



THE AMERICAN UNIVERSITY IN CAIRO



*Transforming AUC*

A STRATEGIC PLAN FOR EXCELLENCE  
2011 - 2013



## A MESSAGE FROM THE PRESIDENT

---

I am pleased to introduce the university's strategic plan for the next three academic years (2011 - 2013) to the AUC community. This plan has as its foundation AUC's mission statement, which was approved by the Board of Trustees in May 2009. Our vision for AUC is to become an internationally recognized center of excellence, known regionally and globally for its leadership in teaching, research, creative expression and community service. Achieving this vision will require focused efforts and determination on the part of all members of the AUC community. This is why the process of developing our strategic plan has been an inclusive one, which has engaged students, faculty, staff, parents and trustees in the development and articulation of our strategic goals and objectives.

Having successfully completed the physical transition to the New Cairo campus, AUC is well on the road to realizing the transformation envisioned in this plan. We are positioned to pursue innovations in many aspects of the university's academic programs, administrative practices and institutional processes. The changes envisioned in our strategic plan are oriented toward accomplishing the five strategic goals we have set: educational excellence, research impact, global experience, community service and institutional quality. Through the planning process, which involved more than 200 individual planning units at AUC as well as the planning forums held earlier this year, we have been able to identify those objectives and strategies that are most relevant to what we want to achieve.

It is important to remember that we have committed to annually refreshing our rolling three-year plan to keep our priorities up-to-date and to ensure that the AUC community continues working together to achieve our vision for the university. Thank you for your commitment to the mission of AUC and your participation in shaping its future. I look forward to our collective success in achieving the goals and vision outlined in this plan.

Sincerely,



David D. Arnold  
President



# OUR COMMITMENT TO THE FUTURE

---

## MISSION

The American University in Cairo 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, it 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 will 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 and an ethically engaged, diverse community of scholars.

## VALUES

The university's core values form the foundation on which we carry out all aspects of our mission. They define who we are, what we stand for and guide all of our actions. We set ourselves apart from other universities in the region by instilling our values of excellence, diversity, social responsibility, integrity and lifelong learning in tomorrow's citizens, leaders and scholars.

### Excellence

We continually strive to be among the best in all we do: in teaching, research, creative expression, service to our communities and service to each other in our daily interactions.

### Diversity

We seek to treat all individuals with dignity and fairness and to promote understanding and respect for diversity of perspectives, traditions and experiences.



## **Social Responsibility**

We are committed to exploring the challenges that confront Egypt, the region and the world and to using our intellectual and creative capabilities to address these challenges, serve our communities and have a positive and sustainable impact on development, business, the environment and society.

## **Integrity**

We believe that individuals are accountable for their actions, and, as members of a community, our individual actions have an impact on others. We are stronger as a community when we reflect on the consequences of our decisions and actions, and uphold the principles of academic integrity, including fairness, accountability and honesty.

## **Lifelong Learning**

We believe that the pursuit of knowledge, understanding, and personal and professional development should continue throughout one's lifetime.

## **INSTITUTIONAL LEARNING OUTCOMES**

The university's key institutional learning outcomes, derived from institutional documents, have been approved by AUC's formal governance structures and provide a strong foundation for the development of program and course curricula.

### **Professional Skills**

AUC graduates will synthesize discipline-based knowledge with a broad-based liberal arts education. They will be proficient in the tools of their discipline as well as the tools of research and learning; make decisions that reflect the highest standards of ethical conduct and professional behavior; and understand the importance of lifelong learning.

### **Advanced Communication Skills**

AUC graduates will be fluent in English and will be able to write and speak effectively in a variety of settings. AUC graduates will be able to communicate in Arabic, establish rapport in groups, be adaptable to new circumstances, work both independently and in collaboration with others, and function effectively as leaders.

