, conferences, and talk shows regarding the Middle East, or his prolific writing—he is now updating his book on Syria, translating it into English, and also finalizing a new book on Lebanon that will focus on its modern history and the recurrent crises related to its political system and the characteristics of its political elites—Professor Majed endeavors to pursue the mission that has fueled his thoughtful research and exploration of issues regarding sustainable, democratic institutions: "What I have always tried to do is to present complex phenomena in a style that's accessible to all readers. My hope is that I'm contributing to raising awareness among Arab citizens, about their rights and about the ways that reforms, democratic transitions, the establishment of the state of law and the struggle for social justice and for equality between men and women might affect their lives and the lives of future generations in the region, while also allowing for a better understanding of the politics and cultures of the Middle East in France, where I now live, and within the international community in general." ■

activists from nine Arab countries. "So, it has been a sequence of personal and professional 'adventures' that brought me to politics and to political and cultural Arab affairs."

The road to teaching began with a 2009 meeting with Professor Ali Rahnama, who invited him to co-teach a graduate course at

researching the topics related to his courses compels him to update his sources on a regular basis, to use relevant field examples, and to share the information presented by colleagues. "I consider my most important mission to be creating interest in the topics that I teach and encouraging students to develop a real curiosity. I want to help those who chose the class enjoy



Prof. Majed

## BACK TO SCHOOL

### HISTORY OF THE MIDDLE EAST II

HI 1091A  
Spring 2017  
Mon & Thurs 15:20  
Room PL 3  
Credits: 4  
Period: 5

Professor Ziad Majed  
Office: G 205  
By appointment  
zmajed@aup.fr

THE AMERICAN  
UNIVERSITY 50  
of PARIS YEARS

This course examines the historical development of the Middle East from the rise of the Ottoman Empire to its decline, and later from colonial rule to national independences. It covers the Arab World, Turkey and Iran and follows four main general themes: Reform, Colonialism, Nationalism and Revolution.

The course is divided into two main sections which are organized chronologically and thematically. The first part of the course deals with the formation of the Ottoman Empire, its expansion, and the rise of the Safavids in Persia. It then covers the reform movements in the Ottoman and Persian (Qajar) Empires, the influence of Europe and the political and social upheaval brought about by the outbreak of revolutions in the early 20th century. Indigenous responses to European penetration and indigenous reform are analyzed through an understanding of revolutionary movements, and the rise of nationalism.

The second part of the course examines the emergence of states in the Arab World, the British French accords and declarations, the question of Palestine and the debates around Secularism vs. Islam.

## COURSE SYLLABUS

### Week I:

The Middle East from the 15<sup>th</sup> to the 17<sup>th</sup> century (The Ottoman and the Safavid states): an introduction.

### Readings

Introductory Readings and maps to be shared in class and on Blackboard.

### Week II:

The challenges of the 18<sup>th</sup> and 19<sup>th</sup> centuries, and the European Expansion.

### Readings

Owen, R. 'The Middle East in the Eighteenth Century. An "Islamic" Society in Decline? A Critique of Gibb's Islamic Society and the West' *Bulletin (British Society for Middle Eastern Studies)*, 3/2 (1976), pp.100-117; E. Abrahamian, 'Oriental Despotism: the Case of Qajar Iran', *International Journal of Middle East Studies* 5(1974), pp.3-31.

### Week III:

Napoleon's campaign on Egypt and the rise of Mohamad Ali Pasha (1798 - 1840).

### Readings

A. Hourani, *A History of the Arab peoples*, pp. 265 - 299.

### Week IV:

Reform in the Ottoman Empire (1839 - 1876).

### Readings

R.H. Davison, 'Turkish attitudes concerning Christian-Muslim equality in the 19<sup>th</sup> century' in Hourani/Khoury/Wilson (eds), *The Modern Middle East: a Reader*, pp. 61-81.  
'The Young Ottomans, Namik Kemal's "Progress", 1872 in Landen(ed), *The Emergence of the Modern Middle East*.

### Week V:

Reform in Persia, the Tobacco crisis and the Constitutional Revolution (1850-1911).

### Readings

A.K.S. Lambton, 'Social Change in Persia in the 19<sup>th</sup> c.' in Hourani/ Khoury/ Wilson (eds), *The Modern Middle East: a Reader*, pp.145-166; E. Abrahamian, 'The Crowd in the Persian Revolution' in Hourani/Khoury/Wilson (eds), *The Modern Middle East: a Reader*, pp.289-310.

### Week VI:

The Provinces of the Ottoman Empire in the 19<sup>th</sup> century.

### Readings

A. Hourani, 'Ottoman Reform and the Politics of Notables' in Hourani/Khoury/ Wilson (eds), *The Modern Middle East: a Reader*, pp.83-110;  
H. Batatu, *The Old Social Classes and the Revolutionary Movements of Iraq*, pp.63-78;

### Week VII:

Revolution in the Ottoman Empire: the 'Urabi Movement (1882) and the Young Turks (1908).

### Readings

F. Ahmad, "War and Society under the Young Turks, 1908-1918" in Hourani/ Wilson / Khoury (eds), *The Modern Middle East: a Reader*, pp.125-144; E. Zürcher, *Turkey. A Modern History*, pp. 97-118; Cole, J. *Colonialism and Revolution in the Middle East. Social and Cultural Origins of Egypt's 'Urabi Movement*, chp 9; Mardin, S. 'Ideology and Religion in the Turkish Revolution' *International Journal of Middle East Studies* 2(1971);

### Week VIII:

Nationalism before Nation States.

### Readings

Hourani, *Arabic Thought in the Liberal Age*, chp 11; C.E.Dawn, 'From Ottomanism to Arabism. The Emergence of an Ideology' in Hourani/ Khoury/Wilson, *The Modern Middle East: a Reader*, pp. 375-394;

### Week IX:

Great Britain and France in the Arab Middle East: Mandates and State Building in the inter-war Period.

### Readings

R. Owen, *State, Power and Politics in the Making of the Modern Middle East*, pp. 3-23; A. Hourani, *A History of the Arab peoples*, pp. 315-332; C. Tripp, *A History of Iraq*, chp. 2; J. Nevakivi, *Britain, France and the Arab Middle East, 1914-1920*, pp. 197-260;

### Week X:

Authoritarian Modernizers in Turkey and Iran: Ataturk and Reza Shah.

### Readings

Atabaki, T (ed), *Men of Order: Authoritarian Modernisation under Ataturk and Reza Shah*, Chps 1 and 9; E.S. Zürcher, *Turkey: a Modern History*, pp.138-215; E. Abrahamian, *Iran between Two Revolutions*, pp. 149-165.

### Week XI:

The Palestinian Mandate: the Arab Community, Immigration policies, and revolts.

### Readings

R. Khalidi, 'The Palestinians and 1948: the underlying causes of failure' in E. Rogan/A. Shlaim (eds), *The War for Palestine. Rewriting the History of 1948*, pp.12-32; Swedenburg, T. 'The Role of the Palestinian Peasantry in the Great Revolt (1936-1939)' in Hourani/Khoury/Wilson, *The Modern Middle East*, pp. 467-502; A. Shlaim,

'Israel and the Arab Coalition in 1948' in E. Rogan/A. Shlaim (eds), *The War for Palestine. Rewriting the History of 1948*, pp. 79-101;

### Week XII:

Nationalism and Its Other: Secularism and Islam, and National independences.

### Readings

Hourani, A. *Arabic Thought in the Liberal Age*, chp 7 and 8; R. P. Mitchell, R.P. *The Society of the Muslim Brothers*; Lia, B. *The Society of the Muslim Brothers in Egypt*, Part III ('The Rise of a Mass Movement 1936-1942'); 'Jamal Al-Din al Afghani and the Egyptian National Debate', *International Journal of Middle East Studies* 21(1989), pp.151-169.

### Week XIII:

Conclusion and course review

## READINGS

### *Turkey. A Modern History*

E.J. Zürcher, E.J.

### *A History of the Arab Peoples*

A. Hourani

### *A History of Modern Iran*

E. Abrahamian

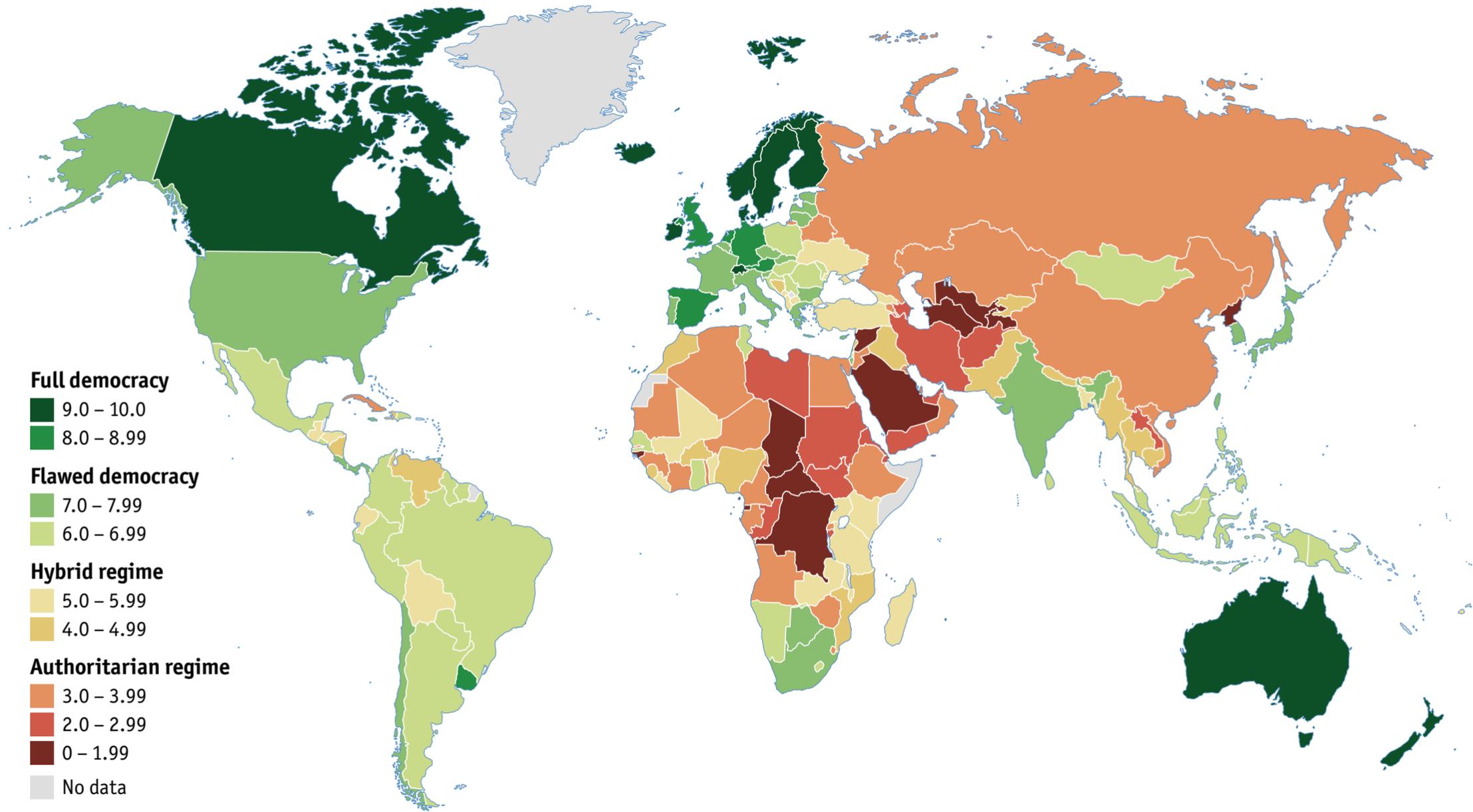
If you are not familiar with the modern history of the Middle East or with the region it would be useful for you to familiarize yourself with:

1) Maps and atlases.

2) *The Encyclopaedia of Islam*.

This is an invaluable source of consultation, particularly the 2nd edition. Entries are arranged according to Middle Eastern terms, i.e. you will find the Ottoman reforms under "Tanzimat" and not under "reforms", Islamic reform under "islah", party under "hizb" etc.

3) Journals and reviews dealing with the modern history of the Near and Middle East. The most important ones are: *International Journal of Middle Eastern Studies (IJMES)*, *Middle Eastern Studies (MES)* and *British Journal of Middle Eastern Studies (BJMES)*. It is useful to consult them regularly as much of current scholarly debates take place in journals.



© Reproduced by permission of the The Economist Intelligence Unit.

## REVITALIZING DEMOCRACY

*AUP's Center for Critical Democracy Studies creates a venue for interdisciplinary discussion, critique, and research into the state of our contemporary democracies and engages in exciting work with students.*

"Over the last decade or so," explains Professor Stephen Sawyer, Director of AUP's Center for Critical Democracy Studies, "there has been a general sense that our current institutional and political context is approaching what some have called a crisis of democracy. There have, as a result, also been attempts to use our thinking about history and democratic theory to respond to this contemporary crisis." The best response to this perceived dilemma is far from certain. Some argue that the institution of democracy itself is flawed, others that democracy is an ideal horizon and therefore the flaws in our current democratic condition are the result of our inability to live up to the promise of a *truly* democratic regime. "The argument of critical democracy is that it's inherent to the democratic project to search for the grounds for critiquing democracy—

that, in fact, democracy itself has provided the grounds for a critique of itself."

Since its inaugural Civic Jazz event, which explored the connections between American jazz and democracy, this Center continues to initiate and foster interdisciplinary discussion, debate, and research on a subject that AUP celebrates at its very core. Think about the names we've given to some of our school's organizations and governing bodies: "We say that we'd like to educate *global citizens*, which is obviously a kind of democratic language; we use a student *senate*; we have a faculty *senate*; we have *representatives*; union *representatives*; we vote for all kinds of offices." And yet, we didn't really have a venue for a more nuanced and thorough exploration of what democracy is, how it functions and what it means to us.

“There was no place institutionally where we actually thought about how democracy fits into our social, institutional, professional, political organization and so with the Center, the idea was to create that space.”

