

AUC Strategic Priorities Survey Results

INTRODUCTION AND OVERVIEW

With the centennial coming up, and embarking into its second century, AUC is determined to regularly revisit its strategic directions and to provide the appropriate, environment and resources for the faculty to help the university continue to excel as a leading educational institute in Egypt and the region while increasing its global reach.

The purpose of this survey was to gauge the AUC community's priorities within the university. Random samples were taken from the following constituents: Egyptian undergraduate students, international undergraduate students, Egyptian graduate students, international graduate students, faculty, staff and alumni. The respondents were asked to rank the university's strategic directions as part of the mid-term review of the strategic plan. The information resulting from this survey will help university leadership to better prioritize initiatives and develop plans to optimally serve the academic endeavors, community services and needs of students, faculty, staff, alumni and the larger community of the university.

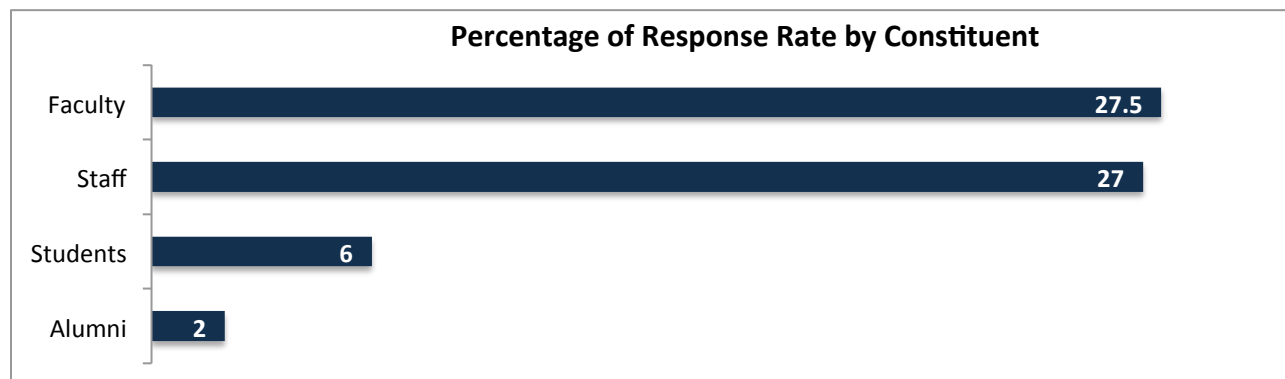
The Office of Data Analytics and Institutional Research (DAIR) administered the student, faculty and staff surveys online on March 5th, 2017. The alumni survey was sent through the alumni office on March 7th. An email invitation, including a link to the survey, was sent to a random sample of each constituent. Two reminders were sent on March 8th and March 14th, 2016. The surveys were closed on March 15th.

A total of 53 students responded to the survey from a random sample of 817 resulting in a response rate of 6% divided as follows: 8 Egyptian undergraduate students, out of a total of 358, with a response rate of 2%; 7 international undergraduate students, out of a total of 113, with a response rate of 6%; 27 Egyptian graduate students, out of a total of 273, with a response rate of 10%; and 11 international graduate students, out of a total of 73, with a response rate of 15%.

A total of 115 faculty members responded to the survey from a random sample of 418 resulting in a response rate of 27.5%; 115 staff members responded to the survey from a random sample of 422 with a response rate of 27%; and finally, 68 alumni responded to the survey from a random sample of 3850 with a response rate of 2%.