### **Critical Thinking**

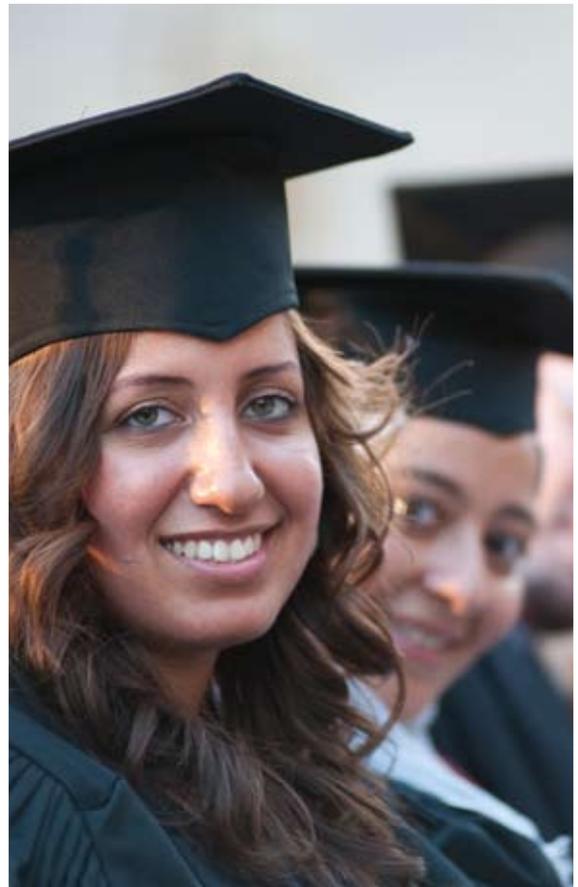
AUC graduates will be independent learners, adept at using current technologies to access information and applying strong quantitative, analytical and critical thinking skills to analyze and synthesize complex information in order to solve problems.

### **Cultural Competence**

AUC graduates will have an understanding and appreciation of Egyptian and Arab culture and heritage, as well as an understanding of international interdependence, cultural diversity, and consideration for values and traditions that may differ from their own. In addition, AUC graduates will have an aesthetic awareness of the various modes of human artistic expression and will be able to collaborate effectively in a multicultural context.

### **Effective Citizenship**

AUC graduates value service to their local community and to broader causes at the national and international level.



## THE PLANNING PROCESS

---

In October 2009, AUC launched a revised planning and budgeting process that integrated more closely the three pillars of planning, resource allocation and assessment. The design of this process was intended to not only ask administrators to more explicitly examine their use of resources to achieve specific goals, but also to embody the newly expressed planning values of accountability, best practices, community, consultation and transparency.

For AUC's planning efforts to be successful, there must be clear alignment with the financial resources available to support the short-term and long-term goals of the university. Our plans need to be fiscally responsible and ensure the sustainability of AUC's overall operation. A commitment to use our resources wisely and to demonstrate that the plans we wish to advance are fiscally prudent is essential to the success of our integrated planning and budgeting efforts.

The new planning construct was announced at a university community forum, followed by meetings with individual schools and area planning units to provide more detailed explanations and answer specific questions. As part of this process, the university created a Web site, "Planning and Budgeting Central," to serve as a repository for all planning documents, forms, templates and other information, as well as a communication point for copies of presentations and Webcasts of planning fora. In addition, the planning team created an e-mail address for quick responses to questions and concerns as well as a blog, "Future Talk," to provide the community with an opportunity to discuss and contribute ideas for each of the strategic goals.

In February 2010, the university held a series of discussions to solicit community input on each goal. These highly successful meetings prompted requests for additional sessions around questions of strategic interest to the community. Ideas generated from these discussions were circulated back to the community and to the university leadership, and many of these suggestions were incorporated in the long-range plan. The discussions, which proved popular with the community, provided much validity and support to the goals and strategies the university intends to pursue.

More than 200 individual planning units participated in the initial building of planning priorities and resource requests. The introduction of a planning matrix process was used to allow senior administrators to examine proposed changes in resource allocation in relation to the five strategic goals named. The matrix structure allowed the university to accurately identify what was being proposed from an operational, capital and human-resource perspective and also required planning over a three-year time frame.

