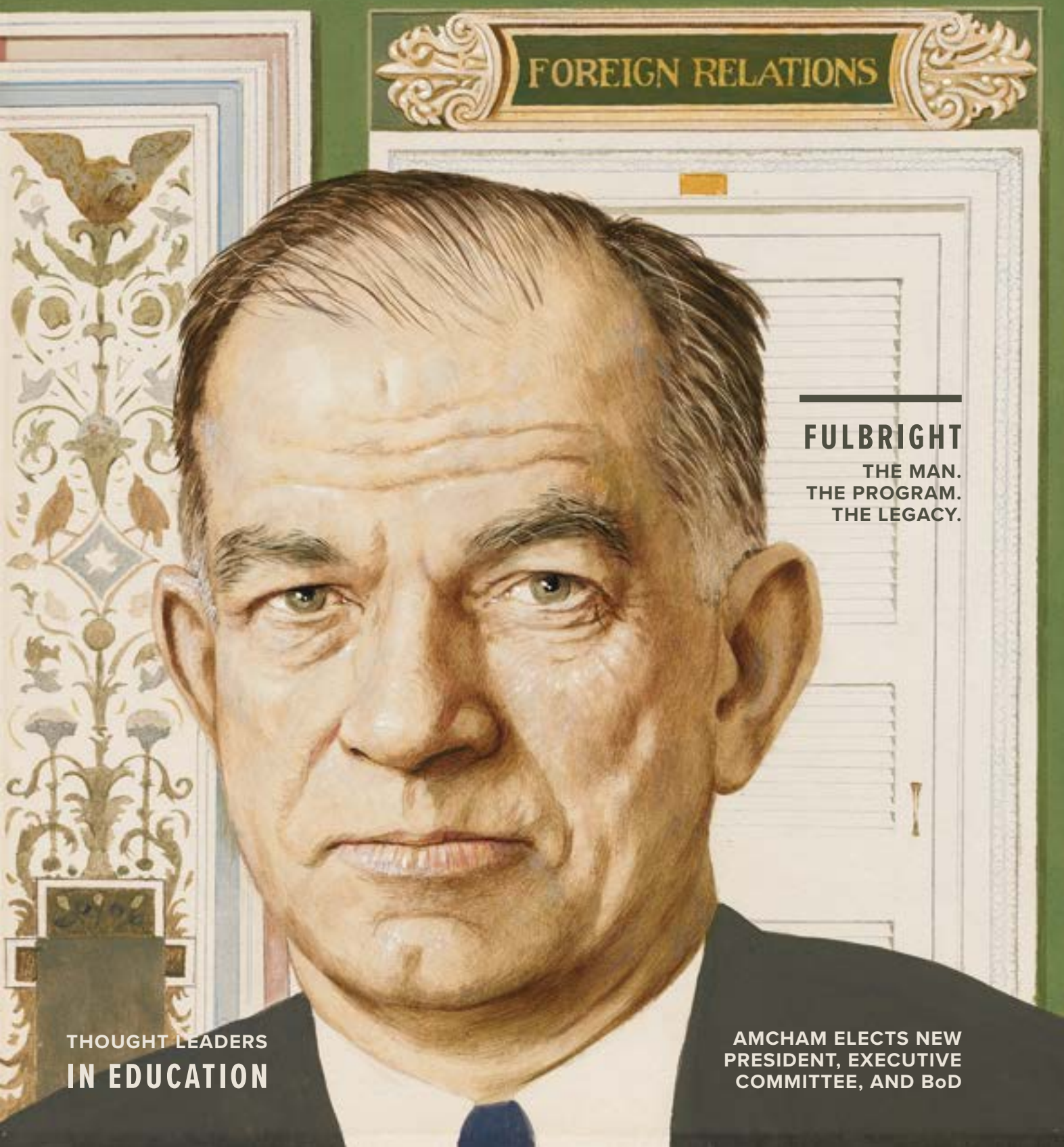


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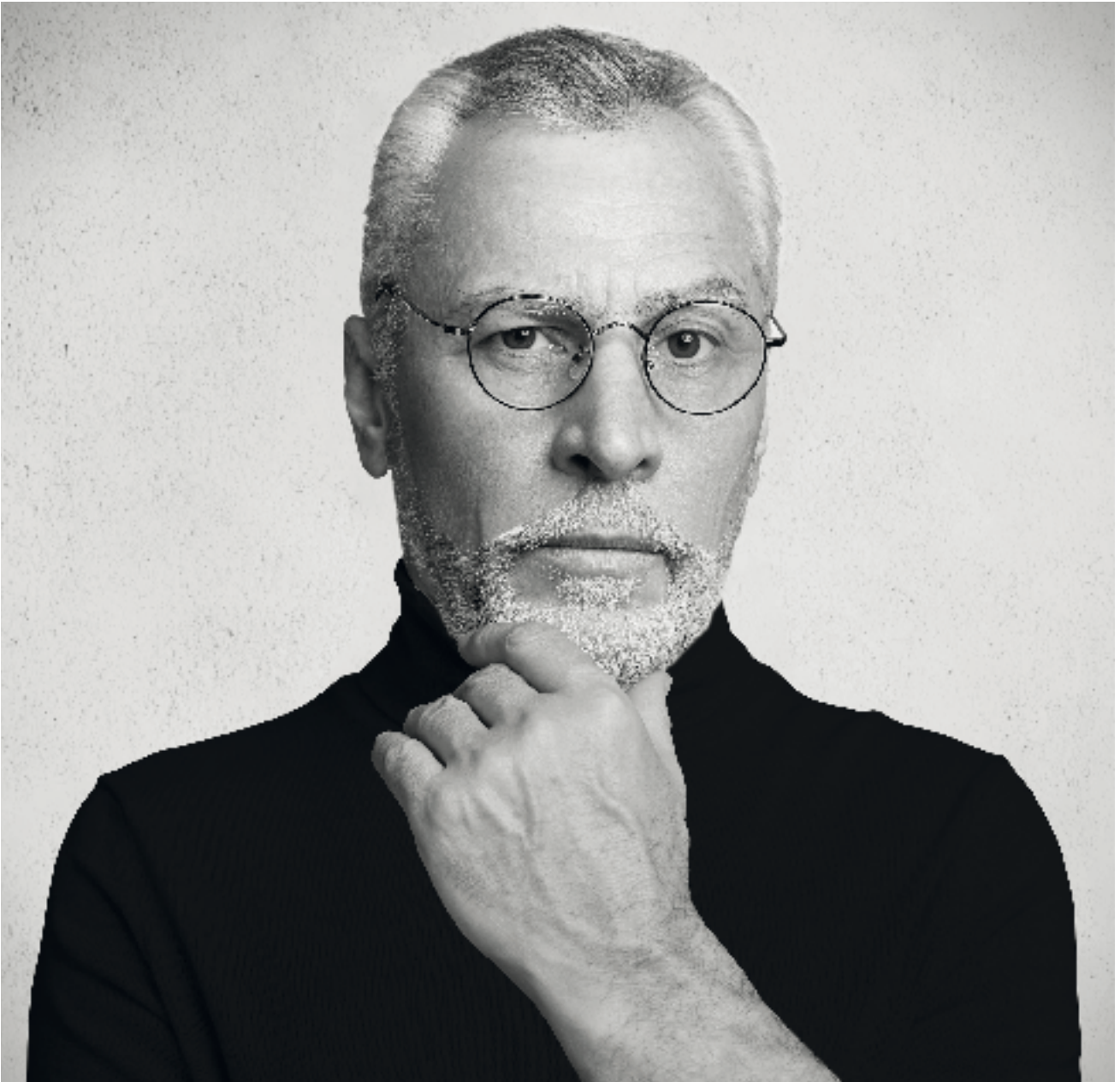
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Robert Vickrey, "Portrait of Senator J.W. Fulbright," tempera and graphite pencil on paperboard, 1964-1965

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6



AmCham elects Nikolas Bakatselos as its new President, as well as a new Executive Committee, and Board of Directors

48



Artemis A. Zenetou, Executive Director of the Fulbright Foundation in Greece, talks about the first Fulbright exchange program in Europe

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4 THE BOARD

6 CHAMBER NEWS

12 GREEK INVESTMENT ROAD SHOW 2019

Investing in the Future

14 NAMES AND FACES IN THE NEWS

16 EDUCATING THE FUTURE

Envisioning the K-to-Graduate School Learning in the 21st Century

BY DR. STEFANOS GIALAMAS AND DR. PEGGY PELONIS

18 HEALTHWORLD 2019

Healthcare Policy in Greece: From Noise to Signal

20 TRENDS AND TRADE MAKERS

24 FULBRIGHT

The Man. The Program. The Legacy.

28 THOUGHT LEADERS

Thinking Outside the Box

38 TECH TALK

AI Is Upon Us... Now What?

BY ALEXANDROS NATHAN, PH.D. AND ALBERT S. BERAHAS, PH.D.

40 CONNECT USA

Homer from the Block

BY IRINI KARAJANI

42 HEALTH MATTERS

The Democratization of Medical Knowledge and 3D Printing

BY GREGORY KRINOS

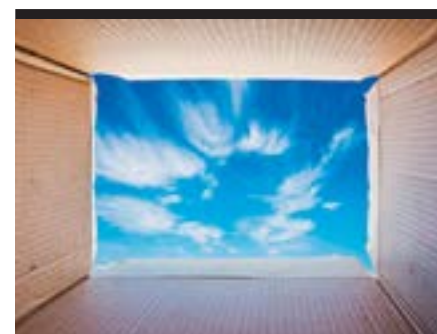
44 BUSINESS2BUSINESS

A B2B Toolbox

48 VIEWPOINT

71 Years of Educational and Cultural Exchange

BY ARTEMIS A. ZENETOU



28 THOUGHT LEADERS IN EDUCATION

Thinking Outside the Box

POWERED BY THE FULBRIGHT FOUNDATION IN GREECE

PLEASE RECYCLE



I am writing this after a period of exceptionally interesting developments for the Chamber, our members, the business community, and of course Greece and Greek-American relations.

In early June, the American-Hellenic Chamber of Commerce and Athens Exchange Group (ATHEX) co-organized the 3rd Greek Investment Road Show in the USA, visiting Washington DC, New York and San Francisco. Our mission this year was one of the most successful ever. This is due to the variety and diversity of meetings, events and visits which yielded interesting and important results for the Chamber, our co-organizers, and our country. In addition, the excellent experiences that we all have gained will doubtlessly prove very useful for our future activities and initiatives.

Later in the month, we successfully convened the 18th Annual HealthWorld Conference, the foremost event on health policy in Greece. This year, and in the midst of the pre-election period, our Chamber dared and succeeded in putting the health sector and its critical issues at the forefront by providing a platform for discussion, exchange of views, analysis and proposals that resulted in exceptionally useful conclusions.

At the end of June, our Chamber held elections that resulted in a change in leadership. With the new leadership, as with the previous one, we will set new priorities and goals. We will take important initiatives, and as always, we will promote and advance good practices and substantiate proposals for healthy and unimpeded entrepreneurship, for attracting significant investment, and for advancing further the already exceptional relations between Greece and the USA.

A few days ago, we also had a change of leadership at the national level, following elections that resulted in a majority government able to implement the necessary initiatives and reforms to, among other things, accelerate economic growth, attract investments, effectively reorganize the public sector, and push through digital transformation at all levels in order to show the country's competitive advantages. After 10 years of restraining fiscal policies, Greek society is looking forward to a brighter, more optimistic future and is more than ever ready to move or even leap forward. All that's needed now is a spark.

This September, our Chamber will once again participate in Thessaloniki International Fair, organizing an engaging program of presentations, seminars and conferences on various topics centered around our core theme: innovation and technological breakthroughs. For more information, visit the [USA@TIF2019—Talks & Events](#) section on our website.

I wish you all restful and joyful summer holidays.

ELIAS SPIRTOUNIAS
Executive Director

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The American-Hellenic Chamber of Commerce was established in 1932 and is one of the largest, most active, and dynamic American Chambers in Europe. Virtually all American companies that do business in Greece and Greek companies that engage in trade with the United States are members of the Chamber.