At the heart of the Center’s mission lies the *Tocqueville Review*, a publication created in the late 1970s, during a time of rediscovery of Tocqueville’s work, as well as a renewed interest in 19th century liberalism. Understood to be a home for Tocqueville scholarship, its mission was to instigate interdisciplinary analysis of modern political life. “Tocqueville himself cultivated what one could call a critical democratic perspective, in the sense that his most famous book, *Democracy in America*, is ultimately both an exploration of what democracy is, but also opens up a whole series of critiques of democracy as it was forming, or as he understood it to be forming.”

While the *Review* traditionally focused on reviving questions of 19th-century liberal thought, Professor Sawyer has coupled this tradition with a new focus on another key legacy of Tocqueville and 19th-century political thought: democracy. His editorials prefacing issues of the *Tocqueville Review* have thus introduced democratic issues relevant to the work of the Center. “The idea is that we need to start looking at Tocqueville, not

necessarily just as a theorist of liberalism, but also as a historian of democracy.”

Beyond the *Review*, the Center hosts frequent conferences, lectures, and discussions, which help advance its interdisciplinary approach. Past events have included a conference on inequalities at which renowned scholars like Thomas Piketty reframed Tocqueville’s work from a passion for equality to a struggle against inequalities, and the Foucault and Neoliberalism Conference, which explored Foucault’s relationship to neoliberalism, and which will soon be published as a collection by Rowman & Littlefield. Moving forward, the Center will host the conference Raymond Aron: Democracy and the Political, Beyond the Hexagon in an effort to bring the democratic question back to the heart of Aron’s work as a philosopher, sociologist, journalist and political scientist, as well as a talk by Professor Dorit Geva from the Central European University of Budapest to discuss the rise of the French right on the eve of the elections. On June 29, the Center and the *Tocqueville Review* will host their annual conference focusing on the pressing question of the Future of European Democracy. The conference will include scholars and European politicians like Ed Miliband, former leader of the British Labour Party.

Student participation sits at the heart of the Center’s pedagogical initiatives, including a Democracy Firstbridge experience for incoming Freshman with a course on the History of Democracy taught by Professor Sawyer and accompanying classes that study democracy through the lenses of the law (taught by Professor Michelle Kuo), communications (Professor Jayson Harsin), and politics (Professor Peter Hägel). Both the Democracy Lab, launched this year by Professors Sawyer and Hägel, and the Democracy Summer Institute also uphold the special role that the liberal arts play in cultivating the future of our democracies, especially as critical projects. “The Lab was our first attempt to have a mission-driven, design-thinking classroom experience, organized around solving problems of contemporary democracy. It serves as an incubator for ideas, generated by our students, and provides the space they need to develop elegant real-world solutions to contemporary problems. This year, we are focusing on a theme that sits at the heart of AUP’s mission, global citizenship.”

By creating a curricular space for a problem-based educational experience, faculty guide students towards the tools they will need to confront contemporary democratic queries. “For example, when we take on global citizenship, students have to formulate a problem around

a certain theme within global citizenship, like migration or taxation.” Students will face these topics, not as mere theoretical questions, but as issues that they’re equipped to confront concretely. This summer, the Center has also launched The Democracy Summer Institute, which will focus on the history of democracy, and be led by Professors Sawyer, Jim Sparrow (University of Chicago), and Bill Novak (University of Michigan Law School).

“We want to spread the opportunity to think about the democratic question as widely as possible, which requires communicating to different groups and constituencies, so that students are actually engaged in formulating projects that will be central to all of these investigations.” We may be in the middle of a crisis in some of the world’s democratic institutions, but AUP’s diversity and critical legacy as a global liberal arts institution offer a rare opportunity to think about and act upon these questions. We’re at the heart of an academic experience grounded in a rich, scholarly heritage that encourages us to critically observe how democracy may be sustained and made more robust. ■



Alexis de Tocqueville



2016-2017 AUP Scholars  
(financial aid recipients).

## A PASSION FOR ENGAGEMENT

*Petra Kroupova '17 has followed her passion for mathematics and management to become more deeply involved in the AUP community, take advantage of myriad professional and academic opportunities, and find ways in which to incorporate the global into her life plan.*

Petra Kroupova went to a British international school in her native Prague until the age of 14; was selected by the Czech and French governments for a scholarship to attend school in Dijon, France; is now Treasurer of AUP's Student Government (SGA) and a force to be reckoned with on the Activities and Clubs Committee (ACC); does internships like a boss; is holding down a job; is writing a thesis on corruption in sports management; speaks four languages (to date); and has already been accepted into an Economics and Business Master's program at the Universitat Autònoma de Barcelona. Simply put: Petra Kroupova is crushing the game.

Kroupova's parents have always been committed to helping their children learn as many languages as possible, and it was her

father who first suggested AUP to her when she was 14. "I loved the idea—I didn't know much about the school at that point, just that it was an American university in France with the same kind of internationalism that I was used to, which was major for me." It was also her father who found out about the joint program between the Czech and French education departments. "We thought it would be a good way for me to see if I actually wanted to live in France. I was stunned by what I encountered and it showed me that travel had to be part of any job I took in the future."

While the international diversity of AUP wasn't new for Kroupova, the interconnectedness of its community certainly was. "I was used to the idea of you live in a place for about two years, you leave; that's it, no contact! I

found it very humbling to see how so many alumni still cared deeply about the school and maintained close ties with it." It demonstrated the ways in which the people around her not only wanted her to succeed, but wanted to help her find the tools she'd need. "People from important companies, from all around the world, come to AUP just to talk with us,

her environment, began during Orientation, on Club Night, which was organized by the ACC.

"I really liked the event and what it was for, so when I saw a girl [Wen Tu, '17] wearing a sticker that said, 'I organized this,' I went up to her and asked, how can I join?" The ACC helps students create proposals for events and

the Awards Ceremony and the Holiday Bash, Kroupova has developed a more precise sense of who she is and what role she plays within the AUP community. For example, in 2016, the ACC was debating a last-minute request to pay for a musician to perform at the school, which everyone but Kroupova supported. "The Undergraduate Student Council President came up to me and asked me why I was against the idea. I explained, and he decided to pull the request. It was a lightbulb moment: I realized that people respected my opinion."

Just the year prior, due to financial difficulties, the eventuality that Kroupova would have to withdraw presented itself, which she mentioned to the Dean of Student Development, Kevin Fore. "He contacted financial aid and put in a recommendation for me, as did other professors, and thanks to their efforts, my tuition aid was increased and I was able to stay. I saw how when you help the community, the community will return that help, whenever you need it."

On top of her extracurricular obligations, Kroupova has regularly taken part in internships: last year, she held a business development position at Energy Power Lab in Paris, a human resources organization, and during her summers home, she takes care of

billing and correspondence at her father's company and her brother's startup. She now works part-time at MK Productions, a music company, where she helps prepare taxes, bills, and correspondence. "University is all about figuring out what you actually want to do, which is why internships are so important. When I was at Energy Power Lab, I liked what

recommend you to people whom they know are looking for interns."

Kroupova will be graduating in mere months with a major in Management and minors in International Law and Economics. "I've decided that I want to work in mergers and acquisitions, partly because of the classes

accomplished: no matter what club she joins, what classes she takes, she is determined to follow her academic and professional passions. She advises students: "Don't just jump into an internship because you think it will look good on your CV. Talk to your professors, talk to people you know and who know you. Don't be afraid to put yourself out there because yes,



Petra Kroupova

because they're interested in who we are and what we want to do. The ideal here is not to be able to say, I have some wealthy contacts, but rather, how can I make my own way with the opportunities made available to me?" Kroupova's active extracurricular involvement, which she says helps her get a better sense of

activities. "We give them advice on what to do in terms of budget, we help them book rooms, etc. We're also the governing body of the clubs so if they want to register a new club at AUP, they do it with us." By taking on leadership roles within the ACC, as well as throwing herself into the organization and execution of events like



Kroupova addresses the Student Senate.

I was doing, but I found that I didn't want to make a career out of it." She urges students to take advantage of AUP's Global Talent Brochure, which is sent out every year to hundreds of employers, and to seek out their professors. "Your professors have connections, they know you, and they're very liable to

I've taken here and partly because of what I do outside of class. As treasurer, I work with numbers and I know I want to take this further, but I also really enjoy the management aspect of a company, the idea of trying to make it better. That really fascinates me." This is perhaps the key to all that Kroupova has

you might get rejected, but for every rejection, you're one step closer to actually reaching something." ■

# FEATURE

- 26 AUP Then, Now, Next
- 28 Different Eras, Shared Visions
- 32 Leading the Board in Interesting Times
- 38 Paris Living Then & Now
- 42 Giving Back & Moving Forward
- 46 Amex Café: Essential AUP

# AUP THEN, NOW, NEXT

As we review past accomplishments and pitfalls, make note of current challenges and successes, and anticipate future opportunities, marking our 55<sup>th</sup> anniversary seems all the more sweet as we reflect upon AUP's journey as an institution. In each of the segments below we rediscover stories of the AUP experience—a former AUP president, a Board of Trustees chair, a retired faculty member, an alumnus of an earlier decade—that are repeated in like fashion by their counterparts today. Throughout five decades, the AUP experience has remained powerful, sustaining and critically important for students in search of meaningful lives and careers. Moreover, our prescient vision of higher education has become of high value today. We have overcome occasional adversity on the

strength of our shared values and determination to succeed. The pillars of our current success have been defined by inspired and tenacious leaders who have brought us to our present state of institutional readiness for yet the next level of achievement.

AUP has been and always will be an exciting place where faculty and students alike create a potent mix of ideas, learning, and growth across intellectual and cultural boundaries. The continuing power of our transformative mission and our institutional strength are evident in this feature article honoring our 55 years of endeavor as an international university offering an American-style education that prepares students from everywhere to thrive anywhere.

An AUP cultural study trip  
to the Loire Valley in the 1960s.



DANIEL  
SOCOLOW

## DIFFERENT ERAS SHARED VISIONS

*Current president Celeste Schenck (since 2008) and former president Daniel Socolow (1985-1989) have helped shape AUP into a global institution that welcomes students from all over the world and provides the highest in academic value.*

For current president Celeste Schenck and former president Daniel Socolow, AUP was an entirely new experience—that’s why they came. Socolow explains, “I was searching out every kind of new experience I could possibly find for myself: my first job was working with slaughterhouses throughout Latin America. I moved to the Ford Foundation in Argentina, then I created the first Canadian Studies program at a US university, and then I became Vice President of Spelman College, a historically black college for women.”

President Schenck also had little familiarity with the pedagogical environment in which she would find herself: “For someone who’d left Barnard—where I was a feminist daughter of a feminist mother teaching feminist daughters of feminist mothers—it was a tremendous unlearning to grapple with how to make the most of such heterogeneity, how to create a dynamic learning environment when students didn’t necessarily share any cultural, religious, or intellectual baggage.”

Upon their respective arrivals, AUP was still in the process of discovering the kind of institution it wanted to become, sometimes in the face of daunting challenges. Soon after relocating his entire family to Paris in 1983, Socolow realized “we were not adhering

appropriately to most institutional laws in France,” which didn’t in the slightest deter his resolve. “We were beginning to try to be a rooted institution, to no longer stay under the radar, to meet curricular challenges, staffing challenges, and to raise significant money. And so, over the course of my five years there, we experimented with curricula, hired new people, shared a new vision, and talked about an institution for the long-term. I saw our institution enjoy a new burst of energy as it tried not only to regularize itself in terms of the law, but to apply academic rigor and embrace a compelling vision.” 20 years after Socolow’s presidency, President Schenck took office in 2008, a mere six weeks after the fall of Lehman Brothers. She recalls: “We were in a turnaround situation. As the global financial situation unfolded, we had an enrollment crisis to manage. When we had that pretty much stabilized and we were experiencing dramatic growth, Paris became the target of several terror attacks.”

What this meant for both was a concerted effort to move towards the necessary changes to compel the institution towards academic excellence, while still maintaining AUP’s distinctive spirit. “My vision from day one,” explains Socolow, “was that an institution fully in Paris, with a multinational

“It’s not just an institution:  
AUP is an uncommon  
challenge.”

faculty and student body could be something spectacular, as long as we could embody the best qualities of an American education with people from all over the world. I saw this as a challenge of building an institution that could be one-of-a-kind, an experiment, a real international institution." The name of the school says it all: this is an American university of the city around it, not simply an American institution that happens to be located *in* it.

*"I think we have matured as a University, while holding onto our very personal, very loving, unique, sometimes slightly eccentric style of educating students from all over the world."*

President Schenck is focused on preserving and expanding the internationalism of the institution, making sure that it serves its incredibly diverse student body as a true home for those who come to it, as opposed to functioning as a little slice of America stuck in the middle of Paris. "I think we have matured as a University, while holding onto our very personal, very loving, unique, sometimes slightly eccentric style of educating students from all over the world," she says. "AUP has always been a mix of the elegant and the eclectic and we are still very much that, despite

the greater administrative organization and the more comprehensive strategic planning for our future."

That growth is intrinsically tied to cementing our identity as a school where the change-makers of the future can learn, question, and evolve. This has led to the establishment of the kind of education that best meets our global explorers' needs and aspirations, with the founding of the Research Centers, the

inclusion of more alumni into various facets of AUP life, and the development of a campus that provides the kinds of learning spaces that can best facilitate our global explorers' individual and collaborative learning experiences.

Although AUP is a fresh-faced 55, in each year of its existence it has lived through the kinds of events that rock other academic institutions. Far from crumbling with each bump, it gets stronger, more united, even when confronted with overwhelming

circumstances. President Schenck recalls, "I'm thinking here of our collective response to the Paris terror attacks or to the death of one of our beloved students this fall, and the way our community showed its grace and grit in the face of such losses."

Our aim, however, goes beyond mere survival. "I have miles to go before I sleep," says President Schenck. "We still have a year of renovating the new Quai d'Orsay building before us, and then there's the gradual but steady acquisition of apartments across Paris in which to house our students. I'm also dreaming of creating a Center for Lifelong Learning at AUP to bring adult learners over 50 to Paris for seminars, tours, and hands-on activities of all sorts. We plan to raise our student numbers to 1,400 sometime in the next few years, without sacrificing any of the intimacy of our campus and community, and we're going to continue to enjoy and support the increasing international visibility of AUP academically by showcasing our faculty's research and hosting extraordinary international conferences—all of this on our beautiful, new campus. I also think there's a lot of innovation to be done in defining new programs for the curriculum, ones that are particularly suited to global explorers' intellectual interests and career plans."

