جامعة الأخوين

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AL AKHAWAYN
U N I V E R S I T Y

STRATEGIC FRAMEWORK
2025 - 2030

Making AUI a Beacon for
Technology-Enhanced Liberal
Arts and Science Education
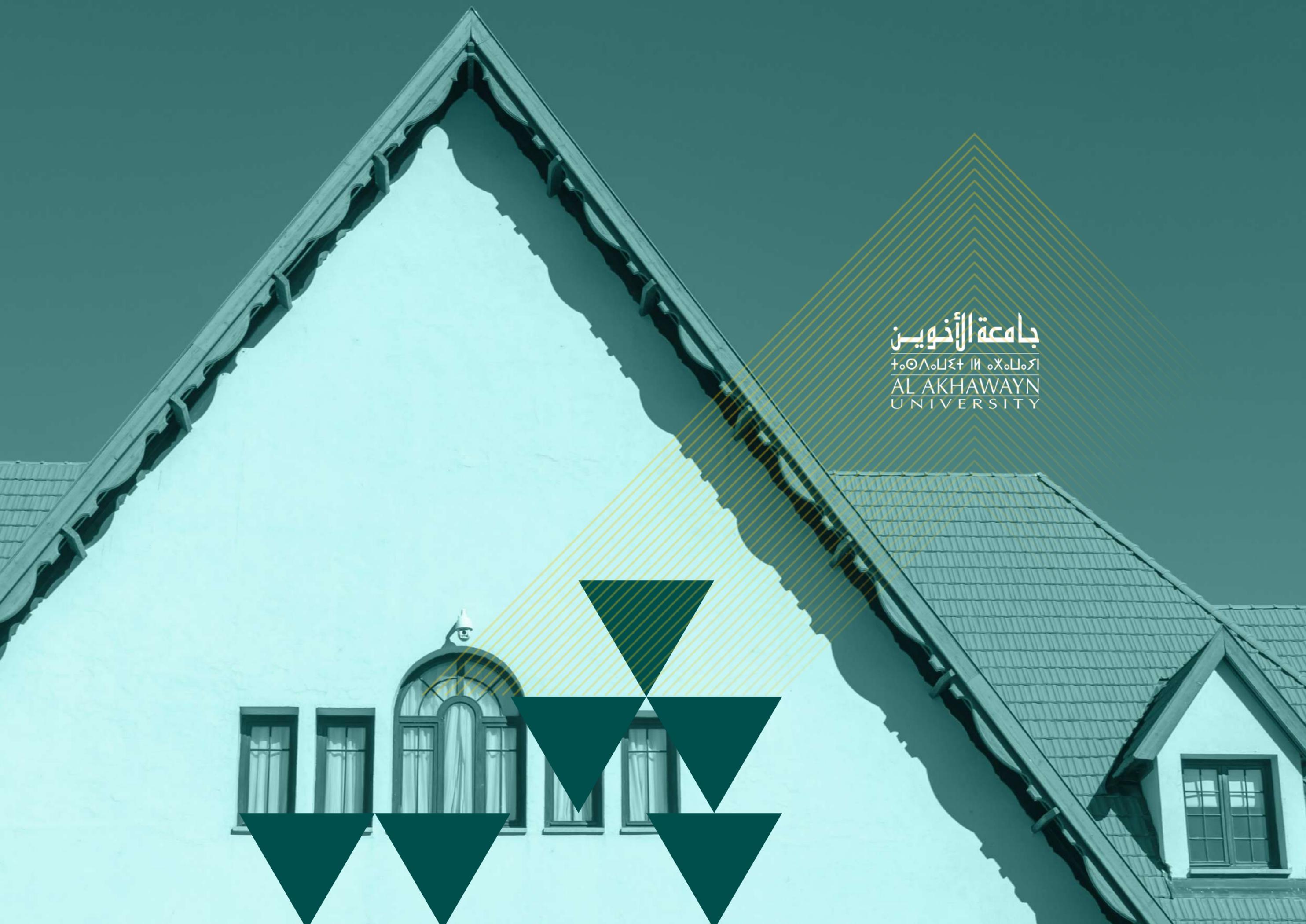
President's Message

Making AUI a Beacon for Technology-Enhanced Liberal Arts & Sciences Education

Al Akhawayn University was founded with a clear institutional purpose: to serve Morocco and the region as an independent university based on an English-language liberal arts and sciences model, grounded in academic rigor, integrity, and public responsibility.

Today, higher education is evolving at an accelerated pace. Technological change, shifting student expectations, and new forms of accountability are redefining how universities teach, support, and engage their communities. In this context, AUI is innovating with purpose, clarity, and discipline.

