

FIFTH YEAR EXECUTIVE REPORT

During the academic year 2014-2015, the previous strategic plan (2010-2014) came to a successful closure with an estimated 86% progress rate as of December 2014 using the BSC measurement tool. The executive summaries of progress on the SP were regularly made public through the AUI website <http://www.aui.ma/en/about/planning/strategic-plan.html>. The reports were compiled annually and represent a summary of the year's achievements using the balanced score card (BSC) software.

The table below summarizes the cumulative progress on the seven priorities up to December 2014.

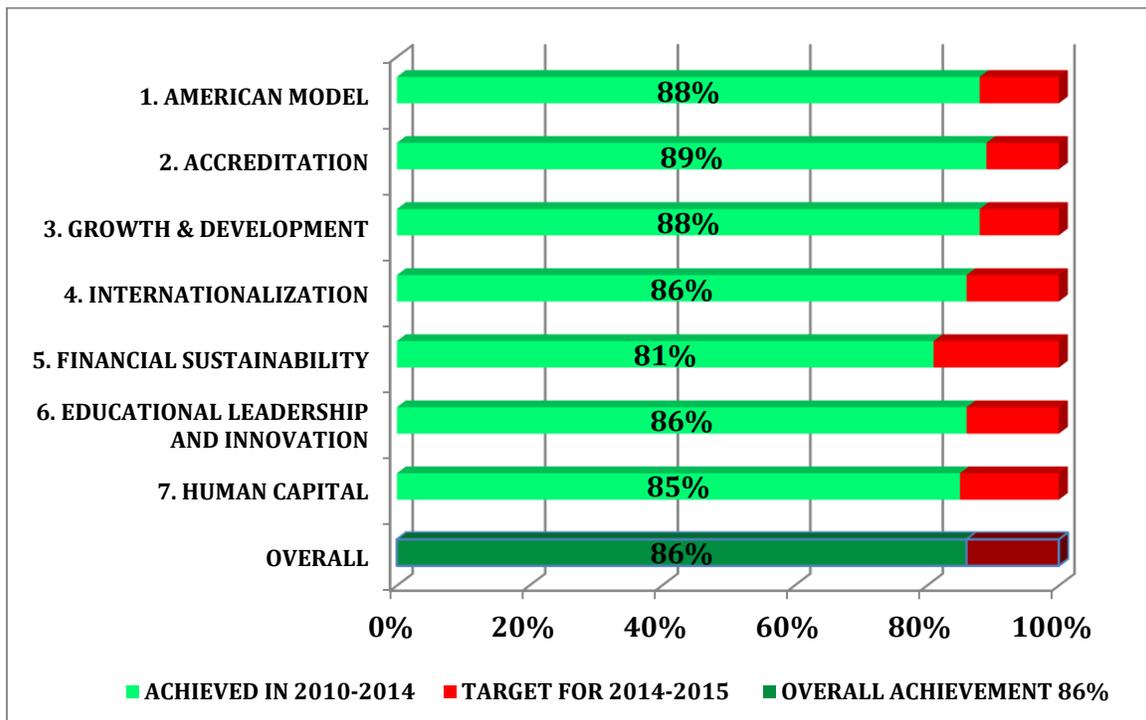


Figure 1: 2010-2014 Strategic Plan Progress as of December 2014

Let us recall here a few major realizations on each of the seven priorities.

On the first priority, the key success factors of the American educational system were enhanced through the organization of many workshops conferences and competitions putting the students at the center of the pedagogy, the improvement of shared governance, faculty and staff substantial participation to development programs, and the standardization of the US model for the Al Akhawayn School of Ifrane.

As of the second priority, the objectives of the institutional accreditation falling within the 2010-2014 plan have been successfully completed while the remaining ones will be pursued in the next plan. AUI enjoys now the status of a NEASC affiliate following its

candidacy standing. The SSE has updated its self study for ABET, the SBA has been EPAS accredited for three more years, the LC has been CEA accredited for ten years and the SHSS has been externally validated by INGEA Consulting. This academic year, AUI received a NEASC visiting team following the update of its self-study report. The team's report was very positive in terms of the University commitment to its mission, the liberal arts, the strategic planning process and the NEASC accreditation while the essence of the concerns was mainly about showing evidence of the effectiveness of the University endeavors. Subsequently, AUI President met the NEASC Commission on Institutions of Higher Education (CIHE) in April 2015 for the midway review and the official report is expected soon.

For the third priority, market-oriented programs (Human Resource Development, International Trade, EEC certifications), number of students, extension of residential facilities, and extension of sports facilities are but a few green indicators. The transformation of the hospital building into a Convention and Continuing Education Center (CCEC) and the gymnasium extension have been completed, while the ongoing construction of the new academic building 8B is well underway.

For the fourth priority, various initiatives were given support to promote participation in international networks, and ensure exposure of faculty, students and staff to international practices. Peer networks include the Global Liberal Arts Alliance (GLAA), the American Association of International Colleges and Universities (AAICU) and the American International Consortium of Academic Libraries (AMICAL).

