



AMERICAN
UNIVERSITY OF BEIRUT
SULIMAN S. OLAYAN SCHOOL
OF BUSINESS

CENTER FOR INCLUSIVE
BUSINESS & LEADERSHIP
FOR WOMEN

EXECUTIVE
EDUCATION

BUILD MORE INCLUSIVE WORKPLACES

Translate your ideas into action

Enroll Now

Get a Mini-Certificate for Completing
the Requirements of the Program on
**Inclusive Strategies for Recruitment, Retention,
and Promotion of Women in the MENA**



SAWI PROJECT
Support and Accelerate Women's Inclusion
تعزيز مشاركة المرأة في سوق العمل

OVERVIEW

This first of its kind and free of charge mini-certificate program will empower HR managers, decision-makers and executives to adopt gender-inclusive strategies in a rapidly changing regional economic environment. Comprised of four hands-on modules, by the end of the program decision-makers will connect, learn and acquire tools to implement inclusive strategies and champion women's careers within their organizations. The world's most successful organizations innovate, adapt and change. In today's challenging environment, with the advances in technology and global market trends, the workplaces across the world are rapidly changing. In the Middle East and North Africa, greater efforts are needed to establish more diversified economies to support strategic growth and regional development. One key area to support this growth relates to the promise and potential of women in the region. Women in the region still lag far behind their international counterparts, with fewer than 20% of adult women in paid employment. Strategic growth, therefore, is predicated on bringing strategic and dignified opportunities for women's recruitment, retention and promotion in regional organizations. After tumultuous years, the promise of improving the formal economies of the region rest greatly on the shoulders of secure dignified employment for women. Organizations today must simultaneously deliver inclusive workplaces, rapid results and sustainable growth in an increasingly competitive environment. The rise and role of women as a conduit to building stronger organizations is the key focus of this mini-certification program.

WHO SHOULD ENROLL?

The program is designed for regional executives, Human Resources (HR) managers, and key organizational decision makers seeking to build and support more inclusive workplaces. Based on the evidence that local challenges can be best addressed by evidence-based local solutions, this program is designed to provide state-of-the-art and forward-thinking human resource solutions to the organizational, cultural, or systematic challenges facing diversity, equity and inclusion employer practices in the region.

WHY THIS MINI-CERTIFICATION?

A first of its kind, the program focuses on Inclusive Strategies for Recruitment, Retention and Promotion (RRP) of women. Comprised of four modules, the first three provide participants with concrete competitive arguments for implementing inclusive strategies, followed by a hands-on experiential exercises to enable local strategizing to tackle barriers and to implement purposeful strategies for inclusive workplaces. The fourth module will bring together a panel of trailblazing champions of inclusion to share and discuss women's inclusion initiatives that have worked locally. The program is suited for those who have ideas around leading change and want to amplify the potential of the women across the ranks of their organization. Delivered by world-class experts and renowned academics, the program will inform, engage and connect executives, HR managers and key decision makers using solution-driven and tailor-made content for the region.

LANGUAGE OF DELIVERY

The language of instruction for these modules will be English with Arabic and French simultaneous translation.

MODULES

MODULE 1

Barriers and Strategies for Inclusive Recruitment

- The business case for diversity and inclusion in the MENA
- Case study and regional statistics from the KIP Index
- Socio-cultural barriers: scenarios and reflections from the region
- Structural barriers: what can MENA employers do?
- Inclusive regional strategies: practice and projections

MODULE 2

Barriers and Strategies for Inclusive Retention

- Parameters of retention and inclusive retention in the region
- MENA statistics and case study on retention
- Competitive advantage of retaining women
- Why women leave their jobs in the Arab MENA?
- What can MENA employers do to better retain women?

MODULE 3

Barriers and Strategies for Inclusive Promotion

- Global versus MENA statistics
- Employer advantages of promoting women in the region
 - Competitive advantages
 - Sustainable global advantages
- COVID-19 and employer strategies
- Barriers women face regionally
- What can MENA employers do better to promote women?

MODULE 4

Inclusion in Action

- Inclusion matters for communities, businesses, and for the world
- Trailblazing MENA employer initiatives: What worked and why?
- What were the greatest challenges and facilitators in implementing such RRP initiatives?
- How can we connect, learn from one another, and scale up for regional impact?

PROGRAM LENGTH

Each module will be 3 hours long.
One module per week. Over 4 weeks.