In its pursuit of these future triumphs, Socolow reminds the community at large, "It's not just an institution: AUP is an uncommon challenge. You're building a group of world citizens in a very, very special place." President Schenck believes that that challenge can only be met if every single member of the community—past, present and future—comes together to elevate the institution to the heights to which it aspires, be it through social media engagement, returning to campus to give talks and career advice, hiring AUP students for internships and jobs in the companies launched by their predecessors, or participating on the President's Alumni Advisory Council (PAAC). "Stay close to your University because the time has never been so propitious for your involvement to have impact and give loft to AUP Ascending." For President Schenck, there's no question about what has allowed the University to come so far and to have the platform it needs to go even farther: "Intellect. Heart. Determination." ■



**PRESIDENT  
SCHENCK**

# LEADING THE BOARD IN INTERESTING TIMES

AUP's Board of Trustees has had impressive leadership over the years. Both past chair David McGovern and current chair Ray Henze have provided the determination and vision needed to realize AUP's aspirations and address both the challenges and opportunities that have come our way.

Questions of identity resonate just as profoundly for institutions as they do for individuals, and AUP is no different. "I don't think we knew who we were," admits David

McGovern, who joined the Board of Trustees in 1983 when AUP was in the throes of resolving for itself the kind of school it needed to become. Ray Henze, current Chairman

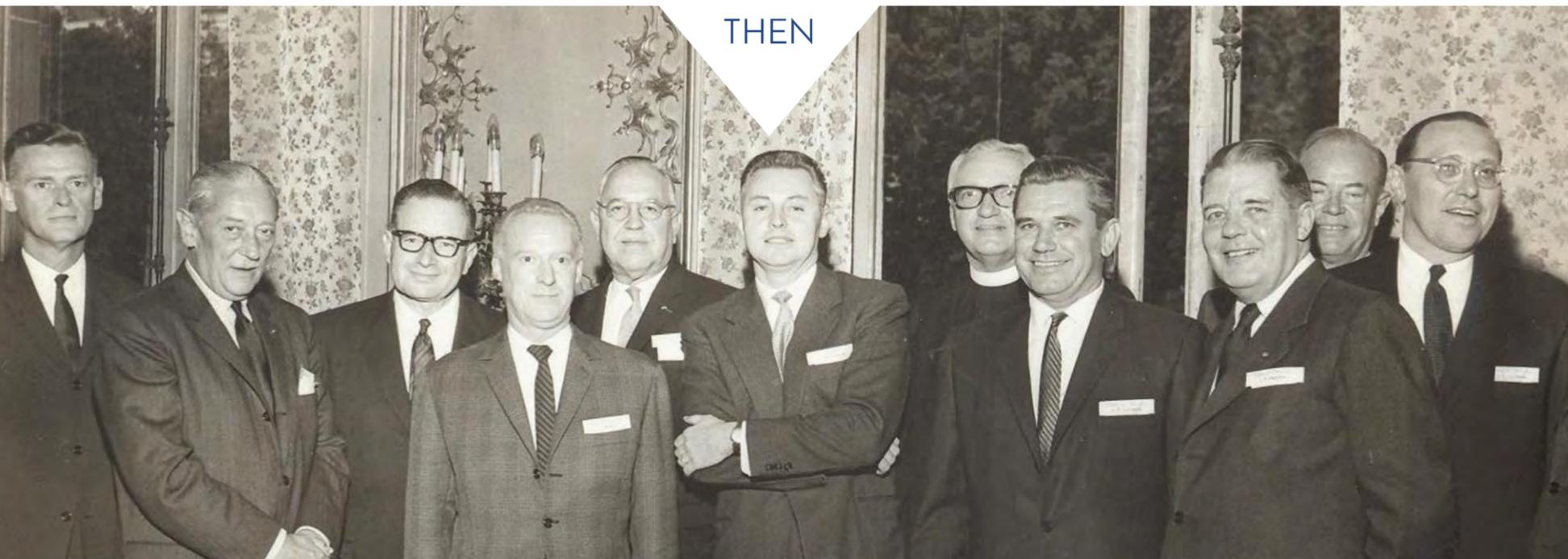
of the Board, recalls that at his introduction to AUP in 2007, over 20 years later, he saw a school that "was at a real existential moment" as it debated location, mission, and

future. Nonetheless, in the face of obstacles and opportunities, AUP has carved out a unique and purposeful sense of self: a school that embraces the international, remains open to its French surroundings, provides an American-style education, and welcomes global explorers of all stripes.

A French TV show paved the way for McGovern's Board involvement after he was sent to Paris by his law firm in the early 1980s. "It was called *Dossiers de l'écran*, and in each episode, a group of eight people would watch a movie, talk about it, and answer audience questions

until the host got bored." After speaking with the producers, McGovern had some doubts about whether or not appearing on the show, where they would be discussing President Nixon, was such a good idea. He decided to call the other American slated to appear as a guest, one Pierre Salinger, who was also harboring reservations. "The movie was very good, right up until the last 10 minutes, so Pierre and I said we'd only come if they cut the end, which they did." A few years later, it was Salinger who called McGovern, asking if he'd like to join the Board. "Pierre was a guy who could talk you into anything. I said yes."

For Henze, it was his middle daughter's (Allison Henze Coléon '10) decision to attend AUP that would bring him to Paris. By the time he joined the Board, AUP was in the final stages of an educational cooperative agreement with New York University, which would have allowed students from both universities to attend and obtain degrees from either school. "I was the newest person in the group. Everyone thought we were going to close the deal imminently and then all of a sudden—it wasn't going to happen. So there was this sense of relief throughout the community, this feeling that we were getting our University back, but not merging also



meant we had to move quickly: are we staying in Paris, in the 7th? If yes, how? We had to be up to the challenge and the challenge was quite clear.”

If Henze’s first encounter was with a school in transition, McGovern’s was with a place known more for its financial mishaps than its accomplishments. After his first Board meeting, Salinger called. “He says, ‘if you want to leave, you can leave, and I’ll tell you why: the French authorities are all over us, the school hasn’t paid any taxes. But if you could, I’d like you to stay on and give me a hand because you’re a lawyer.’ I said okay.” Tax issues finally settled, the school dedicated itself to an educational overhaul, which meant reorganizing the curriculum, turning down students who didn’t meet the academic standards to which the school had committed, and finding professors eager to be real members of the community. “We were living on the fact that we were unique and the only game in town but we started to evolve when we realized, there are actually a lot of places competing with us. I remember sitting at the Board meeting and realizing one day: nobody has ever heard of us.”

For Henze’s Board, AUP’s tax issues with the French authorities were no longer in question,

but its ability to remain in Paris and sustain long-term financial stability certainly was. On the heels of the NYU plan’s dissolution, the President stepped down, as did the Board Chair. “Soon after, two terrific things happened: a new Board Chair, Judith Ogilvie, was elected, and then in 2008, Celeste was selected as president. With these two leaders at the helm, we were ready.”

In 2014, AUP’s leadership came together for a series of retreats, in which they would devise the current Strategic Plan. Henze notes, “We had to decide: what do we want to make of this institution? How do we want to think about ourselves?” The Plan gave rise to a focus on the global explorer, the kind of student who thrives in AUP’s academic environment. “We saw that when you have students and faculty from so many countries, there is a special and unique opportunity to learn from each other in both academic and extracurricular settings.” This led to the Campus Plan, in which AUP devoted itself to consolidating and renovating its buildings in order to design spaces that would bring students and professors together in new learning contexts.

The next step was the Academic Plan, still ongoing. “We wanted students to feel secure in the knowledge that our liberal arts curriculum

can create pathways to really interesting careers,” Henze explains, “and we also wanted to emphasize the importance of internships, which is why we’ve merged academic counseling with career counseling.” The final move will be cementing a solid financial foundation. “AUP has a compelling mission but it’s been like a cork on the ocean: when the tide goes up, we do wonderfully, but when the tide goes down, we’ve had to scramble.” For McGovern, the key to the current Board’s success is precisely its confidence in what the school is and must remain. “It’s like with the new ‘global explorer’ model: it grew because the Board reacted right away when they heard about it. They said, that’s what we are. I don’t think my Board knew who we were yet.”

It’s astonishing to think how far the Strategic Plan has advanced in a mere three years. As Henze puts it, “When you look at the richness of this place, and you hear the old stories, you have to wonder, how did we survive? I think it’s because there has always been an incredibly powerful idea at the core of who we are. We’re a small college, in Paris, with students from over 110 countries and professors from over 30 countries, where everyone chose to make a home in a place that wasn’t a home to any of them before. It’s hard to think of too many universities that are as rich as we’ve been in those respects.”

Also lending itself to this wealth, now and in the past, has been the Board itself, where every single member contributes a different talent, skill-set, culture, and career background, which enriches the institution as a whole and allows it to call upon the resources required by any given situation. “Right now, we’ve got three of us who have been Board Chairs of prestigious universities and colleges,” explains Henze, “we have former CEOs, academic leaders, a former college President, a former university Senior Vice Chancellor and crucially, eight alumni. If there’s a communications issue, we’ve got someone with a background in that; if we’ve got a financial or legal issue, we’re covered; if there’s a Paris-based issue, we have several of the most recognized leaders of the American community in Paris and one of our members was the Headmaster of Lycée Louis-le-Grand, so we’ve got somebody who’s deeply involved in the traditional educational parts of the French system.”

McGovern also remembers finding the experiences and professional backgrounds of Board members invaluable, such as when AUP students invited the Ambassador of Iraq to speak at the time of the Gulf War, soon after they’d had the Ambassador of Kuwait. “ABC called, asking to cover the speech, which I didn’t want because we weren’t

here to please the press or boost ratings. I remembered that Pierre [Salinger] was head of International News at ABC, so I called him up and he agreed with me that they were only coming for a riot. A day later he called back to say ‘it’s been canceled.’”

We’ve come a long way but, Henze emphasizes, we’re not done yet. “It’s so important to create a culture of giving amongst the AUP family and we need the alumni’s help in creating that culture. We want our alumni to contribute to the transformational experience they received in whatever way they can, as we work to increase financial aid to incoming students, increase the support we give to faculty so that they can keep doing their research, especially

can. “If you liked what you did here, see how you can give your school a hand. I think you’ll find that there’s a lot you can do to help the University by keeping in touch because AUP is much more than just writing a check.”

AUP has been on a pretty spectacular, oftentimes unpredictable, sometimes terrifying journey over the past 55 years. Perhaps the only thing that hasn’t changed is its community’s dedication to and recognition of all that it was, is, and will be. For McGovern, “I thought it was one of the American institutions in town that really deserved being supported because I believed in education: I did then, and I do now. And then also, I got intrigued. It’s a place that gets you.” ■

“When you have students and faculty from so many countries, they have to learn from each other in both academic and extracurricular settings.”

since that research makes for a richer classroom experience, create an endowment, and build out the spaces where all of this activity is going to take place.” McGovern invites alumni to stay in touch, however they

# FOUNDING CLASSES

During the weekend of February 17-19, 2017, a special reunion was held at the Sir Frances Drake Hotel, in San Francisco, to honor the classes of 1962 to 1969. The organizing committee, composed of Tessa Wardle Kohn '64, David Boyle '63, Grant Plemons '64 and Mimi White Swensen '63, coordinated the program so that there would be ample time and space to reconnect with classmates from AUP, known at the time as the American College in Paris.



## REUNION HONORS MARIE DELAMATER

In the presence of honoree Marie L. Delamater, co-founder of ACP, and her daughters Anne and Ariane '94, alumni shared their memories from those early years and learned of current developments at AUP over dinner and during a presentation by Maarten Vervaat, Director of Outreach and Advancement. Dinner was accompanied by Gold Medal Award winning wines, donated by wine makers Grant Plemons and Donna de Grande.

It was a remarkable weekend, enjoyed by all, particularly as there was a shared sense that, in AUP's 55-year history, it has remained true to Lloyd Delamater's original vision to prepare students "to transcend the bounds of narrow nationalism." In the coming months, we will see AUP come full circle with the purchase of our new building at 69 Quai d'Orsay—two doors down from the classrooms rented in the American Church where the global explorers of our founding classes began their ACP experience. ■



## PARIS LIVING THEN & NOW

*The student housing experience in Paris has always been memorable, regardless of whether you arrived at AUP in the '60s or in 2016. Alumnus Franklin Craig '81 and current student Ana Coric '17 tell us about apartment life in their respective generations.*

What did you do before Comforts of Home (COH) became AUP's housing partner for all new entering students? You got a list of addresses from the AUP Housing Office; you negotiated with landlords; you hoped that you hadn't messed up the French for "Are there cockroaches?". Or else, you called up your French cousin and asked if he had any room in his decrepit 18<sup>th</sup> century bakery. "He put me in the flour hold," Franklin Craig remembers. "There were tons of flour, everything was covered in a thin film of it, and when I shut the door, it would gently float down, filtering through all of the beams." This made the following impossible: unpacking, slamming doors, walking like a human being.

"You couldn't clean the room, there wasn't a vacuum cleaner anywhere, so I just had to walk

around as softly as I possibly could. My hair has been white ever since!"

It's fun to tell these stories but it's not so great to live them, which is why AUP has made it mandatory for first-year students to find their housing through COH, a leading provider of study abroad accommodations. For Ana Coric '17, coming to Paris from Harare, Zimbabwe was an exciting opportunity. "Being the only one in my family born in Zimbabwe, my identity was always taxing for people. Was I more Zimbabwean, or Bosnian (my family fled from the war in Yugoslavia)? It felt comforting to know I would be surrounded by people just like me, whose identities are culturally rich, and therefore, not applicable to a single box." Nonetheless, she was aware that moving would bring its own challenges. "Honestly, I didn't

know what to expect. I simply trusted AUP to put me in the hands of a decent housing service. One thing was for sure, when I tried to look for my own place, I didn't realize all the complicated details that go with it (along with all the scam artists and liars) so I'm glad that I didn't have to do that from Zimbabwe or upon arrival in Paris."