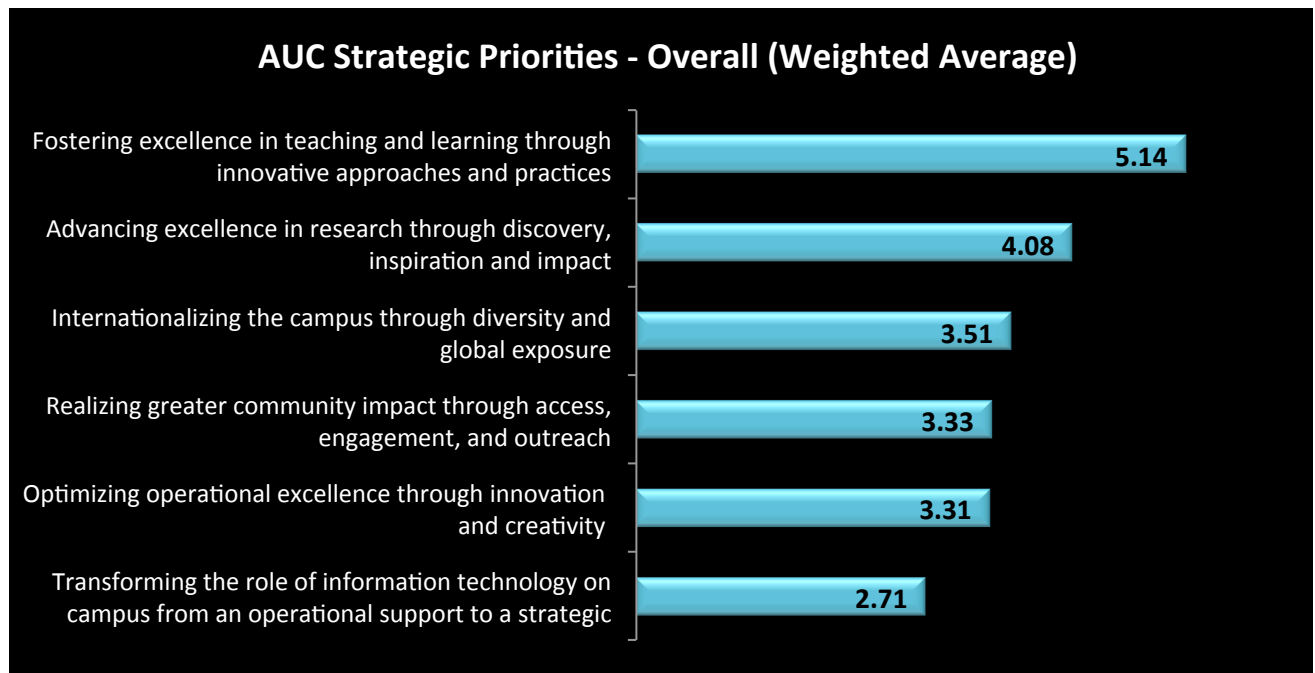
FREQUENCY OF RESPONSES

AUC Departments	Count	Total	Response Rate (%)
Students	53	817	6%
Faculty	115	418	27.5%
Staff	115	422	27%
Alumni	68	3850	2%



OVERALL RESULTS

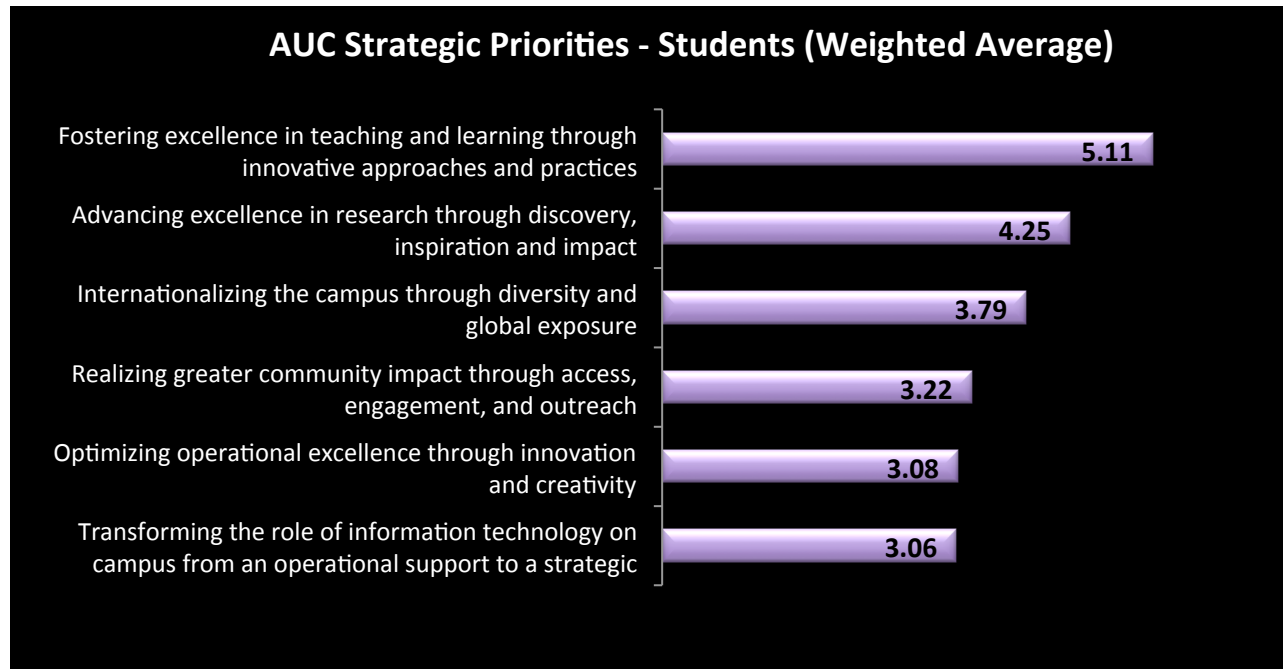
STRATEGIC PRIORITY	WEIGHTED AVERAGE	RANKING
Fostering excellence in teaching and learning through innovative approaches and practices	5.14	PRIORITY 1
Advancing excellence in research through discovery, inspiration and impact	4.08	PRIORITY 2
Internationalizing the campus through diversity and global exposure	3.51	PRIORITY 3
Realizing greater community impact through access, engagement, and outreach	3.33	PRIORITY 4
Optimizing operational excellence through innovation and creativity	3.31	PRIORITY 5
Transforming the role of information technology on campus from an operational support to a strategic leading role	2.71	PRIORITY 6