English

Module 1	19-October-22 2:00pm-5:00pm (Beirut Time)
Module 2	26-October-22 2:00pm-5:00pm (Beirut Time)
Module 3	02-November-22 2:00pm-5:00pm (Beirut Time)
Module 4	09-November-22 3:00pm-5:00pm (Beirut Time)

PROGRAM SPEAKERS



Dr. Charlotte Karam, Founding Member / Director of International Partnerships / Founding Director (2018-2021), CIBL for Women, AUB OSB | Adjunct Professor Director of the Executive MBA / Tenured Associate Professor /

Endowed Professor in Inclusive Human Resource Systems at Telfer School of Management, University of Ottawa

Dr. Karam, PhD is the Director of the Executive MBA and a tenured associate professor at the Telfer School of Management, University of Ottawa, where she also holds the Ian Telfer Professorship in Inclusive Human Resource Systems. Charlotte's work as a scholar-activist contributes to overlapping conversations in inclusive HR systems, business ethics, public policy, and feminist praxis. Prior to joining the University of Ottawa, Charlotte was a tenured Professor at the Olayan School of Business (OSB), American University of Beirut where she spent over thirteen years and served as Department Chair, Associate Dean of Programs, and founding director of the Center of Inclusive Business and Leadership (CIBL) for Women. She continues to be affiliated as an Adjunct Professor and as the director of international partnership at this center.

Dr. Lama Moussawi, Director of CIBL for Women / CIBL Founding Member Associate Dean of Research and Faculty Development / Tenured Associate Professor of Management Science, AUB OSB



Dr. Moussawi is the Director of CIBL for Women and a Tenured Associate Professor at AUB-OSB, where she currently serves as the Associate Dean for Research and Faculty Development, pushing forward an interdisciplinary agenda of research and development in one of the most challenging times for AUB and Lebanon.

Dr. Moussawi's research focuses on applications of Operations Research and Management Science in various business areas and the application of data analytics to feminist research in areas that focus on promoting gender diversity and equity in the Middle East and North Africa region. Dr. Moussawi's research has attained national and international recognition and was repeatedly an invited speaker at international forums including the National Academies of Sciences, Engineering, and Medicine in the US. Dr. Moussawi's expertise in Management Science and Data Analytics drives her focus on gender equality and inclusive systems across the region. Her career focus allows her to expand the programs at CIBL for Women into key emerging sectors in the region including STEM, healthcare, education, and banking, with the aim of developing a holistic roadmap for gender-inclusion and diversity in the region.

Dr. Moussawi is a co-founder of the Center of Inclusive Business and Leadership for Women where she is leading several research projects focusing on women's economic empowerment. Dr. Moussawi is actively involved in promoting and supporting women in the field of Data Science. She is the founder and Chair of the Women in Data Science (WiDS) conference at AUB, the largest such conference across the world bringing in hundreds of students, practitioners, and global experts to advance the role of women in data science and STEM fields. Dr. Moussawi also served as Founding Chair of the AUB Committee on the Lives and Careers of Women at AUB, carrying out university-wide research and proposing recommendations to improve women's careers and wellbeing at AUB. She is actively engaged in issues related to women in operations research at the Women in Operations Research and Management Science meetings at the annual international INFORMS meetings.



Dr. Fida Afioni, Founding Member, CIBL for Women / Associate Provost / Tenured Associate Professor of Human Resource Management, AUB OSB

Dr. Afioni is an HR & Gender expert in the Middle East. She currently holds the positions of Tenured Associate Professor in HRM and the Convener of the Management, Marketing and Entrepreneurship track at the Olayan School of Business at AUB, Lebanon. She is also a founding partner and an affiliate researcher at CIBL for Women. She obtained her PhD in Human Resource Management and Industrial Relations from Paris 1 Panthéon-Sorbonne University with the highest distinction and was the recipient of the Sharjah Prize for the best doctoral thesis in administrative sciences in the Arab world for the year 2005. Fida's research focuses on the interplay of HRM, careers, and gender. Her publications have appeared in several outlets, the most recent being in Gender, Work, and Organization, the Journal of Vocational Behavior, Human Resource Management Journal, Business Research Quarterly, Career Development International, and the International Journal of Human Resource Management. She is currently an Associate editor in the International Journal of Human Resource Management, and an editorial board member in CDI and HRMJ.

Fida serves as an ad-hoc consultant with the International Labor Organization (ILO) and the Office of Economic Cooperation and Development (OECD). She is often invited as an expert speaker or facilitator in Executive Education programs and in regional and international workshops and webinars in English, French and Arabic on topics pertaining to inclusive HR systems, Gender balance, and women's economic empowerment.

PROGRAM SPEAKERS



Dr. Wassim Dbouk, CIBL Founding member | Director of the Investment Management Program / Associate Professor of Finance, AUB OSB

Dr. Dbouk is a lead figure in teaching and scholarship with a focus on finance and banking. His research focuses on the fields of equity, fixed income investments, banking, and supply chain finance. His main teaching interests evolve around corporate finance, valuation, financial modelling, and commercial bank management courses. He draws on this research to advance inclusive business systems for women's economic participation and overcoming challenges to women's careers in the Arab MENA region.