The university's strategic plan reflects those decisions made to increase investment in the strategies that will most improve AUC's efforts to achieve its goals. The university has made a commitment to measure its progress against those goals and to ensure that it is, on an ongoing basis, assessing how it might continuously improve its performance in fulfilling its mission.





## AUC AND ITS ENVIRONMENT

---

### AUC's History and Culture

The American University in Cairo is an independent and nonprofit institution. Founded in 1919 by a group of Americans devoted to education and service in the Middle East, AUC was initially intended to serve as both a preparatory school and university. AUC opened in October 1920 with 142 students in two classes. The first diplomas — junior college-level certificates — were awarded to 20 students in 1923. Designed as a male-only institution, the university enrolled its first female student in 1928. During the same year, AUC awarded its first undergraduate degrees. The university began offering master's programs in 1950 and discontinued the preparatory program in 1951.

By 1960, AUC's enrollment had grown to approximately 400 students. By 1969, the university more than tripled its enrollment, reaching more than 1,300 students, including 450 graduate students. In 1993, the university's 13 departments were re-organized into three schools: Humanities and Social Sciences; Sciences and Engineering; and Business, Economics and Communications. Adult education had expanded greatly by that time, and the university's Division of Public Service was renamed the Center for Adult and Continuing Education.

Over the next 15 years, the university continued to grow, adding new academic programs, research centers, and other programs and services, in addition to focusing on quality and continuous improvement. The university's programs in engineering and computer science received accreditation from ABET, and AUC's programs in business administration received accreditation from the Association to Advance Collegiate Schools of Business International (AACSB). In 2008, AUC's programs were re-accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools in the United States.

In August 2008, following the successful completion of a \$125 million comprehensive capital campaign, AUC moved its main campus from downtown Cairo to a new, purpose-built 260-acre campus in New Cairo. The move was in response to overcrowding and institutional fragmentation on AUC's downtown campus as well as the need to provide students with modern classrooms, laboratories and an improved living-learning environment on campus, all of which are essential for AUC's plans to grow and excel as a university and center for research.

The academic year 2008 - 2009 was a difficult one for the university as it transitioned to life on the new campus and implemented new services such as a bus system to transport faculty, staff and students to and from the new campus location. The relocation of the main campus was accompanied by the expansion and reorganization of several academic programs and some administrative units, as well the appointment of a new provost in 2008 and a new vice president for planning and administration in 2009.



In 2009, the School of Continuing Education (formerly the Center for Adult and Continuing Education) was restructured with the appointment of a new dean reporting directly to the provost. Also in 2009, AUC launched a new Graduate School of Education, offering a postgraduate diploma program for teachers and administrators, a new MA in education and a new research and training center — the Middle East Institute of Higher Education. In addition, the university restructured the School of Business, Economics and Communication into two schools: the School of Business and the School of Global Affairs and Public Policy. The School of Business houses the departments of accounting, management and economics, as well as the Citadel Capital Financial Services Center, El-Khazindar Business Research and Case Center, the Economic and Business History Research Center and the Management Center, in addition to other professional training and executive-education programs. The School of Global Affairs and Public Policy houses the departments of journalism and mass communication, public policy and administration, and law, as well as five research centers: the Center for Migration and Refugee Studies, Cynthia Nelson Institute for Gender and Women's Studies, Kamal Adham Center for Journalism Training and Research, Middle East Studies Program and Prince Alwaleed Bin Talal Bin Abdulaziz Alsaud Center for American Studies and Research. AUC's School of Humanities and Social Sciences offers 13 undergraduate programs and nine graduate programs, including new MA programs in counseling and community psychology, and continues to provide essential support for the university's core undergraduate curriculum. The School of Sciences and Engineering has expanded to offer 13 undergraduate programs as well as 10 graduate programs, including interdisciplinary programs in biotechnology and environmental engineering. In addition, the school houses the state-of-the-art Yousef Jameel Science and Technology Research Center.