From afar, there's something romantic about hunting down a tiny apartment by the river,

finances because of a higher electricity bill." Additionally, while the Paris of yore still exists in its physical appearance, the city itself has changed dramatically over the last 30 or so years. "You still had the good ol' two-to-three-hour lunch," recalls Craig of Paris in the 70s and 80s, "everyone closed for two hours, if not three. Life stopped. It was a much slower-moving place, much more French, a very homogeneous population." It was also a city where rents were cheaper, foreigners were

Ready housing can also combat loneliness and stave off boredom, since COH always provides roommates and you're given the opportunity to sample new neighborhoods. Coric explains, "I've lived in the 16<sup>th</sup>, 9<sup>th</sup>, 15<sup>th</sup> and now the 8<sup>th</sup> arrondissement. The 16<sup>th</sup> and 15<sup>th</sup> are calm areas, and I think the 16<sup>th</sup> was a good starting point for me given that I come from a very quiet suburb, but I couldn't be happier in the 8<sup>th</sup> where there's a decent balance between my peaceful street and the vibrancy of the areas around it."

As a member of the Real Estate Committee, part of his thus-far, nine-year stint on the Board of Trustees, Craig was instrumental to AUP's first building searches, as the school began creating a more cohesive residential campus. "I lived about five minutes away from AUP, so I checked out many buildings in the 7<sup>th</sup> for the first few years, until our professional staff took over." He believes it's crucial for alumni to step into these kinds of leadership roles, since they have an intimate knowledge of their school's identity. "I think the alumni are probably best-suited to understand the institution and we have lots of talented and professional people, who have so much to bring."

Better housing options mean greater physical comfort and also allow for improved academic

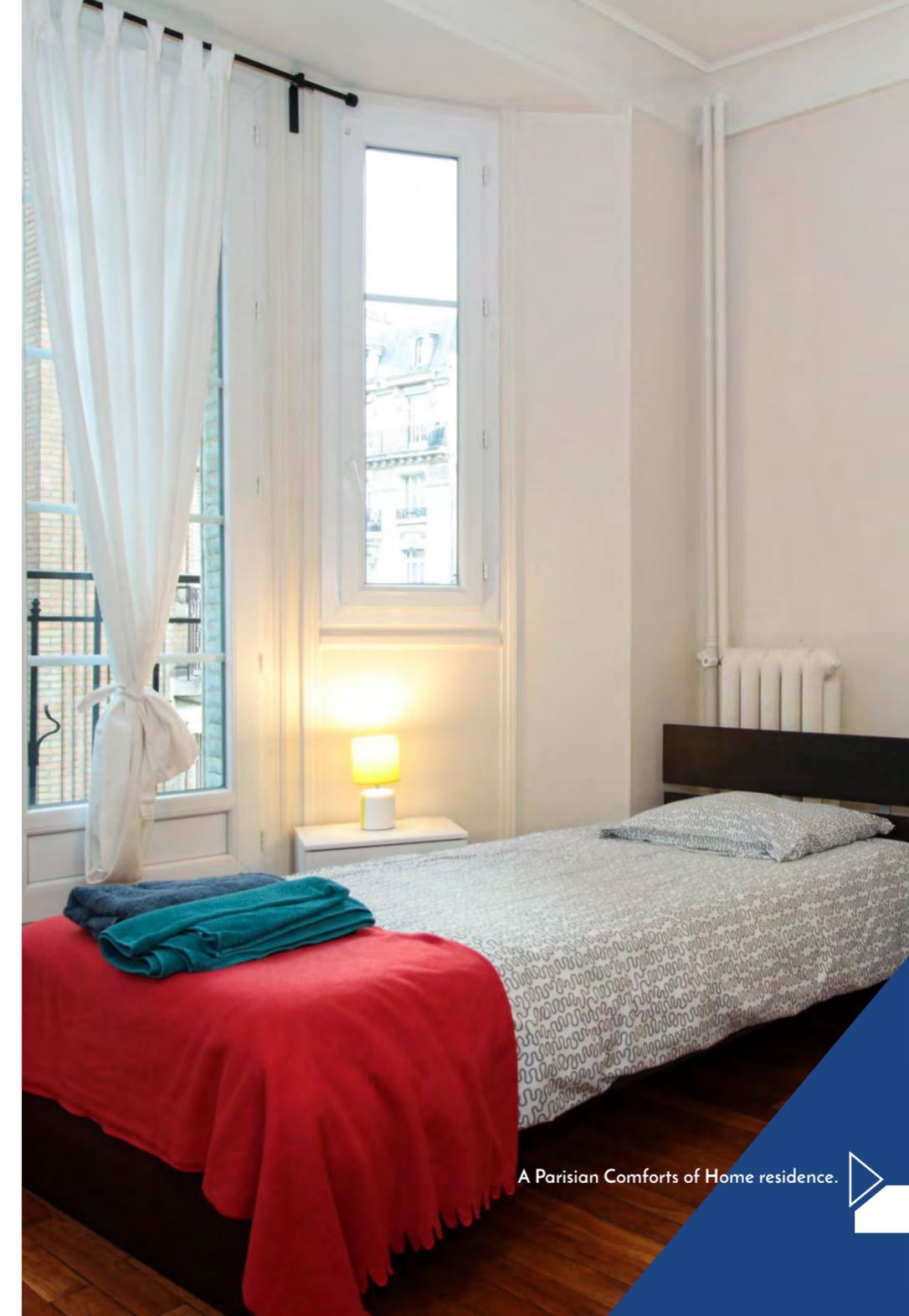
value. Craig points out: "I think the one feeds into the other. Better physical surroundings lead to student retention, which ultimately leads to improving academic standards." Furthermore, it makes students feel truly at home, as they learn more about themselves and their futures. For Coric: "My fondest memories come from the summer, when I would be interning and living in Paris. There's nothing better than settling down to eat something fresh, or drink something cold, and opening the giant Parisian windows in your apartment that overlook your street while the sun shines down."

Craig refers to our students as survivors: "That hasn't really changed in 30 years—a student who comes here is intrepid. We're talking about someone who's not afraid to get up, grab a bag, travel to France, climb five flights of stairs to a maid's room, go shopping, clean, do laundry, go back down those stairs for a baguette. That takes a certain type of person: a self-motivator, a self-starter." We know that our students will keep surviving and adapting to changes that run the gamut from French conjugation to figuring out how to use drying racks instead of dryers, but with COH, we're hoping that that process will be a little more fun and involve a lot less unexpected flour. ■

*"It felt comforting to know I would be surrounded by people just like me, whose identities are culturally rich, and therefore, not applicable to a single box."*

or atop an old stone building, à la, *The Triplets of Belleville* or *Amélie*. However, as old-timers to the Paris game will tell you, that charm fades after the fifth leak that no one is legally allowed to repair; the light switch that inexplicably turns on the toaster two floors down; the bathroom door that can't fully close, rendering dinner parties that much more intimate. As Coric puts it, "I don't think many students anticipate having to miss class to wait for a plumber or having to reassess

fewer, and slight housing mishaps happened and were resolved with little fanfare. Today, with so many people coming from so many different places, the city has gotten richer but also more crowded. When you're already navigating a new school system and haven't perhaps gotten around to achieving full French fluency, it's nice to know that there are people in place to help you through it all, so that you can concentrate on things like school, friends, and finding the best Thai food in town.



## GIVING BACK & MOVING FORWARD

*Professors Evelyn Odonkor and Peter Barnet lived through different eras in advertising and brand marketing practices that have shaped their teaching as they help future generations discover how they can contribute to the field.*

By the time Professor Peter Barnet arrived at AUP in 2002, after a nearly 40-year-career working with consumer products and multinationals in the advertising business, he was on a quest for something new. "I'd always had an interest in teaching and I knew that I would like it because in the era of training programs galore within the advertising business, I was always on the faculty roster for teaching younger students. I wanted to give something back." This was also the case for Professor Evelyn Odonkor, who joined AUP in 2016. "I come from a culture of giving, from both of my countries, Ghana and the United States, so I wanted to fulfill that duty." Their different teaching areas of emphasis reflect the eras in which they launched their careers: before he retired, Professor Barnet provided his students with an in-depth look at the evolution of brands and the mass market, including the rise

of global brands and their management while Professor Odonkor focuses on the critical ways in which advertising affects disparate contexts, societies, and cultures.

While a student at the University of Washington, it was reading Professor Thaddeus Spratlen's work on targeting vulnerable segments in advertising that sparked Professor Odonkor's interest in researching the power wielded by advertising on various populations. "I'll give you an example: in the US, in the 90s, the alcohol and tobacco industries heavily advertised in the very neighborhoods where we said too many people smoked and drank. One side argued, if the people in these areas consume the products, why shouldn't we advertise there? The other side countered that we should decrease the amount of advertising since these products

are harmful, not only to users, but to the community as a whole." This kind of targeted marketing isn't limited to any one country, as Professor Odonkor discovered when she delved into advertising that targets children. "In the US, junk food commercials air during children's shows and they aim for the kids directly; in France, the same product is being advertised at the end of those shows, while in Ghana, there are hardly any ads for children. Why the difference? I'd argue that the child is practically the boss in the US, less so in France; and in Ghana; the adult is the boss, you do exactly as your parents say."

Over the course of a career that began in the 1960s *Mad Men* era, Professor Barnet has seen and shared

Prof. Barnet and students at an AUP event.



with students the various innovations that have created marketing as we know it today. "The era of modern marketing really began in 1948 with the commercialization of television and

push short-term sales. Research drove brand strategies and advertising execution. Winners were those brands that used the formula best." Everything changed in 1986, with the

on TV and on store shelves. The old formula was obsolete. Furthermore, with increased competition, brands had to build deeper relationships with individual consumers, which



A class with Prof. Odonkor.

of hypermarkets and supermarkets, which created the mass market." Companies set out to advertise their brands to a public that could now easily learn about the latest products, although the creativity we now associate with such campaigns was yet to come. "Advertisers initially created a universal marketing formula. They used advertising to build long-term brand equity and sales promotions to

invention of cable television and the universal bar code. "Cable television fractionated the mass market while the universal bar code gave retailers far better knowledge of the sales and profitability of every item in their stores." These innovations and a now mature and sophisticated consumer required a new kind of integrated marketing, with brands meeting consumers on many fronts, not just

tools like the Internet, big data, and social media now facilitate. Yesterday's "mass market" has evolved into today's "market of one".

The pervasiveness of advertising has allowed cultures and countries to come closer together so that a nation on the other side of the planet no longer seems like an utterly foreign entity. Nonetheless, no culture can be summed up

with photos and text. As Professor Odonkor points out, "I think sometimes advertising is almost like a window or a mirror to cultures: it can help show the values, expectations, or norms, but we have to be careful because advertising tends to exaggerate cultures." This also complicates the relationship between culture and advertising, even as their mutual reinforcement expands: culture greatly influences advertising but advertising is also trying to shift what a culture considers acceptable.

Professor Odonkor explains, "Take Ghana, a collectivist society, where sharing is the norm. Imagine that you're trying to sell Coca-Cola. You know that you can sell more if everyone wants their own bottle but you can't be too blatant and go against the cultural norm and risk offending your customers. So, you say things like: you deserve your own Coca-Cola because you worked so hard today, which lets you sell your product without denying family or sharing."

Advertising is a strange and contradictory beast, one which, at its best, must profit from both shared characteristics and acknowledged differences. It can also serve as a powerful tool for change, be it in representation of oftentimes marginalized groups, or in demystifying

previously taboo topics. Professor Odonkor notes, "I sometimes like to argue that before Obama, it was the black president on the US TV show *24* that made the idea of a real-life, black, US president acceptable. People are so influenced by the media that seeing something repeatedly in these fictional settings tends to affect their perception of reality."

Given the complicated and challenging nature of successful marketing and advertising, both

excited about the future of advertising and marketing, as it constantly transforms itself to meet new hurdles in technological and consumer behavior. Professor Barnet explains, "This world is indeed in great flux and the opportunities are fantastic. There are many who say that existing structures aren't going to hold. Some will, some won't. Despite all the changes, I think it's worth remembering that once invented, no medium has ever died: its role may have changed but it never dies." ■

*"Advertising is almost like a window or a mirror to cultures: it can help show the values, expectations, or norms, but we have to be careful because advertising tends to exaggerate cultures."*

professors advise those interested in the field to first ascertain that this is something that will make them happy. Professor Barnet cautions, "Excellence requires caring, mediocrity does not. It's difficult to excel at something you don't like, so try to do something you like, and do it well." Professor Odonkor urges her students: "Don't just accept what people are telling you; be different, be hungry for knowledge, question how things have always been done. And also—make it an objective to give something back to society!" Both remain



# AMEX CAFÉ ESSENTIAL AUP

*Since its grass roots beginnings, AUP's Amex cafe has been by the people, for the people, and a critical element of AUP's social and academic community, no matter its location.*

In 1979, the Amex, then known as L'American Express Café, was born out of a student Economics project. Dan Sherry '79 managed the café alongside AUP (then ACP) students looking for some hands-on business experience and course credits. Student co-managers George Aucoin '80 and Miriam Twaalfhoven '81, bookkeeper turned bartender Andrew Batinovich '80, faculty advisor Ravi Kurian-Joseph, and Dean of Students Stephen Plummer '68 brought a uniquely ACP spirit, which would define the life of the café to come. Students were involved in every facet of the business: daily operations, contacting vendors, hiring and firing, bookkeeping, and reporting to the Student Council. At the time, L'American Express