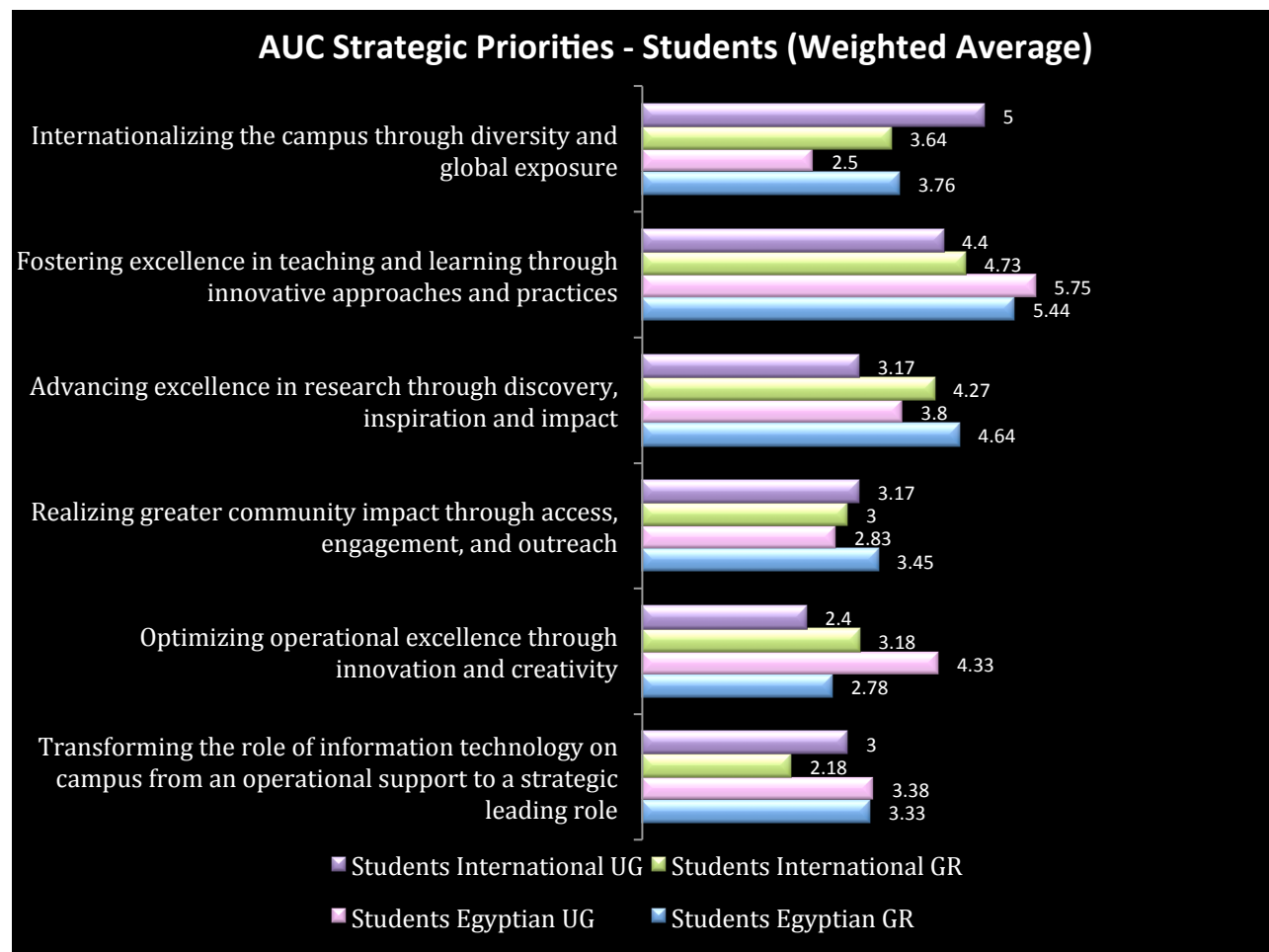
RESULTS BY CONSTITUENTS

STUDENTS

STRATEGIC PRIORITY	WEIGHTED AVERAGE	RANKING
Fostering excellence in teaching and learning through innovative approaches and practices	5.11	Priority 1
Advancing excellence in research through discovery, inspiration and impact	4.25	Priority 2
Internationalizing the campus through diversity and global exposure	3.79	Priority 3
Realizing greater community impact through access, engagement, and outreach	3.22	Priority 4
Optimizing operational excellence through innovation and creativity	3.08	Priority 5
Transforming the role of information technology on campus from an operational support to a strategic leading role	3.06	Priority 6

