AUC CENTENNIAL STRATEGIC PLAN
From Good to Great
2019 - 2022 Vision
MISSION

The American University in Cairo (AUC) is a premier English-language institution of higher learning. The University is committed to teaching and research of the highest caliber, and offers exceptional liberal arts and professional education in a cross-cultural environment. AUC builds a culture of leadership, lifelong learning, continuing education and service among its graduates, and is dedicated to making significant contributions to Egypt and the international community in diverse fields. Chartered and accredited in the United States and Egypt, AUC is an independent, not-for-profit, equal-opportunity institution. AUC upholds the principles of academic freedom and is dedicated to excellence.

VISION

Our vision is to be a world-class University internationally recognized for its leadership and excellence in teaching, research, creative expression and service. We build on our existing strengths to become the leading university in the Middle East and the destination of choice for students and faculty members from around the world seeking in-depth cultural exposure, combined with outstanding academic programs, cutting-edge research, as well as an ethically engaged, diverse community of scholars.
5 STRATEGIC PILLARS

01 QUALITY OF EDUCATION
02 INTERNATIONALIZATION
03 AUC EXPERIENCE
04 INSTITUTIONAL EFFECTIVENESS
05 INNOVATION
01 QUALITY OF EDUCATION
80% Student Satisfaction
80% Employability
80 Employer Reputation Score
Satisfaction of Alumni

"FOSTER ACADEMIC EXCELLENCE AND A CULTURE OF CONTINUOUS IMPROVEMENT"

through innovative pedagogies and research that cultivate lifelong learning, personal fulfillment and adaptability to the future requirements of local and international job markets.”

GOAL
Foster academic excellence in a liberal arts culture, through innovative teaching and quality research to prepare students for future local and international careers and lifelong learning

INSTITUTIONAL TARGET
- 80% Overall student satisfaction: Quality of Education Survey
- 80% Employability
- 80 Employer reputation score: QS Ranking
- Satisfaction of Alumni: Alumni Survey
# Quality of Education

## Objectives

1. **Enhance student learning through innovative pedagogies and effective assessment learning experiences**
   - Improve assessment of teaching *(All Schools)*
   - Improve and institutionalize teaching professional development of faculty *(All Schools)*
   - Embed experiential learning and career preparation in the curriculum *(All Schools)*
   - Create a stronger focus on entrepreneurship, creativity and innovation *(All Schools)*
   - Create a channel of communication between deans/chairs and students *(All Schools)*
   - Establish a set of departmental expectations for high-quality teaching that are clearly conveyed to all instructors *(All Schools)*
   - Address the issue of grade inflation *(All Schools)*
   - Educate students with regard to lifestyle for student success *(SL)*

2. **Prepare students with transferable skills for constantly changing local and global economies**
   - Maintain the university, school and programs-based accreditation schemes *(All Schools)*
   - Enhance AUC’s rank in QS ranking *(AUC)*

3. **Promote high-impact, quality research to enhance the learning experience**
   - Increase quality faculty research with high impact *(All Schools)*
   - Increase opportunities and support interdisciplinary research *(All Schools)*
   - Expand undergraduate and graduate research opportunities *(All Schools)*
   - Provide community-based research opportunities for faculty and students *(All Schools)*
02 INTERNATIONALIZATION

20% International Students

RECRUIT AND RETAIN OUTSTANDING AND INTERNATIONALLY DIVERSE

faculty, students, and staff whose collective contributions, interactions and outputs strengthen the University’s academic endeavors, and promote cross-cultural and international understanding, while establishing AUC as the premier globally-accredited American university in the region and developing students recognized as the most capable and successful global citizens.”