Our Strategic Plan 2025–2030 sets a deliberate course to position AUI as a beacon in the MEA region for technology-enhanced liberal arts and sciences education, while inspiring and empowering students to develop meaningful and productive lives.

In an era marked by profound change and uncertainty - characterized by both an AI revolution and tectonic shifts in the global order - we rise to our responsibility by building on AUI's distinctive foundation in the liberal arts tradition, combining intellectual rigor with purposefulness, ethical leadership, and service to society and humanity. This Strategic Plan reflects this ambition - not as symbolic positioning - through a structured commitment to strengthening student engagement and success, reinforcing academic and operational excellence, advancing governance, and ensuring long-term sustainability.

Over the coming years, AUI will focus on the steady implementation of this plan with institutional coherence. The objective is sustained progress academically, organizationally, and in our contribution to Morocco and the broader region. This plan provides the framework through which such progress will be pursued with discipline and accountability.

Amine Bensaid
President
Al Akhawayn University

The Development of the Strategic Framework 2025-2030

A Deliberate and Collective Institutional Endeavor

The Strategic Framework 2025–2030 is the result of an extended and disciplined institutional process undertaken to clarify AUI's trajectory in a rapidly evolving higher education landscape.

Over eighteen months, the University engaged in structured bottom-up (up to the Board of Trustees) and top-down reflection, community-wide consultation, and governance review to define a coherent and forward-looking strategic direction. The outcome is not merely a planning document, but a reflection of AUI's institutional identity and long-term responsibility.

Grounded in Institutional Diagnosis

The process formally began in Spring 2024 with a comprehensive institutional diagnostic exercise. Academic and administrative units conducted structured analyses of strengths, institutional challenges, emerging opportunities, and external pressures.

These assessments were consolidated into a university-wide strategic overview shared with the AUI community. This phase ensured that subsequent strategic choices would be anchored in evidence, realism, and institutional self-awareness.

Broad-Based Consultation and Shared Reflection

Throughout 2024 and early 2025, the University fostered inclusive dialogue across its academic and administrative community.

Faculty, staff, alumni, and institutional partners were invited to contribute through structured consultations, townhall discussions, and written input. External advisors provided additional perspective to challenge assumptions and sharpen strategic clarity.

This collective engagement strengthened both the intellectual rigor and the institutional ownership of the Strategic Framework.

Structured Strategic Architecture

Building upon this foundation, cross-functional working groups developed the core architecture of the Plan.

Organized around four major strategic domains, these teams articulated priorities, initiatives, and performance orientations designed to reinforce academic excellence, student success, institutional modernization, and long-term sustainability.

Successive drafts were refined through executive coordination and governance review to ensure coherence across academic, operational, and financial dimensions.

Governance Oversight and Institutional Alignment

Continuity and Institutional Maturity

Throughout the process, the Board of Trustees received periodic updates and engaged in formal review discussions at key milestones.

This oversight ensured that the Strategic Framework aligns with AUI's fiduciary responsibilities, accreditation commitments, and institutional mission. The Plan's final consolidation integrated implementation discipline, alignment with budgeting cycles, and governance clarity.

The Strategic Framework 2025 - 2030 enters its implementation phase in September 2025.

The Strategic Framework builds upon the accomplishments of the 2020–2025 cycle while responding to new global and regional realities.

The 2024 - 2025 academic year served as a transition period, consolidating gains and strengthening institutional foundations in preparation for the next strategic phase.

This continuity reflects institutional maturity: evolution through disciplined progression rather than abrupt repositioning.

A Framework for Purposeful Advancement

The development process was guided by three enduring principles:
• Intellectual rigor
• Institutional inclusivity
• Governance accountability

The Strategic Framework 2025 - 2030 expresses AUI's commitment to sustained excellence, principled leadership, and responsible innovation. It provides a clear foundation for the University's advancement as a reference institution in technology-enhanced liberal arts and science education in the MEA region.

Strategic Timeline 2024 - 2030

At a Glance

2024

Institutional Reflection & Diagnosis
· Comprehensive unit-level SWOT analyses
· University-wide consolidation
· Community-wide strategic dialogue
· Board Retreat and work with a Board Committee to share general orientations for the strategic planning work.

2024 - Early 2025

Consultation & Strategic Architecture
· Faculty, staff, and alumni engagement
· Development of four strategic pillars
· Executive coordination and iterative refinement
· Governance review at key milestones

February 2025

Board Discussion & Strategic Consolidation
· Presentation of strategic overview
· Integration of Board guidance
· Final structural alignment

2025-2030

Measured Institutional Advancement
· Annual planning cycles
· Performance tracking
· Strategic reviews
· Continuous institutional alignment

September 2025

Official Launch of the Strategic Framework 2030-2025
Transition from structured planning to disciplined execution.