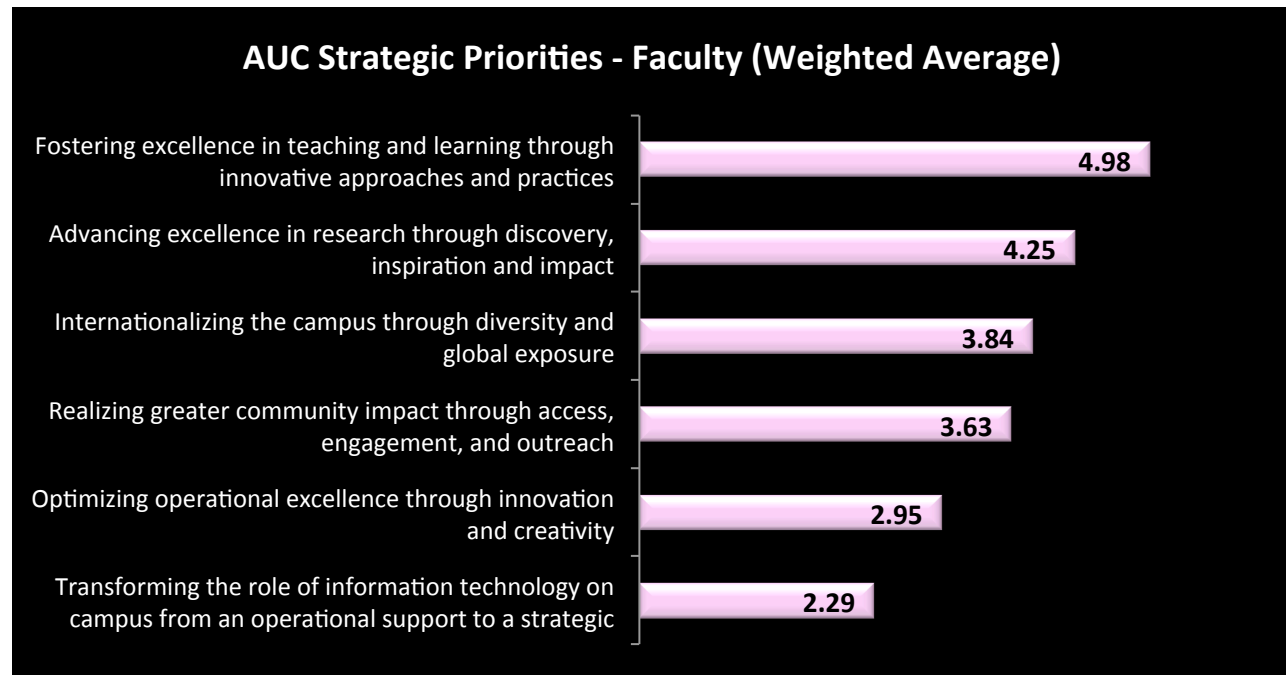


STRATEGIC PRIORITY	Students (Weighted Averages)			
	Egyptian GR	Egyptian UG	International GR	International UG
Internationalizing the campus through diversity and global exposure	3.76	2.5	3.64	5
Fostering excellence in teaching and learning through innovative approaches and practices	5.44	5.75	4.73	4.4
Advancing excellence in research through discovery, inspiration and impact	4.64	3.8	4.27	3.17
Realizing greater community impact through access, engagement, and outreach	3.45	2.83	3	3.17
Optimizing operational excellence through innovation and creativity	2.78	4.33	3.18	2.4
Transforming the role of information technology on campus from an operational support to a strategic leading role	3.33	3.38	2.18	3