The Chamber's membership is comprised of more than 1,000 proactive companies that seek to expand business horizons, create new business partnerships, and take advantage of trade and investment opportunities in today's global economy.

The American-Hellenic Chamber of Commerce is an active mem-

ber of the U.S. Chamber of Commerce in Washington D.C. and the European Council of American Chambers of Commerce (ECACC).

MISSION STATEMENT

The American-Hellenic Chamber of Commerce strives for continuous improvement of American-Hellenic commercial and financial relations, through increased membership and through the organization of top-quality events, exhibitions, fora, seminars, and congresses on both sides of the Atlantic.

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* Satia MC. A randomized two way cross over study for comparison of absorption of vitamin D3 buccal spray and soft gelatin capsule formulation in healthy subjects and in patients with intestinal malabsorption. Nutr J 2015;14:114



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AmCham Elects New President and Board of Directors

PRESIDENT'S ANNOUNCEMENTS, GENERAL ASSEMBLY MEETING: LITSA PANAYOTOPOULOS, SECRETARY GENERAL; SIMOS ANASTASOPOULOS, PRESIDENT; ELIAS SPIRTOUNIAS, EXECUTIVE DIRECTOR



The American-Hellenic Chamber of Commerce has elected a new President and Board of Directors that will serve for the next three years. Chamber members voted for the new 25 members of the Board of Directors at elections that were held during the Chamber's Annual General Assembly, which took place June 27, 2019, at the Athenaeum InterContinental Hotel in Athens. The newly elected 25 members of the Board subsequently met on June 28 at King George Hotel to elect the Chamber's new President and Executive Committee and appoint, on merit, a further 15 honorary members of the Board.

Nikolaos Bakatselos, President and CEO of Pyramis Metallourgia, will lead the American-Hellenic Chamber of Commerce as its new President, taking over from outgoing President Simos Anastopoulos who led the Chamber for a successful six-year term.

NEW ELECTED BOARD OF DIRECTORS MEETING
JULY 28, 2019





SIMOS ANASTASOPOULOS VOTES FOR THE NEW 25 MEMBERS OF THE BOARD OF DIRECTORS



NIKOLAOS BAKATSELOS VOTES FOR THE NEW 25 MEMBERS OF THE BOARD OF DIRECTORS

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Antonis Tsiboukis, *Cisco Systems Hellas*

Georgios Zanias, *Eurobank*



WIB COMMITTEE

4TH WIB DIALOGUE SERIES

Adversity and Failures: Drivers to Success

AmCham’s Women in Business (WIB) Committee hosted its 4th WIB Dialogue Series, titled “Adversity and Failures: Drivers to Success,” on June 3 at the Hilton Athens Hotel. Niki Siropoulou, Director of Singularity Greece and member of the WIB Committee, facilitated a lively, authentic and heartwarming discussion on how adversity and failures can act as drivers for success and how resilience and determination are the key forces for accomplishment and perseverance for next challenges. Participants had the opportunity to hear personal stories and valued insights from keynote speakers Dr. Niki Markogianni, neurologist-psychiatrist and founder of Hippolysis; Marina Efraimoglou, owner of Euphoria Retreat; and Desi Karapchnaska, founder of Bloom Management Consulting.

The event was supported by AB Vasilopoulos, Kafkas, Kyriakides Georgopoulos Law Firm, OTE Group of Companies, Pharmathen, and the Public Power Corporation.

DESI KARAPCHANSKA, DR. NIKI MARKOGIANNI, NIKI SIROPOULOU, MARINA EFRAIMOGLU



ARTEMIOS MIROPOULOS

LEADERSHIP COMMITTEE

Leading on Values

The Leadership Committee of the American-Hellenic Chamber of Commerce hosted an exclusive event titled “Leading on Values,” which took place on May 30 at Domotel Kastri Hotel in Athens. The event included a presentation of ‘Talthybius’ Wrath’, a leadership story from Ancient Greece taken from the book *The Nameless King* by Artemios Miropoulos, as well as an engaging panel discussion on the importance of values in modern management. The panelists were Konstantinos Alexopoulos, CEO of Domotel Hotels and Resorts; Marina Mavrommati, Deputy CEO of Printec; and Vassilis Rabbat, Managing Director of Xerox Hellas and Chairman of the Board of Directors of the Association of CEOs (EASE).

ARTEMIOS MIROPOULOS, KONSTANTINOS ALEXOPOULOS, MARINA MAVROMMATI, AND VASSILIS RABBAT





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FUNCTIONAL LEADERS:**
Directors, Senior Sales
Managers, Senior
Product Managers, Vice
Presidents, CHROs,
CFOs, CEOs

CLASS STATS



41.5
AVERAGE AGE



18
AVERAGE YEARS
OF EXPERIENCE



AI AND ETHICS

A Policy Discussion

With a focus on the ethics questions raised by the advent of Artificial Intelligence (AI) and the need to create a regulatory framework, the American-Hellenic Chamber of Commerce organized the “Artificial Intelligence and Ethics: A Policy Discussion” event, which took place on June 11 at Zappeion Megaron. A number of distinguished individuals from the country’s academic and business communities participated as speakers in the event, exploring key issues of ethics, policy, justice and security within the AI context. Journalist Apostolos Magiriadis moderated the event.

In her opening speech, Litsa Panayotopoulos, Secretary General of the American-Hellenic Chamber of Commerce, spoke of the pressing need to create a regulatory framework and to prepare society for the challenges stemming from the advent of AI. “The Chamber, in collaboration with Microsoft, organized this event in order to instigate dialogue and the exchange of views on this most interesting and crucial topic of Artificial Intelligence,” she said, “which should not be presented as purely scientific, but as a process of change of the everyday workings of our society.”

Microsoft CEO Peggy Antonakou spoke about the fourth industrial revolution and the ethics question it raises, noting that “ethics is at the core of this precisely because it determines the approach states will adopt in terms of policy; the regulatory policy to be followed, the relevant decisions and how these are made are of decisive importance for the future and development of these technologies.”

Participants at the event included Secretary General for Information and Communication Christos Simos, representing the Ministry of Digital Policy, Telecommunications and Media; Jeff Bullwinkel, Associate General Counsel and Director of Corporate, External and Legal Affairs, Microsoft Europe; Sid Espinosa, Director of Philanthropy and Civic Engagement, Microsoft; Dr. Theodoros Skaltsas, Professor of Philosophy, School of Philosophy Psychology and Language Sciences, University of Edinburgh; and Michail Bletsas, Research Scientist and Director of Computing, MIT Media Lab. Also in attendance were Anna Diamantopoulou, President, DIKTIO - Network for Reform in Greece and Europe; Maria Damanaki, Head of To Potami party’s youth wing; Dr. Thanos Veremis, Vice President, Hellenic Foundation for European and Foreign Policy (ELIAMEP); Vasilis Kikilias, Head of Defense, New Democracy; and Panayiotis Vlachos, Head of Innovative Entrepreneurship, KINAL.

The event was sponsored by Microsoft and was organized under the auspices of the General Secretariat for Media and Communication at the Ministry of Digital Policy, Telecommunications and Media.

M. BLETSAS, P. ANTONAKOU, J. BULLWINKEL, M. DAMANAKI, TH.VEREMIS, S. ESPINOZA, A. MAGGIADIS, L. PANAYOTOPOULOS, PVLACHOS, T. SKALTSAS



SAVE THE DATE USA@TIF2019 | TALKS & EVENTS

Following the successful organization of the US Pavilion and the parallel events in Thessaloniki International Fair 2018, there is a high demand for the establishment of a permanent US presence in TIF that will continue to promote US Technology & Innovation in all sectors. As such, the American-Hellenic Chamber of Commerce, with the cooperation of the US Embassy and the US Consulate in Thessaloniki, is planning to organize a special program of events that will be held during this year’s TIF, which will be held September 7-15, 2019.



CHAMBER CALENDAR

September 6 Thessaloniki, SouthEast Europe Energy Forum

September 7-15 HELEXPO, Thessaloniki, Thessaloniki International Fair

September 30 AbbVie premises, Athens, 5th Sustainable Talks

September Syros or Chios, TradeUSA Workshop

October Athens, #AmChamIdeas event

October TGI Friday’s, Athens, Leadership Forum

October 14-16 Washington DC, USA, AUSA

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PENINSULA HOTEL - 8TH GREEK INVESTMENT FORUM IN NEW YORK

As Greece prepares to enter the next chapter on its road to growth and development, the Greek Investment Road Show in the USA brought together leading Greek enterprises and key U.S. and international investors, showcasing the country's potential and investment opportunities.

Athens Exchange Group (ATHEX) and the American-Hellenic Chamber of Commerce (AmCham), in cooperation with Enterprise Greece, have successfully completed the 3rd Greek Investment Road Show in the USA, which took place June 10-14, 2019.

The initiative is an effort of the organizing parties to showcase Greek business and investment opportunities and highlight the possibilities and potential of Greek-U.S. trade partnerships.

This year's Road Show once again brought together leading Greek business, industry and government representatives with their counterparts in the U.S. with the aim of

fostering new partnerships, strengthening economic relations and bolstering trade links between Greece and the USA. It included a series of meetings in Washington DC (June 10-11), the Greek Investment Forum in New York (June 11-12), and a series of presentations and visits in San Francisco (June 13-14).

Alternate Minister of Finance Giorgos Houliarakis and U.S. Ambassador to Greece Geoffrey R. Pyatt led the delegation along with AmCham outgoing President Simos Anastasopoulos, AmCham Executive Director Elias Spirtounias, ATHEX Group CEO Socrates Lazaridis, and ATHEX Group Chairman George Handjinicolaou.

In Washington DC, delegates visited the U.S. Chamber of Commerce (USCoC) and participated in a roundtable with USCoC members and representatives, coordinated by USCoC Vice President for European Affairs Marjorie Chorlins, to brief about the business and investment opportunities in Greece and discuss potential areas for partnerships between Greek and U.S. companies. Delegates then visited the IMF, where Greece

representative Michalis Psalidopoulos spoke on the IMF's new policies and its role in Greece over the past years, and the World Bank, where Greece representative Christos Papoutsis delivered a presentation on the activity of the International Bank for Reconstruction and Development (IBRD) and the International Finance Corporation (IFC) in Greece. AmChamGR and ATHEX also organized two events at the Atlantic Council premises: a closed working breakfast for 25 Atlantic Council representatives and officials and executives from Congress that was also attended by U.S. Ambassador to Greece Geoffrey R. Pyatt and Greek Ambassador to the U.S. Haris Lalakos; and an open roundtable event, attended by approximately 80 individuals, on the role of Greece as a geo-strategic ally to the United States, which was led by U.S. Ambassador to Greece Geoffrey R. Pyatt, Alternate Minister of Finance Giorgos Houliarakis, and AmCham outgoing President Simos Anastasopoulos.

In San Francisco, Enterprise Greece, in collaboration with the European Institute of Technology (EIT Digital) organized an investment workshop and Silicon Valley net-

ATLANTIC COUNCIL





INTERNATIONAL MONETARY FUND (IMF)



WORLD BANK

working event titled “Connect with Greece,” which saw the participation of approximately 70 representatives of Silicon Valley’s tech ecosystem. The next day, delegates also visited renowned incubator Plug & Play, where they learned about its modus operandi and the way it selects and works with businesses around the world, and then Singularity University, where they learned about how the institution envisions the development of technology in the coming years and its impact on the environment and global economy. Delegates also visited the campuses of Google and Facebook, where they met with Greek engineers-executives who toured them around the campuses and discussed prospects and conditions for Greeks working abroad as well as what conditions would allow them to return to Greece.

GREEK INVESTMENT FORUM IN NEW YORK

The 8th Greek Investment Forum in New York took place on June 11-12 at the Peninsula Hotel in New York.