Today, midway through its 90<sup>th</sup> year, the university offers outstanding educational opportunities to more than 6,600 students from 100 countries enrolled in 65 programs, including 5,055 undergraduates, 1,148 graduate students and 428 nondegree students, as well as more than 53,000 students enrolled in continuing education. In September 2010, 40 years after offering its first graduate program, AUC will launch its first PhD program from its renowned School of Sciences and Engineering.

Throughout its history, AUC has balanced a strong commitment to a liberal arts education with a concern for the region's needs for practical applications and professional specializations. Today, AUC continues to emphasize its American-style liberal education and its strong undergraduate programs while strengthening and expanding professional programs and the university's capacity to support outstanding, cutting-edge research. In addition, the university maintains its strong commitment to fostering understanding across world regions, cultures and religions. The university's English-language curriculum provides all students with opportunities to achieve five institutional learning outcomes: professional skills, advanced communication skills, critical thinking skills, cultural competence and effective citizenship.

## **CHALLENGES IN HIGHER EDUCATION TODAY**

Colleges and universities are facing a number of challenges in this first decade of the 21<sup>st</sup> century, including the commonly cited challenges of affordability, accessibility and accountability, as well as the rapid and increasing pace of change in technology and the impact these changes are having on student and faculty expectations and interactions.

### **Affordability, Accessibility and Accountability**

The recent economic downturn and the subsequent reductions in endowments and government funding of education have greatly impacted the ability of U.S. universities to meet their financial requirements. In the United States, tuition has been rising faster than inflation rates, and parents and students are finding it increasingly difficult to fund a college

education. Universities are under pressure to reduce the tuition burden in order to ensure continued accessibility to higher education and to maintain income diversity and, at the same time, reduce or hold steady budget growth while addressing increasing demands for new programs, reduced teaching loads, and research and innovation.

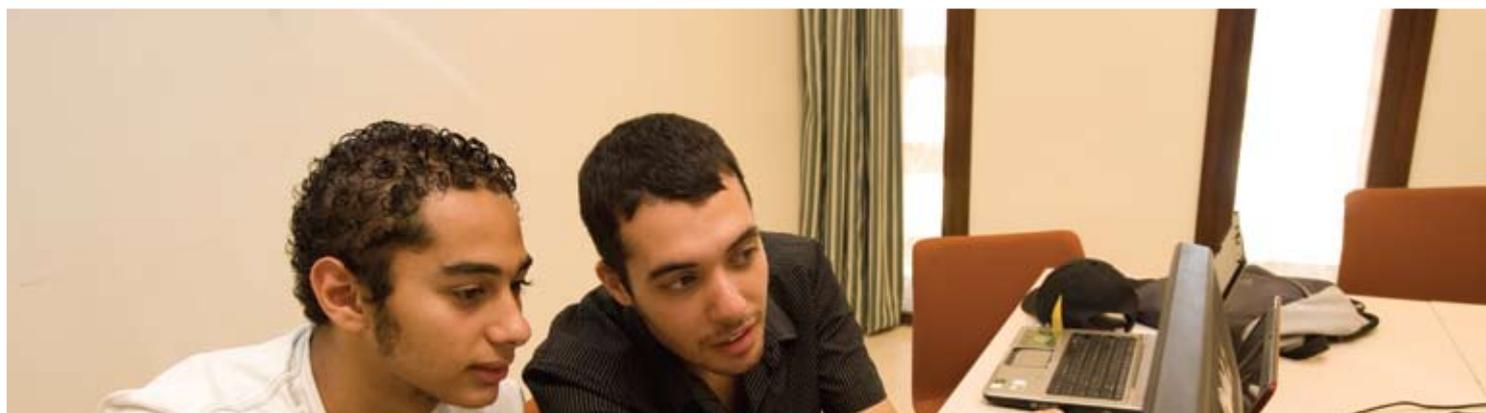
These challenges will require universities around the world to pay more attention to productivity, efficiency and accountability in order to rationalize resources while improving quality and ensuring continued access. Universities will need, in particular, to avoid “mission creep” amidst demands for new programs in response to changing technologies and markets. Universities are under pressure to add new programs, research and teaching centers, and other activities, but face difficulties in first taking the critical yet essential step of eliminating unnecessary programs.