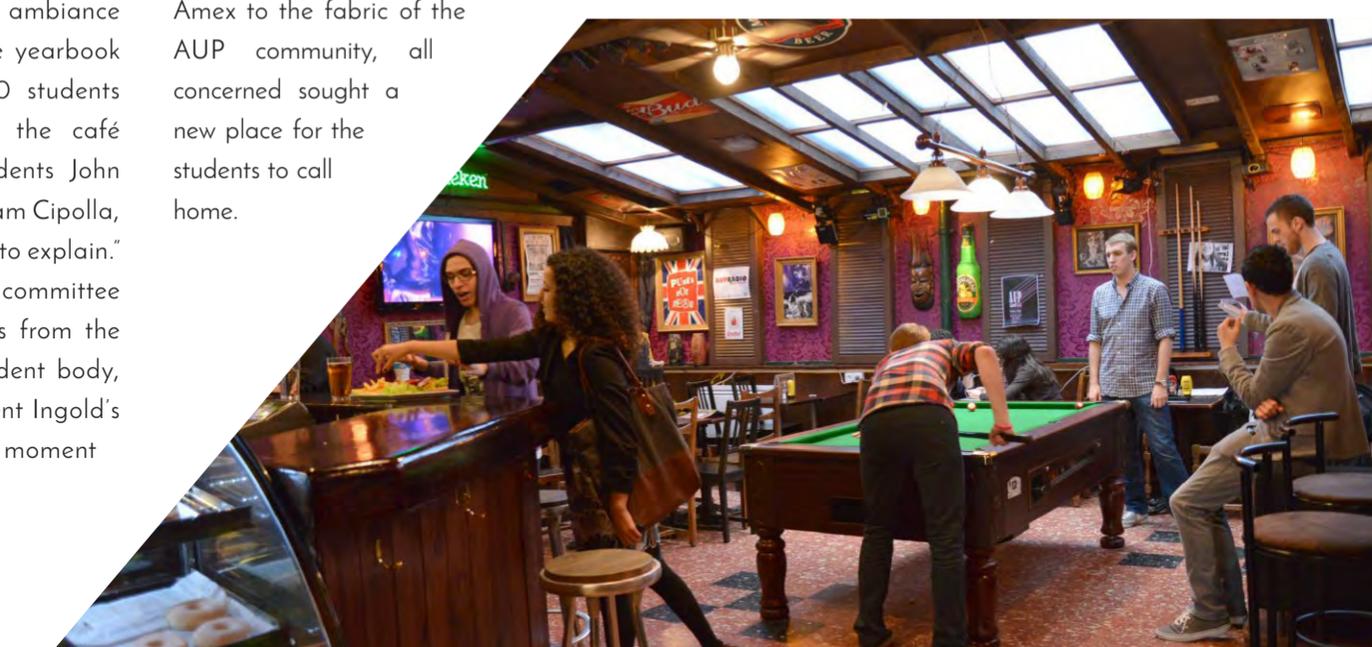
The Amex of early years.

Café was fondly termed "The Coffee House Without Coffee", but had an abundance of snacks, sandwiches, and beers, and a DJ playing the hottest hits on cassette. The café was the site of memorable parties—perhaps too memorable—as in the spring of 1990, President Catherine Ingold made the decision to move the café, referred to as the Amex, from the Bosquet building to the St. Dominique building.

According to the 1992 yearbook, *L'Esprit*, Ingold's reasoning was that "it would mean less noise for classes in the building, and that there would be space for a new 'free-standing' student center." A number of students who felt that relocating the Amex would change its identity and ambiance organized a demonstration. The yearbook text continues: "More than 100 students and professors crammed into the café demanding that Dean of Students John Nissen, Dean of Academics William Cipolla, and President Ingold come down to explain." The following day, an ad hoc committee was formed with representatives from the administration, faculty, and student body, ending with a reversal of President Ingold's decision. A quintessential AUP moment had occurred.

20 years on, the Amex saga continued, although management had by then moved out of student hands. In April 2012, a fire in the basement kitchen of the Amex caused the café to close through the summer and the beginning of the fall semester. Later that same year, while it was being refurbished, AUP's Board of Trustees voted to sell the Bosquet building in an effort to secure funds towards the purchase of a new Student Life and Learning Center. As Chair of the Board of Trustee's Real Estate Committee, Batinovich (a major donor towards the initial purchase of Bosquet) helped to guide the sale and two-year lease back. At the same time, given the importance of the Amex to the fabric of the AUP community, all concerned sought a new place for the students to call home.

The Amex of the early 2000s.



With the sale of Bosquet and the creation of the Student Life Center in the renovated Combes building in early 2015, it was fitting that Combes become the new home for the Amex. Today, the expanded Amex, its new home conceived and designed by AUP alumni with great care to reflect the distinct AUP community culture, has a unique décor, serves delicious food and drink, hosts student-organized events and speakers, and provides a welcoming environment for students, alumni, faculty, and staff. The addition of an outdoor terrace brings the new Amex closer to its roots, as the original Amex was located

in the open-air courtyard behind the Bosquet building, and makes a great hang-out spot for students wanting to enjoy a moment in the sun. The Amex also opens onto the Fine Arts Gallery, where pieces by AUP students as well as notable non-AUP artists are on display, all curated by Art History Professor Jonathan Shimony.

The tradition continues. Stop by the Amex anytime! ■



The new Amex and its terrace (top).

# ALUMNI CAREERS

- 50 On the Ground for Change
- 56 Math vs. Human Trafficking
- 58 Films for Truth
- 64 Tech Talks

## ON THE GROUND FOR CHANGE

*For Carey Kluttz '09, Benoît Healy '12 and Max Levin '07, the Fulbright-Clinton Public Policy Fellowship was a way to help one country's government while learning more about their own.*

We tend to talk about government like we talk about the weather: always there, unpredictable, mysterious in its workings, yet what would we do without it? We discuss elected officials and policy changes as an intellectual exercise or a way to counteract fear of the world ending, but many of us lack concrete information about how it all really works, and what's more, don't really think we'll find out.

Carey Kluttz, Benoît Healy and Max Levin, participants in the Fulbright-Clinton Public Policy Fellowship which allows US citizens to serve in professional placements within foreign government ministries or institutions, were given that access to these fabled corridors

of power, albeit far from their native US. All three had come to AUP to try something different. Healy was already living in Paris and recounts, "AUP had been on my radar for a while; I kept meeting people who were attending and was always impressed by their talents and capabilities." For Kluttz, the catalyst was a discussion with her father. "I got into an argument with him about Islam over Christmas one year—he made some weird, sweeping comment about the Muslim world and September 11<sup>th</sup>—and it turned into a week-long, ongoing conversation. He then found AUP's Middle Eastern Studies program and sent it to me, I think as a joke, but I was hooked." As for Levin, the combination of a program where

Abidjan, Ivory Coast's largest city.

he'd be able to learn French, gain exposure to a new culture, and pursue a career in social justice afterwards was enough: "I immediately knew it was right for me."

Their classroom experiences and encounters with various AUPers would irrevocably mark their post-graduation paths. As Healy explains, "AUP has an extraordinary network of students, faculty, and alumni, who bring a lot of different perspectives about what's possible professionally. Through contacts I

need to develop the expanded worldview with which they'd emerged. "I was working on all of these issues in Africa, but from DC," explains Kluttz, who was at the World Bank dealing with matters of governmental transparency and good governance, "but while I'd done a lot of work with governments from the outside, I was interested in getting that insider view." Levin also felt it was time for a change in perspective. "I was feeling restless at my job in a US consulting firm and wanted to transition back into global health. This Fellowship seemed like it would allow me

Levin participating in 2013 and Kluttz in 2015. Each contributed to the missions of different Ministries, while simultaneously pursuing individual projects. Levin was placed in the Ministry of Health, in the Office of Forecasting, Planning and Strategy, as a technical assistant to the Director, while Healy worked with the Ministry of Solidarity, Family, Women and Children. "I started with the Ministry Coordination Department before moving to an operational committee that focused on gender-based violence, where I researched traditional leadership (religious leaders, local chiefs, etc.) and the contributions it could make to government-led, gender-based violence discourse and programming." Meanwhile, with her background in extractives (oil, gold, diamonds, etc.), Kluttz was placed within the National Mining Company. "I'd written in my application that I wanted to work on artisanal mining, which involves small-scale, independent mines, rather than large-scale, corporate mines, kind of like the US's Wild West. A lot of these sites aren't that well-regulated and can become an issue for the government, but I was interested in the idea that if they were better-managed, this could become a potential source of income for a lot of people who might not be qualified for other jobs, as well as for the government."

"I researched traditional leadership (religious leaders, local chiefs, etc.) and the contributions it could make to government-led, gender-based violence discourse and programming."

made here, I was able to secure an internship abroad that gave me a greater understanding of the nuances and complexities of working on development issues." None of them had known what they wanted to pursue upon arrival at AUP. For Levin, "From my very first semester, I loved my classes about policy and governance and after several false starts, I settled on global health as an area of specialty." After returning to the US to work in various aspects of North American governance, each felt a

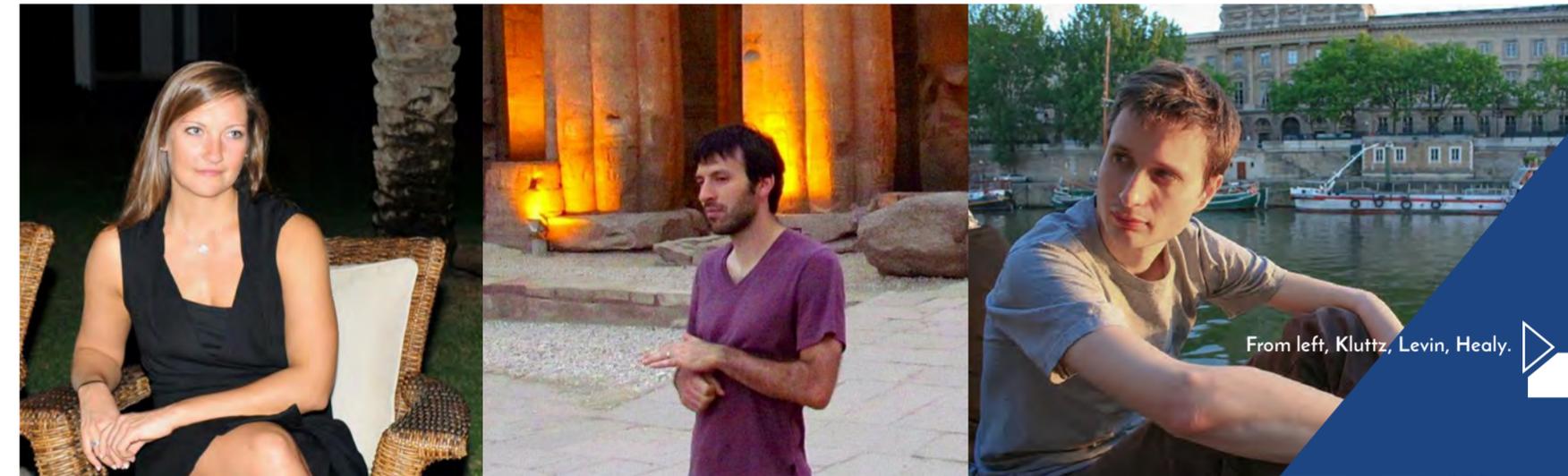
to work in global health policy, would give me on-the-ground experience in a developing country, and would let me work within a partner government and observe policy-making from the inside."

Interestingly, none of the three knew each other at AUP, but all were placed in Abidjan, Côte d'Ivoire (other possible Fellowship countries include Chile, Kosovo, Malawi, Peru, Samoa, and Timor Leste), with Healy and

Lesson number one about how governments work: the inflexible and the meek need not apply. In any position that involves working with a large and diverse group of constituencies, circumstances change, swift adjustments are standard, tentative agreements are reached only to be promptly reviewed. All of which is to say, in an environment that's in constant flux, it's imperative that you retain faith in yourself and

in the Ministry." Kluttz's planned research on the socioeconomic impact of artisanal mining stalled when her director couldn't approve its advancement. However, Côte d'Ivoire had recently signed onto the Open Government Partnership (OGP), an international initiative to improve governance. "I decided that this was a good way to continue my work in good governance, even if it hadn't been my initial

in directions that he hadn't anticipated. "I had thought that my placement and role within the Ministry was going to be relatively fixed, but in fact, I was able to work on a variety of different projects with several different ministry services, as well as with some international partners—helping to organize public events, and setting up gender-based violence response platforms in different parts of the country."



From left, Kluttz, Levin, Healy.

the people around you. "The Deputy Director of our office quit unexpectedly," recalls Levin, "and I was given his portfolio of projects, including an ongoing reform of the health financing strategy. It was stressful, but I really appreciated the trust and support that I received from my colleagues

plan, and working with various contacts from DC and Abidjan, I launched myself into supporting the government and civil society as they collaboratively developed their National Action Plan." Healy also found that the program's adaptability permitted him to learn and create

Lesson number two: people care and when they care, they'll do whatever they can to help their governments progress. Kluttz remembers one National Action Plan feedback workshop: "The room was packed. All of these different people were engaged

in a vivid conversation. All I could think was, it's *Saturday morning*." Additionally, ego has no place in good governance or in establishing long-term policies: while all three Fellows initiated or helped advance necessary and significant endeavors, often in collaboration with others, the greatest pleasure has been in seeing what they've done take root, long after they left. Kluttz was recently reunited with the team she helped on the Action Plan at the OGP Global Summit. "Until very recently, Côte d'Ivoire was the only Sub-Saharan, Francophone, African country that was a member of the OGP. The Ivorian contingent was super strong at the Summit, both government and civil society, and it was wonderful to see them sharing their experiences, thinking ahead, and moving towards the future." As for Healy, he was able to aid in the transfer to his Ministry of an already-existent toll-free, gender-based violence hotline that had been on the verge of disconnection, and which has been a much-needed resource for those who are often at the highest risk in any population.