On its first day, the Forum hosted a total of 227 private meetings between 61 portfolio managers and analysts representing 52, mostly U.S., investment funds and senior representatives of 18 Greek companies, namely: Aegean Airlines, Alpha Bank, Athens Exchange Group, Autohellas, Eurobank, Fourlis, GEK Terna, Hellenic Petroleum, Iktinos Hellas, Motor Oil, Mytilineos Group, National Bank of Greece, OPAP, Piraeus Bank, Profile Software, Public Power Corporation, Sarantis Group, and Terna Energy. It also featured a briefing session

titled “Outlook and Prospects of the Greek Economy” in which Alternate Minister of Finance Giorgos Houliarakis was the keynote speaker, and AmCham outgoing President Simos Anastasopoulos and ATHEX Group CEO Socrates Lazaridis delivered the opening remarks. The session also featured talks by world-class economist including Willem H. Buiter, Special Economic Advisor at Citi in New York, and Ira Kalish, Chief Global Economist at Deloitte in New York, as well as Elias Eliades, Deputy Director of Investment Facilitation at Enterprise Greece. ATHEX Group Chairman George Handjinicolaou delivered the closing remarks. The day ended with a networking event at Lavo Club.

On its second day, the Forum hosted numerous B2B meetings and an Enterprise Greece organized roundtable for international investors, titled “Let Greece Inspire You! Invest in Prosperous Business Ventures.” The day ended with a private reception at Deloitte’s offices at Rockefeller Plaza,

PLUG & PLAY



THE GREEK COMPANIES THAT PARTICIPATED IN THE FORUM

- AEGEAN AIRLINES
- ALPHA BANK
- ATHENS EXCHANGE GROUP
- AUTOHELLAS
- EUROBANK
- FOURLIS
- GEK TERNA
- HELLENIC PETROLEUM
- IKTINOS HELLAS
- MOTOR OIL
- MYTILINEOS GROUP
- NATIONAL BANK OF GREECE
- OPAP
- PIRAEUS BANK
- PROFILE SOFTWARE
- PUBLIC POWER CORPORATION
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followed by a closed working dinner, where members of the delegation and representatives of the Forum’s sponsors and various U.S. funds discussed investment opportunities in Greece. 🇬🇷

...in the news

IN MEMORIAM: LEONIDAS C. GEORGOPOULOS

Leonidas C. Georgopoulos, Senior Partner and one of the founders of KG Law Firm, passed away on May 19, 2019.

Starting his career in shipping finance and corporate law, Leonidas Georgopoulos joined Kyriakides & Associates as an equal partner in 1979; the company subsequently became KG Law Firm in 1999. In addition to advising local and international clients and participating in major international mergers and acquisitions involving Greek companies and in the listing of Greek companies in leading foreign stock exchanges, Georgopoulos also acted as an advisor to Greek state-controlled companies and the Greek government. He was a member of numerous law drafting committees, participated in various charitable institutions and foundations, and served as managing partner of KG Law Firm.

Announcing his passing, the firm noted: “Apart from enjoying a Senior Statesperson status as a practitioner, Leonidas was a pioneer with a charismatic personality, highly-respected by the legal and business community and with significant activity in numerous social responsibility fora. His legacy and ideas will remain a source of inspiration for the KG family, which he served fondly for over 40 years.”

GREEK SCIENTIST RECEIVES NASA FELLOWSHIP



Dr. Georgia Virginia Panopoulou is one of 24 young scientists to receive a fellowship from the NASA Hubble Fellowship Program (NHFP), which supports outstanding postdoctoral scientists to pursue independent research that contributes to NASA Astrophysics using theory, observation, experimentation, or instrumental development. Each

year, the fellows are named to one of three subcategories corresponding to NASA’s “big questions”: How Does the Universe Work? – Einstein Fellows; How Did We Get Here? – Hubble Fellows; and Are We Alone? – Sagan Fellows.

Panopoulou, who received a Ph.D. in Physics from the University of Crete in 2017, is currently a staff scientist in the Astronomy department at the California Institute of Technology, Caltech. Her main research focuses on understanding the Galactic Interstellar Medium (ISM) through observations of interstellar clouds in the Milky Way. As a Hubble Fellow, she will develop new methods for studying the Galactic magnetic field through a combination of state-of-the-art polarimetric surveys and detailed numerical simulations of the ISM.

GREEK DIRECTOR AWARDED AT CANNES



VASILIS KEKATOS

Greek director **Vasilis Kekatos** has been awarded the **Palme d’Or – Short Film** award for this film **The Distance Between Us and the Sky** at the 2019 Festival de Cannes. Born in Kefalonia, Kekatos is a graduate of the film department of Brunel University’s School of Arts. He has served as artistic director of Kefalonia’s SeaNema Open Air Film Festival and has written and directed a number of shorts, including *The Silence of the Dying Fish*; *Zero Star Hotel*; and *Retrograde*.

PIRAEUS BANK TEAMS UP WITH INTRUM TO CREATE NEW DEBT COLLECTION BUSINESS



Piraeus Bank has teamed up with Sweden’s **Intrum** for the management of its €27 billion bad loan portfolio. The deal involves the creation of a debt collection business, 80 percent owned by Intrum and

20 percent by Piraeus Bank. **George Georgakopoulos**, manager of Piraeus’ debt collection unit, has been appointed CEO of the new subsidiary.

SELINA APPOINTS NEW COUNTRY SALES AND MARKETING DIRECTOR FOR GREECE



GEORGE LIAKAKOS

International lifestyle, travel and hospitality platform **Selina** has appointed **George Liakakos** as its **Country Sales and Marketing Director for Greece**, based at Selina’s new offices in Athens. Liakakos, who holds a BBA in Tourism and Travel Services Management and an MBA in International Business, has previously served as Commercial Department Supervisor at TUI, Business Development Manager at Welcome Pickups, and Director of Sales and Business Development at Geke SA.

SPEAKERS' CORNER

CHANGE

One child, one teacher, one book, one pen can change the world.

- MALALA YOUSAFZAI

INITIATIVE

Self-education is, I firmly believe, the only kind of education there is.

- ISAAC ASIMOV



Antetokounmpo Wins NBA MVP

Athens-born baller Giannis Antetokounmpo won the Most Valuable Player (MVP) Award at the 2019 NBA awards that took place on June 24 at Santa Monica, California. Antetokounmpo, who left Filathlitikos (EFAO Zografou) to join the Milwaukee Bucks in 2013, beat nominees Paul George of Oklahoma City Thunder and James Harden of the Houston Rockets, to win the prestigious award.

Receiving the award, Antetokounmpo credited his late father for pushing him towards his goals and thanked his mother and brothers in the audience. "We started from nothing as a family," he said, "and we are going to be in every stage that we can be as a family."

The 24-year-old, who averaged 27.7 points and 12.5 rebounds while earning All-NBA first-team honors this season, is nicknamed the "Greek Freak" and is widely celebrated as one of the league's top players.

Antetokounmpo is the only Milwaukee Bucks player to win MVP after legendary center Kareem Abdul-Jabbar, who won a record six MVPs during his career. Greek Antetokounmpo also joined Hakeem Olajuwon (Nigeria), Tim Duncan (U.S. Virgin Islands), Steve Nash (Canada) and Dirk Nowitzki (Germany) as the only international MVPs.

DASKALAKIS WINS GRACE MURRAY HOPPER AWARD



Constantinos Daskalakis, a professor at the Massachusetts Institute of Technology Department of Electrical Engineering and Computer Science, has been awarded the 2018 ACM Grace Murray Hopper Award from the Association for Computer Machinery. The award, which is one of the most prestigious in computer science, recognizes a significant achievement by a researcher under the age of 35. Daskalakis was honored for his seminal contributions to the theory of computation and economics, particularly the complexity of Nash Equilibria, in a 2008 paper co-authored with fellow computer scientists Paul Goldberg and Christos H. Papadimitriou. This year's award was also granted to Michael Freedman, a professor of computer science at Princeton University, for his work in the design and deployment of self-organizing geo-distributed systems.

AUA'S SUMMER SCHOOL CELEBRATES ENTREPRENEURSHIP



The Agricultural University of Athens (AUA) has successfully completed the second year of its Summer School, a week-long intensive training program for young people working or preparing to work in the agrofood sector. Organized as part of the New

Agriculture for a New Generation initiative that is implemented through an exclusive grant from the Stavros Niarchos Foundation, the Summer School took place June 3-8 in Trikala featuring numerous workshops as well as talks by industry experts. As part of the program, participants developed and presented business ideas. First place was awarded to Andrianna Karahaliou, Konstantina Lontou, Olympia Athanasiou and Vasiliki Nikolopoulou who proposed a platform to connect aromatic plant producers with processing companies. Second place was awarded to Athina Balafa, Myrto Barda and Vasiliki Anagnostopoulou who proposed an interactive map for locating local produce retail points, visitable production units, and PYO farms. The third place was awarded to Eleni Papoutsis, Pavlos Metropias, Efi Parthenopoulou and Valentini Yiannoulakou who proposed an initiative to organize and implement educational projects (as part of companies' CSR efforts) to foster environmental awareness in schoolchildren. Winners will be hosted by the Municipality of Trikala's GiSeMi Innovation and Entrepreneurship HUB for 12 months and will be mentored by AUA's team.

PATIENCE

If you would understand anything, observe its beginning and its development.

- ARISTOTLE

PROCESS

The first problem for all of us, men and women, is not to learn, but to unlearn.

- GLORIA STEINEM

WONDER

The secret of genius is to carry the spirit of the child into old age, which means never losing your enthusiasm.

- ALDOUS HUXLEY

Envisioning the K-to-Graduate School Learning in the 21st Century

Quality education is not an accident. Redesigning 21st-century education to reflect global changes and to empower students to be architects of their own learning is how educational *aristeia*—excellence guided by ethos—is manifested.



ACS ATHENS MIDDLE SCHOOL COMPUTER LAB

In a world saturated with information, young people require adults who are willing to listen, to continue learning, to challenge their habitual teaching methodologies. Indeed, being lifelong reflective practitioners and combining adult experience with the energy and creativity of young minds and talent is deliberate *aristeia*. Our world is permeated with unlimited tools to access and consume information. How can young people be inspired to utilize these tools appropriately in order to enhance their learning? More importantly, how can educational institutions inspire learning and also motivate young people to be excellent and ethical citizens, living harmoniously with others and within their environment? We believe in designing pro-

grams and creating opportunities for meaningful, holistic and harmonious educational experiences that tap into young minds, talents, skills, interests, and mostly hearts.

Educators of young people must model the kind of world we desire to live in. Dealing with important topics—such as equal rights, the unprincipled evolution of democracy and the abuse of power—through theoretical discussion only can be limiting. Mindsets and character must be molded via meaningful daily experiences. That’s how we reach *aristeia* deliberately.

Furthermore, deliberate *aristeia* requires educators who believe that all children can learn; who, via their own professional devel-

opment, discover ways to inspire and model excellence. Beyond the family, schools have the greatest influence on young people’s minds and character. The daily faculty curricula ensure ongoing research and reflective teaching practices which sustain excellence and model lifelong learning. Additionally, a sense of belonging and contributing are two necessary conditions for healthy individuals and healthy societies. Social engagement combined with knowledge, innovation, and creativity develop feelings of belonging that foster a sense of safety and community.

Enhancing the dialogue between K-12 and higher education is now becoming critical in order to bridge this paramount transition of student learning and experience. To this end, ACS Athens, by becoming the new publisher of the International Schools Journal, embarks into a new enterprise promoting dialogue and partnerships with

higher education institutions, sharing cutting edge experiences, best practices and innovative ideas with leaders and practitioners of international education. This, we believe, will become the keystone of the K-to-Graduate education paradigm, as we envision 21st-century education, that can benefit learning across the spectrum and enable everyone to achieve excellence by deliberate *aristeia*. It is the intentional daily practice of mind and heart that develops excellent, ethical habits which in turn create educated, ethical citizens committed to serving humanity. 🇬🇷

— BY —
DR. STEFANOS GIALAMAS
 President, ACS Athens
 &
DR. PEGGY PELONIS
 Vice President, ACS Athens

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HEALTHCARE POLICY IN GREECE

FROM NOISE TO SIGNAL



ANDREAS XANTHOS



GEOFFREY PYATT



KOSTAS HATZIDAKIS

The American-Hellenic Chamber of Commerce successfully organized the 18th Annual HealthWorld Conference — Healthcare Policy in Greece: From Noise to Signal — on June 20-21 at the Athenaeum InterContinental Hotel, featuring some of the country's top policymakers, scientists and industry leaders.

