AUC CENTENNIAL STRATEGIC PLAN
From Good to Great

2019 - 2022 Vision
MISSION

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, The American University in Cairo 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.
VALUES

PASSION
RESPONSIBILITY
INTEGRITY
DIVERSITY
EXCELLENCE
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

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<thead>
<tr>
<th>1.1</th>
<th>Enhance student learning through innovative pedagogies and effective assessment learning experience</th>
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<tbody>
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<td>1.2</td>
<td>Prepare students with transferable skills for constantly-changing local and global economies</td>
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<tr>
<td>1.3</td>
<td>Promote high-impact, quality research to enhances learning experience</td>
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### Sample Initiatives

| 1. Improve the learning experience by continuous assessment of the curricula and the pedagogies employed |
| 2. Enhance quality teaching by improving the assessment of teaching and by institutionalizing faculty professional development |
| 3. Enhance the admission and financial aid processes to recruit high caliber students |

| 1. Maintain university, school and programs-based accreditation schemes |
| 2. Increase experiential learning and embed entrepreneurship, creative thinking and innovation in the curriculum |
| 3. Enhance AUC’s rank in QS ranking (AUC) |

| 1. Increase high impact faculty research |
| 2. Increase opportunities and support for interdisciplinary research |
| 3. Expand undergraduate and graduate research opportunities |
| 4. Provide community-based research opportunities for faculty and students |
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 the international diversity and exposure on campus

- Maximize presence at international campuses/recruitment events and mobilize ambassadors to promote for AUC abroad
- Implement effective, targeted digital campaigns and focusing on our unique value proposition for each stakeholder
- Promote joint programs for student mobility
- Attract, recruit and cultivate quality local and international faculty
- Offer competitive tuition and financial support packages for international students

2.2 Strengthen the university’s academic endeavors, and promote cross-cultural and international understanding

- Diversify and expand executive education offerings beyond regional markets
- Promote inter-university student and faculty exchanges and expanding cross-cultural programs
- Enhance the internationalization of programs and curricula

2.3 Establish AUC as the premier globally-accredited American University in the region

- Establish a diversified portfolio of international partnerships
- Promote the university in key international markets
- Enhance AUC’s rank in QS ranking
AUC EXPERIENCE

90% Senior Student Satisfaction

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
### Objectives

<table>
<thead>
<tr>
<th>3.1</th>
<th>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</th>
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<tr>
<td>3.2</td>
<td>Foster a culture of service, trust and collaboration to enhance academic programs, activities, technology, and services to students, faculty and staff</td>
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#### Sample Initiatives

<table>
<thead>
<tr>
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<th>1. Revitalize both AUC Campuses as an open public center of education, arts and culture</th>
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<td>2. Exploit digital technology to transform the campus experience, academics and operations</td>
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<td>3. Strengthen alumni relationships and contributions to enhance future student experiences</td>
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<td>4. Improve advising experience of both students and staff</td>
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<td>5. Optimize critical student-related processes</td>
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<table>
<thead>
<tr>
<th></th>
<th>1. Increase academic-civic engagement and learning programs across the disciplines particularly in the arts and culture</th>
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<td>2. Become a hub of knowledge and advocacy on learning and physical disabilities</td>
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INSTITUTIONAL EFFECTIVENESS
85% Institutional Effectiveness

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. Focus 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

<table>
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<td><strong>4.1</strong> Optimize the university’s educational, operational and financial models and platforms</td>
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<tr>
<td><strong>4.2</strong> Enhance the physical, operational, and governance infrastructures that support the mission of the university</td>
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<tr>
<td><strong>4.3</strong> Nurture a culture of continuous improvement through assessment and data-driven decision making</td>
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### Sample Initiatives

1. Effective use of university resources with less dependency on tuition and more on gifts and endowment
2. Establish performance evaluation and competency framework for organizational excellence
3. Operate with strong Roots
4. Enhance the utilization of classrooms and teaching spaces

1. Promote continuous improvement and operational excellence
2. Provide quality service to ensure admission of highly qualified prospective applicants
3. Deliver all services in a Paperless mode to increase transparency and speed

1. Exploit data to sustain continuous improvement and operational excellence
2. Develop and promote new spaces that inspire creativity, collaboration and discovery
3. Continue the assessment of quality of education
INNOVATION

25% Interdisciplinary Offering
30% of Faculty Apply Innovative Teaching Techniques

“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 Offering
- 30% of Faculty Apply Innovative Teaching Techniques
- 25% of Extended Education Offerings in the Online / Blended Modes
- 80% Innovation as Perceived by the AUC Community: Institutional Effectiveness Survey
5.1 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.

1. Unleash the potential of multi-disciplinary in Research, Innovation and Creativity
2. Support online/ blended learning initiatives with a state-of-the art infrastructure
3. Become a leading resource for online archives
4. Strengthen and embed the content of innovation in curriculum design, delivery methodology and assessment tools in courses across the entire university academic offering
5. Improve the agility and cycle time of the support processes to research and innovation and removing their barriers

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
2. Establish a digital library and an archival research repository
3. Advance AUC position in digital learning and raise its profile to a leading regional status
4. Raise AUC Entrepreneurship profile as means for turning innovation into societal and economic benefit
5. Establish AUC as a hub for bridging the "idea-to-public benefit" gap
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)