Moreover, and particularly in the Middle East, there is increasing concern that university graduates are not adequately prepared to enter the workforce. These concerns have given rise to government calls to adopt internationally benchmarked standards for university education. Accrediting agencies have worked to head off externally imposed standards by increasing the rigor of their accreditation processes. The transformation in the world’s economy requires a highly skilled workforce that is adequately prepared in multiple language skills, critical thinking and analytical reasoning skills as well as the ability to work across specializations with diverse groups. Recognizing these skill sets related to real-world settings, AUC provides students with an academically rigorous education and out-of-the-classroom engagement experiences to prepare students to work or study successfully in the Middle East, Europe, Asia or the United States.

## **The Impact of Technology**

The rapid pace of change in communication and information technologies over the past 20 years has forced universities to invest significant resources in software, technology and networks. In addition, these technologies have changed the way in which faculty members and students interact with each other and with the world, as well as their expectations of everything from curricula to the use of learning technologies in the classroom and service delivery. Today’s incoming students have experienced a childhood very different from those of their professors and university administrators. They have never used a card catalog in a library and have always looked to the Internet for information and entertainment. They have grown up with cellular phones, texting and social networking. They expect delivery of news, entertainment and services on multiple platforms at times convenient to them.

Universities in the coming decade will be linked with other universities, research institutions and businesses in multiple partnerships, alliances and collaborations, both to increase the resources and expertise available to them as well as to increase the quality of their programs and the value of their brand. Their faculty and students will be more interested in spending time at multiple educational locations, research sites and policy theatres. They will be operating in English everywhere. They will rely on the educational and research resources of “clouds” of information archived and available on the World Wide Web, and their students and faculty members will have instant and easy access to that kind of information. These changes have wide-ranging implications for universities and the ways in which they recruit students, allocate resources, conduct research, teach and otherwise interact with their students, faculty and peers.



## AUC'S UNIQUE CHALLENGES AND OPPORTUNITIES

### University Strengths and Opportunities

- A well-deserved reputation as Egypt's premier university and one of the best in the region. AUC's high-quality liberal arts undergraduate education and popular graduate programs in business, journalism and mass communication, engineering, computer science and economics play a significant role in maintaining AUC's position at the very top of the Egyptian higher education market.
- Growing enrollment in undergraduate and graduate programs, continuing education and professional education programs
- Increasing enrollment selectivity, with less than 40 percent of all applicants currently being admitted
- A strong demand from employers for AUC graduates. Findings from employer surveys show that employer satisfaction translates into higher starting salaries for our graduates along with the social capital of peer and collegial respect.
- A significant network of loyal and committed alumni in locations throughout the world and a legacy of multi-generational enrollment
- A growing preference for international curricula at the primary and secondary school level
- The university's location in Cairo, the principal gateway to the history and culture of the Middle East and one of the world's largest and most vibrant urban centers. While there is growing competition for Arabic-language and study-abroad programs, AUC remains the destination of choice for students from around the world seeking in-depth education on the Arab world, the Middle East, North Africa, Muslim cultures and Arabic language.
- A growing research capacity that will strengthen the university's efforts to become the Middle East's key center of research and principal node of global education and research
- AUC's research and graduate programs, particularly in science and technology. AUC's School of Sciences and Engineering has developed very quickly as a significant research center in fields such as nanotechnology and biotechnology, and the university is working to elevate the quality of its professional programs to a new level of regional prominence, networked globally and attracting more students from the region.
- The physical facilities of AUC New Cairo, a state-of-the-art platform to support the transformation of the university