HealthWorld is widely recognized as one of the country's foremost healthcare industry events and is celebrated as a platform for informed and constructive discussion on key matters concerning healthcare policy and provision. HealthWorld will continue to be the annual meeting point for the political, medical, academic and scientific communities, and health professionals, aiming primarily at improving health services and the quality of life and safety of the patients, as well as making proposals toward a sustainable long-term health system, making good use of existing resources and supporting entrepreneurship and health innovation.

AmCham's 18th HealthWorld Conference was held in the Greek capital under the Auspices of the Ministry of Health, the Hellenic Association of Pharmaceutical Companies (SFEE), the Association of Health Research and Biotechnology Industry (SEIV), the Pharma Innovation Forum (PIF), the European Federation of Pharmaceutical Industries and Associations (EFPIA), and Medtech Europe. This year's event was attended by more than 400 distinguished guests, representatives from health institutions, regional health administrations, patient associations, hos-

pital administrators, MPs and members of the business community, who attended the discussions and detailed presentations. The distinguished speakers from Greece and abroad presented their views and proposals on improving the public health and the overall quality of healthcare in the country, and discussed key issues such as the digital transformation of healthcare, patient-centric care, transparency and efficiency in the procurement process, and the importance of learning from the past, providing a broad spectrum of ideas and experience. All delegates dynamically participated in the conference proceedings by setting questions and sharing their views with the panelists. They expressed their deep concerns regarding today's health care sector environment and focused on the necessity for a national health strategy and an effective and sustainable healthcare system, easily accessed by patients.

AmCham thanks all speakers, sponsors and delegates for their participation and valuable contribution to the materialization of this conference in this crucial and sensitive pre-elections period.

DAY 1

AmCham outgoing President Simos Anastasopoulos delivered the keynote address



MAKIS PAPATAXIARCHIS, PANAGIOTIS KOUROUMLIS, ANDREAS LOVERDOS, SPYRIDON-ADONIS GEORGIADIS, MAKIS VORIDIS, THEODORE LIAKOPOULOS



PANOS TSAKLOGLOU

by declaring that after ten years of crisis and three fiscal adjustment programs, the Greek public health system is in a clear deadlock. “The messages are clear and straightforward as well as the problems. We must discuss the catastrophic consequences of reducing health spending in the Memorandum Years by proposing rational criteria for the possibilities and prospects of assessing health technology and re-launching in the dialogue the potential of the health sector to contribute dynamically to the widening of the country’s development prospects,” he said. Makis Papataxiarchis, AmCham Pharmaceutical Committee Chair stated that economic efficiency must be distinct and achieved only when the resources, even if limited, are allocated in such a way that the benefit is maximized. Health Technology Assessment, documented prescribing and patients’ records should be the main concern and effort for the short-term planning of pharmaceutical policy and the implementation of structural reforms, he added. The U.S. Ambassador to Greece, Geoffrey Pyatt stated “the pharmaceutical industry contributes 3.4 – 4% to Greece’s Gross Domestic Product, and with its firm ties to multinational companies, the sector is well positioned to further expand and attract investment if the government provides the right signals. The United States strongly supports Greek efforts to establish the conditions for more foreign investment and greater competitiveness.” Minister of Health Andreas Xanthos, stated that it is a national conquest that the country came out of the crisis and citizens have access to the necessary medicines. Kostas Hatzidakis,

Member of Parliament and Vice President of New Democracy, presented the positions and key axes of the New Democracy program based on three pillars: prevention, humanity and dignity in healthcare for all. Oliver Bisazza, Director, Regulations & Industrial Policy, MedTech Europe, discussed the EU Medical Devices Regulation 745/2017 and the industry’s perspective on the Implementation Status analyzed in depth, while Panos Tsakloglou, Professor of the Department of International and European Economic Studies at Athens University of Economics & Business, talked about the crisis and the current situation and prospects of the Greek economy.

DAY 2

AmCham Medical Devices and Diagnostics Committee Chair Theodore Liakopoulos referred to the proposals that the Medical Devices and Diagnostics Committee will provide the government with, concerning the introduction of new technologies that save money. Michael Strübin, Director Digital Health, MedTech Europe talked about the Digital Transformation of Healthcare delivering a status report from Europe, while Anna Diamantopoulou, President of “To Diktio,” a Network for Reforms in Greece and Europe, discussed how the health sector combines all technologies, robotics, computers, materials, artificial intelligence, genetics, biotechnology, molecular biology, nanotechnology and 3D printing. The conference commenced with the very interesting discussion panel lead by Makis Papataxiarchis and Theodore Liakopoulos that featured four recent former Health Min-

isters, Andreas Loverdos, Spyridon-Adonis Georgiadis, Makis Voridis and Panagiotis Kouroumlis. The panelists outlined the past of the health sector in Greece and proposed solutions. 🇬🇷

More info: <https://www.amcham.gr/events/event/healthworld-2019-conference/>

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ACS Athens IIC and Widener U Launch Groundbreaking Educational Leadership Courses



ACS Athens Institute for Innovation and Creativity (IIC) has signed an agreement with Widener University in Pennsylvania to offer groundbreaking hybrid courses on educational leadership—at the undergraduate, masters and doctoral levels—starting in 2019. Existing online undergraduate courses at Widener will be offered to students from ACS

Athens and the wider community at a discounted tuition cost, while ACS Athens faculty will be selected to teach on Widener’s master’s and doctoral programs in K-12 Educational Leadership with a focus on international schools leadership. Postgraduate courses will take place online and in face-to-face classes.

The agreement between ACS Athens IIC and Widener University aims to enhance the dialogue between K-12 and higher education and cultivate agile professionals in education who will educate and inspire future generations.

Demolishing the Memory Wall

A research team from the Wireless and Photonic Systems and Networks (WinPhoS) Research Group at the Aristotle University of Thessaloniki claim to have created the fastest RAM in the world. In work published in peer-reviewed scientific journal *Optics Letters* in April, the team—Apostolos Tsakyridis, Theoni Alexoudi, Amalia Miliou, Nikos Pleros, and Christos Vagionas—demonstrated the first all-optical RAM cell that performs both write and read functionalities at 10 Gb/s, doubling the speeds of current electronic RAMs. The architecture stores light instead of electricity to scale the “memory wall”, the great disparity of speed between CPU and memory outside the CPU chip, which is set to become increasingly troublesome in the era of big data and 5G.

Nireus Becomes First European Country to Achieve New ASC Certification

Greece’s Nireus Aquaculture, one of the ten largest fish farming companies in Europe, and Turkey’s Sürsan have become the first in the world to have farms certified to the Aquaculture Stewardship Council’s new Seabass, Seabream and Meagre Standard. The audits and certification were carried out by independent conformity assessment body Acoura, part of the Lloyd’s Register Group. Nireus’s open sea farms in Aliveri, in southern Evia, and in Fokida, in western Greece, along with two farms operated by Sürsan in Turkey’s Bodrum region, are the first to be certified in accordance with the demanding specifications set by this high standard. To achieve the certification, Nireus has worked with AB Vassilopoulos, a member of Ahold-Delhaize Group, and WWF Greece, since 2013. Remarking on the certification, Nireus highlighted its commitment to being a leader in positive developments in the Mediterranean aquaculture industry, spearheading the industry’s responsible development, with respect for consumers, local communities and the environment.

HELLENIC INITIATIVE RENEWS ITS SUPPORT TO ACCELERATE GREECE

The Hellenic Initiative renewed its support to Accelerate Greece for the second consecutive year, with the \$15,000 grant covering airfare and accommodation costs for the three participating startups at this year’s week-long acceleration program in California, which included workshops, breakout sessions, mentorship, networking, and pitch opportunities to investors. The three startups that took part in this year’s program are: Pobuca, which offers a full stack of innovative, cloud-based and cost-efficient solutions that help businesses increase their sales and productivity; Deliverback, which delivers items forgotten at hotels back to their owners; and FightHoax, which provides deep news analysis for media and businesses to revolutionize brand safety against harmful content. Founded in 2012, the Hellenic Initiative invests in the future of Greece through direct philanthropy and economic revitalization, with a focus on crisis relief, entrepreneurship and economic development. Accelerate Greece is an accelerator program for Greek entrepreneurs, designed to drive innovation in Greece by supporting the next wave of successful Greek tech startups.





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Greek Waters Hailed Best in the World

The superb quality of Greek waters was celebrated at the third edition of the Gourmet Water International Contest AVPA – Paris 2019, where Greece dominated the still waters categories, with three Greek brands winning gold medals. Theoni Natural Mineral Water, produced in Thessaly, was awarded the gold medal in the ‘Balanced Still Water’ category, while Athos Clear, from Halkidiki, and Zeus of Olympus Table Water, from Thessaloniki, were both awarded the gold medal in the ‘Still Water of Character’ category. A total of 70 waters from 40 countries around the world were featured in this year’s contest, competing in six categories, three for sparkling and three for still. The jury—water industry professionals, chefs, gourmets and discerning consumers—sampled the water in a blind test.

Founded in 2005, France’s AVPA, the Agency for the Valorisation of Agricultural Products, is a nonprofit organization comprising producers and taste enthusiasts. Its goal is to enhance the value of agricultural products and to raise consumer and distributor awareness of the real value of agricultural production.



The Clock is Ticking for Daylight Savings

The European Parliament has backed the Commission’s proposal to end seasonal time changes in the European Union.

MEPs voted to end the practice of adjusting clocks forward in the summer in order to secure longer evening daylight, a method known as daylight savings, with the decision coming into effect in 2021. Member states will have the right to decide on their time zone. According to the draft law, EU countries that decide to keep their summer time should make their final clock change in March 2021, and those that decide to keep their standard (winter) time should make their final change in October 2021. Decisions will need to be coordinated to ensure that the application of summer time in some countries and winter time in others does not disrupt the internal market, with the Commission maintaining the right to propose a 12-month postponement of the directive if this is needed to protect the functioning of the single market.

WWW.

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A selection of useful apps to help you learn new things, sharpen existing skills and improve your motivation

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FULBRIGHT

THE MAN. THE PROGRAM. THE LEGACY.

J. William Fulbright was one of the most renowned U.S. statesmen of the 20th century. His vision for peace and mutual understanding not only shaped his political career and contribution to international affairs but also transformed the lives of generations of young people around the world, by promoting international understanding and respect between nations through education.



PRESIDENT KENNEDY SIGNING THE FULBRIGHT-HAYS ACT, SEPTEMBER 21, 1961, IN THE PRESENCE OF MEMBERS OF THE HOUSE AND SENATE, INCLUDING THE COSPONSORS OF THE LEGISLATION, SENATOR J. WILLIAM FULBRIGHT (FAR LEFT) AND CONGRESSMAN WAYNE L. HAYS (SIXTH FROM LEFT). University of Arkansas Libraries Archives

When President John F. Kennedy signed the Mutual Education and Cultural Exchange Act on September 21, 1961, he remarked on the magnitude of the occasion. “This ceremony has historic significance because it marks full recognition by the Congress of the importance of a more comprehensive program of education and cultural activities as a component of our foreign relations,” he said. The Act built on previous legislation that had been introduced 16 years earlier by visionary freshman U.S. Senator J. William Fulbright of Arkansas: the Fulbright Act, signed into law by President Harry S. Truman in 1946, which initiated and financed international educational exchange programs using funds derived chiefly from the sale of U.S. surplus property abroad in the wake of World War II. Drawing on his own experience as a Rhodes Scholar at Oxford, Senator Fulbright had envisioned a way to improve intercultural relations and build strong and lasting ties between the people of the United States and the people of other countries around the world. “The Program,” said Senator Fulbright, “aims to bring a little more knowledge, a little more reason, and a little more compassion into world affairs and thereby increase the chance that nations will learn at last to live in peace and friendship.” Indeed, since its inception in 1946, and with the broadened scope afforded it by the Mutual Education and Cultural Exchange Act of 1961, the Fulbright Pro-

gram went on to become the largest, and arguably most successful, educational exchange program in history.