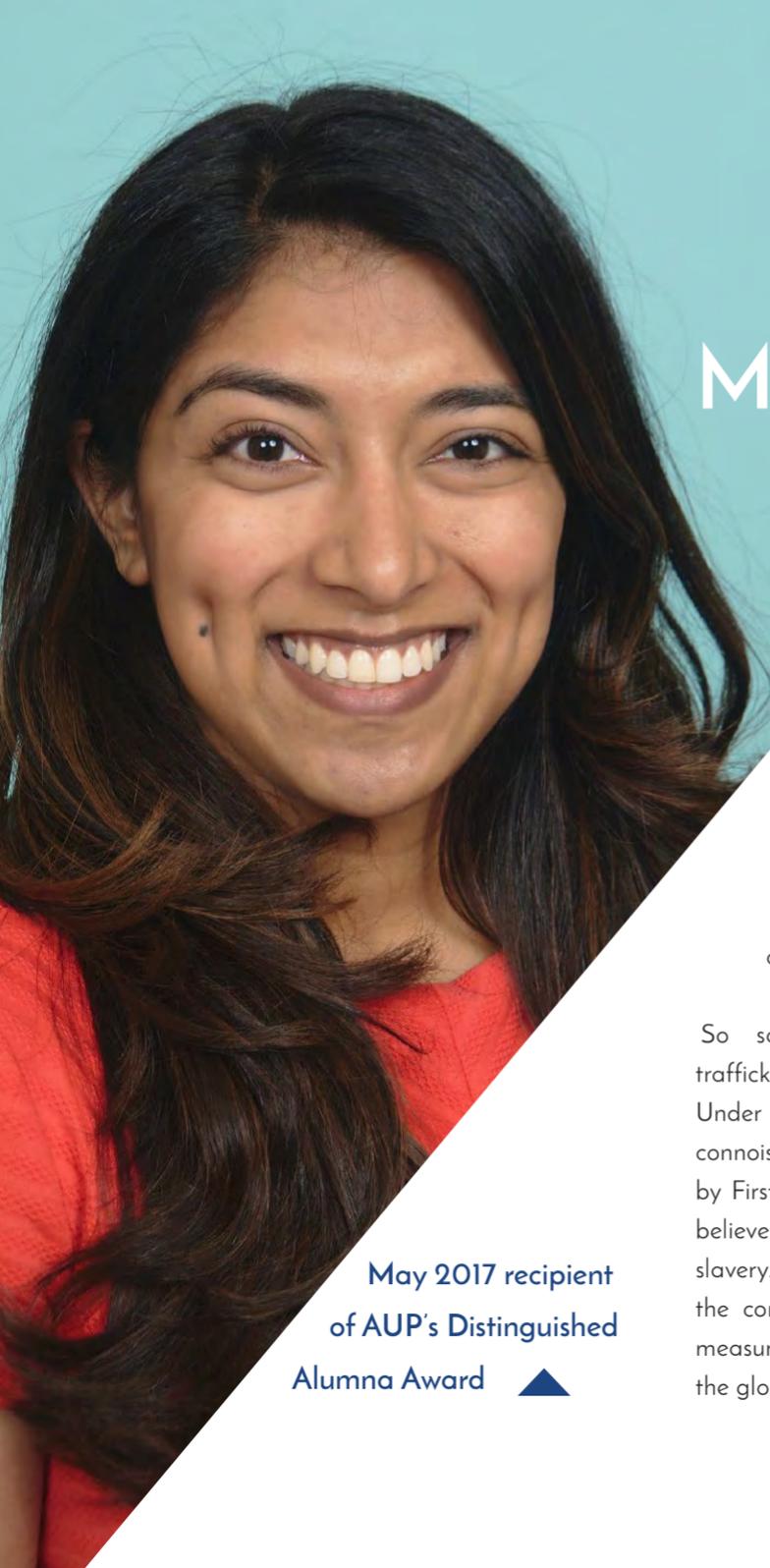
Lesson number three: to lead in a place requires a profound understanding of said place. Levin points out, "We were given a stipend and expected to survive on our own. I learned to take the taxis and public buses, find

lodging, buy furniture, and deal with all of the minor hassles of life in Côte d'Ivoire. I really value those experiences." That on-the-ground view extended to his intimate glimpse into the ways in which governments function. "You get a rare inside look at how things work in a government ministry of a country other than your own, while getting to know a lot of fantastic people who are working on issues you care about. I saw up-close, policy being made from within the Ministry of Health, the relationships between the different branches of government, and between the Ivorian government and international partners like the World Bank and USAID, while also gaining terrific experience working in a professional environment in French."

All three continue their public policy work—Levin is the Africa Programs Officer at *Malaria No More*, a global health NGO; Kluttz is a Senior Program Manager at *Open Contracting Partnership*, where she continues to help governments towards greater transparency; and Healy has been working with the Clinton Health Access Initiative to increase access to malaria commodities. Each hopes to return to Africa in order to enrich their knowledge and support the exciting initiatives already taking place. For Levin: "Without the international

perspective that AUP provided, I might have been happy working in US policy, but my time there opened my eyes to broader international development and health issues and allowed me to progress beyond my American-centered upbringing." All of which leads to the final lesson about government, from Kluttz: "All it takes is a small percentage of individuals, working together, to create lasting change. However, the opposite is true too: there's a great deal of hope but there's also a great deal of work left to be done—in the US and France, as well as in the developing world." ■





## MATH vs. HUMAN TRAFFICKING

*Davina Durgana G'12 applies data analytics and the international worldview that she developed at AUP to help eliminate human trafficking, for good.*

"If you had asked me in high school, I would never have guessed that this would be how I could have made my mark in my field."

So says Davina Durgana, anti-human trafficking warrior, member of the Forbes's "30 Under 30: Science" list, international CrossFit connoisseur, beneficiary of personal shout-outs by First Lady Michelle Obama, and stalwart believer in her research tagline "math vs. slavery." Her goal remains unwavering: unearth the conditions that drive human trafficking, measure human trafficking prevalence across the globe, and finally, end it.

While Durgana was initially interested in law school, she recounts: "My love for foreign languages and my lifelong interest in international affairs and politics pushed me towards AUP's bilingual, dual MA degree with the Sorbonne." Having previously studied International Affairs from a purely American perspective, earning her MA at AUP afforded her the opportunity to see how crucial it was to take into account multiple cultural frameworks. "The freedom and intellectual curiosity that I developed from my expanded worldview at AUP was instrumental in prompting my decision to earn my PhD, while the contrast presented by studying in this other context made the entire field materially more

fascinating to me and prompted my interest in its theoretical and philosophical underpinnings." Nuanced exploration of these other cultural mindsets served to inform her profound interest in the US's innovations within international affairs, culminating in her participation in the White House Internship Program which earned her the First Lady's recognition of her efforts during her graduation address at George Washington University where Durgana had completed her BA. "I was hoping to serve the Obama administration and Vice President Biden in particular because I really believe in their vision. I learned how to represent the highest office in the country with dignity, grace, and humility, as I followed the example set by those with whom I was fortunate enough to work."

All of these opportunities, including internships with numerous anti-trafficking groups, led to the onset of a kind of frustration. "I kept finding myself dissatisfied with how we were representing the most prominent trends in human trafficking; much of our data appeared to be only qualitative and anecdotal and I knew we could do better with the information we had." She'd always enjoyed math and quickly saw that the subject could help her devise a more effective means by which to analyze available information, so that researchers

could actually use data to incite concrete change. "The objective analysis of already challenging data was a critical component of upgrading the quality of our interventions and ultimately helping more potential and current trafficking victims." Her work with the Walk Free Foundation, the first organization in the world to commission worldwide Gallup World Poll surveys to obtain nationally representative estimates of human trafficking—otherwise known as the Global Slavery Index—is yet another step towards the eradication of human bondage. "Our transparent and collaborative approach has resulted in many improvements to our methodology and many high-profile partnerships.

Positive developments notwithstanding, there is still much to learn from the insights and discoveries of each generation of students, researchers, and specialists, which makes Durgana's work at the School for International Training Graduate Institute, located in Washington DC and focused on experiential learning in the field of international development, critical to her research. "I love the experiential teaching approach, I love the focus on practitioner faculty, and I truly enjoy the close environment within which we all collaborate and learn. There is so much growth, excitement, and change that

happens here, and I couldn't imagine teaching in another program that's quite as innovative."

There is sometimes the fear that as experts pore over data, they might lose sight of the people represented by those numbers, which is why Durgana also works with researchers around the world to ensure that the stories of those for whom she fights are not forgotten. To that end, she is editing and co-authoring a special edition of the American statistical journal CHANCE that focuses on measurement in modern slavery and will be joining the Walk Free Foundation on a historic launch of the joint global estimate on modern slavery with the International Labor Organization, as well as the 2018 Global Slavery Index. "While I'm drawn to the innovation and fast pace of the private sector, I feel a duty to eventually run for an elected office. I will always want to focus on data analytics, statistical modeling, and human rights issues, but the more I work on human trafficking, the more I can appreciate how interrelated many of these vulnerabilities and human rights issues are for the people who are most affected and at risk." She continues to mentor current AUP students, guiding them through the ins and outs of DC life and human trafficking spaces. "I hope always to serve as a resource to the AUP community in any way that I can." ■

May 2017 recipient  
of AUP's Distinguished  
Alumna Award ▲



## FILMS FOR TRUTH

*With their trilingual film *L'homme au piano*, Olivia Baes '13 & G'15, Jorge Franco IV '15, and Chauncey Alan '14 explore the vulnerabilities of the multicultural and multilingual realities that cinema rarely portrays.*

Good collaborators are hard to find, which is perhaps why *L'homme au piano*, a trilingual film written by and starring Olivia Baes, co-starring Jorge Franco IV, and directed by Chauncey Alan, all three of whom met at AUP, is all the more remarkable. As Franco puts it: "I don't look for potential collaborators so much as I fall in love with people or a quality that they possess creatively. I fell in love with Chauncey and Olivia."

For Baes, linguistic adaptability is a way of life. Born in Palm Beach, Florida and raised between Los Angeles, France and Spain by European parents, for her AUP felt like a homecoming. "I went to a French *lycée* in Los Angeles, a fully bilingual school, so I love alternating between different languages: my

mind craves it and it's a part of who I am." After completing her BA in Comparative Literature at AUP, she continued onto a Master's in Cultural Translation. "At first, I wasn't very keen on translation. I was only interested in something I didn't find translation to be at the time: creative writing. Using somebody else's words felt very harsh to me and I'd feel very lonely by the end of each translation." She soon changed her mind after seeing how essential creativity was to any translation, particularly when working with writers who had struggled with language as she had. "I was translating a novel by Charles-Ferdinand Ramuz called *Jean-Luc persécuté* [translation to be published by One Such Press] and he really set out to write in a way that was genuine to how the people

in his part of Switzerland used the French language. I get interested in people like that, who have a peculiar relationship to writing in a language that doesn't necessarily feel like their mother tongue."

Baes herself has almost always written in English in her creative work, although her introduction to the language was fraught. "When I was little, I was in an ESL program in Florida and I remember that even when I knew the answers to questions, I'd be afraid to raise my hand because of my accent. I started writing in English almost as a mode of resistance, to express myself and not be told that I sounded wrong. I wanted to tame the English language and make it my own." Writing in English also allowed her to rebel against the French language, which had been presented to her as a series of inflexible dictates. "English was the language I could use outside of those rules because I didn't quite know its rules yet. Even though I was angry with the English language, I had more freedom in it." Her diverse language-learning experiences would serve to inform *L'homme au piano*. "I knew I wanted to write a film featuring people who spoke multiple languages and had multilingual realities because I've always felt that these realities need to be shown in art."

Once she'd completed her script, it seemed only natural to show it to Alan and Franco. "Both of them have been surrounded by film and theater their whole lives; they've really inspired me with that world." While Alan's exposure to film came from his mother, an Italian actor, director and producer, Franco had been acting professionally since the age of 10 and had studied the craft at the American Academy of Dramatic Art, where he also started writing plays and films after being approached by a fellow graduate to develop a play through a series of improvisations. "That became *Atiya*, my first play, which inspired me to further my studies and pursue an education in classical literature."

Baes had already seen one of Franco's short films which Alan had directed, and it convinced her that Alan was the right person to direct the film she had in mind. "He had a really unique vision on the world and I saw that poetically, we understood each other. It's kind of lonely to be a writer and there's something about theater and making films, where there's so much collaboration, that I was really drawn to."

*L'homme au piano* follows Gabrielle, who must come to terms with her past after the death of her mother, whom she hasn't

Scenes from *L'homme au piano*.



spoken to in 10 years. The film, which takes place in Catalonia, was an attempt on the parts of Baes and Alan to counter the void they perceived in Hollywood's movies which often favor entertainment over emotional vulnerability, a goal that carried over into the

a few lines of dialogue in the country's language; well-known Western actors using heavy accents to personify locals. Baes was aiming for the precise opposite of that. "About 40% of the dialogue is in Catalan and it was important to me that one of the lead roles be

want to put words in their mouths in a way that wasn't going to work." Furthermore, the three languages play very distinctive roles in the film's plot and in the main character's evolution. Baes notes: "When you're bilingual or trilingual, it's almost like you experience different things in different languages. For Gabrielle, French is the language of trauma, so she speaks it aggressively or not at all; English is the language that she uses to forget this trauma, and so she and her best friend speak it very theatrically, almost in jest as a way to escape; but Catalan is the only language that she feels comfortable enough to really express herself in, because it's the language of childhood and it finally shows her that she can take her life elsewhere."

For Franco, each language also embodies a specific relationship in the protagonist's life: "The three languages are connected to three different men and their individual relationships to the female protagonist. For me, each man represents an aspect of Gabrielle's past, present, or future. My character, Taylor, is her future because he loves her. He's her best friend, and will always be with her."

Translation here extends past the words themselves. Baes found that by writing for the screen and moving into acting, she was

able to externalize language; to release her words, her characters, and their emotional weight into another realm of translation. "The director translates the script into his vision while the actors translate what you've written and bind their gestures, voices, and physical movements to those words." For her, the very act of translating requires an openness of mind and spirit without which, the words cannot come alive. "As a translator, you have to transcend the writing, and that's definitely true of screenwriting, where people are going to use their bodies to translate one life experience into another sort of life."

The search for new types of stories with multilingual characters will be expanded upon in the trio's production company, *Âme Intérieure*, named after the "inner soul" that Marcel Proust called "the artist's homeland." Within its framework, they will produce their own films and those of filmmakers who might not otherwise be recognized by the contemporary cinema industry. "We want to make films that are truer to what we believe to be human experience. We're asking people to take time to reflect and to actually think about what they're creating." Baes and Alan are currently collaborating on a bilingual Italian and English film called *Riches* about an aging Italian photographer whose house is being

repossessed as he slowly loses his vision, to be followed by a French and Creole film, for which they'll join forces with a Creole screenwriter. "At AUP, I did a semester on Patrick Chamoiseau's novel *Texaco*," Baes explains, "and I got very interested in the exchange between French and

*piano*. "I'm also working on a film called *Fox, Kitten, Sparrow*, which will star both Julien and Olivia."