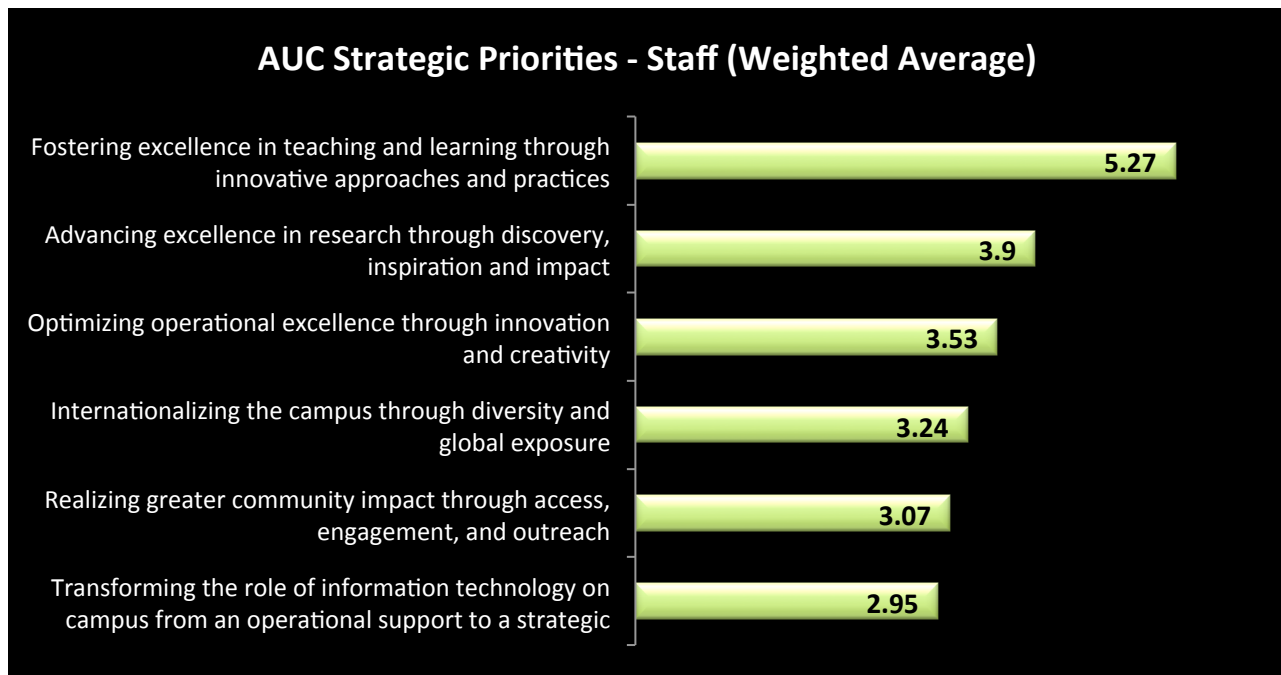
FACULTY

STRATEGIC PRIORITY	WEIGHTED AVERAGE	RANKING
Fostering excellence in teaching and learning through innovative approaches and practices	4.98	Priority 1
Advancing excellence in research through discovery, inspiration and impact	4.25	Priority 2
Internationalizing the campus through diversity and global exposure	3.84	Priority 3
Realizing greater community impact through access, engagement, and outreach	3.63	Priority 4
Optimizing operational excellence through innovation and creativity	2.95	Priority 5
Transforming the role of information technology on campus from an operational support to a strategic leading role	2.29	Priority 6