GOAL

Enhance the internationalization of AUC among all stakeholders

INSTITUTIONAL TARGET

- International students to represent 20% of the student body; American students to represent 50% of international students
- American faculty to represent 45% of faculty body (according to protocol)
2.1 Enhance international diversity and exposure on campus
1. Maximize presence at international campuses and recruitment events and mobilize ambassadors to promote for AUC abroad (SEM)
2. Develop and implement effective digital campaigns, with clear targeted messages, and focus on our unique value proposition for each stakeholder (SEM)
3. Target embassies of selected countries to recruit degree seeking students (SEM)
4. Promote joint programs involving student mobility (SEM)
5. Attract, recruit and cultivate quality local and international faculty (All schools)
6. Offer competitive and attractive tuition and financial support packages for international students (All Schools/Provost)
7. Streamline financial aid processes to effectively engage international students (M&T/Provost)

2.2 Strengthen the University’s academic endeavors, and promote cross-cultural and international understanding
1. Diversify and expand executive education offerings beyond regional markets (BUS)
2. Promote quality international research (All Schools)
3. Promote inter-university student and faculty exchanges and expanding cross-cultural programs (All Schools)
4. Foster inclusion in co-curricular life (SL)

2.3 Establish AUC as the premier globally-accredited American University in the region
1. Establish a diversified portfolio of international partnerships (All Schools)
2. Promote the University in key international markets (A&C)
3. Enhance AUC’s rank in QS ranking (AUC)
03 AUC EXPERIENCE
90% Senior Student Satisfaction

"FOSTER A CULTURE OF SERVICE, TRUST AND COLLABORATION"

to enhance local and global outreach, public programs, activities, technology, and services to students, faculty, staff – and to the University’s growing community both on and off campus."

GOAL
Foster a culture of service, trust and collaboration across academic and administrative university departments to enhance the AUC experience

INSTITUTIONAL TARGET
- 90% senior student satisfaction from NSSE Survey
- 85% faculty and staff satisfaction from Institutional Effectiveness Survey
3.1 Foster a culture of service, trust and collaboration to enhance local and global outreach, public engagement to the University’s growing community both on and off campus

1. Fully exploit digital technology to transform the campus experience, academics and operations (M&T)
2. Engage the community through the use of social media and website (A&C)
3. Deliver academic services and wealth of intellectual activities Beyond the Campus (M&T)
4. Strengthen alumni relationships and contributions to enhance future student experiences (A&C)
5. Improve advising experience of both students and staff members by purchasing Degree Works software (SEM)
6. Optimize international students’ experience on campus (SEM)
7. Optimize critical student-related processes (SEM)
8. Optimize internal communications and provide personalized messages to students (SEM)
9. Offer student access to mentors, including faculty, alumni, staff and senior students (SEM)
10. Optimize and manage capacity and demand (SEM)
11. Standardize and automate declaration process (SEM)

3.2 Foster a culture of service, trust and collaboration to enhance academic programs, activities, technology, and services to students, faculty and staff

1. Increase academic civic engagement and learning programs across the disciplines (ALA/HUSS)
2. Enhance student life services provided to all students (SL)
3. Enhance the residential life experience provided to all students (SL)
OPTIMIZE THE UNIVERSITY’S EDUCATIONAL, OPERATIONAL AND FINANCIAL MODELS AND PLATFORMS

by nurturing a culture of continuous improvement through assessment and data-driven decision making, regularly evaluating organizational processes, digitizing workflows, encouraging stewardship, accountability, governance, sustainability, and transparency, focusing firmly both on our human resources and the primary student’s experience.”

GOAL

Enable a conducive environment that is led by exceptional human capital, optimized through digitized processes and propelled by timely and efficient data-driven decision making models.

