



DRAFT WORKING DOCUMENT

Committee on  
Academics at AUC Post-COVID-19

Progress Update

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# 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

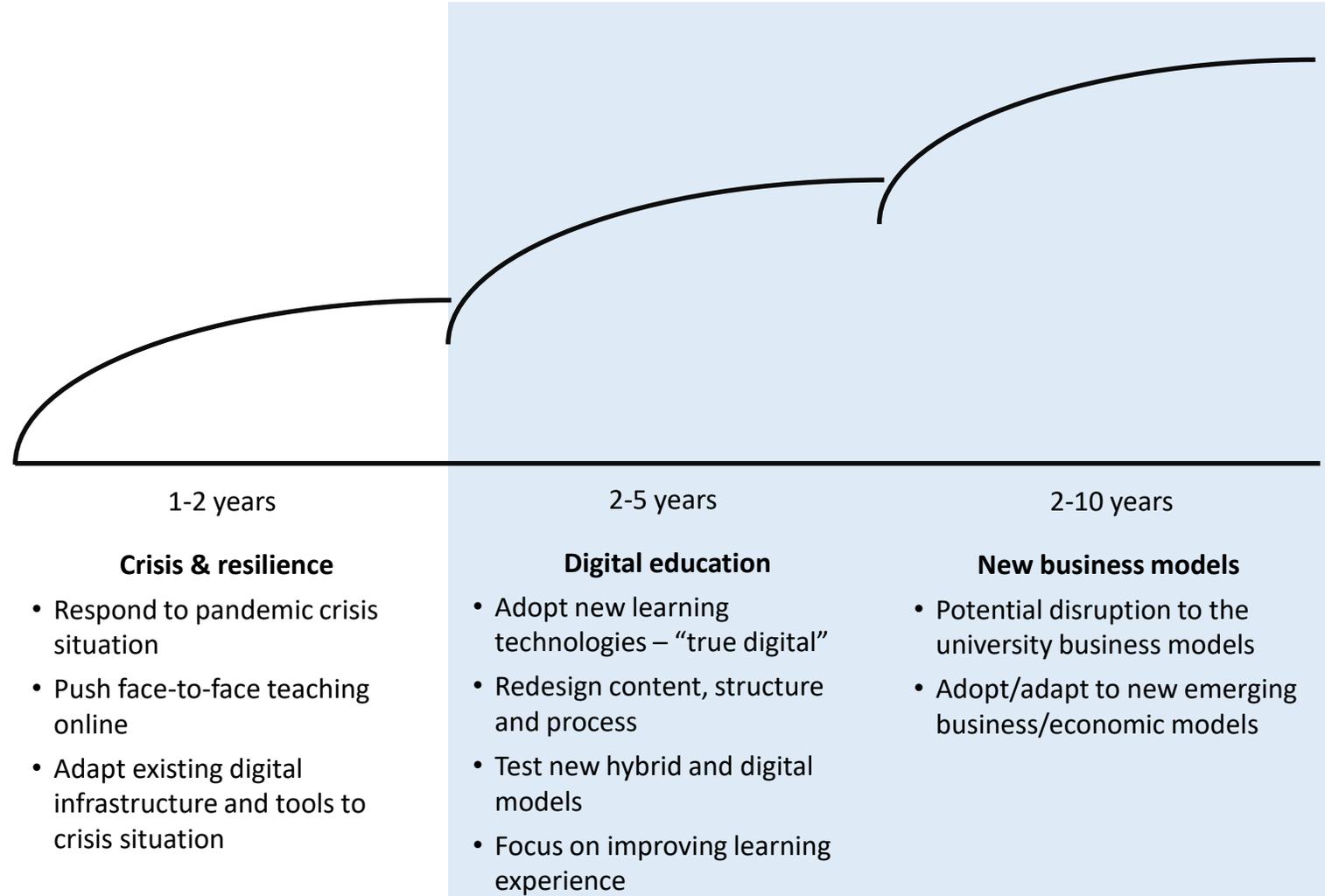