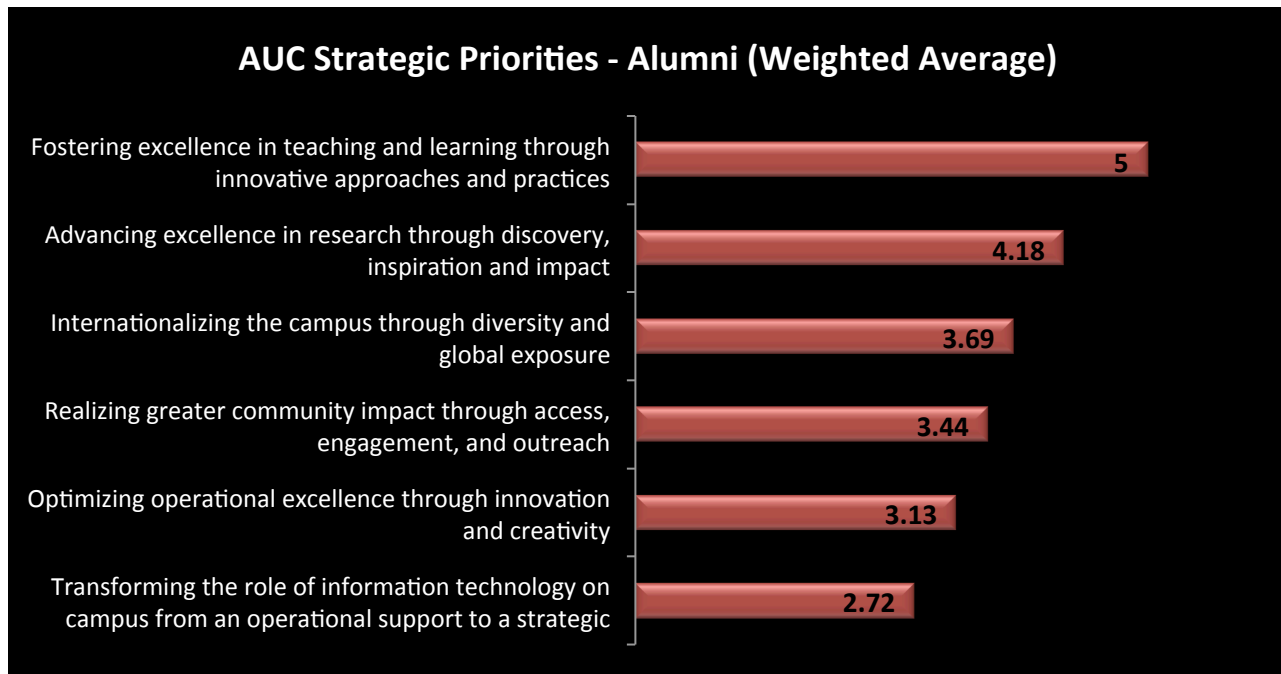
STAFF

STRATEGIC PRIORITY	WEIGHTED AVERAGE	RANKING
Fostering excellence in teaching and learning through innovative approaches and practices	5.27	Priority 1
Advancing excellence in research through discovery, inspiration and impact	3.9	Priority 2
Optimizing operational excellence through innovation and creativity	3.53	Priority 3
Internationalizing the campus through diversity and global exposure	3.24	Priority 4
Realizing greater community impact through access, engagement, and outreach	3.07	Priority 5
Transforming the role of information technology on campus from an operational support to a strategic leading role	2.95	Priority 6



ALUMNI

STRATEGIC PRIORITY	WEIGHTED AVERAGE	RANKING
Fostering excellence in teaching and learning through innovative approaches and practices	5	Priority 1
Advancing excellence in research through discovery, inspiration and impact	4.18	Priority 2
Internationalizing the campus through diversity and global exposure	3.69	Priority 3
Realizing greater community impact through access, engagement, and outreach	3.44	Priority 4
Optimizing operational excellence through innovation and creativity	3.13	Priority 5
Transforming the role of information technology on campus from an operational support to a strategic leading role	2.72	Priority 6



OPEN-ENDED QUESTION

Priorities mentioned by respondents have been coded into the following categories:

1. Priorities that relate to the strategic priorities mentioned in the matrix: these have categorized into one of the 6 priorities previously mentioned.
2. Other priorities that may not directly relate to the strategic priorities previously mentioned: these have been categorized as "Other".

Students	
Strategic Priority	Comments
2 : Fostering excellence in teaching and learning	<ul style="list-style-type: none"> • To guarantee employment of graduates
3 : Advancing excellence in research	<ul style="list-style-type: none"> • All in all fostering an environment that is not only fostering critical thinking better but that is conducting more ground-breaking research is the most important goal that is definitely not seen on campus at the moment.
6: Transforming the role of information technology	<ul style="list-style-type: none"> • University electronic Library databases should be updated regularly for the convenience of students' researches
Faculty	
Strategic Priority	Comments
1: Internationalization	<ul style="list-style-type: none"> • AUC needs to diversify its student body and has the ability to do so by developing (re-establishing) an African Studies department, which would attract both African and African-American students. Over 50 private high schools in Africa charge higher tuitions than AUC and recruitment in Africa is negligible at the moment. Further, partnerships can be forged with American universities that are historically black, and full-pay African-American students can be recruited from high schools. This ethnic diversity would foster tolerance and acceptance and raise AUC's profile in the global community. • AUC must make every effort to attract and keep a diverse faculty that brings together a diversity of opinions, ideas and expertise. AUC cannot and should not become one dimensional in this regard, with faculty only from the local area. This would signal the tragic demise of what AUC has brought to Egypt in the way of higher education for the past 100 years. Naturally, this means treating these faculty with respect and paying them at a rate commensurate with the market. AUC should look at this expense as the cost of doing business and not a discretionary expense. This type of thinking would require a commitment to quality in education. AUC should look to renew their commitment to quality in education. This commitment must be manifest in every single decision that is made, moving forward. The question, "Does it reduce the quality of the education that we deliver" must be first and foremost on the minds of every administrative decision maker. Without this commitment to quality AUC will quickly become just an over-priced regional player in a market that demands much more. As such, its reputation will dissipate and the short-term financial benefits of a monetary policy that only looks at the bottom will result in the ultimate financial ruin of AUC. • Contributing to a vibrant civil society/culture locally, regionally and internationally

