



**STRATEGIC BUSINESS PLANNING  
AND FINANCIAL PROJECTION  
2021-2022 Kick-off Event**



**AUC STRATEGIC  
OUTLOOK**  
*Francis Ricciardone*  
*AUC President*



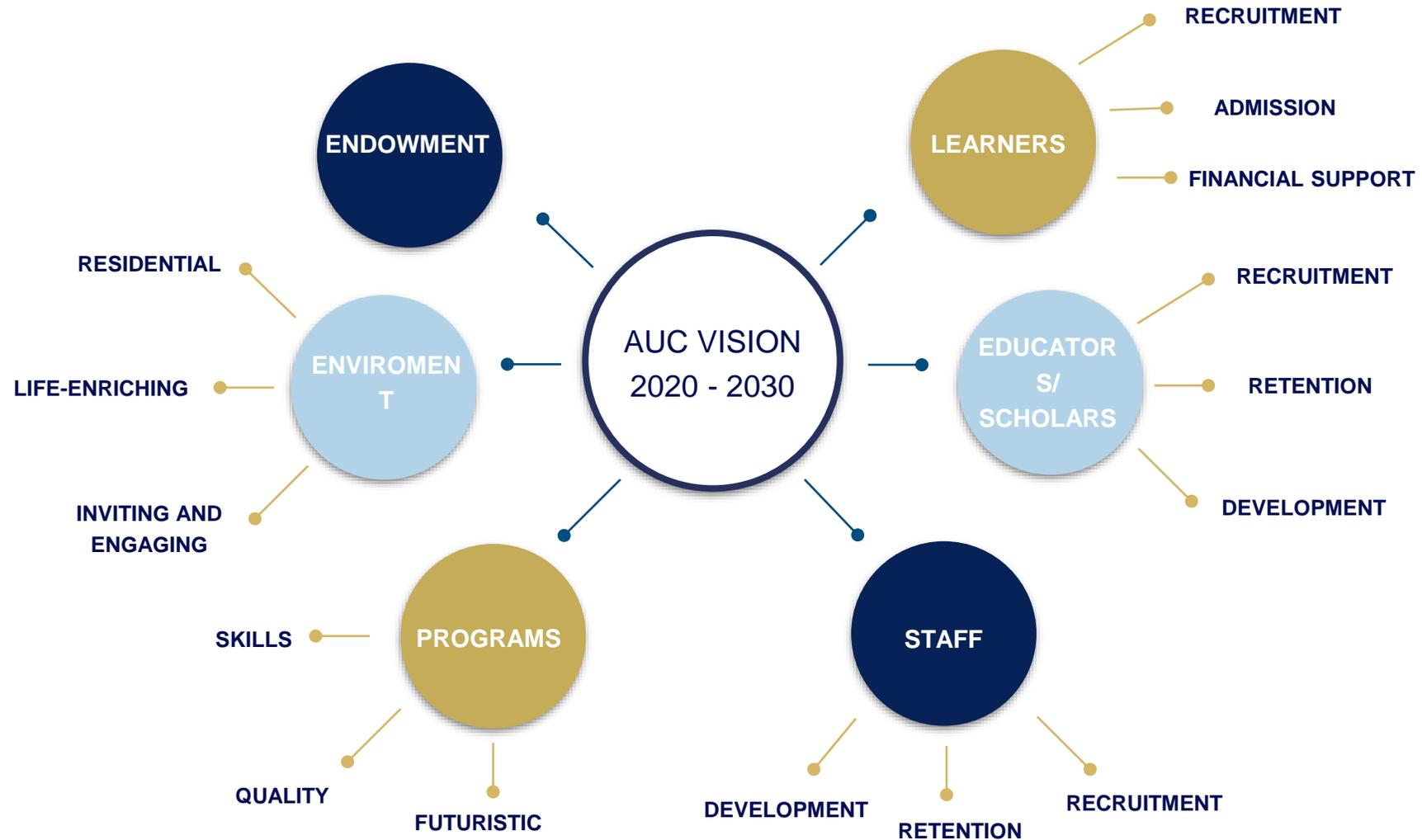
**ACADEMIC  
VISION**  
*Ehab Abdel-Rahman  
AUC Provost*

## AUC VISION 2020 / 2030

To be the university of choice for **the most promising learners, educators and scholars**, who will lead and transform local and global communities.



“TO BE THE UNIVERSITY OF CHOICE FOR THE MOST PROMISING LEARNERS, EDUCATORS AND SCHOLARS, WHO WILL LEAD AND TRANSFORM LOCAL AND GLOBAL COMMUNITIES”





# CHAIRMAN REMARKS

*Richard Bartlett  
Chairman of the Board of  
Trustees*

# VIRTUAL MEETING GUIDELINES

## GENERAL ETIQUETTE

Participants need to have their full names visible on Zoom.

Participants will remain muted at all times, unless presenting, asking a question or responding to a question to avoid any background noise during presentations.

The meeting will be recorded to capture the discussions and help with minute taking.

## TIME KEEPING

Presenters will have 10 mins for the presentation, followed by 5 mins for Q&A.

A timer will be visible on the screen and a bell sound will indicate the end of the 10 mins to alert presenters that it is time to end their presentations.

## QUESTIONS & ANSWERS

Please use the "raise hand" option to ask a question during the Q&A session. Priority will be for participants with their hands up followed by questions in the chat.

At the end of each presentation, there will be 5 mins for quick questions. In addition, there will be two full Q&A sessions in Monday's agenda for longer discussions.



DRAFT WORKING DOCUMENT

Committee on  
Academics at AUC Post-COVID-19

Progress Update

Ayman Ismail

# Committee mandate

- Ad hoc committee convened by the Provost to examine post COVID-19 strategic trends and implications and to inform AUC's next strategic planning process
- Focusing on academic areas, including:
  - New labor market needs
  - Program modifications
  - Impact on teaching and learning
  - Adoption of new technologies
  - Internationalization
  - Any other related areas
- Conducted kickoff meeting and two brainstorming meetings to-date
- Next steps:
  - Update to BoT June meeting
  - Continue to seek input from different stakeholders
  - Final report by September