In its first year, in 1948, the Program brought 35 students and a single professor to the United States and sent 65 Americans abroad. In the years since, there have been more than 380,000 Fulbrighters from the United States and other countries. Today, the Fulbright Program awards approximately 8,000 grants annually and operates in over 160 countries worldwide. Its role as a key element of the United States' bilateral relationships with countries around the world is indisputable.

SENATOR J. WILLIAM FULBRIGHT

James William Fulbright was born on April 9, 1905, in Sumner, Missouri. He was educated at the University of Arkansas where he was awarded a B.A. in Political Science in 1925. He attended Oxford University as a Rhodes Scholar, receiving his M.A. degree in 1928, and returned to the United States to study law at The George Washington University Law School, receiving his degree in 1934. Prior to entering politics, he worked as an attorney in the Antitrust Division of the U.S. Department of Justice and as lecturer in law at the University of Arkansas, where he was appointed president of the school in 1939, becoming the youngest university president in the country. Fulbright was elected to the United States House of Representatives in 1942, entering Congress in January 1943. He came to national attention during this period when, as member of the House Foreign Affairs Committee, he proposed a resolution—adopted by the House as the Fulbright Resolution—supporting internation-

ONE OF THE GREAT ASSETS WE HAVE ON THIS EARTH IS THE DIVERSITY OF OUR PEOPLE AND THE RICHNESS OF THEIR CULTURES. EACH OF THESE CULTURES REPRESENTS A UNIQUE HISTORICAL DEVELOPMENT, A COMPILATION OF EXPERIENCES FROM WHICH ALL THE REST OF US CAN PROFITABLY LEARN.

al peacekeeping initiatives and encouraging participation in what was to become the United Nations. The following year he was elected to the U.S. Senate and served there from 1945 through 1974. He became a member of the Senate Foreign Relations Committee in



J. WILLIAM FULBRIGHT, PRESIDENT OF THE UNIVERSITY OF ARKANSAS, 1940.
Harriet Fulbright Archives

THE FULBRIGHT PROGRAM FACTS AND FIGURES

- The Fulbright Program is the flagship international educational exchange program sponsored by the U.S. government.
- It offers approximately 8,000 grants annually, providing participants with the opportunity to study, teach, conduct research, exchange ideas and contribute to finding solutions to shared international concerns.
- Grants are available for U.S. citizens to go abroad and for non-U.S. citizens with no U.S. permanent residence to go to the U.S.
- Participants are chosen for their academic merit and leadership potential.
- The Program operates in over 160 countries worldwide.
- U.S. and foreign governments jointly set priorities for the exchanges.
- Its primary source of funding is an annual appropriation made by the U.S. Congress to the U.S. Department of State.
- Participating governments and host institutions, corporations and foundations in foreign countries and in the United States also provide direct and indirect support.
- Donors, private as well as public, are essential for the success of the Program.
- From its inception until today, more than 380,000 Fulbrighters from the United States and other countries have participated in the Program.



FULBRIGHT ANNUAL AWARD CEREMONY HONORING SCHOLARS & DONORS-JUNE 20, 2019
U.S. AMBASSADOR GEOFFREY R. PYATT – HONORARY CHAIRMAN OF FULBRIGHT BOARD OF DIRECTORS & EXECUTIVE DIRECTOR ARTEMIS A. ZENETOU CONGRATULATING FULBRIGHT SCHOLAR
Photo credit: Lambros Papanikolaos, Fulbright Alumnus

1949 and served as its chairman from 1959 to 1974, becoming the longest-serving chairman of the committee in history. Throughout his career, Fulbright remained steadfast in his dedication to promoting peace, education and international cultural understanding. “Education is a slow-moving but powerful force,” he said, and on many occasions, he underlined its crucial role in fostering international peace and stability. “Education is the best means—probably the only means—by which nations can cultivate a degree of objectivity about each other’s behavior and intentions.” Senator J. William Fulbright died on February 9, 1995, in Washington D.C. His commitment to peace and to international mutual understanding lives on in his legacy, in the hundreds of thousands of young people who are afforded the opportunity to study abroad, who are transformed by their international experience, and who go on to promote tolerance and understanding, in the Fulbright Program and its alumni.

FULBRIGHT GREECE

Greece was one of the first countries to enter into an agreement with the U.S. government for participation in the Fulbright Program. The Fulbright Foundation in Greece was established in 1948, with Alison Frantz—the renowned archaeologist, photographer, member of the American School of Classical Studies at Athens (ASCSA), and Cultural Attaché of the U.S. Embassy in Athens from 1946 to 1949—serving as its first unofficial Executive Director. Senator Fulbright showed his support for the Foundation in Greece through a number of visits to the country: in the critical early days of the Foundation’s establishment, on major anniversaries, and to accept the prestigious Athinai – Man and Mankind Prize from the Alexander S. Onassis Public Benefit Foundation for his work in founding the foremost educational exchange program in the world. “International exchange was intended to undo this concept of the barbarian, and modern transportation, communication, and the internationalization of business have combined to make all of us more or less familiar with most peoples of the earth. But fa-

miliarity is not enough,” Senator Fulbright emphasized during his acceptance speech at the Onassis Foundation awards. “One of the great assets we have on this earth is the diversity of our people and the richness of their cultures. Each of these cultures represents a unique historical development, a compilation of experiences from which all the rest of us can profitably learn.”

Since its establishment in 1948, more than 5,500 individuals have received scholarships from the Fulbright Foundation in Greece to participate in U.S.-Greece educational and cultural exchanges. Today, the Fulbright Foundation in Greece continues its 71-year tradition of excellence, working to broaden and strengthen mutual understanding between Greece and the United States by offering educational and cultural exchange opportunities to Greek and American citizens.

Fulbright alumni include Nobel and Pulitzer Prize winners, prime ministers and heads of state, professors and scientists, ambassadors and artists, supreme court justices and company presidents. Fulbrighters exemplify the power of international academic exchange to transform lives, bridge geographic and cultural boundaries, and promote a more peaceful and prosperous world. 🇬🇷

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The Foundation wishes to acknowledge the numerous individuals who offer their support through pro bono services, as well as those who supported the Fulbright Alumni Arts Series: Art Supports Education grassroots fundraising initiative.

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THOUGHT

THIN OUT OF

LEADERS

KING THE BOX

Proudly powered by the Fulbright Foundation in Greece, this issue's Thought Leaders features representatives of top academic institutions as well as Fulbright alumni. In the following pages, this year's education experts discuss the importance of being able to unlearn and relearn and to think creatively, unconventionally and resourcefully. They also ask a number of critical questions: How can educators cultivate the ability to look at things from new perspectives, differently from the way teachers and students typically look at things? How can we encourage students to approach learning with a different mindset and a new outlook and stimulate independent learning that results in comprehending rather than parroting the subject? How can students learn how to access and process information and then apply that knowledge and understanding through problem solving? One thing is certain, our Thought Leaders will make you think out of the box.

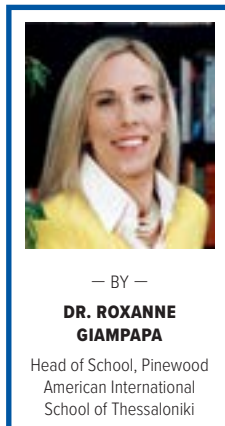
—ALEXANDRA LOLI

Why We Should Care About an Entrepreneurial Mindset

Yoval Harari's posits that "In a world deluged with irrelevant information, clarity is power." If we agree with Harari, the question for educators becomes: How do we use school to achieve clarity for our students so that they acquire power, i.e. individual agency?

The answer is simple. Cultivate the kind of knowledge that is relevant and transferrable well after students finish high school. I don't mean knowledge that the internet can provide. I mean something infinitely more valuable—knowledge defined, among other things, by an entrepreneurial mindset, or the capacity to think in interdisciplinary ways in order to act upon ideas that create value.

At Pinewood, we are embedding this entrepreneurial mindset into students' learning experiences through a series of in-house, custom-designed courses that build students' knowledge as competencies, including



initiative, creativity, adaptability, and critical thinking. As such, the lines between knowledge and competencies become suitably blurred.

For example, one Pinewood course, The Escape Room, challenges students to view failure with a fresh perspective by encouraging them to use mathematics, logic and reasoning skills to create an escape room for their peers and teachers. First attempts invariably fail and result in disappointment and frustration. However, as students move through stages of experimentation and improvement, they gradually begin to view their unsuccessful attempts not as failures but as instrumental iterations towards their goal. Thus, the concept of failure is relearned to signify iteration.

Why should we care? Because this is individual agency at its best. It's an incredible shift in mindset that is not only transformational but also transferrable to all other areas of learning. Imagine the potential that can be cultivated around such a mindset.

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Unlearning and Relearning Gender

We often take gender stereotypes for granted. We tend to comply with societal norms according to which certain toys are suitable only for girls and specific jobs are suitable only for men. We might tolerate supposedly “innocent” sexist jokes that reflect patriarchal and heteronormative values of our society. We might even encourage “friendly” displays of violence or subtle forms of sexual harassment through which adolescents are expected to confirm masculinity stereotypes. We do not complain about the invisibility of gay people or the denial of trans people’s rights because we think they should comprise a silent minority. These are only some of the restrictions imposed by traditional gender norms and internalized heteronormative beliefs. However, such norms and beliefs may cause numerous young people to experience bullying



— BY —

**DR. APOSTOLOS
POULLOS**

Teacher of English and Music, Ilion Music High School; Member of Rainbow School; Fulbright Alumnus



that hurts their souls and bodies. As a result, LGBTQI teenagers cannot seek alliances but, instead, encounter barriers that hinder communication and restrict their individual potential. Instead of being allowed to flourish, they feel oppressed, ashamed and isolated, and are sometimes tragically led to suicide. Democratic societies should secure human rights through education: All young people, whether heterosexual or LGBTQI, must feel free to express themselves, be given opportunities to fulfill their potential and manage to create successful relationships that will allow them to enjoy friendship, love and companionship. We, as educators, should strive to create a safe, inclusive school environment by embracing diversity and challenging sexist, homophobic or transphobic stereotypes, and thus help future citizens to thrive in an inclusive society whose members will be mutually supportive and feel safe, accepted and happy.

Cross-Curricular Learning with Short Films

Twelve years ago, I arrived on the Greek island of Kos to teach English as a foreign language in a state middle school, but my students made it clear that they were fed up with traditional listening practice and grammar exercises. At first, I decided to introduce some cinema into the curriculum, and we started watching movies with English subtitles. I was mainly using movies for listening practice and as conversation starters, but I wasn’t completely satisfied because I had to divide a movie into segments, so movie viewings would span many lessons, and also too much information and vocabulary had to be dealt with. It was about this time that I feverishly started collecting short films for classroom use. Although my students liked my short-film lessons, I still thought something was missing, so I decided



— BY —

ATHANASIOS TSAPELIS

English Language Teacher, Second Junior High School of Kos; Co-founder, Edushorts.com; Fulbright Alumnus



to combine short films with drama games, painting, dancing improvisation, and creative writing. Furthermore, apart from including those cross-curricular activities, I started building my lessons around specific themes such as responsibility, toxic masculinity, body image, bullying, divorce, addictions, and peer pressure. In 2013, after returning from the Study of the U.S. Institutes for Secondary School Educators Fulbright program, I decided to reach out to educators in Greece to share my teaching experiences with short films. At a short-film workshop, which I was facilitating, I met primary educator and web designer Panos Kapiris, and edushorts.com was born! Edushorts is a non-profit educational platform that offers selected short films and teaching scenarios and also organizes workshops for educators and students.