INSTITUTIONAL TARGET

- 85% Institutional Effectiveness Index from Institutional Effectiveness Survey
- 70% first choice candidates are hired for faculty and staff and 100% of top two choices
- 50% cost cutting on ink and paper
**INSTITUTIONAL EFFECTIVENESS**

**Objectives**

**4.1** Optimize the University’s educational, operational and financial models and platforms

1. Effective use of University resources with less dependency on tuition and more on gifts and endowment (*F&H/All schools*)
2. Leverage the centennial to position AUC locally and internationally, engage our community, raise the profile of the University and raise funds (A&C)
3. Establish performance evaluation and competency framework for individuals and organizational excellence (*F&H*)
4. Provide professional development opportunities for faculty and staff (all Schools)
5. Operate with strong Roots (*M&T*)
6. Enhance the utilization of classrooms and teaching spaces (*All Schools*)
7. Revisit the process of hiring faculty (fulltime & adjuncts) and teaching assistants (*Provost/All Schools*)

**4.2** Enhance the physical, operational, and governance infrastructures that support the mission of the University

1. Promote continuous improvement and operational excellence (*AUC*)
2. Deliver all services in a paperless mode to increase transparency and speed (*M&T*)
3. Use institutional financial aid strategically and effectively to recruit and enroll students with outstanding qualifications and highest success potential (*Provost*)
4. Continue to redesign the recruitment and admission process to attract outstanding students (*Provost*)
5. Increase the current capacity and occupancy of AUC residences (*SL*)

**4.3** Nurture a culture of continuous improvement through assessment and data-driven decision making

1. Exploit data to sustain continuous improvement and operational excellence (*M&T*)
2. Develop and promote new spaces that inspire creativity, collaboration and discovery (*LLT*)
3. Redesign AUC’s learning spaces to align with best practices for higher education teaching and learning (*All Schools*)
4. Continue the assessment of quality of education (*All Schools*)
INNOVATION

25% Interdisciplinary Programs
30% Faculty Apply Innovative Teaching Strategies

"FOSTER THE GROWTH OF SUSTAINABLE, CREATIVE ACADEMIC ENDEAVORS

through transformative digital and business intelligence platforms, knowledge-driven management systems and a state-of-the-art infrastructure for teaching, research and service."

GOAL
Establish innovation and creativity, along with liberal education to achieve a unique value proposition. This goal includes the purposing of resources towards creative and versatile academic endeavors that capitalize on state-of-the-art technological and best practices.

INSTITUTIONAL TARGET
- 25% interdisciplinary programs
- 30% faculty apply innovative teaching strategies
- Annual increase of 20 in the number of blended and online courses offered in continuing and executive education including MOOCs
- 80% Innovation as perceived by the AUC community: Institutional Effectiveness Survey
5. Establish innovation and creativity, along with liberal education to achieve a unique value proposition. This objective includes the purposing of resources towards creative and versatile academic endeavors:

1. Support online/blended learning initiatives with a state-of-the-art infrastructure (All Schools/M&T)
2. Research endeavor that emphasize on innovation and creativity for the benefit of civic and global engagement (RIC)
3. Unleash the potential of multi-disciplinarily in Research, Innovation and Creativity (RIC)
4. Enhance AUC’s rank in QS ranking (AUC)

5.2 Allocate all possible resources to achieve sustainable, creative academic endeavors and transformative state-of-the-art technological and best practices:

1. Introduce innovation as a business differentiator and a value proposition for the University (M&T)
2. Integrate multimedia and digitize collections (LLT)
3. Advance AUC’s position in digital learning and raise its profile to a leading regional status (RIC)
4. Raise AUC’s entrepreneurship profile as means for turning innovation into societal and economic benefit (RIC)
5. Establish AUC as a hub for bridging the "idea-to-public benefit" gap (RIC)
METHODOLOGY

The University Strategic Planning Process for 2019-2022 is based on the review conducted for the 2014-2019 Strategic Plan and feedback from key stakeholders.

The objective was to develop a focused, workable and measurable University Strategic Plan that will take AUC through its centennial by identifying:

01 Institutional goals and aspirational targets
02 Institutional objectives needed to achieve institutional goals
03 Key initiatives and projects linked to objectives
04 SMART metrics and key performance indicators (KPI)
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