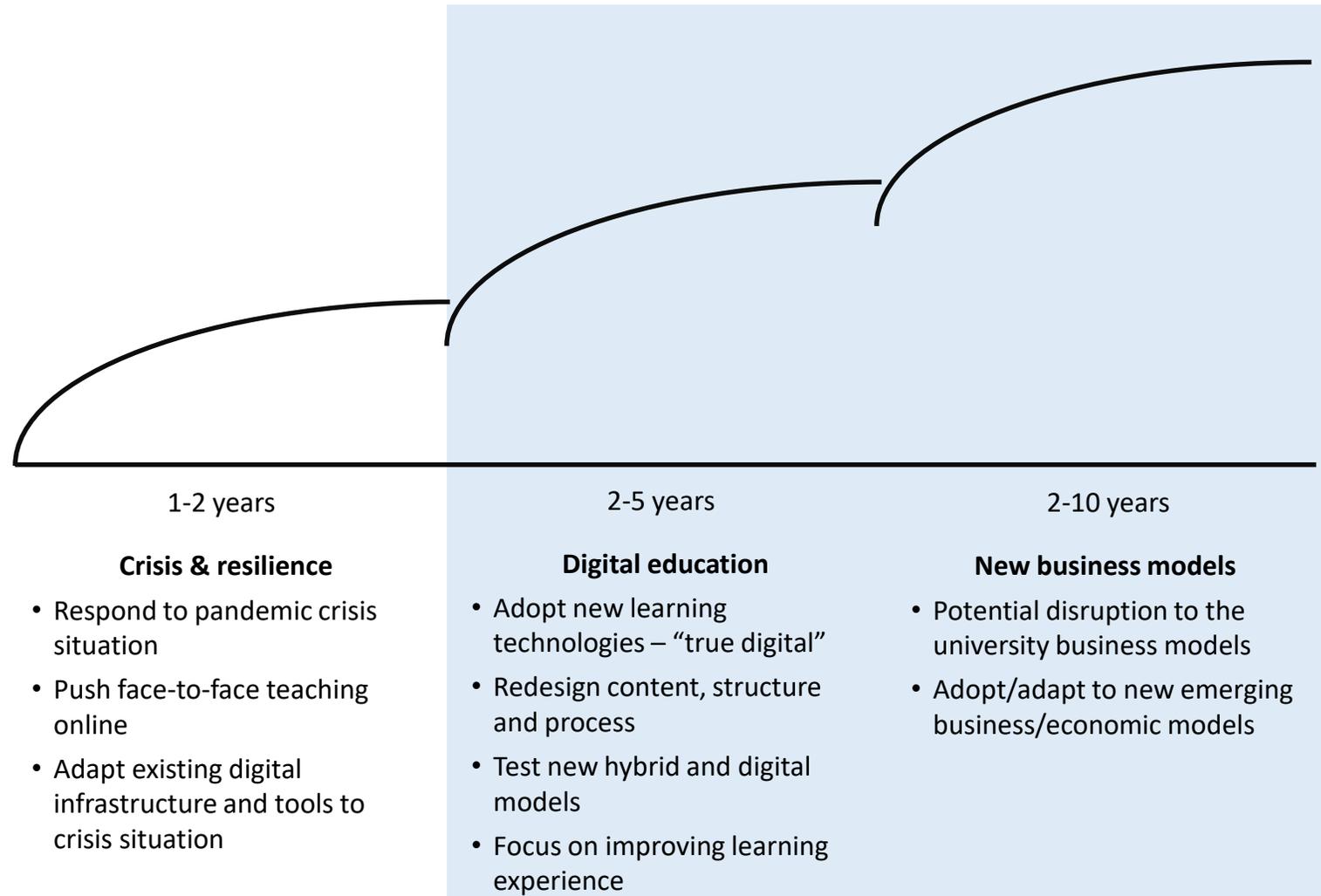
# Committee membership

Ahmed Abdel Meguid	Department of Accounting
Ahmed Tolba	Office of the Provost
Aly Erfan	Department of Public Policy and Administration
Ayman Ismail (Chair)	Department of Management
Dina Makram-Ebeid	Department of Sociology
Ghada Howeidy	School of Business
Haytham Nawar	Department of the Arts
Hassan Azzazy	Chemistry Department
Hoda Mostafa	Center for Learning and Teaching
Maha Guindy	VP for Advancement
Malak Zaalouk	Graduate School of Education
Nagla Rizk	Department of Economics
Nourhan Sakr	Computer Science and Engineering Department
Zeinab Amin	Office of the Provost

# A new vision for AUC 2020-2030

*To be the choice university for  
the most promising learners, educators and scholars,  
who will lead and transform local and global communities.*

# Our committee is focused on the post-COVID-19 implications on the different aspects of the academics at AUC



# Is the university business model being disrupted?

## An intense global conversation

### Top research and teaching universities

- Top 20-30 global universities
- Assets: strong brand, large endowment, diversified revenues from teaching and research, rich loyal alumni body
- Will get stronger, and may venture into massive online education