Faculty

Strategic Priority	Comments
2 : Fostering excellence in teaching and learning	<ul style="list-style-type: none"> • End Grade Inflation/ Make students work harder • Saving the university as it is sliding towards becoming an over-priced high school for upwardly mobile Egyptians. The brand of the university has suffered. The trust between various groups of the university society has been broken. Saving the university as a university should be the strategic priority; not showing off some fancy pie charts to impress the BOT and the imagined donors. The administrators have been compromising on the quality of education at the university and this has resulted in much damage. • Letting teachers just teach, without pressure to 'innovate' and change simply to be seen to innovate and change. Focus on teaching students, face to face, in class. Not find ever more innovative technologies to allow them to avoid campus. Likewise, prioritizing research for its own sake, for the production of knowledge, the asking of awkward questions; not a search for impact or whatever.
5: Optimizing operational excellence	<ul style="list-style-type: none"> • Respect contracts and tenure, increase transparency, restore shared governance, and cut administrative overhead. Also, efforts to digitize university functions over the last few years have been disastrous. Online systems are rolled out before they actually work, and the website has become useless for many purposes. • Strategy is not a problem for the university. It is 1. an administration that controls too much power over the school (contrast this to the decision making abilities of Deans at US universities), and 2. lack of uniform direction due to instability. In the last six years we have had 6 Provosts, three presidents, and my school 3 deans. • There has been very little recognition of foreign faculty achievements on the website. In the past, these were noted in the Faculty Newsletter. • Unclear standards and principles about both basic and sophisticated academic processes. The university has unclear orientation. • Administration, administration, administration: smart administration that is capable of managing through designing smart incentives, and incorporating behavioral approaches to implement simple tweaks that have great impacts by making policies EAST (Easy, Acceptable, Social and Timely). • Fiscal responsibility, shared governance, social responsibility, true focus on liberal arts education

Other

Communication within AUC community	<ul style="list-style-type: none"> • Repair relationship between administration and all other stakeholders. • Restructuring of University Administration to serve all priorities thereof. Enhance and maintain morals and morale of all constituents throughout AUC. • To institute a fundamental change in the way the BoT communicates with the AUC faculty, students and staff. At the moment this is the most destructive relational dynamic at the University and has created a poisonous environment. • Take into account the loyalty of the people who built the university - faculty and staff and some administrators, instead of alienating large segments of the community. • Fostering a culture of mutual respect and trust for all members of the AUC community.
Equality	<ul style="list-style-type: none"> • Ensuring equality between faculty, both local and US, and across genders. Focusing on merit based advancement and assessment of faculty
Expanding Scholarships	<ul style="list-style-type: none"> • Aim at more inclusive policy-making at the institutional level; scholarships to attract/keep achievers. • Serve the Egyptian community by making our educational services affordable and expanding on scholarships and fellowships to attract those who are highly qualified and talented and not just those who can pay.

Faculty	
Strategic Priority	Comments
Balancing Research & Teaching	<ul style="list-style-type: none"> We should optimize the values of each faculty to have focus areas where they are strong. Faculties of research focus on international exposure of their research. Strong teaching faculties focus on state of the art teaching styles. Services should be done to bring added value to the community as a whole. Create support structures that enhance faculty development and their abilities to balance teaching, research/practice/professional development and service without being overworked I would like to comment on the above, rather than adding another strategic priority. Fostering excellence in teaching and learning should be "learning and teaching", as the overriding priority should be on learning. Optimizing operational excellence should be the bedrock of the university and should not be a strategic priority (as it should happen in any case).

Staff	
Strategic Priority	Comments
1: Internationalization	<ul style="list-style-type: none"> Ensuring the highest possible caliber of faculty and encouraging exchange programs with international universities of high acclaim For the first strategic goal in terms of diversity, I believe that it should be implemented as illustrated in the strategic plan: We will deliberately focus attention on our enrollment strategy and admissions process to “build a class” that is diverse not only in nationality and socio-economic background but also in skills, talents and interests. This will require that we supplement our quantitative admissions criteria (high school GPAs, SAT and Thanawiyya Amma scores, etc.) with additional indicators such as essays, art portfolios or athletic accomplishments that will permit more nuanced assessment of the contribution each student will make to the culture and climate of the University. In AY15-16 Admissions will develop and pilot additional questions for our applications and work with 14 Student Affairs to assess how our admissions staff can administer such a system most effectively and how well students admitted using these criteria fare in the following years. Among our Egyptian undergraduates, we believe a modest increase in enrollments of students from outside greater Cairo would enhance our diversity and better serve Egypt. We are targeting an increase of students from public schools and/or governorates outside Cairo, Giza and Alexandria to 10% of the total Egyptian undergraduate complement—approximately doubling the (non-LEAD) proportion of such students today. 3. We also believe our students should have more opportunities to live and study outside Egypt over the course of their undergraduate careers. Today about a quarter of our undergraduates study abroad over the course of their careers; we believe that the number of our students who undertake international study, whether in conventional year, semester or summer study abroad programs, or work-study programs like internships, research opportunities, etc. outside Egypt should rise over the next five years to 500 a year—or about half of each class. Ideally, this will involve a combination of 40% exchange (the AUC student pays AUC tuition in exchange for a partner institution student paying partner tuition and attending AUC), 30% study abroad (direct pay), and 30% summer study abroad (direct pay, typically through one of our 15 targeted summer programs). Our current tally is 20% exchange, 20% study abroad, 60% summer. The exchange number will be easily enhanced with the expected revival of incoming exchange students.