On the fifth priority, the institutional financial sustainability has been reinforced through several revisions of contracts, an increasing number of enrolled students, a good turnover of the Executive Education Center and a decent amount of research funds.

For the sixth priority, AUI has reinforced its positioning as a national lighthouse for the promising field of e-learning, and securing large grants in educational research from national and international agencies.

On the human capital priority, improvement of medical coverage for faculty and staff, enlargement development programs covering 75% of technical and administrative staff, and about 60% of faculty, and finally the implementation of the CIMR retirement plan for faculty and staff are a few highlighted achievements.

Some actions (14 out of the initially planned 110 actions) have not been completed due to the ambitious character of the past plan. Many of these, such as quality certification of administrative units, expansion of academic facilities in Casablanca, start of doctoral programs, setting up and implementing an effective fund-raising action plan, permanent name recognition of campus facilities and scholarship funds named after donors, have been included in the 2015-2020 plan to ensure continuity of the University endeavors.

It may be worth noting the positive side effects of the ending plan on some student indicators, notably a correction of the retention rate from a low of 83% in 2010-2011 to an average of 91.85 in the last four years, a stable class size of around 19 students, and finally a stable student-to-faculty ratio average of 13 over the past 5 years.

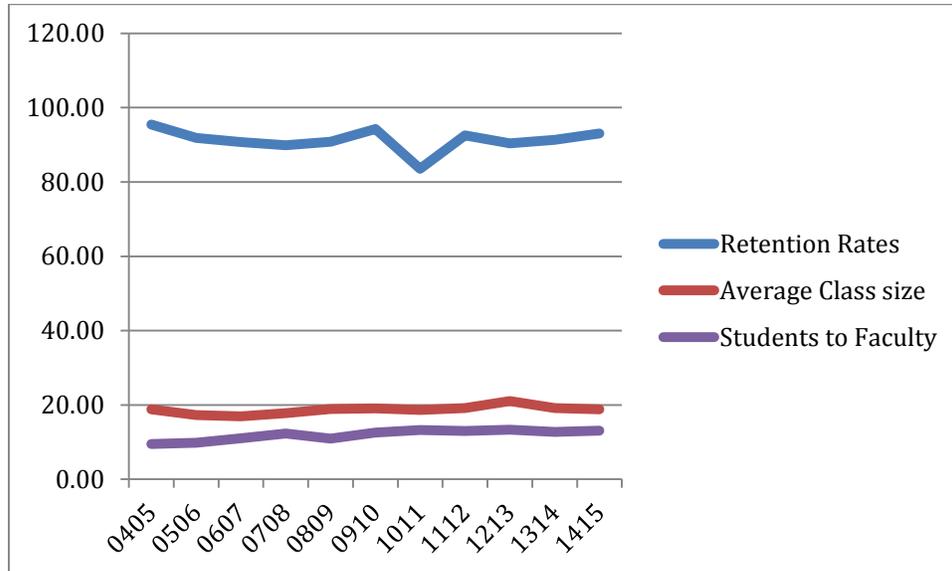


Figure 2: Students Indicators (Last 10 Years)

As a follow up on the brainstorming sessions of spring 2014, weekly meetings were held throughout the fall semester of the current academic year. The goal was to identify and discuss the priorities of the new plan, dubbed “2020 Vision”, and collect the contributions of all units to its objectives to make it a success. The 2020 Vision has been designed based on the University mission, as outlined in the Royal Dahir, the SWOT analysis, and the national and international environments. The “2020 Vision” has been developed thanks to the active participation of all AUI stakeholders to achieve the goals the University strives for nationally and internationally. Input has been sought and incorporated in the plan, from the Board of Trustees, executives, NEASC accrediting agency, academic officers, faculty, staff, students, and alumni to make it a success.

Following the observations contained in the midway report of the on site visiting NEASC team, many actions and objectives were added to the proposed plan as part of the AUI response in April 2015. New actions to address the issues of effectiveness of graduate education and programs, cross listed courses, evidence of closing the loop, measures of student success other than degree completion, pedagogy improvement, presence of women, and compliance with the American generally accepted accounting principles (GAAP) were added to a rich and ambitious plan.

On April 29th. 2015, the Board of Trustees committee on strategic planning met in Attijariwafa Bank Headquarters in Casablanca to discuss the proposed plan. The committee suggested Internationalization as an additional priority by itself with a target of 20% international students by 2020, to come from a more proactive outreach recruiting campaign in Africa and the Gulf. In terms of students, a target between 2800 and 3000 enrolled students was set, as well as the development of external housing in Ifrane.

On May 8th. 2015 an updated version of the plan was discussed at the Attijariwafa Bank in Marrakech by the Board of Trustees committee, and was enriched with suggestions regarding the targeting of fund raising campaigns, offering opportunities to African students, new academic programs, new communication strategies and possible partnerships for the development of external housing in Ifrane.

The 6 priorities of the 2020 Vision are now as follows:

1. Students Learning, Development, and Success
2. Quality Assurance and Enhancement
3. Internationalization
4. Advancement for Growth and Sustainability
5. Research, Innovation and Discovery
6. More Effective Communication