Fostering Educational Dialogue and Active Research

As 21st century educators, we are true believers that K-12 educational institutions not only have the ability to generate new knowledge related to teaching and learning but also can become innovators and researchers, creating new pathways for the future of education. Current educational trends, as well as the uncertainty of rapid change globally, require a dialogue between K-12 and higher education institutions to best prepare tomorrow's citizens for an unknown career, as well as for professional development and growth of faculty, professionals and administrators. Such partnerships effectively prepare students, ensure continuous adult development for educators as well as encourage students to become lifelong learners. Now more than ever, there is a need for a meaningful dialogue between K-12 and higher education. Fostering this dialogue regarding content development, method-

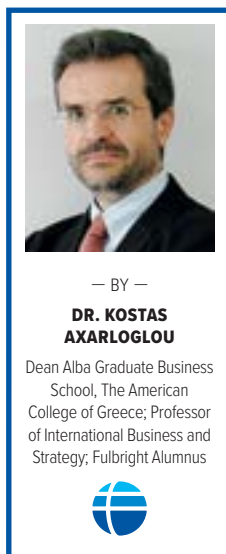


ology and action research within schools requires professional development that will encourage faculty and administrators to become agents guiding change. The International Schools Journal is the forum for educators, professionals, and administrators from K-12 and higher education institutions to connect, collaborate, and enhance such synergies for the benefit of all learners. This publication invites educators to share their knowledge, creativity, action research, and innovation. Now is the century when sharing ideas, research results, and accomplishments become the foundation for the advancement of knowledge, out-of-the-box thinking, and decision-making. ACS Athens is proud to be the new publisher of this esteemed journal, paving the way for the K-to-Graduate education paradigm, as we envision 21st-century education.

ACS Athens is the new publisher of the International Schools Journal: www.isjournal.eu

Learning Attitude

In a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, what is meaningful or valuable today will most likely be irrelevant tomorrow. We must all be able to comprehend new and complex economic and social patterns quickly and effectively. We must be able to apply what we learn in different situations so that we can make sense of things we have never seen or done before. We must be able to adapt quickly to rapidly evolving norms and patterns. In such a disruptive and non-linear world, it is hard to imagine an educational system that prepares students with skills and competencies that last for long, as these skills and competencies become unexpectedly and frequently obsolete. Instead, “human skills such as creativity, originality, initiative, [and] critical thinking, will likewise retain or increase their value.”¹ Learners need to go beyond acquired skills and com-



petencies: They must be curious enough to continuously search and think out of the box, humble enough to realize that their “box” is not relevant anymore, and adaptable enough to function within the “new box” for as long as it lasts; they must develop an attitude of continuous learning. Education then, beyond focusing on relevant skills and competencies, must help learners to develop an attitude for continuous learning through curricula and learning initiatives that expose learners to a wealth of diverse learning stimuli (in a learning ecosystem where the educational institution is the integrator of the rest of the ecosystem), through experiential learning, and network and team learning. After all, in the VUCA world, “learning is power.”

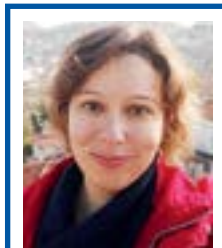
¹ “The Future of Jobs Report 2018,” World Economic Forum.

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Teaching 21st Century Competencies

We live in a technology-rich world, where all fields of knowledge are growing rapidly, new content is produced relentlessly and social and environmental problems are mounting. The basic skills of numeracy and literacy are not sufficient, and it is not as important to acquire knowledge as to be able to apply it and use it creatively. We need citizens who are able to think critically, interpret and evaluate content, and combine their knowledge of several subject areas to solve all kinds of real-life problems.

The focus of education now is not on the acquisition of knowledge but on the development of skills, the so-called 21st century competencies. Competencies such as collaboration, critical thinking, problem-solving, global citizenship, sense of initiative and entrepreneurship. The ability to think out of the box, in



— BY —

ARETI SIDIROPOULOU

English Language Teacher,
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Creator of MusicLexis;
Fulbright Alumna



creative and innovative ways, is itself one of the most important competencies students must develop, as we need new ideas that will move the world forward.

The best ways to teach innovation and creativity, as well as the rest of the 21st century competencies, are the following: Offering students new experiences in order to teach them about the real world, especially by going beyond the classroom walls and collaborating with the wider community, encouraging students to examine any problem or issue through multiple perspectives, assigning projects and tasks which are imaginative, open-ended and multidisciplinary, and offering students plenty of opportunities to create and to express themselves.

Educators must remember that learning is lifelong. School education is there to lay the foundation of future lifelong learning. By teaching 21st century competences at school, we are helping prepare future autonomous learners and active citizens.

Empowering Students to Meet the Challenges of a Changing World

Education is changing rapidly; educators have ceased to be the authority in the classroom. In an ever-changing world, students encounter new challenges and are deluged with infinite resources at the click of a button. Education should provide them with the tools to make informed decisions and become independent life-long learners.

Problem solving requires a combination of hard and soft skills, which educators should help students acquire. They should approach teaching and learning in a different, unconventional way. Teaching should be in context and relate to students' needs and experiences. Educators should encourage students to think creatively and resourcefully. This is far from easy within the Greek educational system, where students are



— BY —

SOPHIA KATSAOUNI

M.A., Principal,
Othisi Junior High School,
Attica; Fulbright Alumna



trained in sterile memorization as a means to achieve high scores in exams. These deep-rooted views are resistant to change, but we, like our students, have to unlearn and relearn. We should motivate students to rediscover their lost—since pre-school years—curiosity for the world, urge them to search for information, rather than readily provide it, allow them to experiment and interact in team projects, teach them world citizenship by embracing tolerance and solidarity as well as responsibility and respect. We should boost their self-esteem and practice the values we teach.

At Othisi we address students' different needs and intelligences and empower them to attain their full potential and wellbeing. After all, educators should assume the role of inspiring leaders, who prepare their students to navigate even in uncharted waters.

Think Differently—Think Disruptively

Students not only need to think outside the box but they also need to adopt disruptive thinking methods. They should challenge the status quo and be prepared to think differently. Schools must become breeding grounds for creative, independent and reflective free thinkers.

Educators want students to reach their potential, but lifelong learners never reach this. They constantly question and search for answers, and it is as important to learn about failure as it is to succeed. For students to learn metacognition, we must first empower our teachers to have the confidence to allow experimentation and discussion. Inquiry-based learning will not only instill a sense of self-belief but will also provide the necessary platform for pushing beyond our own boundaries. For



— BY —

MATTHEW WILLIAMS
Headteacher, Byron College

students to think disruptively, first our teachers must have the courage to think differently. After all, we have to teach our children to make an impact in a world using technology that has not been invented yet and to face challenges unthought of.

Our up and coming collaboration with Oxford Global to provide a summit which challenges students to explore beyond any school curriculum, to think innovatively and to make links between different disciplines which can produce eureka moments is testament to this.

A school is a community and individuals are important as the group is made stronger by each character within it. As educators, our task is to develop the self-confidence of our learners to have courage in their convictions, be fearless of failure and to dare to dream.

Learning Knowledge Acquisition Through Research Projects

Among the greatest challenges in higher education today is how to empower our students to become lifelong, autonomous learners capable of adapting to rapid and unexpected change. As work roles are transformed by technological advances, our students need to not only master a body of knowledge but also, and more importantly, to become fluent in the practices of acquiring—and producing—new knowledge.

Student research projects are an excellent way of doing this. They develop key skills such as analytical thinking, problem-solving and ideation. At the same time, they encourage students to critically evaluate their findings and question their assumptions.

For these reasons, student research is an integral part of undergraduate education at Hellenic American University. Research opportunities include senior capstone projects, research internships, and



— BY —

LEONIDAS PHOEBUS KOSKOS, Esq.
President, Hellenic American University/
Hellenic American College

student-faculty research projects. Among the most exciting applications, which provide the focus for this article, are course-based undergraduate research (CURE) projects.

In these semester-long projects, students work in teams with authentic case materials and data—often accompanied by field work—to investigate and identify potential solutions to a real-world problem. The projects are arranged in advance by the course instructor in cooperation with local businesses or NGOs, which provide case material as well as access to their staff, who participate along with the instructor in the final evaluation of the team's proposal.

Given the authenticity—and arguably, legitimacy—of the assignment, students become more heavily invested in the project and more motivated. At the same time, they gain exposure to the community of practice in their discipline, and with this, the opportunity to see themselves as future professionals.

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Education That Creates a Lasting Impact

Environmental education is definitely challenging as it is not so much about learning facts and figures, understanding processes and comprehending realities of a complex natural world as it is about instilling a consciousness and nurturing a culture of responsibility for the planet's wellbeing. That's why this subject is particularly suited for an experiential learning approach, both in and out of the classroom. Motivated educators, if given the appropriate tools, can effectively guide students along their path for self-discovery, awareness, target setting, expression, and creativity.

One such tool is the voluntary environmental education program "HELMEPA Junior", which has been operating successfully in Greece for the last 25 years. Children, ages 5 to 13, are offered an alternative learning method, building on their enthusiasm and candid



— BY —
CHRISTIANA PREKEZES
Executive Coordinator,
HELMEPA

interest to urge them to work in groups, undertake activities and open-ended assignments, seek solutions, and share results.

Being involved in the program since its beginning, I have followed its assessment by the 3,900 participating teachers over the years. The program's success lies in the active participation of students in learning: discovering new knowledge themselves, discussing openly in class, role-playing, communicating their concerns to classmates, parents, local authorities and residents, learning first-hand from professionals in marine occupations, assuming the responsibility of "adopting" a beach, and other activities. The result is twofold: (a) kids feel proud of the effects of their actions as they are acknowledged by the local community and HELMEPA, and (b) they develop essential social skills, including team building and critical thinking, and advance their personal development in general. This is education that creates a lasting impact!

Re-Designing Education for the Future

Within a world being exponentially transformed by digital, physical and biological technologies powered by Artificial Intelligence, education is dramatically expanding its horizons. New opportunities and challenges are emerging, and it is the responsibility of educational designers and policymakers to decide how today's students can be best educated for the challenges they will face in the next decades. This means not only considering education at the level of each classroom but also designing education at the level of each educational institution, e.g. determining what courses should exist, making these interdisciplinary, combining humanities with STEM, and considering the skills needed to be cultivated in children (e.g. critical thinking, people management, emotional intelligence, empathy, judgment, negotiation, cognitive flexibility, and knowledge production and management) for a world



— BY —
DR. HAIDO SAMARAS
Director of Instructional
Design and Development,
Anatolia College; Academic
Dean, CTY Greece

that is going to be very different to today. It also means equipping teachers with the mindset and tools to help students become innovative and creative, whether through STEM projects, working in virtual worlds, enabling forms of communication and collaboration undreamt of in the past or using simulated environments for carrying out experiments—we can engage students in ways we never have before, teaching them how to imagine solutions for long-term, complex issues and encouraging them not to be afraid to fail over and over again in order to reach those solutions.

As one of the most innovative educational leaders in Greece, Anatolia College has shifted towards a paradigm based on the latest pedagogical approaches (focused on challenge-driven, STEM-related, interdisciplinary projects that offer students experiential learning opportunities within flexible learning spaces, fabrication and green chemistry labs), while capitalizing on the benefits of cloud computing infrastructure.

The Box Isn't Really There

When working with young people in a public education context, it is very hard to escape the norm. We are programmed to plan, execute and assess in standards in which we, as teachers, have no say in and cannot alter. We can easily repeat the pattern. That is to teach our students to do the same in the way they approach knowledge. And although the processes mentioned above are necessary for outcomes, they can be restrictive to the formation of innovative ideas and them being put into action. That said, I choose to unlock the process for my students by including them in choosing what they learn and helping them create their own learning realities. We choose together the what, the why and the how.



— BY —

EFTERPI BILIMPINI

M.A., M.Ed., Secondary School Teacher, Fourth General High School of Alexandroupolis; Fulbright Alumna



Limited though the resources might be, technology and teamwork make it doable. We act as though the box is not really there, or that if it is, it can only be helpful. Everything is acceptable, if it takes their learning a step forward, even when the outcome is unsuccessful—let's not forget the journey! More often than not, we focus on what we aim at and on how we are getting there.