## Challenges Facing the University

- Reduced income from the university's endowment as a result of the recent global financial crisis and the increased operating expenses of the New Cairo campus, as well as the ongoing cost of operating the downtown campus. As a result, AUC does not have significant working capital to invest in program start-ups and expansions.
- Development of a sustainable formula for merit- and need-based assistance that maintains and expands income diversity at the university and ensures that AUC's market position remains elite but not elitist
- Rising competition in Egypt and the region
- An increased focus on quality and accountability in academic programs. AUC needs to ensure that all of the university's programs are academically rigorous and challenge students to develop the skills and abilities needed in today's knowledge-based economy.
- The need to build and foster efficient and effective university administrative structures and processes. The university needs to institutionalize a culture of continuous improvement throughout its administrative departments and units, as well as develop and sustain a dedicated, well-trained and productive workforce.
- The need to develop shared awareness of goals, vision and values as well as the need to continue efforts to build an organizational culture around professionalism, performance and innovation
- Development of the proper infrastructure to take AUC's research productivity to the next level
- The transition to life on the New Cairo campus, from long commute times and lack of public transportation to increasing traffic congestion and dangerous roads
- The need to optimize the use of space on the New Cairo campus and help faculty members and students discover how the facilities and spaces might be used for learning and teaching, extracurricular activities and recreation

While many of these challenges present AUC with a lengthy to-do list, the university is well-positioned to become an even stronger regional and international center of excellence in the coming years. Led by a strong and visionary leadership team and a dedicated and influential Board of Trustees, the university is well-equipped to meet these challenges and achieve its vision with the support of talented and diverse faculty members; a committed circle of alumni, friends, and donors; and, implicitly, the governments of Egypt and the United States.

# HOW WE PLAN TO GET THERE

---

The university has identified the following five goals as critical to realizing its vision. Listed under each of these goals are the objectives and strategies that the university will pursue over the next three years.

## EDUCATIONAL EXCELLENCE

AUC will promote excellence in learning and achievement of outcomes in and beyond the classroom; develop outstanding academic programs that meet national, regional and international needs; foster students' intellectual, cultural and personal development to prepare them for lifelong learning; support and sustain outstanding teaching; and advance academic integrity throughout the university.

### *Objective One*

**Implement specific measures to foster a culture that supports and rewards excellence in teaching**

#### **Strategies:**

- Clarify faculty job descriptions and review procedures as well as rights and responsibilities to specify requirements for research, teaching and service
- Implement regular post-tenure review of faculty performance
- Develop and implement a plan to achieve competitive compensation and flexible benefits that are market-oriented and merit-based for faculty and staff members
- Expand participation in internal teaching development workshops and enhance proficiency with multiple media in instructional delivery

### *Objective Two*

**Strengthen efforts to recruit and retain a diverse pool of highly qualified undergraduate and graduate students**

#### **Strategies:**

- Develop and implement a comprehensive and effective enrollment management plan to strengthen effective recruitment and admissions processes, financial aid allocation and student diversity
- Increase the number of both degree-seeking and nondegree international students
- Improve and streamline student advising and course registration systems and transfer credit processes
- Expand need-based scholarships and financial aid, including obtaining sustainable funding for the Leadership for Education and Development (LEAD) scholarship program





### **Objective Three**

**Develop and support outstanding undergraduate and graduate programs that meet national, regional and international needs**

**Strategies:**

- Examine the deployment of part-time faculty members and develop criteria for their appropriate use
- Implement, monitor and evaluate the revised Core Curriculum
- Implement the “Cairo in the Curriculum” initiative
- Expand co-curricular and extracurricular programs and opportunities, including athletic and sports programs, using facilities at AUC New Cairo
- Receive accreditation or reaccreditation of programs in computer science and engineering, intensive English, petroleum engineering, and journalism and mass communication; complete the Middle States Commission on Higher Education midterm report; and receive accreditation from Egypt’s National Authority for Quality Assurance and Accreditation of Education for the university, the School of Sciences and Engineering, and the undergraduate and graduate programs in business
- Implement the university’s institutional assessment plan, including an internal and external review of undergraduate and graduate programs and units as well as a university-wide assessment of learning outcomes, and ensure that all academic programs and academic support units use assessment outcomes to inform planning and decision making
- Expand investment in the library collections of both print and electronic resources, and strengthen the capacity of the Center for Learning and Teaching to support efforts to improve teaching effectiveness