One last question remains: as all three strive to go beyond the expected in terms



writing process itself. "There are a lot of long scenes; there are scenes without dialogue. I wanted to give space to what humans undergo in these kinds of situations, I didn't want to quickly put words over that experience. Even if it's going to be painful at some moments and slow, why shouldn't that be important? Why shouldn't we have to sit through that?" Most of us are familiar with the usual ways in which big-budget films portray far-flung locations:

played by a Catalan actor. In the movie, he resists Gabrielle's attempts to speak to him in Spanish, and I think that by having her struggle to respond in Catalan, you're giving a voice to the Catalan characters."

The Catalan actors were integral to the translation process. "I wrote their lines in whatever language came to me and then we translated everything together. I didn't



Creole, especially since in Martinique [where the book is set], French is the language of the colonizer and as such carries an important historical weight. Our film will be called *Sucre* and will follow a young girl from the *cit *, who goes to find her mother in Martinique." As for Franco, his play *The Necromantics* will be premiering in July, 2017 as part of the New York Summerfest Theatre Festival, and will star Julien Floreancig, who was also in *L'homme au*

of language, story, and emotion, what are they looking to achieve? According to Baes, "Once you pay this kind of deep attention to language, to character, the hope is that you can finally start creating scripts that contain some sort of truth. That's my hope, at least." ■

# TECH TALKS

*Diana Massaro '92 and Carson McKelvey '12 have built their careers in technology, using their unique global perspectives to create lasting, positive change in cybersecurity and retail technology solutions.*

It takes an enormous amount of courage to set out towards the unknown: many fear failure or financial ruin. They wonder how they will measure up in the eyes of those in whom they most want to inspire respect. Not so for Diana Massaro and Carson McKelvey who at 16, both decided to leave the comfort of their native US; the former to spend a year in Aix-en-Provence, the latter to finish high school in Guangzhou, China. "I have always been very open to big changes," explains Massaro. "And the fact that I embrace change has been one of the defining characteristics of my personality and my success." Perhaps AUP was inevitable.

McKelvey had already started his first business by the time he arrived at AUP.

Researching potential directions for growth, each experience informed what came next in terms of his academic and professional development. "I went to Italy to look at olive groves. I wanted to import olive oil into China, which at the time, was considered a luxury consumer good. I tried doing something with peat, thinking it could be a slightly greener and cost-equivalent replacement for coal. Both times, I quickly learned that we were just too small a fish for that kind of a big pond."

After attempting to run his Hong Kong-based business from Paris—"I thought, it's the age of Internet! I can do things over the phone! I'll stay up late at night and manage the business from here!"—he transferred to The Hong Kong Polytechnic University. Once there, he and his

business partner transformed a digital agency called Tofugear into a retail technology solutions company.

For Massaro, her first class at AUP changed everything. "The teacher said, only five of you will get an A in this class. There was this thing in my head that just flipped. I suddenly thought, I'm going to do this." In that moment she understood that here, where no one knew her, she had full ownership over deciding who she was going to become. "I thought to myself: this is the first day of the rest of my life." Through the mentorship and encouragement of professors like Professor James Clayson, she soon discovered that she excelled in math. "He [Clayson] recognized talent in me that I wasn't aware of. He saw my passion for quantitative

InsideRetail  
ACADEMY

START  
ME  
UP  
FESTIVAL  
2017

InvestHK

## Personalisation

Key to identifying  
ner

**Carson McKelvey**  
Managing Partner,  
Tofugear



decision-making and encouraged me to take more math classes and to apply for graduate statistics programs. Since AUP, my life passion is to use math to make decisions that aren't always obvious."

McKelvey recalls his Philosophy Firstbridge: "I had the opportunity to learn philosophy in a way that made sense in today's world. There are elements from that class that stuck in my brain and very much affected how I look at the world, so that neither one side nor the other is wrong. I try to see the nuances." Personal epiphany does not always go hand in hand with academic success, however. "I did terribly in my two economics classes but I'll never forget them. Both were taught by Iranian professors, and if you think about the way that America has typically talked about Iran in the news, and if you consider that I'd never met someone from Iran before, you can see why I was curious. Taking those classes made me realize, things aren't nearly as complicated as people make them out to be."

After AUP, Massaro went to Stanford for a Master's in Statistics, and then embarked upon a career in marketing and management, which has led to her current position as Chief Marketing Officer at Armor, a cybersecurity company, which aims to establish itself as

a resource of understanding about how to protect data. "I love the idea of using technology for good and fighting the bad guys as we protect our customers." Perhaps more than any other element of technology what Massaro finds most astonishing is how accessible and pervasive technology has become in our daily lives. "I grew up in Silicon Valley, where we were a little more advanced on the technology front, and so when I was at AUP, I was one of the few students who had a computer and a printer. I had a side business of typing people's papers for money. It is an honor to have worked in technology over the last 20 years and to have helped shape the influence it has had on our world."

Both McKelvey and Massaro are keenly aware that it's a lot more complicated than whether technology is good or bad. "I think what most people fail to realize," explains McKelvey, "is that it has very little to do with the technology itself. The technology is going to happen, no matter what, but the key to being successful is dealing with technology and, especially in my industry, understanding its impact on behavior and how people do things." For retailers, it's consumer experience that's vital, with technology serving as a tool to improve that interaction with the retailers' products. "I look at people's businesses, their

customer journeys. I look at what's wrong, what's missing. And for so many retailers, it's an organizational problem. It's a matter of throwing out the old way of decision-making, shifting the focus onto the overall customer experience. People who look at technology, just for technology's sake, get stuck in the same old loop."

Massaro is also focused on initiating changes beyond strictly technological innovation. "Some of my most fulfilling career moments have been mentoring and supporting and sponsoring bright young women to have success in technology and give them the same encouragement that I got at AUP." The only female executive in every company where she has worked, Massaro is thrilled to see how female representation within technology is increasing, but remains concerned about the comparative lack of women as well as the absence of progress when it comes to issues like the wage gap. "It's important to understand that women have different challenges than men do in the workplace and so, coming together to support each other is really important. Oftentimes, I see that women lack confidence, lack the ability to stand up in a room of mostly men and have a strong opinion that may differ from the group. I try to teach other women the

techniques and strategies that I had to learn on my own."

While some might be tempted to see technology either as the cause of or panacea for society's ills, McKelvey and Massaro strive to move past oversimplification. For them, technology provides the means to make it easier for us to live our best possible lives; to accomplish all that we've dreamt. Massaro explains, "People entrust us with their healthcare and credit card information because it's their most valuable information and they want to make sure there are no breaches. And it's really fun to be able to say that we're helping the world." McKelvey recalls a meeting with a French luxury brand whose commitment to transforming the overall customer experience was clear from the start. "It gave me a sense of purpose, like I'd actually done something, like I was delivering solutions. That was probably the most satisfying point of my whole career and it had very little to do with technology and what amazing things it's capable of accomplishing; but instead, it was way more about the people themselves and seeing that kind of shift in their thinking. It was about seeing change." ■



◀ Diana Massaro '92

## ALUMNI PEOPLE POWER

*As an AUP Trustee and liaison between the Board and the President's Alumni Advisory Council (PAAC), Elliott Burdette '70, along with his fellow PAAC members, advises, helps and supports their alma mater as a powerful voice of the AUP alumni-community.*

Elliott Burdette, current AUP Board of Trustee member and liaison between the Board and the President's Alumni Advisory Council (PAAC), credits his eventual landing at AUP to wanderlust and anxiety. "I always had a curiosity for foreign lands, foreign people, living in another country." Thanks to one fateful day at the library—where all good things happen—a catalogue for the American College of Paris fell into his hands and Burdette made the decision that he now considers to be one of the best of his life.

It was an interesting time to be an American in Paris, with the Vietnam War drastically altering Europe's perspective on the United States. "To have that opportunity to be in Paris and look through the lens that Europe and Paris were focusing on America was enlightening. I think Paris is almost like a metaphor for 'wake up to something new in yourself.'" As he took classes in International Politics with a diplomat, American Politics with a former Navy officer, and Western Civilization with the one and only Professor David Pike, Burdette found that it wasn't only his academic

understanding that was growing. "Being at AUP enhanced my perspective and allowed my thinking to occur at new and different levels. I don't think that can be tied to just one thing. It was the mix of my professors, the magic of Paris, and the international students."

Cut to 2010, when Burdette attends his first Global Alumni Reunion, also marking the first time he'd set foot on AUP's campus since he himself had been a student. He speaks to an AUP staffer about his wonderful experience at the school and she later calls to ask if he has any interest in joining the PAAC, to which he responds with an enthusiastic "absolutely." "I had this keen desire to help AUP become more active and to help promote it, while interacting with it. My memories of my time here were overwhelmingly positive and I continue to believe in the mission of the school; it's a mission that I want to support."

The PAAC, which was inaugurated in 2013, was the brainchild of Board members Andrew Batinovich '80 and Malinda Mitchell '64, and aims to support the University by acting as a conduit between the school and its alumni base. Once on the PAAC, Burdette found himself to be in his element as he consistently collaborated with global explorers. "I enjoy brainstorming with these people, talking with them about what can

be done at AUP, investigating issues with people who have had the same kind of experience as I have, who want to stay connected and want to help AUP. I think we all really enjoy the feeling of being a part of this community again." In his capacity as liaison, Burdette does whatever he can to facilitate progress, be it attending Board meetings in Paris or going to Dubai to start planning the creation of the Middle East PAAC. "As one of the people who is on the Board and the PAAC, I have a familiarity with both entities, which I think can be valuable as we work to make ourselves self-sufficient."

That's the thing about the PAAC: its members do so much for the AUP community but there's also the sense that just being amongst such vibrant, impressive people is itself an enriching experience, one where AUP's past and present are equally crucial to its accomplishments. "It's important for AUP to know what our alums are doing, while for the alums, AUP will forever be a part of their lives. This gives them the opportunity to play an active role in the community, in whatever capacity makes sense for them: they can make a real impact by helping a student get an internship, by mentoring, or by helping the school get one step closer to achieving its financial goals." However, it's not only beneficial for action, it also influences the way that members of the community reflect on their time

at AUP and how they hope to translate that experience into their lives and their relationship with the University. "I feel that that sense of connection sets in motion some creative thinking about one's current bond with those college days and with what other people are doing in their lives."

There's also a very important relationship between the PAAC and the Board, as members work together to enhance AUP in its every facet. "Each one of our PAAC members is committed to helping AUP achieve its main goals. They really want to be a part of this incredible group, to contribute, to help solve problems, and they're dedicated to being proactive for AUP." That kind of devotion also means that a healthy and useful exchange can occur between the two groups as they pool their resources, find joint endeavors that lend themselves to improving the community, and help attract more alumni from all over the world to foster the chain of partnership.

Through it all, Burdette remains convinced that there's nothing quite like AUP. "It feels great to be part of an institution like AUP, to see it make progress, ascend, achieve its goals, and foster and sustain this amazing international diversity. I don't know many places in the world that offer just what we have to offer." ■

Burdette '70 with daughter Claire in Shanghai.

# AUP ASCENDING

## OUR FIRST CAPITAL CAMPAIGN

*Launches in May*

The push is on. We have a €26 million goal to support the consolidation of our campus, the research of our multi-disciplinary centers, and the scholarship and funding needs of our diverse community.

### €26 MILLION

For our Campus, Centers & Community

### OUR NEW CAMPUS

69 Quai d'Orsay

The bold ambitions of our strategic plan **-AUP Ascending 2015-2020-**are at the centerpiece of our first ever capital campaign which launches this May. Our AUP Ascending campaign will raise **€26 million** over the next five years to make our strategic vision a reality. We will renovate our campus, creating a Student Life and Learning Center in a new building combined with Combes, and further develop the relevance and depth of our academic offerings, aligning with both the needs and aspirations of our global explorer students.

AUP began moving forward with campus renovation using the proceeds of the sale of our Bosquet building. Just as the renovation of our Combes Student Life Center was nearing completion in 2015, we were offered a once-in-a-lifetime opportunity to buy a substantial building just behind Combes on the Quai d'Orsay. Inspired by this defining chance to gather more than half of our campus in two connected buildings, the Board of Trustees gave its go-ahead to the plan. Our reserves and the sale of other property have enabled us to secure

the down payment. This past March our offer of purchase was accepted by the French state, and we have now secured a building permit. It will take an additional **€18 million** to complete the purchase and transform the acquisition into a modern student learning center adjacent to the student life center in Combes. This combination will create a distinguished, integrated campus with eight new floors devoted to research, writing, teaching and learning. AUP will at last have a permanent home on the Seine where cultures can convene and minds can meet.

“Our 7th *arrondissement* location, in the shadow of the Eiffel Tower—where we have been located since our founding—has always been part of AUP’s identity and pride of place. Five years ago, as part of our ongoing strategic planning process, we recognized that it was time to move from ten buildings spread across the neighborhood to a coherent, consolidated campus designed to foster active learning, innovative pedagogies, and student interaction across our vast diversity. We know this is how our students best learn and grow.”

Celeste Schenck

*President of The American University of Paris*

Thanks to wise and committed presidential and board leadership, AUP is currently well-placed to achieve our ambitions. The reality is that AUP, like most American universities abroad, has a modest endowment and is still reliant on operating income. In order to maximize our long-term stability, to broaden our academic reach and raise our academic profile, and to take advantage of a once-in-a-lifetime opportunity to purchase a building at 69, Quai d'Orsay, we are embarking on our first-ever capital campaign, seeking to raise **€26 million**.

## CAMPAIGN PROGRESS TO DATE

We are very pleased to share that the AUP community is rallying to support our AUP Ascending campaign. We have benefited from early commitments to our campaign goals, having raised over 12 million euros towards our 26 million campaign goal. In recognition of this support, we have been proud to name a good number of the spaces on our renovated campus, two of our new Centers for teaching and research and several prestigious scholarships to honor the lasting impact of the global AUP community of alumni, parents, trustees and friends on our University. For more information please visit [aup.edu/campaign](http://aup.edu/campaign) or contact Maarten Vervaat, [mvervaat@aup.edu](mailto:mvervaat@aup.edu).