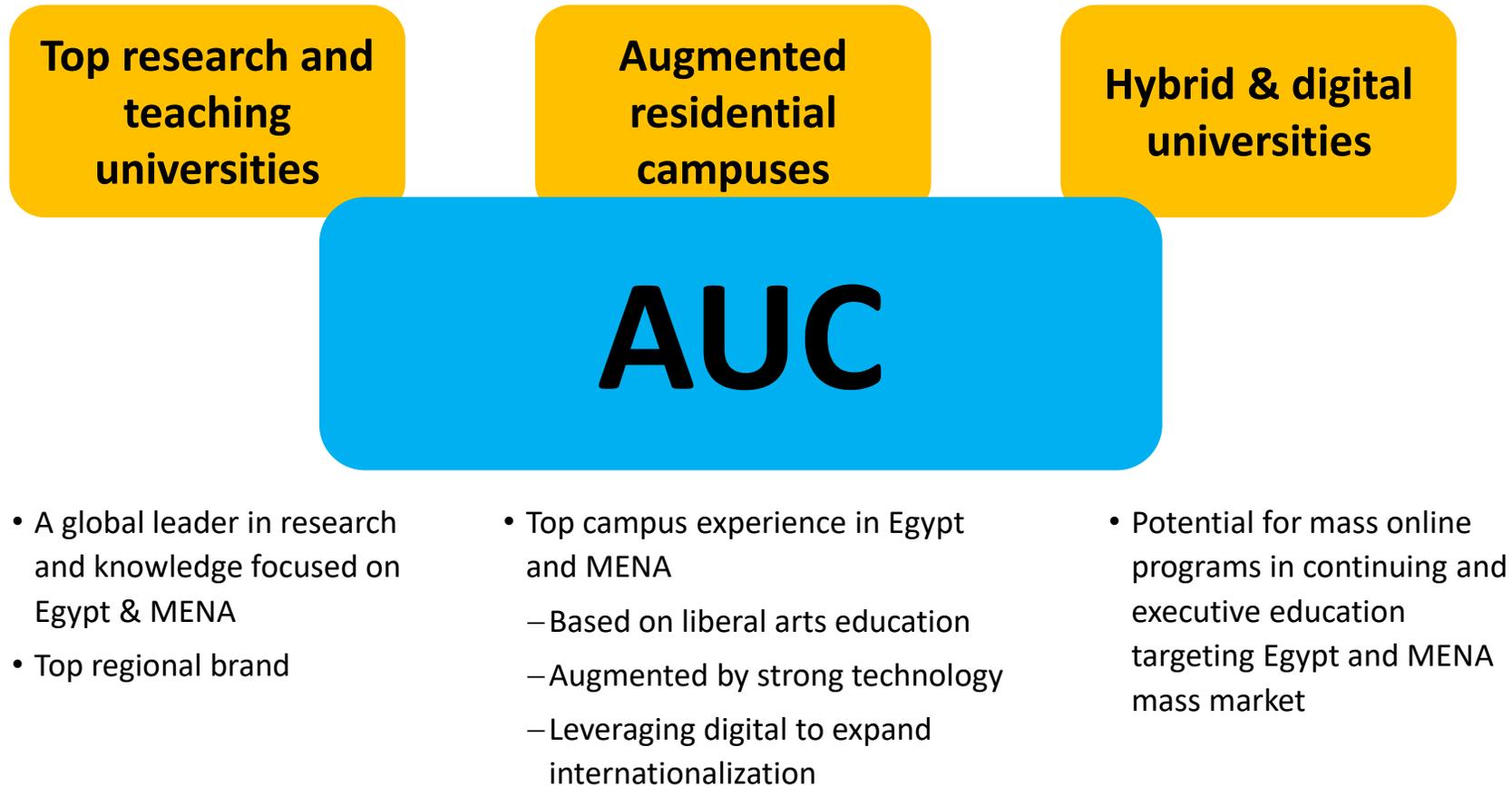
### Augmented residential universities

- Majority of universities; different sizes and models but mostly focused on campus experience
- A need for campus experience will remain, but demand may shrink to a smaller/elite segment
- Residential campus experience will be augmented with digital experience
- Economic sustainability of many (American) universities in this segment will be challenged; accelerated by COVID-19

### Hybrid & digital universities

- New models for hybrid and digital universities likely to evolve
- Potential types of players:
  - Top global universities, e.g., edX
  - Large tech companies, e.g., Google, Facebook
  - Existing online education, e.g., Udacity, Coursera
- Targeting unaddressed mass market, but will also challenge residential campus universities on value-for-money
- Immediate threat to continuing and executive education

# Strategically, where should AUC play in this emerging landscape?



# In the meantime, how do we safeguard our financial sustainability?

- Continuously **optimize operations** to release resources for new activities
- **Maintain and grow revenues** through:
  - New offerings, e.g., digital, continuous & executive education
  - Maintain quality of education, brand and campus experience to justify current tuition levels



To do so, **anchor around our academic mission:**

- Enhance quality of our product (education, campus experience, community impact, brand)
  - Higher potential for fundraising/ endowment expansion
  - Higher potential for extended education
  - Justify our current tuition levels
- **Protect our brand:**
  - Show leadership through solidarity with all AUC stakeholders
  - Manage reputation by avoiding any short term disruptive actions

# What should we do to be ready for this disruption? A portfolio of actions

**Resilience**

**Optionality**

**Agility**

**No-regret  
moves**

*Investing in infrastructure  
for digital readiness*

**Options**

*Reserving the right to play in  
an emerging space, e.g.,  
through partnerships or pilots*

**Experiments**

*Running low-cost experiments  
to learn and test hypotheses*

**Big bets**

*Making few big bets on trends  
that we're confident of*

# Exploring several emerging themes

## Emerging themes

## Examples of themes to explore

1. Building our capacity to become a **regional leader in digital education**

- Developing competency in delivering digital and blended education
  - Faculty and student digital readiness
  - IT infrastructure
  - Institutional issues, ethics and principles of digital education
- Experimenting with emerging teaching & learning models, e.g., hyflex, blended, augmented, COIL\*, open content, all-digital
- Training school teachers and university professors on different models of digital education
- Expanding continuing education offerings massively through digital education
- Expanding executive education offerings massively through digital education
- Creating international joint programs and collaborative teaching using digital collaboration tools

# Exploring several emerging themes

## Emerging themes

## Examples of themes to explore

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2. Expanding **Interdisciplinary education and research**, breaking the traditional departmental silos and boundaries; focusing on new/emerging areas and new methodologies such as **design thinking**

- **Healthcare** as a top global priority, including: policy, socio-economic, business, technical and innovation areas
- **Global supply chains** disruptions and redesign, including socio-economic implications, supply chain management, political economy, policy
- **Artificial intelligence**, including socio-economic, policy, technology and innovation, and business dimensions; from the impact on the future of work and future of politics, to brain and cognitive sciences and neurosciences, to new media art
- **Environmental sustainability**, from a social, economic, urban, technological and political angles

# Exploring several emerging themes

## Emerging themes

## Examples of themes to explore

### 3. Exploring different **models for partnerships** (international, community)

- Exploring **multi-campus consortia** to expand student exchanges and internationalization
- International courses with joint-teaching with other universities, e.g., COIL\*
- Accepting international registration in our digital courses
- Incorporating digital courses from other universities in our curricula for some introductory courses (e.g., CS50x)
- Extending corporate partnerships for Coop programs, or academic-industry partnerships such as SUGAR Network
- Expanding experiential learning through community partnerships
- Engagement in public dialogue and policy making circles

**What other emerging themes  
should we consider?**



# STRATEGIC BUSINESS PLANNING (2020-21)

## Fall 2020 Academic Plans

Ahmed Tolba, Task Force Chair

June 28, 2020



## Mandate

*"The Task Force aims to provide contingency plans for the mode of instruction in the Fall 2020 semester. While we hope to move back to full-face-to-face instruction, there is a probability that we may have to stick to full online instruction. However, there are various models in between that we may consider. The task force aims at analyzing all possible options, determining the triggers to opt for any of the options, and evaluating the implications of each option/decisions on our policies, procedures as well as on our different stakeholders."*



## Task Force Members

1. Adham Ramadan
2. Hoda Mostafa
3. John Swanson
4. Rasha Mahmoud
5. Iman Megahed
6. Heba Fathelbab
7. Sunanda Holmes
8. Ahmed Tolba, Chair



## Methodology

### ➤ External Analysis

- ✓ Health & Safety Requirements
- ✓ Global Trends (Other Universities' Plans)
- ✓ Global Models

### ➤ Internal Analysis

- Operational capabilities & requirements
- Classroom capacities given the required social distancing
- Community engagement (Senate, SU)
- Student and faculty perspectives (Focus groups and interviews)



## Guiding Principles

1. **Health, Safety & Security** are top priorities
2. **Quality of Education** needs to be preserved
3. Ability to **operate** the campus with measure is key
4. **Expectations** from Faculty should be realistic
5. **Implementation** should be manageable (not complex)



## Possible Models to Start Fall With

There are **3 different modalities** to start the Fall 20 semester with:

**Modality 1**: Fully online (in case there are triggers of very high risk)

**Modality 2**: Lower Density Campus (Online Modality with Targeted Face-to-face Courses; in a blended format) (recommended)

**Modality 3**: Fully face-to-face with measures (in case the development of the pandemic improves drastically; which very unlikely)



## Recommendation

- A “Lower-Density Campus Scenario”, whereby the *majority of courses are offered fully online* with only
- We expect *~150 sections (~8% of 1900 sections)* to be offered *face-to-face* in a *blended* format to maintain a low-density campus
- The **CLT** will offer support for Faculty over the summer to prepare them for full-online delivery regardless of the mode of instruction
- Based on certain triggers that may occur either before or after the fall semester begins, the mode of instruction may change to either *fully online* or *more face-to-face*, considering the suitability of the time during the semester.



## Key Considerations/Questions

- What if there are multiple **COVID-19 cases** on campus?
- What if faculty and/or students are **worried** to come to campus?
- What if students have **back-to-back classes** with multiple modes? Can they reserve rooms in the library?
- Can we offer **first-year students** some campus experience?
- Can we hold some of the **exams** on campus with social distancing?
- Can we use **Tuesdays, Saturdays & Evenings** to minimize density further?