## **RESEARCH IMPACT**

AUC will attract and retain nationally, regionally and globally recognized faculty members; provide the infrastructure to support world-class, discipline-based research, scholarship and creativity; advance research and innovation to address the challenges of the global society; and promote multidisciplinary collaboration.

### **Objective One**

**Improve the support infrastructure for research**

**Strategies:**

- Clarify job descriptions to specify requirements for research, teaching and service
- Examine varied ways to deliver instruction and enhance learning with an eye to reducing faculty teaching loads

- Streamline requisition and purchasing procedures for lab equipment and supplies
- Expand investment in the library collections of both print and electronic resources
- Expand support for proposal development and options for external funding
- Increase external funding for sponsored programs and research

### *Objective Two*

#### **Recruit and develop nationally, regionally and globally recognized faculty members**

##### **Strategies:**

- Develop and implement a plan to achieve competitive compensation and flexible benefits that are market-oriented and merit-based for faculty and staff members
- Expand the dissemination and visibility of scholarly, scientific and artistic output by faculty members
- Encourage faculty participation in exchange programs and research collaboration both within the university and with national and international universities, research centers, and the public and private sectors
- Implement regular post-tenure review of faculty performance

## **GLOBAL EXPERIENCE**

The university will broaden the scope and enrich the quality of international education at AUC; develop outstanding academic, co-curricular and extracurricular programs that promote an understanding of international interdependence, cultural diversity and consideration for values and traditions different from a student's own; strengthen efforts to attract more international students and faculty members to AUC; expand study-abroad opportunities for AUC students; and increase the international reach of AUC's research and publishing programs.

### *Objective One*

#### **Increase the number and diversity of international students and faculty members**

##### **Strategies:**

- Improve recruitment efforts to attract an increased number of highly qualified international applicants to teach and conduct research at AUC
- Increase the number of both degree-seeking and nondegree international students, and streamline the enrollment and registration process for those students
- Implement the "Cairo in the Curriculum" initiative
- Establish a senate subcommittee for international studies, whose first task is to develop a plan to increase the integration of international students into the life of the university

### *Objective Two*

#### **Expand the participation of AUC students and faculty members in outgoing study-abroad and exchange experiences**

##### **Strategies:**

- Increase the number of AUC students pursuing study-abroad experiences outside of Egypt
- Increase the number of collaborative agreements with universities and research centers in Egypt, the Middle East, and around the world and expand participation in faculty-exchange programs





### ***Objective Three***

**Increase the visibility and extend the international reach of AUC's research and publishing programs**

**Strategies:**

- Increase regional and international sales of AUC Press publications
- Examine the feasibility of developing online journals, working papers series and other material
- Expand the media profile of AUC and its faculty, as well as its research and service activities, nationally, regionally and internationally

## **COMMUNITY SERVICE**

The university has long served as a leader in service to Egypt and the region. AUC will continue to support and enhance this role by strengthening and expanding its continuing and professional education programs, increasing financial aid to students, building research and service linkages with the broader community and graduating students who value service to their communities and to larger causes at the national and international level.