February - August 2025

Implementation Alignment
· Budgetary integration
· Governance structuring
· Definition of accountability mechanisms
· Operational readiness planning

The Horizon Al Akhawayn University at 35

35th anniversary of AUI

2035

2034

1995
AUI Founded

2033

2030
AUI Turns 35

2032

2020   2021   2022   2030   2031

2020 - 25
First Strategic Plan

2020 - 30
Second Strategic Plan

Phase 1

Phase 2
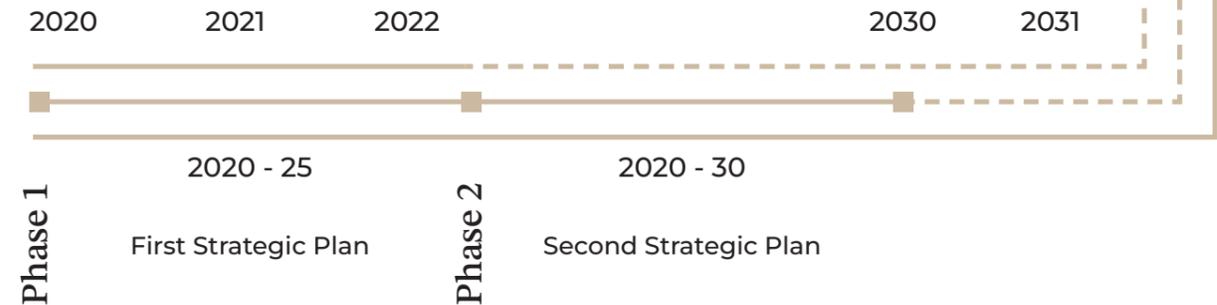
Strategic Context & Institutional Imperative

Higher education is undergoing structural change. Advances in technology, new delivery models, and evolving labor market demands are reshaping institutional expectations worldwide.

Students increasingly seek flexible learning pathways, strong academic support, and clear professional outcomes. Employers expect graduates who combine analytical depth, adaptability, digital fluency and ethical judgment.

Within Morocco and the MEA region, the need for institutions that integrate academic rigor with technological capability continues to grow. Universities are expected to demonstrate both educational quality and institutional resilience.

In this environment, AUI occupies a distinctive position as an independent liberal arts institution operating within the American educational model and committed to public purpose. The Strategic Plan 2025 - 2030 clarifies how AUI will consolidate this position. It outlines a structured response centered on student success, academic excellence, institutional modernization, and sustainability.

This is not a reactive adjustment, but a forward-looking consolidation of AUI's institutional trajectory.

Vision 2030

Make AUI a beacon in the MEA region for technology-enhanced liberal arts and science education, inspiring and empowering students to thrive and lead meaningful and productive lives.

This vision reflects both ambition and responsibility.

It affirms AUI's commitment to academic distinction, student flourishing, institutional integrity, and regional leadership.

Institutional Commitments

To make AUI a beacon requires deliberate and measurable commitments across four dimensions.

1. Student-Centered Excellence
AUI will place student success, engagement, employability and lifelong fulfilment at the heart of its institutional priorities. The University commits to strengthening academic achievement, career readiness, and holistic development in a coherent and integrated manner.

2. Academic Innovation with Purpose
AUI will reinforce its liberal arts foundation while integrating technology-enhanced learning, new academic programs, and research with impact—particularly research contributing to Morocco's development and societal advancement.

3. Institutional Modernization
AUI will strengthen operational excellence, agile governance, and digital transformation to ensure efficient decision-making, high-performing human capital and a resilient organizational structure.

4. Sustainable Growth & Societal Impact
AUI will ensure long-term financial sustainability, responsible resource management, environmental stewardship and meaningful community engagement, reinforcing its role as a reference institution in the region.

A Coherent Strategic Direction

These commitments form a coherent strategic direction that connects academic priorities, organizational structures, and institutional impact. Together, they define how AUI will strengthen its position as a reference institution in technology-enhanced liberal arts and science education.

The Four Strategic Pillars

Pillar 1
Student Success & Fulfilment
Student success is the foundation of AUI's identity and ambition. The University will strengthen academic achievement, engagement, employability, and lifelong connection within a seamless and purpose-driven student experience.

Strategic Axes:

Success & Engagement
Attract and support high-potential undergraduate and graduate students through an integrated academic and co-curricular experience designed to foster engagement, belonging, and excellence.

Employability
Reinforce career readiness and graduate outcomes through structured employer engagement, experiential learning, and professional development pathways aligned with evolving market expectations.