## Action Plan & Next Steps

### ➤ **Fall Schedule**

- ✓ Finalize the list of courses requiring F2F
- ✓ Finalize the delivery plans for F2F blended courses (3 scenarios)
- ✓ Finalize the schedule of classes with **flagged** F2F courses
- ✓ Increase the use of Tuesdays & Saturdays (if needed)

### ➤ **Health & Safety in Classrooms**

- Social Distancing of 6ft (~1.8m) in classrooms
- Disinfection of classrooms and labs
- Campus & library access

### ➤ **Possible Change of Modality in Fall**

- Move to full online (pre-planned)
- Increase F2F % (plan in place)

### ➤ **Communication Plan**

- Coordination with VP Dina and other Committees' Chairs



# Questions

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of Graduate Studies  
Adham Ramadan

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# INTRODUCTION

## Mission

Provide leadership for high-quality graduate programs and related graduate student research opportunities in an academically vibrant and scholarly rigorous environment that will produce scholars and citizens who will actively contribute to the socio-economic, scientific and intellectual development of society



## Vision

To have graduate studies at AUC recognized for excellence nationally, regionally and globally. We strive to have an impactful graduate studies experience which nurtures commitment to life-learning, innovation, ethical values and leadership



# PROJECTS & INITIATIVES - ONGOING

## Recruitment

Graduate recruitment from Egypt and the international regions of focus: *US, Africa, and MENA*

## Fellowship Programs

Fellowships for recruitment and for program completion. Fellowship Programs for internationalization: *TLG; Hadramout; IGF; AGF; Refugees*

## Transferable Skills

Capacity Building workshops to graduate students for transferable academic and professional skills

## Automation

Maintaining and enhancing the automation of graduate studies processes: *Admission; Readmission; Extensions; Support Grants; TAs*

## Performance of Programs

Maintaining and enhancing the performance of graduate programs using BI: *admission; enrollment; completions*

# PROJECTS & INITIATIVES - NEW

## Internationalization

Preparing the ground work for extending graduate recruitment to China in FY22

## Fellowship Programs

Tomorrow's Leaders Graduate Fellowship Program II.

## Online Delivery

Shift to online graduate students and TAs training and workshops

## Automation

Automation of the Thesis Supervision Follow-up requirements

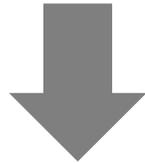
## Capacity Building

Graduate Studies capacity building for graduate programs administrative staff members

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Thesis Submission System

The establishment of an automated graduate thesis submission system



Postponed to FY22  
Minimal adverse impact

## CGS Global Summit

Hosting the Global Summit of the Council of Graduate Schools (US)



Postponed to FY22  
Minimal adverse impact

*Thank You*

QUESTIONS & DISCUSSION

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of Undergraduate Studies  
Ghada ElShimi

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# INTRODUCTION: THE ACADEMY OF LIBERAL ARTS

## Mission

To foster intellectual, personal and social growth through providing AUC students in all majors with a common core of enriching learning experiences to advance liberal arts outcomes, focusing on interdisciplinary connections, transfer of skills and lifelong learning.



## Vision

Students develop personal, civic and career readiness, and engage with complex personal, social and global issues to participate and lead in an ever-changing world.



# PLANS 2021 – MANAGEMENT SUSTAINABILITY



## ONGOING/CONTINUING PLANS

Projects/initiatives that are a priority to maintain operations

- .



## NEW PLANS

Projects/initiatives utilizing optimized existing resources



## SUSPENDED PLANS

Projects/initiatives that are put on-hold due to current circumstances

- .

# PROJECTS & INITIATIVES - ONGOING

## Enhance Liberal Arts Teaching At AUC (QE)

- Strengthen Core Curriculum
- Faculty PD in Liberal Arts
- Core Review
- Core Annual Competition

## Engage Students in High Impact Learning (QE)

- Undergraduate Research
- Writing Intensive Learning
- Community Based Research
- Seminars
- Eportfolios

## Diversity (AUC Experience)

- Meet faculty diversity quota
- Support internationalization efforts with AP-SEM
- Expand partnerships for community based learning
- Offer AUC liberal arts education to external audiences (Summer@AUC)

## Optimize Resources (Institutional Effectiveness)

- Continuous Enrolment Analysis
- Timely Completion Policy
- Shared Faculty Hiring
- Shared Staffing
- Automation of processes

## Improve Communication (AUC Experience)

- Organized communication
- Department and school newsletters
- Shared governance / transparent processes
- Public school council minutes

# PROJECTS & INITIATIVES - NEW

## Expanding Arabic Offerings

Non-credit Arabic courses

## Summer@AUC Online

Media and Digital Literacy  
Summer Undergraduate Research Academy  
Creative Writing

## Arabic Online /F2F

Opening up Arabic classes for remote students

# PROJECTS & INITIATIVES - PLANS ON HOLD

## College Bound

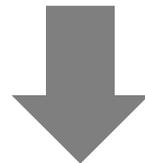
Summer@AUC freshman courses for high school students



Suspended for summer 2020, planned for summer 2021. Interrupts momentum for new program

## AAC&U Institute

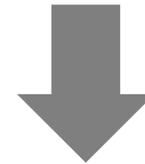
Faculty liberal arts training institute held by senior ranking faculty from Association of American Colleges and Universities, for AUC faculty.



Postponed to January 2021 (not confirmed). Delays faculty training plans.

## All Conference Travel

All conference travel for faculty and students



Cancelled for FY21, replaced with possible online events. Variable effectiveness.

*Thank You*

QUESTIONS & DISCUSSION

# BREAK





THE AMERICAN  
UNIVERSITY IN CAIRO

SCHOOL OF  
**SCIENCES**  
AND  
**ENGINEERING**

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of School of Sciences and Engineering  
Hassan El-Fawal

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*“EVEN IF YOU’RE ON THE RIGHT TRACK, YOU’LL GET RUN OVER IF YOU JUST SIT THERE.”*

WILL ROGERS

# THE SCHOOL OF SCIENCES AND ENGINEERING

The **School of Sciences and Engineering (SSE)** will capitalize on our regional and international expertise in realizing a global impact through **Innovation, Discovery, Education, and Adapting Service** of humanity to meet current and future challenges for the well-being and advancement of our regional and global communities, while fostering a culture of informed and responsible social stewardship.



**SSE** will continue to be recognized and grow in its relevance to society in providing **education quality through synergy**, leveraging **Interdisciplinary Engineering And Sciences** and excel in its role as a force, regionally and internationally, while promoting and fostering an environment of innovation and upholding the **Liberal Arts and Sciences tradition** for inquiry and socially responsible citizenship.

# PLANS 2021 – KEY



## **ONGOING/CONTINUING PLANS**

Projects/initiatives that are a priority to maintain operations



## **NEW PLANS**

Projects/initiatives utilizing optimized existing resources



## **DECELERATED OR POSTPONED**

Ongoing at protracted pace.