### ***Objective One***

**Expand student volunteer activities, community service and service-learning**

**Strategies:**

- Develop and implement a requirement that all undergraduate students take a community-based learning course or participate in a similar experience from a list of options that meet the requirement's criteria
- Provide incentives and support for faculty members to increase the number of community-based learning courses
- Implement the "Cairo in the Curriculum" initiative

### ***Objective Two***

**Strengthen and expand AUC's continuing education programs through the School of Continuing Education and professional development programs**

**Strategies:**

- Implement the School of Continuing Education's strategic plan
- Receive professional accreditation for the School of Continuing Education
- Expand enrollment in professional development programs



### ***Objective Three***

**Communicate the success of these programs at the national, regional and international levels**  
**Strategies:**

- Expand the media profile of AUC and its faculty, research and service activities nationally, regionally and internationally
- Develop a Web-based institutional portfolio

## **INSTITUTIONAL QUALITY**

AUC will more closely integrate planning, assessment and resource allocation; promote continuous quality improvement through our assessment efforts; and increase communication and transparency throughout the university. The university will develop and implement strategic plans for critical areas across campus to ensure that it has the human, financial and technological resources it needs to achieve its goals, and will develop and implement structures to promote and reward professional excellence.

### ***Objective One***

**Develop and implement an integrated planning process tied to budget allocation and assessment**

**Strategies:**

- Develop and implement performance-based strategic plans for information technology, facilities management and human-resource management to create high-performing support services for the AUC community
- Develop and implement a multi-year financial plan to ensure the resources needed to achieve our goals for the future
- Complete the first cycle of outcomes assessment for both academic and support activities, and implement an internal and external program review of operations

### ***Objective Two***

**Strengthen institutional advancement activities**

**Strategies:**

- Develop and implement a comprehensive, integrated institutional advancement plan
- Launch the leadership phase of a new capital campaign
- Implement conversion to new institutional advancement software
- Expand the media profile of AUC and its faculty, research and service activities nationally, regionally and internationally
- Enhance and increase alumni engagement

### ***Objective Three***

**Improve and streamline business processes to improve service delivery and institutionalize a culture of excellence in customer service throughout the university**

**Strategies:**

- Implement a plan for mapping business processes at AUC in selected units and identify areas needing service improvement
- Require all departments and units to have written policies and procedures available on AUC's Web site
- Complete construction of the New Cairo campus facilities and the renovation of downtown facilities, as well as develop and implement a plan to optimize energy use
- Deliver efficient and cost-effective transportation services for the AUC community to support the academic enterprise and facilitate integration with urban Cairo

### ***Objective Four***

**Recruit, retain and develop high-quality staff members**

**Strategies:**

- Develop and implement a revised human-resource management plan, which includes actions to improve training, career and succession planning, and reward and evaluation processes



## MEASURING OUR PROGRESS

---

AUC's strategic plan is designed as a rolling three-year plan. Each year, planning units will have the opportunity to review their progress toward goal achievement and propose revisions to budgets, timelines and outcomes as needed. Similarly, the university as a whole will closely monitor implementation of the individual strategies and their impact on key metrics related to AUC's strategic goals. The university will examine a number of indicators, detailed in the implementation action plan, on a regular basis throughout the planning period as well as monitor a set of key "dashboard" indicators. These institutional targets are not intended to evaluate every strategy described in the plan. Nor are they intended to stand alone. The university will also monitor a wide variety of other measures. However, these measures will help us track our overall progress as we implement AUC's strategic plan.



## TRANSFORMING AUC

---

This strategic plan articulates for the university community and for our stakeholders an understanding of who we are as a university, what we do and the values by which we define and govern ourselves. This plan also expresses our vision of what we want to achieve and describes our five key strategic goals that we must attain in order to realize our vision. The plan also explains how we intend to go about realizing those goals and measuring our progress.

The plan does not reflect everything that AUC intends to do over the next three years nor does it lay out an unchangeable set of actions. Our strategic plan is designed to be rigid enough to provide an appropriate framework and vision to coordinate and focus our actions, but also to be dynamic and malleable enough to reflect changes in the environment and to take advantage of new opportunities as they arise. This plan, designed in accordance with our planning principles of accountability, best practices, community, consultation and transparency, will help guide our decisions at all levels of the university so that, together, we can achieve our vision: a world-class university internationally recognized for its leadership and excellence in teaching, research, creative expression and service.