Dr. Dbouk is an expert in advanced quantitative skills and forecasting tools that allows him to delve into analysis of financial markets of the Arab MENA region as well as into US financial markets. This gives him unique insight into the holistic systemic changes that the Arab MENA economies need in order to become more inclusive of women and marginalized groups. Dr. Dbouk's research has been published in reputable journals such as "International Journal of Production Economics", «Journal of Financial Stability», «Journal of Futures Markets», "The European Journal of Finance", and "International Review of Financial Analysis". His expertise in corporate bond markets, liquidity creation in banking, finance, and financial modeling enables CIBL for Women to adopt a gendered lens into finance and business. Dr. Dbouk applies this expertise and experience to transform policies and structures that are acting as barriers for women's careers in the sectors including Banking, STEM, healthcare, and education.

Dr. Dbouk is the Founding Coordinator for AUB's Master of Finance Program. Under his leadership, the program attracted a wide pool of talented students and mid-career professionals who went on to lead key positions in banking and finance across the region. His mentoring and coaching efforts contributed to CFA Research Challenge teams that were local winners in 2012 and 2013.

Dr. Dbouk has been instrumental in designing and launching the Investment Management Program (IMP) at AUB. Currently, he serves as the director of the program and supervises elite students to gain a holistic and thorough understanding of investment management, asset allocation, security selection, trading and reporting by investing a 1 million dollar endowment in the financial markets. Graduates of the IMP embarked on careers at leading financial

organizations in the world and are highly sought by the most prestigious financial organizations in recognition of their practical know-how, maturity, technical skills and analytical abilities. Under his directorship, the program earned international recognition by competing with 160+ universities and getting awarded at Quinnipiac Game competition for the value investing category for two years in a row the 2nd and 3rd prizes.

He is current spearheading the Arab MENA's first efforts towards Gender Lens Investing by exploring the nexus of gender-inclusive systems, research, and financial trends in the region. Beyond the bottom line, Gender Lens Investing will allow the region's economy to recover while being inclusive and untapping the full potential of women and marginalized communities.

Dr. Carmen Geha, Founding Member and Lead in Inclusive Policies / Associate Professor of Public Administration, Leadership and Organizational Development



Dr. Carmen Geha is an expert and advocate for inclusion, crisis management, and social mobilizing with experience across the Arab MENA region. Between 2018 and 2020, she was Founding Director securing and managing \$4.6 million for the "Education for Leadership in Crisis" program for Afghan women at AUB. At CIBL for Women, she focuses on policies and employer partnerships for gender-inclusive strategies. In addition to her academic track, Dr. Geha has a decade experience advising and consulting UN agencies, International Agencies, and Government in the region.



Dr. Lina Daouk-Öyry, Tenure Associate Professor of Work of Organizational Psychology / Visiting Researcher at Aalto University / Director of the Evidence-based Healthcare Management Unit (EHMU)

Dr. Lina Daouk is a Work and Organizational Psychologist specializing in employee assessment, development, and individual differences with focus on the healthcare sector. As a scholar with 15 years' experience in psychometrics, Dr. Lina led the team that developed the first model of personality from and for the Arab world. She also founded ADILLA Managerial Mentorship program in healthcare and was awarded the Distinguish Scholar Award by the Arab Fund in 2020. She consults regularly for the public and private sectors around the Middle Eastern region.

For More Information About the Program Kindly Contact Axelle Meoushy, Curriculum Coordinator / Research Associate



Enroll Now



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GENERAL DISCLAIMER: The Policy Templates and materials related to the SAWI Project are intended to assist employers, HR managers, and other decision-makers as they strive to improve workplace policies and practices related to more inclusive recruitment, retention, and promotion (RRP) within their organization. While we have made every attempt to provide templates relating to HR policies that are accurate and draw from a broad range of regional and international standards, it is not possible to include the technical detailing nor the discussion of everything necessary to ensure a gender-inclusive RRP working environment in a presentation of this nature. Thus, the information provided by the SAWI Project, its staff, and partners must be understood as a tool for addressing workplace policies, rather than an exhaustive statement of an employer's legal obligations, which are defined by statute, regulations, and standards of their local industry standards, and national legislative landscape. Likewise, to the extent that this information references practices or procedures that may enhance inclusive RRP, but which are not required by a statute, regulation, or standard, it cannot, and does not, create additional legal obligations. Finally, over time, regulators may modify rules and interpretations in light of new technology, information, or circumstances; to keep apprised of such developments, or to review information on a wide range of inclusive HR topics. All information, toolkits, templates, and other related material under the SAWI project is provided therefore as a free of charge guide, and is, therefore «as is» without warranty of any kind of risk.”