# ONGOING & NEW

## QUALITY THROUGH SYNERGY

TO LEAD, NOT FOLLOW; TO BE THE PIONEERS, NOT THE SETTLERS; TO INNOVATE, NOT IMITATE

Strategic Initiatives	Description
<b>Quality of Education</b>	
<i>Initiative 1</i>	<ul style="list-style-type: none"><li>• ABET Accreditation of 5 Engineering Programs and Computer Sciences: November 2020;</li><li>• Developing a Contemporary Engineering Curriculum [SCU, Syndicate and ABET]</li></ul>
<i>Initiative 2</i>	<ul style="list-style-type: none"><li>• SSE Capacity<ul style="list-style-type: none"><li>• Human (Faculty &amp; Staff)</li><li>• Space</li><li>• Capital</li></ul></li></ul>
<i>Initiative 3</i>	<ul style="list-style-type: none"><li>• Cutting-Edge Niches<ul style="list-style-type: none"><li>• Biomedical and Bioengineering [BIOL; CHEM; CSCE; ECNG; I-GHHE; MENG; PHYS]</li><li>• Environmental Sciences and Ecology [ARCH; BIOL; CHEM; EnvENG; I-GHHE]</li><li>• Machine Learning and AI [ARCH; BIOL; CHEM; CSCE; ECNG; MACT; MENG; PHYS]</li></ul></li></ul>



**Internationalization**

*Initiative 1* **International credibility through accreditation**  
*ABET Reaccreditation of all engineering and CS in 2021*  
*ABET-ANSAC Accreditation in 2020-2021*  
*ARCH curricular revamping/Parallel degree for NAAB-US Accreditation*  
*Initiate CePH accreditation of IGHHE and MPH/PhD-PH and SCU Equivalency*

*Initiative 2* **Streamline Professional Programs per international standards**  
*US 4 yr BS + 1 yr MS/diploma (=5 yr EGY BS)*  
*Prepare non-accredited programs to be accreditation ready in terms of curriculum and human resources, to meet the competitive edge in MENA*

- Initiative 3*
- SUNY New Paltz; Utica College
  - TUM Capacity Building Partnership on Aging (prelim. Approved)
  - IPDGC-Africa: Consortium Hub
  - GBHI-NIH (pending)
  - ASRT-Genomic Hub (in discussion)
  - World Bank Public Health Building Capacity in Africa (pending)



## AUC Experience

*Initiative 1*

- Load Sharing Across Departments;
- Developing Interdisciplinary Courses (e.g., Industrial Engineering/Management)

*Initiative 2*

- Online and Consortium Courses (SSE New Paltz; University of Maryland; University of Arizona)

*Initiative 3*

***Establish interdisciplinary curricular opportunities with partner schools***

*On-going enterprise being explored with several potential partners (University of Arizona; U of MD), as well as AUC Schools (e.g., Business, GAPP, HUSS), Centers (e.g., SRC, Refugee and Gender Studies), and enabling centers (e.g., Venture Lab).*



01



03

## Institutional Effectiveness

*Initiative 1*

- SSE Commemorative History
- Research Fund



*Initiative 2*

- Office of the Associate Dean of Undergraduate Studies
  - Industrial Outreach
  - Enrichment Activities
  - Market Analysis



*Initiative 3*

# ONGOING & NEW

## Innovation

*Initiative 1* **Promote and facilitate problem-based and evidence-based project focus curricula with industrial partnerships**  
(Also see Internationalization 3) The PSBS and PSM (professional studies MS) of Keck and Carnegie Mellon are examples where didactics are supplemented with industrial credit-bearing solution-focused hands-on education

- Calibration and maintenance of equipment
- Marketing Resources

*Initiative 2*

- STRC
- PPDU
- Testing Labs
- CNS & EARTH
- CARES



### • Revenue Streams with Engineering and Science Services

- Train-the-trainer (Physician Syndicate-Cairo)
- American Heart Association (MOU)
- “Omics” Training
- OSHA-Biohazards and Biosafety
- GLP and GMP
- Water and Sustainability Academy
- Clinical Laboratory Sciences Diploma (SCU recognition and aggressive marketing)



*Thank You*

QUESTIONS & DISCUSSION

STRATEGIC BUSINESS PLANNING AND  
FINANCIAL PROJECTION  
2021-2022

Dean of School of Continuing Education  
James Ketterer

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# INTRODUCTION

## SCE Mission

To enrich and transform the lives of diverse life-long learners by being the pre-eminent continuing education provider in Egypt and beyond.



## SCE Values

- Quality
- Accessibility
- Affordability
- Outreach
- Engaged Community

# PLANS 2021 – MANAGEMENT SUSTAINABILITY



ONGOING/CONTINUING PLANS



NEW PLANS



SUSPENDED PLANS

# PROJECTS & INITIATIVES - ONGOING

## Project 01

English Language  
Classes – Now  
Online

## Project 02

Career  
Development  
Classes – Now  
Online

## Project 03

English Language  
Test – Now Online

## Project 04

Arabic Language  
Tests Online – For  
Translation and  
CCTAFL

## Project 05

Police Academy  
Instruction – In  
Person

# PROJECTS & INITIATIVES - NEW

## Project 01

Online Courses  
Under  
Development

## Project 02

New York Film  
Academy  
Partnership –  
Summer 2021

## Project 03

Arabic Language  
Partnership with  
ALI/ALA

## Project 04

Ramped-Up Search  
for Outside Awards  
– US Embassy,  
USAID, Others

## Project 05

Advisory Council  
(What's Old is  
New)

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Project 01

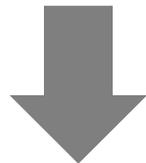
**Translation Conference  
Cancelled**



**Loss of Marketing Value  
– Rescheduled for 2021**

## Project 02

**Applied Studies  
(existing) & Lifelong  
Learning Departments  
(proposed)**



**Delay of Associate's  
Degree/Delay in Many New  
Offerings**

## Project 03

**English Language Fellow  
(US Embassy) &  
Presidential Associate**



**Loss in Dynamic New  
Staff Presence &  
Embassy Programming**

*Thank You*

QUESTIONS & DISCUSSION

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Interim Dean of Libraries and Learning Technologies  
Lamia Eid

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# INTRODUCTION

## Unit Mission

“As an integral and active partner of the educational and academic process, the AUC libraries foster an environment that provides access, tools, content and services to enhance learning, teaching and research, scholarship and personal enlightenment”



## Unit Vision

“Inspiring, enabling and enhancing world class teaching, research, scholarship and creative endeavors through our expertise, collections, facilities and services for all stages of the information lifecycle; meanwhile, safeguarding our cultural and intellectual heritage and facilitating lifelong learning experience through our innovative use of technology”



# PLANS 2021 – MANAGEMENT SUSTAINABILITY



## ONGOING/CONTINUING PLANS

Projects/initiatives that are a priority to maintain operations

- .



## NEW PLANS

Projects/initiatives utilizing optimized existing resources



## SUSPENDED PLANS

Projects/initiatives that are put on-hold due to current circumstances

- .

