











His Majesty King Mohammed VI  
Honorary President of Al Akhawayn University



# President's Introduction

It gives me great pleasure to present the 2015-2016 Annual Report of Al Akhawayn University in Ifrane (AUI), which outlines AUI's activities and achievements for this past year.

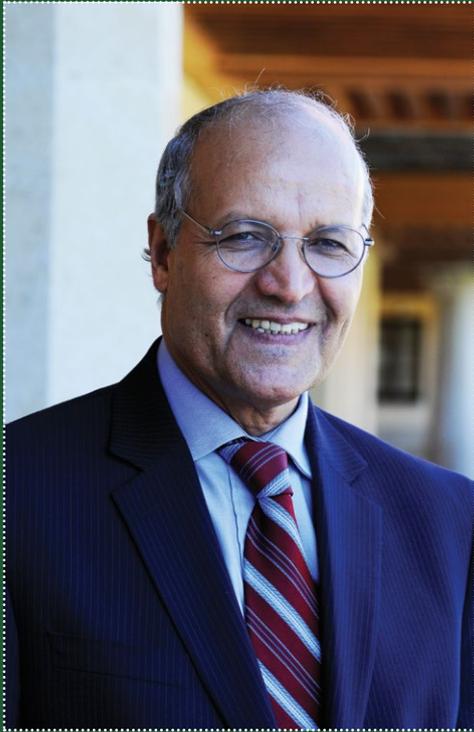
At the heart of Al Akhawayn is our purpose to produce graduates ready to play leading roles in an increasingly globalized Moroccan and world economy. Thus, a major focus of the Board of Trustees and the University's leadership in the past year has been on AUI's strategic direction for the next five years. As such, the University embarked upon an inclusive process resulting in the development of our 2020 Vision strategic plan. Further details on the six priorities of this strategic plan, which have wide-ranging impact on student success, teaching, research, and sustainability are provided in various sections of the report which follows.

In June this year, the University once again prided itself on being ranked overall 1st in Morocco, by the QS ranking system, a reflection of AUI's reputation of good, solid programs leading to graduates who are trilingual, tri-cultural, technically competent, culturally aware, and socially responsible.

We acknowledge there is always further work that can be done to improve our teaching quality and the student experience generally and continue to address this challenge through our ongoing commitment to various accreditations at School and Center level as well as at University level. Our accreditation progress and achievements are also detailed in this report.

Of course, even as we look back on this past year's accomplishments, our sights are firmly on the future. This coming year will see preparations for the final on-site visit associated with our application for full accreditation by the Commission on Institutions of Higher Education (CIHE) of NEASC, the opening of a new academic building that will provide an additional 16 classrooms and labs, a multipurpose auditorium and 25 new offices, and the launch of a number of new exciting programs to meet community needs.

In closing, I would like to acknowledge the University executives, staff and students for their unwavering commitment to the success of the University and the achievement of its strategic goals, and thank members of the Board of Trustees for their valuable contributions during this past year.



**Dr. Driss Ouauicha**  
President



**Published**  
September 2016



Al Akhawayn University is located in Ifrane, which was ranked the world's second cleanest city (by the MBC Times).



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# ABBREVIATIONS

<b>AA</b>	Alumni Association
<b>AACSB</b>	Association to Advance Collegiate Schools of Business
<b>ABET</b>	Accreditation Board for Engineering and Technology
<b>AC</b>	Academic Council
<b>AOS</b>	Staff Welfare Committee ( <i>Association des Œuvres Sociales</i> )
<b>ARANAS</b>	Arabic and North African Studies program
<b>ASI</b>	Al Akhawayn School of Ifrane
<b>ASSRI</b>	Social Science Research Institute
<b>AUI</b>	Al Akhawayn University in Ifrane
<b>CDI</b>	Open-Term Contract ( <i>Contrat à durée indéterminée</i> )
<b>CEA</b>	Commission on English Language Program Accreditation
<b>CIMR</b>	Retirement Fund ( <i>Caisse Interprofessionnelle Marocaine de Retraite</i> )
<b>CLT</b>	Center for Learning Technologies
<b>EEC</b>	Executive Education Center
<b>EPAS</b>	European Program Accreditation System
<b>EFMD</b>	European Foundation for Management Development
<b>GPA</b>	Grade Point Average
<b>HCC</b>	Hillary Clinton Center
<b>IDRC</b>	International Development and Research Center, Canada
<b>IEAPS</b>	Institute of Economic Analysis and Prospective Studies
<b>INGEA</b>	Future Engineering
<b>ISEP</b>	International Student Exchange Program
<b>ITS</b>	Information Technology Services
<b>LC</b>	Language Center
<b>LDI</b>	Leadership Development Institute
<b>MAD</b>	Moroccan Dirham
<b>MEPI</b>	Middle East Partnership Initiative
<b>MMAD</b>	Million Moroccan Dirham
<b>MSIT</b>	Master of Science in International Trade
<b>NEASC</b>	New England Association of Schools and Colleges
<b>ONEE</b>	National Water and Electricity Board
<b>RAs</b>	Resident Assistants
<b>SAO</b>	Student Activities Office
<b>SBA</b>	School of Business Administration
<b>SHSS</b>	School of Humanities and Social Sciences
<b>SSE</b>	School of Science and Engineering



## Executive Summary

During 2015-2016, Al Akhawayn University (AUI) completed drafting the 2020 Vision Strategic Plan and began its implementation. The strategic plan was approved by the Board of Trustees in January. Development of the strategic plan was participatory and involved people from different stakeholder groups including faculty, students, staff, alumni and employers. We have identified six strategic priorities on which we will focus our efforts in the next 5 years.