As a teacher, I find myself part of the process, not in a traditional way. I do not lecture and monitor their progress in a conventional way. I encourage them to make choices, help them plan their projects, provide them with guidance, facilitate their learning and finally watch them grow out of the box. After a while, the whole process is so liberating that they just don't notice it's there anymore!

Positive Education: Fostering Creativity for Optimal Youth Development

Positive education, a psycho-educational paradigm within the positive psychology tradition, is based on the premise that both skills of achievement as well as skills of wellbeing are required for optimal youth development. It relies on the use of positive psychology interventions (PPIs) as a means of fostering positive change in wellbeing. These are varied intentional activities, emotional, cognitive or behavioral in nature, which focus on the development of one's prominent character strengths. Creativity, a character strength linked with the ability to generate novel and practical ideas, can be encouraged, enhanced and measured through targeted activities in educational settings. Developmental changes (e.g. between children, adolescents and emerging adults) need to be taken into account, allowing for differentiated, developmentally appropriate approaches to fostering creativity in different life stages.



— BY —

DR. SOPHIE LEONTOPOULOU

Associate Professor in Psychology, University of Ioannina; Fulbright Alumna



Some of the main routes of nurturing wellbeing in education include identifying and developing character strengths, enhancing positive emotions, setting meaningful goals, and monitoring progress toward them. Long-term PPIs including a creativity component, such as the Positive Educational Practices Framework (Noble and McGrath, 2008) and the Penn Resiliency Program (Gillham and Reivich, 2004), can successfully increase wellbeing in children and adolescents, alleviate depressive symptoms and anxiety, reduce problem behaviors, and improve physical and mental health.

Teaching creativity in higher education increasingly relies on technological access and expertise and is regarded as a transformation process that develops skills favoring investigation, connection, integration, and synthesis. Furthermore, instituting broader educational policies can enhance links between creativity and leadership in higher education and the workplace.



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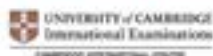
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AI IS UPON US... NOW WHAT?

Coined the “Science of the Future,” Artificial Intelligence (AI) has achieved monumental, albeit alarming to some, success in several landmark tasks in the last decades, e.g., beating the Go world champion, matching human performance in speech recognition, and deciphering individuals’ preferences, personalities and pathologies via their social media footprint.

Despite impressive advances, alarm bells are sounding. Elon Musk, in 2018, doubled down on his warnings about the dangers of AI: “Mark my words, AI is far more dangerous than nukes,” he claimed, adding that “[AI] is the single biggest existential crisis that we face and the most pressing one.” Indeed, history teaches us that revolutionary human innovations can serve both the good and the evil in our society. However, Musk’s fear-mongering can be counterproductive to raising awareness about the current benefits of AI. Let us start with the fundamentals.



WHAT IS AI?

Definitions of AI abound. Broadly, AI is the simulation of human intelligence processes, such as learning, reasoning and self-correction, by machines. More specifically, AI is a field at the intersection of science and engineering whose goal is to make computers learn to think. What qualifies as AI? A key ingredient for an application to qualify as AI is the absence of a set of hard-coded rules that govern the computer’s behavior—enter Machine Learning (ML), the most promising subfield of AI. This also explains the recent infatuation with data.

ML is the study of algorithms that help computers learn to perform tasks from past experiences. Experiences come in the form of data, which is similar to how humans learn: The first time you touched a hot surface you probably got burned, but you learned from this experience that you should not touch hot surfaces. Similarly, machines can learn from past data to herald well-informed predictions about the outcomes of certain actions.

Let us use an example to drive data’s meaning home: Our goal is to forecast the value of a real estate property in 2025. If the only data we have at our disposal are market prices from 2018, it is highly unlikely that any model, however complex or advanced, will generate an accurate forecast. Instead, if we get access to real estate prices for the last 20 years, our model will be able to capture the depth of longitudinal market trends and have a much better chance at realistic predictions. The main takeaway: ML, and therefore AI in its current form, is a function of the available data.

There is absolutely nothing new in the notion of data. What has changed is the volume of data and the technologies to collect and analyze it. In the Big Data era, multi-layered streams of data are overwhelmingly complex; ML aids in developing large-scale and reliable predictive models, thus, leading to better analytics and decisionmaking.

WHAT IS THE STATE OF AI/ML TODAY?

To put Musk's comments in context, there are two main forms of AI: general AI and narrow AI. General AI is what we typically see in science fiction movies, machines that possess the full range of human cognitive abilities. General AI currently remains elusive and exists more as an idea. Narrow AI, on the other hand, aims to solve very specific problems for which we have sufficient data in terms of quantity and quality.

Despite being narrow in scope, the paradigm of single domain AI has huge societal impacts across government, academia and industry, with profound ML applications in virtually all aspects of an economy:

- E-commerce companies use ML to predict what products customers will most likely purchase and determine the best time and messaging channel to engage with them.
- In industrial settings, data collected from sensors can be leveraged with ML to predict equipment failure and schedule maintenance proactively.
- Advances in medical imaging, when combined with the power of ML, can lead to automatic detection of various forms of cancer.
- Sports teams, like the newly crowned NBA champions Toronto Raptors, use ML to improve their roster and draft selection decision processes.

Indeed, AI success stories multiply each day. What are Greece's stakes in this revolution?

THE STATE OF AI IN GREECE

A recent study conducted by Accenture and Microsoft highlights that Greek organizations are late to follow recent trends in AI, noting that "54% of surveyed executives feel that it is too early to invest in AI." Early adopters have a unique chance to gain a competitive advantage over laggards, particularly because AI does not become part of an organization's DNA overnight; it requires meticulous planning and experimentation to obtain tangible results prior to making large investments.

During a recent trip to Greece, the Aventrix team (aventrix.co) had a chance to meet with senior executives and stakeholders across



— BY —

**ALBERT S. BERAHAS,
Ph.D.**

Postdoctoral Research
Fellow, Lehigh University
and Scientific Advisor,
Aventrix Analytics

several industries and experience first-hand the state of AI in Greece. The curiosity and willingness to harness the power of these technologies were palpable among these industry leaders. Most importantly, they were focused on identifying narrow AI applications to drive their pursuit of creating value for their organizations.

We at Aventrix utilize a normative approach for helping organizations assess and use AI, regardless of their level of AI maturity:

- Awareness: What can AI do for your organization? What are some successful case studies of AI in your industry?
- Strategy: How do the objectives of your organization align with AI capabilities? Can your current data and IT infrastructure support an initial proof of concept?
- Experimentation: How, and how soon, can small-scale experimentation with clearly outlined goals be put in action to evaluate whether a large investment is opportune?
- Development: How does the successful completion of pilot projects lead to deployment of narrow AI capabilities in real-scale?

We believe that the time for AI in Greece is here and now! Test-driving AI applications in a multitude of industries will amplify innovation and will fuel dynamic growth as it has in other parts of the world. Right now, in Greece, the wind is in our sails. 🚢

**EARLY ADOPTERS HAVE A UNIQUE CHANCE TO GAIN
A COMPETITIVE ADVANTAGE OVER LAGGARDS,
PARTICULARLY BECAUSE AI DOES NOT BECOME PART
OF AN ORGANIZATION'S DNA OVERNIGHT**

Homer from the Block

What keeps us alive after we cease to exist is the remembrance of what we shared with the younger generations. Whether we recount our experiences to the ones we hold close or write histories with rhythm and fables to make them more memorable for audiences, we become storytellers of our enlightening background by expressing our inner selves to future cultures. After all, what else is there to forming and molding a culture apart from the interweaving of shared experience?

Poetry, in modern English, is found in Old French as *pöeterie* and in Medieval Latin as *poëtria*, and it derives from the Ancient Greek *poiesis*, meaning to create. It is this usage of words put together with certain style and rhythm to express feelings in the creation of storytelling. Ancient Greeks would set poems, rhyming or not, to music—*melopoió*—to showcase their inner melody and rhythm to the audience in the same way that rappers use their rhymes over a beat provided by the DJ. Attempting to analyze the rules and technicalities of what might distinguish poetry and rap would be very time consuming, but there is agreement that they are both very lyrical forms of self-expression.

This relationship is more obvious nowadays as, when teaching classic poetry, the relationship of hip-hop/rap and the usage of the dactylic hexameter or the iambic pentameter in rhyme creation is very common. There is a sense of craft and mastery in creation, and as Adam Bradley mentions in his *Book of Rhymes: The Poetics of Hip Hop* “rap tapped into that most basic human need to rhythm, which poetry was created to satisfy.”

We may not be able to fully grasp just how music fills our souls and lyrics fill our minds, but we surely know that there are more things connecting our cultures than we ever dared to dream of. 🐜

Curators of knowledge have managed to pass on cultural inheritance through the centuries using various forms of art, from the allegories of the epic poet Homer, the words of the griots, the West African oral historians and lyricists, and from the iambic pentameter of Shakespeare to the era of hip-hop culture and rap. A journey in the transmission of such art may not provide clarity in the interconnection of poetic influences but can portray a vibrant similarity in human expression.

One of the most criticized and simultaneously popular ways of expression today is hip-hop/rap. Hip-hop is more than just gangsta songs on Billboard charts; hip-hop is a culture that originated in the South Bronx from African-American and Latino youths who used graffiti, breakdancing, MCing, DJing, and the knowledge of their history and roots to express themselves, echo their heritage and fight back against oppression. The West African oral historians, musicians and lyricists—the griots—are said to be the predecessors and influencers of rappers; however, elements of rap and of what rap-

pers are can be found in various cultures all around the world, especially if we analyze rapping as a form of poetry.

**MUSIC FILLS
OUR SOULS
AND LYRICS FILL
OUR MINDS**

— BY —

IRINI KARAJANI

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THE DEMOCRATIZATION OF MEDICAL KNOWLEDGE AND 3D PRINTING

Think of how many times you have visited a doctor to get a prescription or a medical report only to find yourself listening to brief explanations of possible treatment options and being asked to sign consent forms allowing the doctor to proceed to something you haven't understood at all.

The adoption of new digital technologies and 3D printing is forcing the improvement of the experience for each patient visiting a physician. Artificial intelligence algorithms are already being integrated into our app world and are able to give us a reliable heads up on our acute or chronic disease state. At the same time, 3D printing is a great tool for clinicians to explain proposed treatment options and to facilitate patient understanding of these options.

The term democratization of medical knowledge is more and more used to describe a cultural change in the way we think about personal health and the relationships between patients, insurers and clinicians. Medical knowledge is opened up to health consumers who are now capable of understanding large amounts of information coming from the internet, mobile devices and digital health communities and 3D printing, making the decision making for their treatment a shared process with their clinician. As a result, patient consent has more and more a real meaning including patient engagement and empowerment and the disruption of traditional patterns of decision making in healthcare. Going deeper into one of the technologies mentioned above, 3D printing is one of the most innovative and disruptive tech-

16 OUT OF 20 TOP-RANKING HOSPITALS IN THE U.S. HAVE ALREADY IMPLEMENTED A 3D PRINTING STRATEGY AND 99 HOSPITALS HAVE BUILT-IN 3D PRINTING FACILITIES

nologies existing today. McKinsey Global Institute characterizes 3D printing as a “disruptive technology that will transform life, business and the global economy,” with a potential economic impact of \$200 billion to \$600 billion between 2013 and 2025 in all potential applications.

Specifically, in healthcare, some numbers associated with effective and optimized pre-surgical planning and patient safety are really enormous. In the United States, approximately 400,000 deaths each year are caused by medical error, making medical errors the third leading cause of death in the country. In 2008, the economic cost of medical error was \$1 trillion in the U.S. alone, while cost savings of \$28 billion were achieved between 2010-2015 in the U.S. by improving patient safety and the prevention of medical errors (OECD, 2017).

This is one of the main reasons why 16 out of 20 top-ranking hospitals in the U.S. have already implemented a 3D printing strategy and 99 hospitals have built-in 3D printing facilities (Society of Manufacturing Engineers, 2018 Annual Report).