# PROJECTS & INITIATIVES - ONGOING

## Leverage Digital Commons to Increase the Visibility of Research Activities

In partnership with AP-RIC office, the library is leading the development of the new institutional repository digital commons through working with schools and programs to promote and expand the institutional repository.

## Dynamic Oral History Center

- Establishing an "Oral History" training program to train staff and others on how to conduct an oral history interview and its translation and transcription.
- Using RBSCCL newly installed sound studio for recording oral and video histories for preservation purposes.

## Digitization Projects for Preservation and Access of Collections

Digital conversion of collections such as Hassan Fathy, Said Karim, Creswell, and historic periodicals, etc. In addition, opportunities for cooperative digital projects such as ACO, and participation in 'Victoria & Albert Museum' initiative to digitize all Sir K. A. C. Creswell materials worldwide.

## Strategic Local and International Partnerships

In addition to ACRE and DEO signed agreements during Spring 2020, the Library continues to collaboratively identify and capitalize on opportunities that positively influence the library, the university and the community.

## Enhance Publishing Opportunities via Open Access

Offer online exposure to scholarly work through identifying Open Access publishing opportunities within AUC and other research institutions. Also, provide individual guidance on copyrights & author's rights management.

# PROJECTS & INITIATIVES - NEW

## Enforcing New Library Operational Procedures as per COVID-19 Recovery

- Preparation of AUC Library reopening procedures' manual in alignment with international measures e.g. ALA and IFLA
- Adapting new social distance setting, cleanliness and collections quarantine protocols based on science data-driven
- Build a trained team to enforce the new Library's operational procedures

## Technologies are mutating and Shaping Libraries for Virtual Services and Electronic Research Support

- Deliver optimal online services, collection resources access and reference consultation for local and international patrons e.g. Libguides, Question Point, document delivery, course e-reserves, etc.

## Resources Optimization

- Conduct a Library assessment of organizational services and positions as a basis for identifying areas for improvement comparable to latest trends in the fields of academic Libraries
- Analyze internal processes workflow, utilities and Software to enhance service excellence and increase efficiencies

## Impact of Library on Students' Lifelong learning Experience

Besides Library's achieved 'Student as a Change Agent' Spring 2020 initiative with School of Business, we are studying AiA learning projects for examining the impact of the library on student success and contributing to assessment activities on AUC campus.

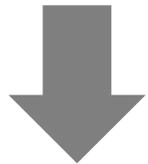
## Information Literacy Program Via Online Instruction Mode

- Modify LALT course curriculum for value added IL practices
- Experiment course delivery strategies to increase student learning and engagement of IL skills and concepts, which prepare them as consumers of information, critical thinkers and lifelong learners.

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Libraries Learning Spaces Projects

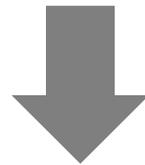
Offer an enlightening library facility with collaborative and independent learning spaces through purposely designed innovative aided technologies that seamlessly accommodate needs of a diverse community.



- Delay in implementation of Single Service Point at the front desk
- Delay in launching accessibility hub
- Holding of on-site staff cross training for the merged services

## Electronic Document and Records Management System (EDRMS)

Research and understanding of the University business needs related to the recordkeeping practices for identification of information types and development of the applicable business rules and procedures.



More time is required for researching as well as allocation of fund for the relevant RM system

## Digital Humanities Projects

DH projects focus on a deeper engagement and more visibility of AUC's unique collections. Also, DH classwork opens pathways for SSE students to test their skills to Humanities research and to acquire supplementary tech skills giving them a competitive edge.



Digitizing projects are on hold due to the need of human resources; meanwhile, conducting webinars for creating awareness among DH practitioners

*Thank You*

QUESTIONS & DISCUSSION

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of the School of Global Affairs and Public Policy  
Nabil Fahmy

# PLANS 2021 – BUDGET CUTS

The budget for FY21 was reduced twice;  
**by 32%** in comparison to what was approved for FY21  
and equivalently **by 22%** less than FY20 budget.

# GAPP INITIATIVES FOR FY21

<p><b>Upgrade, Contemporize and Update the Quality of Academic Outputs (Review\ Modernize\Add)</b></p>	<b>CMRS</b>	Developing Research & outreach
	<b>Adham Center</b>	Introduce more media affiliates to Adham Center
	<b>CASAR</b>	Revamping & Improving American Studies Center
	<b>PPAD</b>	Introducing an Online MA Degree in Public Leadership
	<b>JRMC</b>	International Accreditation
	<b>LAW</b>	Introducing a Law undergraduate Program
		Improving Program visibility
	<b>IGWS</b>	Preparation of Grant Proposals
	<b>MESC</b>	Hire high profile MESC directorship to energize the center
	<p><b>Expand GAPP's Undergraduate Footprint</b></p>	<b>Associate Dean for Research and Graduate Studies</b>
<b>Associate Dean for Admin and UG Studies</b>		Dean's Lecture Series
<b>Dean's office</b>		Establish GAPP Publicity- School Marketing Plan
	Enhancing work environment- GAPP Retreat	
	Relaunching Policy Brief	
<p><b>Establish GAPP as a Regional Hub for Global Affairs and Determine its Unique Niche</b></p>	<b>Executive Education</b>	Increase capacity by 15%" while supplementing staff internally
<p><b>Particular Attention on Upgrading Two of its Centers (MES &amp; CASAR)</b></p>		

# PROJECTS & INITIATIVES - ONGOING



THE AMERICAN  
UNIVERSITY IN CAIRO



SCHOOL OF  
GLOBAL AFFAIRS  
AND PUBLIC POLICY

## Project 01

Promoting Research

## Project 02

Annual Programs review  
and digital transformation  
of courses

## Project 03

Qalaa and Boutros Ghali  
Fellowships (Funds  
Received already)

## Project 04

Increase Enrollment rate

## Project 05

Enhance Faculty teaching  
techniques

## Project 06

Staff and Faculty  
Strategic hiring

# PROJECTS & INITIATIVES - NEW



THE AMERICAN  
UNIVERSITY IN CAIRO



SCHOOL OF  
GLOBAL AFFAIRS  
AND PUBLIC POLICY

## Project 01

Revamping & Improving  
the Middle East Studies  
Centre & the American  
Studies Center

## Project 05

GAPP Marketing and  
Communication Plan

## Project 06

Improve GAPP  
Publication outreach

## Project 07

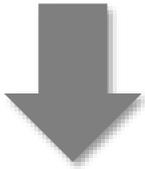
GAPP Alumni Event  
(Online)

# PROJECTS & INITIATIVES - PLANS ON HOLD

## CANCELLED / AMENDED FOR BUDGET REASONS

### Project 01

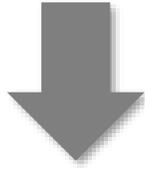
Law Undergraduate Program



GAPP will not be able to widen undergraduate programs

### Project 02

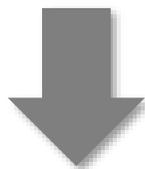
GAPP International Conference



This was part of the plan to position GAPP as a Regional Hub for Global Affairs- Increase GAPP/AUC influence