Wellbeing & Flourishing
Promote holistic student development by cultivating wellbeing, personal fulfilment, and leadership grounded in purpose and ethical responsibility.

Alumni Relations
Advance lifelong alumni engagement, strengthening the AUI community across generations and reinforcing institutional continuity and global reach.

Pillar 2

Excellence & Innovation in Liberal Arts and Science Education

AUI will consolidate its position as a reference institution for technology-enhanced liberal arts and science education while expanding academic relevance and research impact.

Strategic Axes:

Technology-Enhanced Learning

Make AUI a beacon in the MEA region for technology-enhanced liberal arts and science education by integrating digital tools, innovative delivery models, and flexible learning pathways that overcome traditional barriers of access, cost and academic support.

Academic Programs

Develop new academic programs and continuously upgrade existing offerings to reflect emerging disciplines, interdisciplinary integration and regional and global needs.

Research with Impact

Strengthen undergraduate and graduate research while promoting research initiatives that contribute meaningfully to Morocco's development and societal priorities.

Pillar 3
Operational Excellence & Human Capital
Institutional strength depends on disciplined governance, agile decision-making and empowered people.

Strategic Axes:

Organizational Efficiency
Optimize decision-making processes through agile management structures and streamlined organizational design.

Human Capital Development
Position AUI as an Employer of Choice in higher education by investing in talent development, leadership capacity, and institutional culture.

Digitization & Transformation
Advance digital transformation across academic and administrative functions to enhance productivity, effectiveness and data-informed governance.

Pillar 4
Institutional Sustainability & Impact
Long-term relevance requires financial control, environmental responsibility, and community engagement.

Strategic Axes:

Financial Sustainability
Ensure responsible financial stewardship and diversified revenue streams to support long-term institutional stability and strategic growth.

Green Campus
Advance environmental sustainability initiatives, including recognized energy management certification, reinforcing AUI's commitment to responsible resource management.

Community Engagement & Positive Impact
Strengthen community partnerships and extend educational excellence beyond campus through meaningful engagement with local high schools and regional stakeholders.

Enabling Transformation

The implementation of AUI's Strategic Plan depends on institutional discipline and organizational alignment. Across all pillars, the University will reinforce foundational capacities that sustain long-term progress.

Digital integration will support academic and administrative functions through improved systems, greater transparency of information, and enhanced operational coordination. Governance structures will continue to evolve to ensure clarity of responsibility and effective decision-making.

Leadership development and human capital investment will remain central to institutional advancement, recognizing that sustainable progress relies on capable faculty and staff. Strategic initiatives will be subject to structured review, allowing the University to maintain alignment while adapting responsibly to emerging challenges.

Governance & Accountability Framework

The Strategic Plan 2025 - 2030 is anchored in a defined governance framework that ensures oversight, coherence and institutional responsibility. Presidential leadership provides overall direction, while clearly designated executive responsibilities support implementation across academic and administrative domains.

Strategic priorities are integrated into annual planning and budgeting cycles, ensuring alignment between objectives, resource allocation, and institutional capacity. Progress is assessed through regular institutional review processes designed to monitor advancement and safeguard alignment with AUI's academic standards and accreditation commitments.

All strategic initiatives are pursued within the principles of academic governance, financial stewardship, and institutional integrity.

Strategy at a Glance

Vision 2030

Make AUI a beacon in the MEA region for technology-enhanced liberal arts and science education, inspiring and empowering students to thrive and lead meaningful and productive lives.

Four Strategic Pillars

Pillar 1 - Student Success & Fulfilment
Enhancing student achievement, engagement, employability, wellbeing, and lifelong alumni connection.

Pillar 2 - Excellence & Innovation in Liberal Arts and Science Education
Advancing technology-enhanced learning, new academic programs, and research with impact on Morocco.

Pillar 3 - Operational Excellence & Human Capital
Strengthening agile governance, organizational efficiency, digital transformation, and employer-of-choice positioning.

Pillar 4 - Institutional Sustainability & Impact
Ensuring financial sustainability, environmental responsibility, and meaningful community engagement.

Enabling Foundations

- Digital Integration
- Agile Governance
- Leadership & Talent Development
- Continuous Improvement

Institutional Commitment

AUI's Strategic Plan 2025 - 2030 articulates a clear institutional direction grounded in academic rigor, student-centered priorities and responsible governance.

It brings together the University's core strengths liberal arts and science education, technological integration, operational modernization and societal engagement within a unified strategic framework.

The objective is steady institutional advancement rather than rapid expansion. Progress will be measured not only by scale, but by academic quality, organizational coherence and long-term sustainability.

Through consistent implementation and principled leadership, AUI will consolidate its position as a reference institution for technology-enhanced liberal arts and science education in the MEA region.

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