Medical 3D printing is an advanced type of medical manufacturing in which machines create exact replicas of patient anatomy, resulting in improved personalized surgery routines and customized prosthetics, using imaging technology to design a specific shape of the patient’s body.

In simple words, following a specialized process of analyzing a CT scan and with the support of a very advanced 3D printer and software, there is the possibility of manufacturing a 3D model that is an exact replica of a patient’s organ that is under pre-surgical evaluation. The process of creating a 3D printed model includes:

- Acquisition of a high-resolution 3D imaging dataset
- Segmentation of the anatomy using specialized post-processing software
- Computer-aided design to refine the design, add cut-planes, or include elements required for model stability
- Creation of a 3D file in a format recognized by the 3D printer
- Printing of the physical model



It is evident that 3D imaging, printing and modeling are leading to personalized surgery and therapy and are supporting healthcare professionals in their efforts to fully understand and evaluate their patients’ unique anatomy. In other words, attending physicians could plan and simulate the procedure of a specific patient and understand the particularities well in advance of the actual procedure, before the patient is in the operating room, with zero risks. Having said that, personalized surgery with optimal pre-surgical planning is currently satisfying the needs and requests of all healthcare stakeholders, having a multiple impact on all levels including:

- Patients, who need personalized, customized and best possible surgical therapy;
- Surgeons, who need to offer patients the best care possible and must optimize operating times, on a daily basis;
- Hospitals, which would like to provide the best service and therapy coverage to their clients, fully associated with value and proven benefits;
- Insurance companies, which need value for money therapies that improve surgical care, lower complication rates and minimize the length of stays to improve efficiency; and
- Healthcare providers, who would like to provide innovative therapies with a value for money selling price driven by consolidation of products and services and bundling strategies.

The cost-effectiveness of 3D printing and its connection to value-based healthcare is still under evaluation; however, preliminary findings include reduced operating time, fewer complications, average device usage reduction per procedure, post-operative care efficiency, quality of life improvement, and healthcare cost improvement.

This is just the beginning. Combination of 3D printing with AI algorithms and virtual and/or augmented reality will play a pivotal role in personalized surgery and value-based healthcare in the coming years, optimizing treatment options and accelerating the adoption of new technology through proper physician, patient and insurer education. Customized implants and organs will totally change the way we think about healthcare and organ transplants—and this future is closer than we think. These are exciting times for healthcare! 🍷

CUSTOMIZED IMPLANTS AND ORGANS WILL TOTALLY CHANGE THE WAY WE THINK ABOUT HEALTHCARE AND ORGAN TRANSPLANTS—AND THIS FUTURE IS CLOSER THAN WE THINK

What Is Libra?

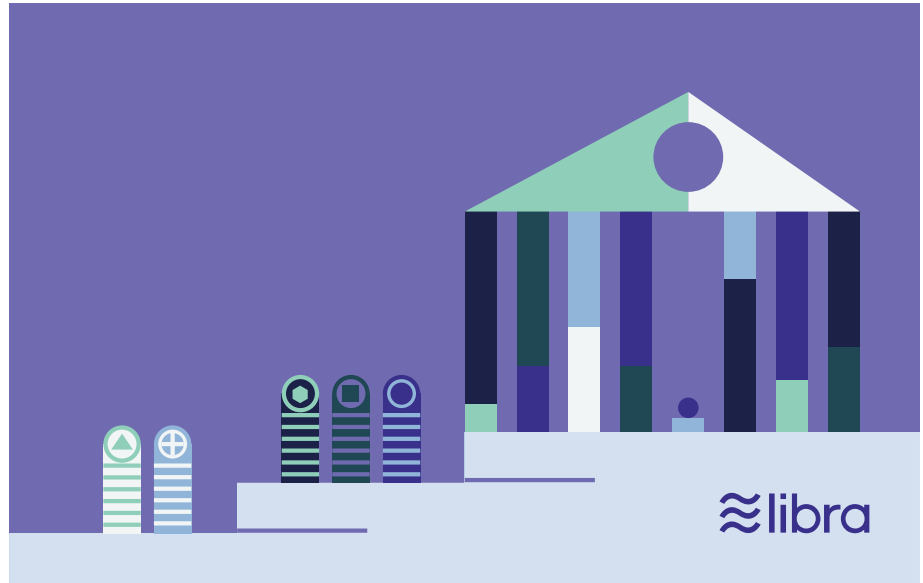
Facebook's New Digital Currency

Facebook has announced that it's launching a new digital currency called Libra. The ambitious plan, which has been in the works for months, will see the Libra Association, described as an independent Swiss-based nonprofit comprised of 100 private sector and civil society members, launch Libra in the first half of 2020. Based on technology created by Facebook, Libra aims to allow individuals to store, spend and transfer money with minimal transaction fees. Facebook hopes that consumers will use it to fulfill everyday transactions, from paying bills to sending money across the world, and the hope is that Facebook's massive reach—approximately 1.5 billion daily active users on Facebook alone, rising to more than 2.1 billion across the Facebook family of products—will prove an advantage.

Facebook will launch a new digital wallet service called Calibra, which will be available as a standalone app as well as integrated into the Facebook family of products, from which consumers will be able to send money to anyone from just their phone. This will particularly target markets outwith Europe and North America, especially countries where large numbers of “unbanked” people—individuals who own mobile phones but do not have bank accounts—such as China, India, Indonesia, Mexico, and Russia.

The Libra Association will be responsible for validating transactions on the Libra Blockchain, which, according to the official white paper, is a single data structure “unlike previous blockchains.” It will also manage the Libra Reserve, a reserve of low volatility assets such as bank deposits and short-term government securities in currencies from stable and reputable central banks.

The Association itself will comprise approximately 100 members: geographically



distributed and diverse businesses, nonprofit and multilateral organizations, and academic institutions. According to the white paper, the initial group of organizations that will work together on finalizing the association's charter will become Founding Members upon its completion. These include global heavyweights (by industry):

- **Payments:** Mastercard, Mercado Pago, PayPal, PayU (Naspers' fintech arm), Stripe, Visa
- **Technology and marketplaces:** Booking Holdings, eBay, Facebook/Calibra, Farfetch, Lyft, Spotify AB, Uber Technologies, Inc.
- **Telecommunications:** Iliad, Vodafone Group
- **Blockchain:** Anchorage, Bison Trails, Coinbase, Inc., Xapo Holdings Limited
- **Venture Capital:** Andreessen Horowitz, Breakthrough Initiatives, Ribbit Capital, Thrive Capital, Union Square Ventures
- **Nonprofit and multilateral organizations, and academic institutions:**

Creative Destruction Lab, Kiva, Mercy Corps, Women's World Banking

The announcement has been met with no shortage of concerns regarding key issues such as privacy and security, particularly concerning financial data and given Facebook's existing privacy policy and prior breaches of trust. Numerous media outlets have reported on potential issues with announced currency, and officials, politicians and lawmakers, on both sides of the Atlantic voiced concerns about the implications for national banks and the global financial system.

With many details—including how the currency will become available and where exactly consumers can expect to use it—still unclear, it remains to be seen if consumers and regulators can be convinced that Libra can be a force for good and a key move towards a future of decentralized finance.

The official Libra White Paper:
libra.org/en-US/white-paper/



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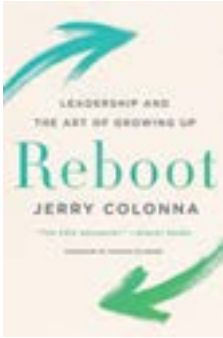
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REBOOT

LEADERSHIP AND THE ART OF GROWING UP

BY JERRY COLONNA, HARPER BUSINESS



One of the startup world's most in-demand executive coaches reveals why radical self-inquiry is critical to professional success and healthy relationships in all realms of life.

Jerry Colonna, a former venture capitalist turned executive coach, helps startup CEOs make peace with their demons, the psychological habits and behavioral patterns that have helped them to succeed—molding them into highly accomplished individuals—yet have been detrimental to their relationships and ultimate well-being. Reboot is a journey of radical self-inquiry, helping you to reset your life by sorting through the emotional baggage that is holding you back professionally, and even

more important, in your relationships.

Jerry has taught CEOs and their top teams to realize their potential by using the raw material of their lives to find meaning, to build healthy interpersonal bonds, and to become more compassionate and bold leaders. In Reboot, he inspires everyone to hold themselves responsible for their choices and for the possibility of truly achieving their dreams. Work does not have to destroy us. Work can be the way in which we achieve our fullest self, Jerry firmly believes. What we need, sometimes, is a chance to reset our goals and to reconnect with our deepest selves and with each other. Reboot moves and empowers us to begin this journey.

TRAVELOGUE

ELAFONISOS – A LITTLE PIECE OF HEAVEN



Elafonisos is a little-known island located between the southern coast of the Peloponnese and the nearby island of Kithira in the Laconian Gulf. With a land area of 19 square kilometers and a population of just 1041 at the last census, the island is small and as-

suming, yet it boasts some of the best beaches in Greece—and arguably the world—not to mention the excellent fresh seafood.

What to do: Visit the world-famous twin beaches of Sarakiniko and Simos, famous for the fine white sand and crystal-clear shallow waters, and make sure to pack a beach umbrella for some shade. Lefki, Panagia, Kontogoni and Pounta are some of the island's other great beaches. Don't forget to explore the archaeological site of Pavlopetri, where you can still see the remnants of the submerged ancient city of Voies at a depth of 3-4 meters; snorkeling is permitted.

Where to stay: Psaromatis Guest House, SimosMare Resort, Pallas Pension

Where to eat: Trakena, Aronis, O Boukas, Ta Nisia tis Panagias, Cervi

Jargonaut

DRILL DOWN

To investigate something in detail, to look for something by removing general information to focus on the details



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GOLDEN PARACHUTE

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To reveal what is being planned or to share important or sensitive information freely



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71 Years of Educational and Cultural Exchange

The Fulbright Program is the premier educational exchange program in the world, operating in more than 160 countries. The Fulbright Foundation in Greece, a non-political not-for-profit educational organization, is the first Fulbright exchange program in Europe.

Since its inception in 1948, the Fulbright Foundation in Greece has served as an educational, cultural and intellectual bridge between Greece and the United States providing scholarships to more than 5,500 U.S. and Greek citizens. Grant recipients include students, scholars, researchers, scientists, teachers, artists and professionals who show promise to excel not only as leaders in their respective fields but as responsible global citizens as well. In its early years, the Foundation also awarded scholarships to more than 2,500 Greek high school students to attend the four U.S. affiliated schools in

Greece: Athens College and Pierce College in Athens and Anatolia College and The American Farm School in Thessaloniki.

Today the Fulbright Foundation in Greece serves the academic community and awards scholarships in nearly every discipline, initiating collaborations between academic institutions, offering information about studies in the U.S. and showcasing Greece as an educational destination. The Foundation's archives offer a wealth of examples of the valuable contributions U.S. and Greek Fulbrighters have made in both countries and demonstrate the Foundation's role in promoting Greece and Greek culture in the United States.



— BY —
ARTEMIS A. ZENETOU
 Executive Director of
 the Fulbright Foundation
 in Greece

Fulbright scholarships and programs have a multiplier effect because the benefits extend beyond grant recipients to their broader academic, professional and scientific environment. Fulbright alumni are an integral part of the Program. Alumni continue to participate and stay active in a variety of ways well beyond completion of their grant period.

It is a testament to the strength of the Fulbright Program that it has continued to thrive even in the midst of great economic and social challenges for Greece and the world. For the current academic year, the Foundation awarded a total of 72 scholarships evenly distributed to U.S. and Greek citizens who are about to commence their grant period in Greece and in the U.S. respectively.

The Fulbright Program's distinct hallmark is its bilateral quality. Primary funding comes from the Government of the United States with support from the Government of the Hellenic Republic. The growth of the scholarship program also relies on the invaluable support from the Foundation's donors—foundations, organizations, corporations and individuals—in Greece and in the United States. Donors invest in the future, confident in Senator James William Fulbright's belief that education carries within it immense power. 🇺🇸

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