### Project 03

IAB Meeting



Amended-To be conducted online

### Project 06

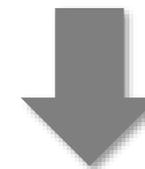
JRMC International Accreditation



Postponed to next year

### Project 07

Cairo Review



Suspended print of 2 editions providing them only online



# PROJECTS & INITIATIVES - PLANS ON HOLD

## CANCELLED / AMENDED DUE TO COVID-19

### Project 01

Distance Learning  
Courses

### Project 02

Student activities  
and Exchange  
Programs

### Project 03

Events, Travel and  
Hospitality

*Thank You*

QUESTIONS & DISCUSSION

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of the School of Business  
Sherif Kamel

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# INTRODUCTION

## Mission

*To develop entrepreneurial and responsible global leaders and professionals.*



## Vision

*To be the leading knowledge hub with Arab region relevance and global influence.*

# PLANS 2021 – MANAGEMENT SUSTAINABILITY



## **ONGOING/CONTINUING PLANS**

Projects/initiatives that are a priority to maintain operations



## **NEW PLANS**

Projects/initiatives utilizing optimized existing resources



## **SUSPENDED PLANS**

Projects/initiatives that are put on-hold due to current circumstances

# PROJECTS & INITIATIVES – COMPLETED IN 2019-2020

## New Programs

Bachelor of Business in Finance  
Bachelor of Business in Marketing  
Bachelor of Business and Entrepreneurship  
Restructuring the MBA

## Launch Behavioral Decision-Making Lab

The objective of the lab is to improve the student's understanding of economic, financial, managerial and social decision-making by individuals, firms and institutions

## Online ExecEd Registration

The admission, registration and payment of programs is now online without having to come to campus or stand in line. It is based on Banner and requires the applicant to have an AUC email address

## Launch CEMS MSc in International management

CEMS Master of Science in International Management has successfully launched

## Business School Impact System (BSIS)

BSIS is an impact assessment tool by the European Foundation for Management Development (EFMD), it is a data-driven system that allows business schools to assess its impact identify the tangible and intangible benefits they bring to the environment.

## EFMD EQUIS Accreditation

The school has successfully maintained the EQUIS accreditation for three more years maintaining its position among the top 1% of business schools in the world and among the 100 schools that are triple-crown.

# PROJECTS & INITIATIVES - ONGOING

## Co-Op Program

The region's first Co-Op program. Students will be directly engaged, on a full-time basis for at least six months, with external entities such as multinationals, startups, financial institutions, governmental entities, professional services firms, and non-profit organizations.

## New Degree Programs

Continued revamping of undergraduate and graduate programs such as the BBA in MICT and select graduate programs

## New Portfolio of ExecEd Programs

New portfolio of programs will be introduced in September 2020 and a continuation of the revamping of all executive education offerings.

## Professional Career Readiness Assessment

Career readiness is one of the school-wide learning goals which captures the extent to which students' skills and knowledge acquired at the school and AUC at large prepares them for the job market.

## Transformation Plan

Transformation plan of the school revisiting all administrative processes to have a more efficient operational structure.

## ExecEd Autonomy

- ExecEd headcount separate sub-total of AUC headcount, as is the case with Grants
- Allows for more flexibility for growth in terms of increasing headcount
- Allows at the same or lower cost of outsourcing, the attraction of better caliber candidates and reduces turnover

## J-PAL Expansion

Expand the operation of the Abdul Latif Jameel Poverty Action Lab (J-PAL) beyond Egypt to serve the MENA region

## Center for Entrepreneurship and Innovation

Reposition and expand CEI's operation as the educational partner for the entrepreneurship ecosystem. Example: Hack-19

# PROJECTS & INITIATIVES - NEW

## Internationalization of Graduate Programs

Marketing and recruitment  
EMBA and CEMS Master of  
Science in Information  
Management

## ExecEd Expansion Regionally

Introducing new programs to  
Africa and the Middle East.

## Balanced Scorecard

The balanced scorecard is a strategy performance management tool – a semi-standard structured report, that can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions.

# PROJECTS & INITIATIVES - PLANS ON HOLD (BEFORE COVID-19)

## Executive Education and Consulting Readiness Program for Faculty and Trainers

This initiative has three main components: a) availing training of trainers' opportunities for faculty who are interested in teaching in ExecEd; b) providing training in organizational consulting for faculty interested in working with ExecEd customized business solutions unit; and c) conducting a professional survey through an HR company to determine rates for instructors and faculty.

## Immersive Faculty Development Program

This is a year-long program which will be based on two main elements (a) training faculty on the technical pedagogical, and research aspects of the assigned theme through international programs or visiting faculty mentors, and (b) matching faculty with external business, civil society, economic, and regulatory entities in order to gain market-relevant exposure.

## Staff Development

Specialized training workshops for staff

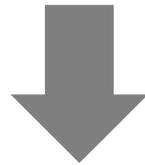
## Classroom Readiness Program for (CRP) Adjunct Faculty

The CRP is a condensed and accelerated program offered on several weekends throughout the year to accommodate the schedules of working adjunct faculty.

# PROJECTS & INITIATIVES – PLANS ON HOLD (AFTER COVID-19)

## Launch of Executive Education New Programs

Launch of five programs



One program launched in June  
and remaining programs to be  
launched in September 2020

*Thank You*

QUESTIONS & DISCUSSION

# STRATEGIC BUSINESS PLANNING AND FINANCIAL PROJECTION 2021-2022

Dean of the School of Humanities and Social Sciences  
Zeinab Taha/ Amina ElBendary

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(with a degree of modification)

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# SCHOOL OF HUSS

## Vision

To lead and excel in teaching, research and creative expression in the disciplines we represent. We cultivate vital intellectual and critical capacities in our students and prepare them for a life of engaged service to the local, regional and international communities of which they are valuable members. In these trying times, we look into our curricula and into the expertise of our faculty to make sure that we are in fact nurturing our students and providing them with the equivalent opportunities to be critical and productive.



# SCHOOL OF HUSS

## Mission

HUSS is the home to the core disciplines in the humanities, social sciences and arts at AUC. HUSS comprises nine departments: Applied Linguistics, Arab and Islamic Civilizations, Arts, English and Comparative Literature, History, Philosophy, Political Science, Psychology, and Sociology, Egyptology and Anthropology. Together, they help to foster a deeper understanding of what it means to be human and the forces that shape us, both as individuals and within communities, and to enrich the engagement and impact of academic work in the local, regional and global contexts in which it occurs. During the current circumstances, we strive to carry out this same mission while facing the challenges of not being able to interact with



students on face-to-face basis and losing part of the spontaneity of intellectual dialogues.

Thus, our courses are more and more emphasizing the interactive components of remote learning and our faculty are working very hard to be able to meet with students in smaller groups to ensure that their teaching is still based on true HUSS values of liberal arts education and critical thinking.

# PLANS 2021 – MANAGEMENT SUSTAINABILITY



## **ONGOING/CONTINUING PLANS (WITH A DEGREE OF MODIFICATION)**

Projects/initiatives that are a priority to maintain operations

- .



## **NEW PLANS**

Projects/initiatives utilizing optimized existing resources



## **SUSPENDED PLANS**

Projects/initiatives that are put on-hold due to current circumstances

- .