CAMPAIGN GOAL  
**€ 26,000,000**

TO RAISE  
**€ 13,900,000**

RAISED  
**€ 12,100,000**

### CAMPUS

Raised: € 10,300,000 €18 million will connect students and faculty in a consolidated, modern campus in the heart of Paris's 7th arrondissement, providing the learning spaces appropriate to our 21st century curriculum and demographic diversity.  
 To Raise: € 7,700,000  
 Goal: € 18,000,000

### CENTERS

Raised: € 1,600,000 €4 million will fund our five multi-disciplinary centers and a Civic Media Lab to support innovative mentored research, encouraging new perspectives on the world's greatest challenges: Human Rights, Democracy, the Environment, Global Diplomacy & Cultural Translation.  
 To Raise: € 2,400,000  
 Goal: € 4,000,000

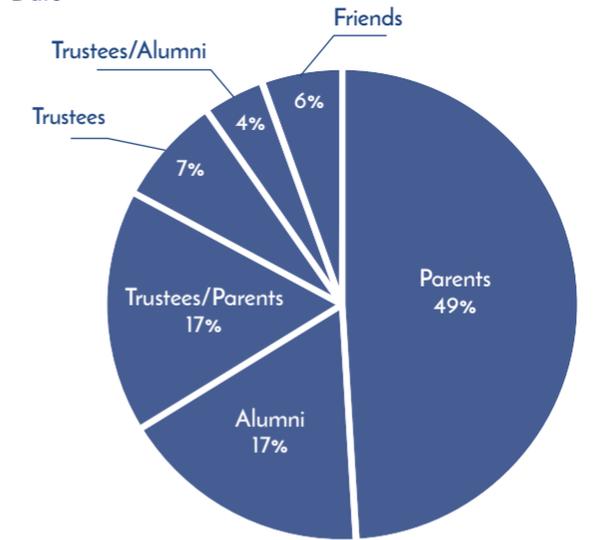
### COMMUNITY

Raised: € 200,000 €4 million will connect our worldwide community to our campus community by developing deeper reserves of scholarship aid for qualified students who contribute to our renowned diversity and by rewarding and recognizing professors of promise and their work.  
 To Raise: € 3,800,000  
 Goal: € 4,000,000

## THANK YOU!

We would like to express our gratitude to the early donors listed below for their support of AUP's first capital campaign. Their desire to support our mission has permitted us to realize the first steps of our vision for AUP Ascending. It is our hope that their philanthropic example will inspire alumni, parents, and friends the world over to give back. The generosity of alumni, parents and trustees to date has encouraged us to believe that we can create a widespread and ongoing culture of giving within our community, enabling The American University of Paris to assume its rightful place as a distinguished ambassador for American education abroad and an unparalleled 21st-century learning community in Europe.

Donors to Date



## PLEDGES TO THE AUP ASCENDING CAMPAIGN

**5,000,000+**  
 The George & Irina Schaeffer Foundation P'17

**1,000,000+**  
 Gisel '96 & Omid Kordestani  
 Anonymous Trustee  
 Anonymous Trustee

**500,000-999,999**  
 Anonymous Alumnus (in memory of Thamer Salman '98)  
 Anonymous Parent  
 Samantha & Nabil Chartouni P'18

**250,000 - 499,999**  
 Christina & Pierre de Labouchere  
 (Christina Sandel '86, Trustee)  
 Elizabeth Ballantine (Trustee) & Paul Leavitt

**100,000 - 249,000**  
 Franklin Craig '81 (Trustee)  
 Edward (Trustee Emeritus, in memoriam)  
 & Joy Frieman  
 Achim '77 (Trustee) & Cäcilia Klüber  
 Marc Groothaert '71 (Former Trustee)  
 The Alfred and Jane Ross Foundation -  
 Jane Ross (Trustee)  
 Anonymous Trustee  
 Elliott Burdette '70 (Trustee)  
 Joseph Dickerson '00 (Former Trustee)  
 Craig (Trustee) & Dorothy Stapleton

**50,000 -99,999**  
 Henry K. Belkin '86  
 Peter R. de Castro '68 (Trustee)  
 Sin-ming Shaw '65

Andrew Batinovich '80 (Trustee)  
 Anonymous Trustee

**25,000 - 49,999**  
 Doris (Trustee) & Edward Daughney  
 John & Cynthia Junkin P'11  
 Barbara M. Reno (Trustee) & E. Ray Stewart  
 Valerie Shea P'13  
 Mahvash (Trustee) & Farrok Yazdi

**< 25,999**  
 Anonymous Parent  
 Celeste Schenck (President)  
 Boris Nedev '98  
 Shaunna Prissert '96  
 Jean-Marc Quach '82  
 Sandra H. & Josef K. Ruth '65 (Trustee)

*Cumulative Giving from 2012-08 to 2017-04*

**Thank you for your loyal support.** We gratefully acknowledge the following contributors, each of whom made generous gifts over €500 to AUP between August 1, 2012 and April 1, 2017. Although we were unable to include all gifts on these pages, we remain grateful for the steadfast support of all alumni, parents and friends, all of whom we are proud to acknowledge at [aup.edu/support](http://aup.edu/support).

**1,000,000 & above**

Omid & Gisel Kordestani '96  
The George & Irina Schaeffer Foundation  
Andrew W. Mellon Foundation

Florence Gould Foundation  
Danny Kaye & Sylvia Fine Kaye Foundation  
David T. McGovern  
PRIPARE

**500,000 - 999,999**

Anonymous Trustee  
Anonymous Parent

Barbara M. Reno & E. Ray Stewart  
Mahvash & Farrok Yazdi

**25,000 - 49,999**

**100,000 - 499,999**

Anonymous Alumnus in Memory of Thamer Salman '98  
Anonymous Trustee  
Elizabeth Ballantine & Paul Leavitt  
Samantha & Nabil Chartouni  
Christina & Pierre de Labouchere (Christina Sandel '86)  
Edward & Joy Frieman Family Trust  
Marc Groothaert '68  
Achim P. Kluber '77  
The Alfred & Jane Ross Foundation

Kostia H. Belkin '86  
Center for the Study of International Communications  
Marsha Chandler  
Joseph Dickerson '00  
Marie Donnelly  
Lee & Berna Huebner  
Judith Ogilvie '65  
Susan H. & Josef K. Ruth '65  
Craig R. & Dorothy Stapleton  
Miriam Twaalfhoven '81  
R.T. Vanderbilt Trust '95

**50,000 - 99,000**

Anonymous Alumna  
Anonymous Trustee  
Anonymous Trustee  
Andrew Batinovich '80  
Elliott Burdette '70  
Franklin Craig '81  
Doris & Edward Daughney  
Peter R. de Castro '68  
Anonymous Trustee

**15,000 - 24,999**

James Basker  
Charles Delmar Foundation  
Dr. George Elder & Jo Ann Engelhardt  
The Florence Gould Foundation  
Gretchen Handwerger  
Joey Horn  
Pierre Sauvagnat '83  
Sin-ming Shaw '65

Daniel J. Socolow  
Susan Tolson  
Dr. Laurence Vagassky '95 & Thomas Prey '95

**10,000 - 14,999**

Anonymous  
Arent Charitable Foundation  
Euan and Angelica Baird  
Ronald Freeman  
Gil Kemp  
Mr. and Mrs. John E. Klein  
Lancome International  
Anna Sandel  
Mark Sandel '89  
Celeste Schenck  
Lizbeth Schiff '66  
Peggy Tierney '92

**5,000 - 9,999**

Martin S. Avidan '80  
D. Grant G. Calder '92  
Jorn '95 & Alexandra '94 Cloppenburg  
Elizabeth Craig  
Bassel S. Haidar '92  
The Jerome Robbins Foundation, Inc.  
John & Cynthia Junkin  
Boris Nedev '97  
The Pamela J. Newman Foundation  
Shaunna Prissert '96  
Jean-Marc Quach '82  
Leslie Reed '80

Rita F. Salzman  
The San Francisco Foundation  
Jacques Setton '66  
Valerie Shea  
Joseph Smallhoover  
Tides Foundation  
Edie C. Wiltsee '67

**1,000 - 4,999**

Anonymous Alumna  
Academia  
John M. Adler '88  
Dr. Hind H. Albahar  
AL Reception  
Arnie Arifin  
Association des Amis de Vaux-le-Vicomte  
The Bank of America Charitable Fund  
Anonymous Friend  
Manuel & Anne Benetreau  
Ron Bissell  
James Bittermann  
Constance & Dominique Borde  
Rabih Bourji  
Bodie N. Bristol  
Andy Budgell  
Capital Guidance  
Sean Casey '04  
Allison Coleon '10  
Lucas Coleon '09  
Victor De Witt '05  
Edward Delany '91  
Gail DeNicola

Barry L. Douglass '64  
Jeff F. Durgee '92  
Ian Edwards  
Fred Einbinder  
Gina Elardo  
Sharon Faccinto '87  
Peter '80 & Renee Flade '80  
French-American Foundation  
Elan D. Garonzik '70  
Lillian Greene-Chamberlain & John Chamberlain '81  
Jean K. Gunnell '66  
Dennis James Healey '63  
Thomas Horgan '79  
William Jackson Humphreys '66  
Trevor Iles  
Thomas Ingold  
Inwood Hotels  
Arthur '64 & Tamea '64 Isham  
William G. Jacobi  
John Jassy '68  
Perla Karney '65  
Carey Klutz MA'11  
Maxime Laurent/IGF  
Leader Opticom  
Amy Leeds-Brag  
Christine Leeuwis-Chahbasi '81 & Frederick Leeuwis '82  
Juliane Lenzner Melgaard '99  
Marie & Harley Lippman  
Jonas Ljunggren '98  
Alice Maguire MA'10  
Dr. Alix Marduel & Tom Lockard  
John Meyers '86 & Kristen Wisnewski '86

Chas A. Miller III '82, Lois H. & Charles A. Miller Foundation  
Silver Miller '68  
Peggy Montgomery '75  
Chuck Muckenfuss  
Karen Newman '67  
Cyrille Niedzielski  
Samuel H. Okoshken  
Joumana '04 & Sebastian Ordelheide '07  
Maria Jose Fernandez Osburn  
Cemal Parla '81  
Hélène Pellerin/ALPHAPRIM  
Grant Plemons '64  
Quimdis  
Stephanie Razzieri Hughes '02  
Ole Rollag '95  
Jacqueline Routier '94  
Benjamin H. Rowbotham '00  
Lois A. Rudy '68  
Susan Rushing & Jim Windolf  
Michael Sandler '68  
Jill Kathryn Sargent '67  
Kenneth Saunders '93  
Samar Sayegh MA'08  
Gyneth Schenck  
Eric & Elizabeth Schwartz  
Andrew Seid '71  
Leon M. Selig  
Lane '72 & Randi Sharman  
Michael K. & Carol Simpson  
Arne Sondhi '83  
Douglas Sonntag '74  
Speaking Agency

Maryland Swensen '63  
Sandra Van Mell '63  
Latanya Waweru '09

**500 - 999**

Anonymous Alumna  
Ellie Abdi  
Arian Alikhani '92  
Christine Allen '96  
Thomas Andriveau '97  
Eleanor Ashford MA'10  
Eric & Cheryl Baranes  
Suzanne H. Barker MA'11  
Meryem Benghalem '10  
Brenda Bertholf  
Dianne Cheseldine '66  
Patrick Clevenger '93  
Gabriella Biello Coroneos '64  
Amanda Crider Sykes  
Emmanuel Di Donna '92  
Elizabeth Dudley '66  
Christophe Durand-Ruel '81  
Haldun Ersanli '82  
Anne Marie Farache '82  
Reid Feldman  
Bonnie Freedman '85  
Suzanne Halasz '85  
Paul & Dagmar Hannon  
HAR Contract  
Jorge Helft  
Sonia Huyghe MS'09  
Jill Jordan  
Ward Just  
Elizabeth Karcher '84

Tommy Karlsson  
Thomas Kennedy '90  
Ghassan & Gisele Khoory  
Jena King  
James H. Landon  
Luke Laumann '05  
Phillippe & Patricia Lemoine  
Mark Linvill '81  
Jill Royce Loomis '82  
Nancy Machiah  
Malinda Mitchell '64  
Alice Mullins  
Naiade Services  
Oleo Films  
Richard Peyster  
Berine Pharaon '97  
Karuna Phillips '07  
Jonathan Randal  
Royal Rodgers  
Hilda Santo Tomas  
Shelley S. Saxton '81  
Dr. Stephen K. Scher  
Michel Simiault '85/Gulf Continental Air Services  
Hong-Tsun Simon '88  
Robert & Susan Sloan  
Helen Tange  
Ashley '98 & Yasushi Tomita '98  
Natalija Vysniauskaite '98  
Karen Marie Wellford '64

*Your gift is very important to us. If your name has been inadvertently omitted or incorrectly spelled please contact [advancement@aup.edu](mailto:advancement@aup.edu)*





DANA '14

€10,000: TUITION AWARD



AFINA '19

€8000: NEED & MERIT-BASED SCHOLARSHIP



KETI '17

75% TUITION: AUP SCHOLAR AWARD



SARAH Student Body President '17

(shown on right)

€700: INDIA STUDY TRIP STIPEND

"Working in India sparked my passion for sustainable development and led me to volunteer as a Peace Corps English teacher in Myanmar for the next 2+ years."

# YOUR GENEROSITY THEIR JOURNEY

Though we devote more than 15% of our annual budget to financial aid, we rely on the generous donations of our community of alumni, parents, and friends to close the gap of affordability for those in need. Recently, alumnus Marc Groothaert '68 (Switzerland) made an exemplary offer to bridge the gap for six students who were struggling to make ends meet in Paris despite their existing 75% tuition scholarship (AUP Scholar award).

Please join Marc and the many alumni and parents of years past who have contributed to ensure the full diversity of each AUP class. On our campus, the presence of every individual student has an impact on the experience of the entire community. You can help us **shape the journeys** of the next generation of global explorers.

**FUND AN AUP  
SCHOLAR THIS YEAR**

Make your annual  
contribution today at

**[aup.edu/annualfund](http://aup.edu/annualfund)**

For questions or additional information,  
please contact Kristina Keenan at:  
[kkeenana@aup.edu](mailto:kkeenana@aup.edu)  
+33 (0) 1.40.62.08.27