# Committee membership

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

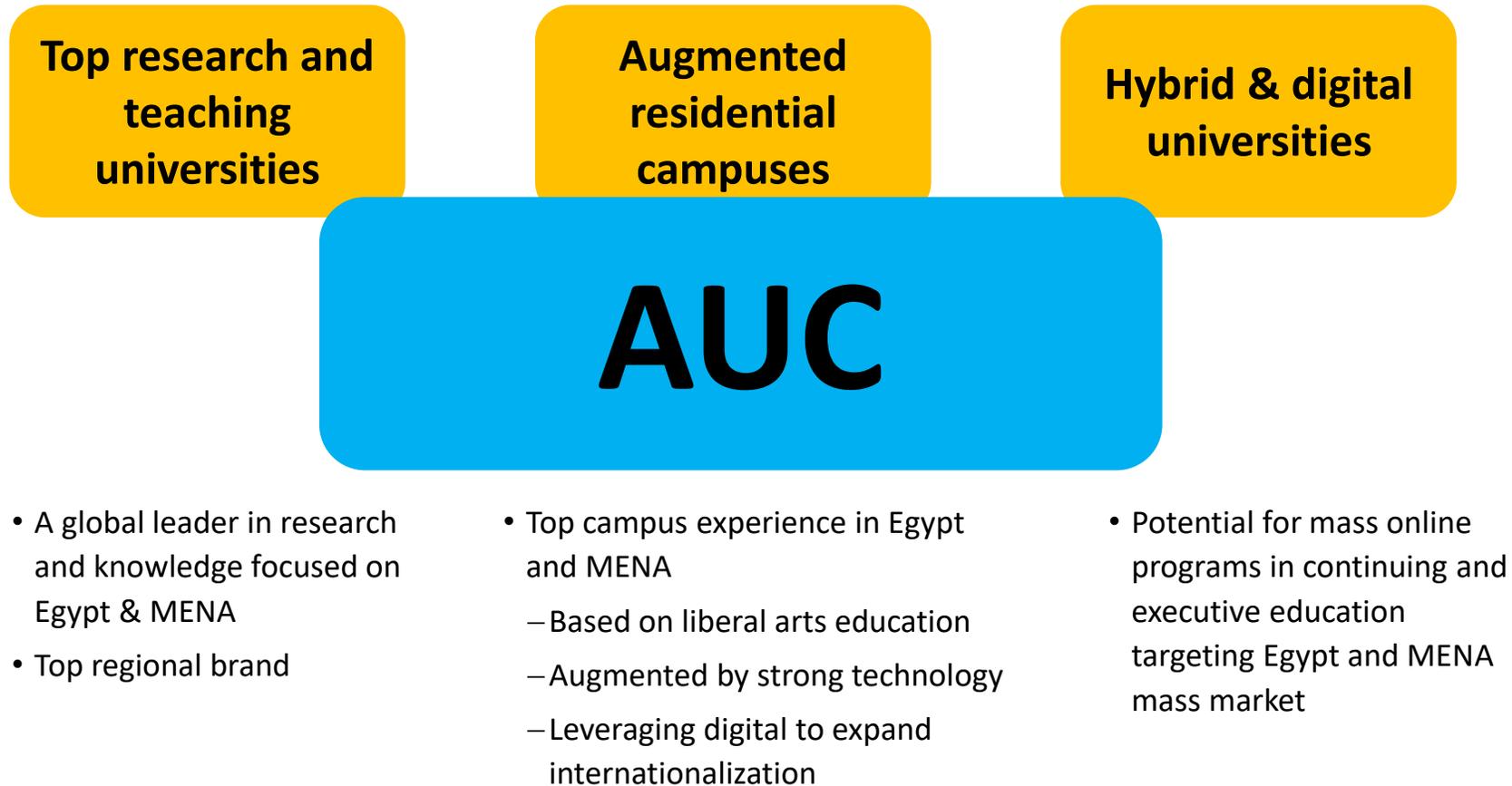
### Augmented residential universities

- 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

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?**