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 1: SOAS/ARIC Faculty Exchange/Visiting Professors

**Description:** The original plan was for faculty from each department to visit the other department either for one or two weeks where each would teach a module in an existing course or else an intensive 3-week course at the corresponding university. Hence, building on each department's specialized faculty and complement our expertise and offerings. For example: a faculty member from SOAS could teach a specific module on Qur'anic studies while a faculty member from AUC could teach a module on Islamic Law, or an aspect of Islamic art history. Discussions are currently to explore how to do this virtually.

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

**Project 2:** Collaboration between the Arab Council of Social Sciences (ACSS) and AUC to develop a new generation of students studying the social sciences

**Description:** The program was launched in Egypt on June 20, 2020. It is expected that Egypt (AUC as the main partner university, and Cairo and Alexandria as participating universities) will finalize the selection of fellows in August to start the program via a collective webinar.

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 3: Counseling psychology internship webinar series

**Description:** For AUC community on COVID-19 stress and anxiety

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 4: Research grants related to Covid-19

**Description:** Three faculty internal research grants under the 10 COVID-19 initiatives:

- Mitigating the Socio-Economic Effects of the COVID 19 Pandemic on Vulnerable Employment
- Coping in Egypt During the COVID-19 Crisis
- Localizing Health Behavior Communications in the Face of a Global Pandemic: Culture and COVID-19

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 5: Type Lab (Centennial Project)

**Description:** The original plan was for one day conferences planned for Type Lab for the month of April 2020 in the hope of inviting local speakers to discuss different topics relating to the Arabic script. Due to COVID, we had to migrate our discussions online and we chose Instagram as our preferred platform because most young designers are on it.

We started our page in March and today we have almost 1500 followers on the page. For our first talk we had 86 people following us live from four different continents and by the next morning the video had had 500+ views already. And instead of settling for local speakers due to budget restrictions we are now hosting speakers from all over the world which is making for a much richer experience and conversation for our audience. This is a small example around a very narrow and specialized field which is Arabic script and Typography.

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 6: Theatre Production for Educational Outreach (Centennial Project)

**Description:** Provides the Cairo and New Cairo community with high level, 45-50 minute original or published English language plays based on great works of literature or well-known cultural stories. Productions could involve AUC alumni and possibly current students and offer shows on campus followed by a tour to local schools. Discussion is currently how to do this virtually or to postpone the beginning till spring 21.

# PROJECTS & INITIATIVES – ONGOING (with a degree of modification)

## Project 7: Alternative Policy Solutions Summer School (POLLS)

**Description:** Through an open call, twenty of the most promising Egyptian faculty members from national universities ( including Beni Soeif, Cairo, and Alexandria) were selected to attend this training. The school comes as part of AUC's continuous commitment to providing knowledge and service to the research and scholarly community in Egypt and the region. The school was made possible through external funding to the Political Science department. This year, the summer school was given virtually and for two weeks only.

# PROJECTS & INITIATIVES - NEW

## **Project 1:** HUSS/ARTS ASHA grant "Interdisciplinarity and the future of Art Education." from 2020 to 2023

**Description:** This grant will allow ARTS department to upgrade current space and equipment, and improve the quality of ARTS education. The grant will help the different ARTS programs to excel in different directions and will contribute massively to the newly proposed BA in fashion design. In addition to a fully equipped fashion studio and upgrading existing classrooms, the grant offers the ARTS a new media lab, a new music studio and a new design to the Sharja Arts Gallery.

# PROJECTS & INITIATIVES - NEW

## Project 2: BA in Fashion (ARTS)

**Description:** No other program in Egypt focuses on creative fashion and links that to the fashion industry while focusing on building scholarship and discourse on the history of fashion in Egypt and the region. Moreover, this focus on an under researched and under documented field is what will eventually attract international students to join the major.

# PROJECTS & INITIATIVES - NEW

## Project 3: BA in Linguistics and Translation

**Description:** Egypt and the Middle East at large are a rich source of linguistic data for research purposes and this program would be extremely helpful for this type of research endeavors. It would increase opportunities and support for interdisciplinary research projects based on the interdisciplinary nature of linguistics. This major would cut across HUSS disciplines in psychology, sociology, and education for help with our course offerings, research grants, and research projects. It would equip students with transferable skills needed for the job both at the local and international levels.

# PROJECTS & INITIATIVES - NEW

## Project 4: Offering Remote instruction to International students

**Description:** Some of the HUSS courses that have been very attractive to our international students, will be open to them remotely this fall. Those students are typically either from partner universities or other institutions that would be interested to take the courses for credit as non-degree students. Courses especially in ARIC, POLS, SEA, ECLT, PHIL, PSYC, APLIN and ARTS have been advertised on HUSS website and other AUC interfaces. Such an initiative would also provide us with another platform on which to advertise our new programs and activities.

# PROJECTS & INITIATIVES - NEW

## Project 5: New Course: PSYC selected topics course "Psychology of Pandemics"

**Description:** Counting for Core Curriculum Social Sciences, this course will address the role psychology plays in explaining the ways in which people respond to and experience global pandemics. Topics to be covered include mental health, the relationship between stress and health, prejudice, hoarding, compliance with health advice, conspiracy theories and many others.

# PROJECTS & INITIATIVES - NEW

## Project 6: Moving all academic activities and outreach projects to webinar platform

**Description:** Annual conferences of the nine departments, seminars and creative works. All need software tools and monthly subscription to the webinar tools. Impact on budget.

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Project 1: SOAS/ARIC Dual Graduate Degree

**Description:** A new program whereby students can sign up for a graduate program designed jointly by both departments to include a semester (or a year) in the corresponding campus and to cover material and specializations not offered in the "home" university.

For SOAS students it would include a built-in component of a semester (or more) in Cairo, where they would be immersed in the language and culture of Cairo and study courses not offered at SOAS.

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Project 2: University of Milan/APLIN Collaboration

**Description:** : Students and Faculty exchange, MA courses in TAFL, Arabic Certification program. A trip was planned for last March and was cancelled in February. We are hoping to start resume the dialogue soon as the University of Milan has renewed the invitation for late fall.

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Project 3: Summer School ARIC Course “Reading Historic Cairo: Books, People, Places”

**Description:** This two-week intensive summer course explores the social, religious, and material history of Historic Cairo. Cairo was, quite literally, the site of a number of epochal developments in the history of Islam. This seminar seeks to train students to combine different approaches to the study of Islamic and Middle Eastern societies. Students will be exposed to a range of primary and encouraged to read them in the context of Cairo’s social, religious, and urban history.

# PROJECTS & INITIATIVES - PLANS ON HOLD

## Project 4: Field trips for ARIC, SEA, and PSYC

**Description:** Field trips in the areas of Arab and Islamic civilizations, for sociology, anthropology and psychology majors are an essential part of many courses. The absence of it and consequently, the impact of this absence on the quality of education is huge. One important element of not being able to have the field work is the current social distancing. But another major reason that would hinder us from providing this component is the budget cuts.

*Thank You*

QUESTIONS & DISCUSSION