Staff	
Strategic Priority	Comments
2 : Fostering excellence in teaching and learning	<ul style="list-style-type: none"> Transforming the students and parents grade-driven mentality by adjusting the grading and marking schemes across the institution. AUC needs severe action plan with regards to the caliber of the staff working in addition to what they are actually doing. A lot of offices are underemployed and in the same time a lot of staff are not doing anything in other offices. This needs to be handled efficiently maybe by hiring an HR consultancy firm to review the job description of each and every job and re-evaluate its need.
5: Optimizing operational excellence	<ul style="list-style-type: none"> Resources Allocation Optimization
Other	
Affordable	<ul style="list-style-type: none"> All the above "strategic priorities" should be implemented with effective and affordable costing strategies.
Communication data driven-decision making	<ul style="list-style-type: none"> Fostering communication skills among students and staff Support data-driven decision-making. Support Staff Excellence (to promote for recruiting, developing, retaining and rewarding a dynamic workforce)
Distant education	<ul style="list-style-type: none"> Encourage online or distance education especially for graduate studies will increase the graduate students
PD for faculty and staff	<ul style="list-style-type: none"> Continuous professional development for the faculty and staff
PD opportunities & 5: Optimizing operational excellence	<ul style="list-style-type: none"> Fostering the human factor in AUC through: training sessions, staff reclassification according to performance, experience.
Sense of community	<ul style="list-style-type: none"> Transforming the university from a work and study environment to a more lively campus that people feel related and connected. This will ensure a feeling of loyalty and belonging that will help in all the above-mentioned directions. Students and graduates don't have a sense of belonging anymore, now they belong to either their clubs or groups but not to AUC. This will break the circle of many things that AUC was known off, like Alumni giving back, like AUCians support each other in career positions and so on. I think the 6 strategic priorities are very important and AUC has to go in parallel on them. I think the more we go into positing AUC as Egypt's top educational institution, the better. We are better off being seen as a local institution that provides excellence in learning at a university level. We also need to reconsider our tendency to work as an NGO based university, for we are not really an NGO, we do want to keep our identity as a university.

Alumni	
Strategic Priority	Comments
1: Internationalization	<ul style="list-style-type: none"> • Hire good professors from Europe and North America • Attract more international students by giving incentives such as specially designed courses (for example in history and Egyptology). Also, make their life easier in the case of registering courses because their time and vacations are less flexible than local students.
2 : Fostering excellence in teaching and learning	<ul style="list-style-type: none"> • Enhancing the overall quality of education, hiring renowned scholars more foreign professors in order to provide a more diversified new, fresh, out of the box education. Attracting more foreign students as this was part of what AUC offered uniquely in its campus. Admitting less students. Enrolling a small number gives more chance to better quality... We need to preserve our legacy!!! It's not about the number nor the funds and the money, It's about the essence that is , unfortunately, definitely fading away. • Enhance the faculties' capabilities to achieve high levels of education • Experiential Learning and more practice-oriented courses with real industry experience.
3 : Advancing excellence in research	<ul style="list-style-type: none"> • I think the university needs to capitalize on cross registering and research between different disciplines; we definitely provide the platform through the liberal arts education, but we need to capitalize on it more. In addition, I think a critical problem that we have which is that we focus more on research rather than on implementation. We need more hands on, practical experience (which you will find is a critical problem in the Architecture department) which becomes very evident once we graduate and start working.
5: Optimizing operational excellence	<ul style="list-style-type: none"> • Focus on Campus spirit, sports, extracurricular more. • From academic grievances to the tuition debate, I think there is a need for implementing a more transparent, fair and participatory mechanism to resolve conflicts.
2 : Fostering excellence in teaching and learning & 4: Realizing greater community impact	<ul style="list-style-type: none"> • Community-based learning is an important medium to achieve two strategic goals: the 2nd and the fourth.
Other	
Egyptian culture and identity	<ul style="list-style-type: none"> • Preserving the Egyptian culture and identity
employment	<ul style="list-style-type: none"> • Find jobs for master graduates (AUC seriously fails in this area)
Enhance Scholarships	<ul style="list-style-type: none"> • To attract motivated hard-working students regardless of their financial capabilities (increase financial aid and scholarship dramatically). To ensure that graduates are properly placed in the job market using new innovative techniques (not the old employment fair way). • Advancing western social and scientific systems by integration with predominant Islamic values in the Middle East in order to increase America's influence in the region. For example, manufacturing industrial equipment in the Arab World while resources such as crude oil is exploited is a welcome development. And also promoting English language programs among the growing educated youth in place of Arabic will welcome western citizens and English speakers aside Muslims to relate and do business.