Despite increased national and international competition from other universities, AUI continues to attract quality students. In fact, this year the number of enrolled students increased to 2166 students and the number of enrolled students with distinction rose to 85%. Our commitment to excellence in education is evidenced by the many achievements of our students, faculty and alumni. Several of our students participated in and won national and international competitions. This year saw an increase in the externally-funded projects awarded to AUI faculty, with a total value of 35 Million MAD. Our alumni continue to shine with several of them being featured both in national and international media.

This year, we have signed several partnerships with different universities around the globe thus giving our students more opportunities for student exchange and study abroad programs. More and more of our students, over 350 this year, took advantage of study abroad and student exchange experiences to broaden their global perspective and enrich their cultural outlook.

We continue to attract international visiting scholars who join our university for a short period of time to share their experiences with our students and/or work on research projects with our faculty.

The University's commitment to reducing energy costs through green initiatives remains strong with significant cost savings being realized this year through projects such as the replacement of all sodium bulbs with LED lighting, the use of solar panels for hot water and the replacement of the swimming pool gasoil boilers with a biomass heating system.

Community engagement continues to be a fundamental component of all student learning at AUI and underpins our mission to educate future citizen-leaders of Morocco. In recognition of the importance of this, AUI students this year undertook over 25,000 hours of community involvement and 2,000 hours of volunteer work.

Appreciating the importance of research in establishing international rankings of institutions of higher learning, retaining good faculty and enhancing the quality of graduate studies, AUI has continued to promote research, innovation and the production of knowledge. Increasing numbers of AUI faculty members have published books, articles in peer-reviewed journals and have participated in international conferences. In addition, this year has seen numerous guest speakers visiting AUI to inspire faculty, staff and students alike.

Last, but not least, we are aware of the importance of internal and external communication. AUI's public image relies on faculty accomplishments, perception of program quality, enhancement of local communities, and the success of its graduates. Likewise, the University needs effective internal communication to ensure its accomplishments, aspirations and protocols. This year, the University extensively used Jenzabar to inform the AUI internal community about the Strategic Plan, NEASC Accreditation progress, and internal policies. External communication was equally effective with AUI's Facebook page, reaching 171,802 subscribers up from 82,387 subscribers last year, with an average of 1,750 reactions per month, and 165,000 likes this year.





# Our University

A place to learn, reflect, and grow



# 01 Our University

## a- Mission, Values and Strategic Priorities

His Majesty the late King Hassan II of Morocco founded Al Akhawayn University in Ifrane (AUI) in 1995, with partial endowment from the late King Fahd bin Abdulaziz of Saudi Arabia. The University is situated in the scenic resort town of Ifrane, high atop the Middle Atlas mountain range.

The “2020 Vision” Strategic Plan was approved in January 2016. The Plan communicates our institutional mission and values to ensure we maintain the highest level of academic excellence.

### **Our Mission**

Al Akhawayn University is an independent, public, not-for-profit, coeducational Moroccan university committed to educating future citizen-leaders of Morocco and the world through a globally oriented, English-language curriculum based on the liberal arts American system. The University enhances Morocco and engages the world through a cutting-edge educational and research programs, by including continuing and executive education programs, upholding the highest academic and ethical standards, and promoting equity and social responsibility.

### **Our Values**

**Al Akhawayn University’s core values include:**

**Excellence:** Achieving the highest standards in our students, faculty and staff through ongoing assessment, evaluation, and quality improvements.

**Identity:** Encouraging open-mindedness and respect for the diversity of Moroccan and global cultural heritage.

**Intellectual Inquiry and Freedom:** Promoting freedom of expression and intellectual inquiry, which support creativity, scholarship and learning.

**Integrity:** Practicing personal, intellectual, academic, financial and operational integrity.

**Human Dignity and Respect:** Accepting and respecting other people, cultures, religions and ideas, appreciating human diversity, and fostering an atmosphere of mutual respect and support.

**Internationality:** Developing an international outlook for the university throughout its curriculum, its collaborative partnerships with educational institutions around the world, its international student body and faculty, and the intercultural competencies of its graduates.

**Community Engagement and Service:** Engaging local and regional communities in mutually beneficial relationships to serve the public good while providing increased learning opportunities for students, faculty and staff through service.

**Leadership and Communication:** Promoting visionary leadership which creates and supports an environment that fosters open communication and innovative approaches to change.

**Learning-Centered Approach:** A holistic environment which ensures that learning is the central focus for students, with a range of social, cultural and recreational opportunities that facilitate the realization of students’ potential for academic and personal growth.

### **Our Strategic Priorities**

Building on past achievements, the 2015-2020 Strategic Plan aims to move AUI to the next level of distinction within the ranks of preeminent universities in Africa. The Plan’s six priorities affirm and

advance the university's mission and are designed to produce graduates ready to play leading roles in an increasingly globalized economy. The Plan emphasizes the following strategic priorities:

1. Student learning, development and success
2. Quality assurance and enhancement
3. Internationalization
4. Advancement for growth and sustainability
5. Research innovation and discovery
6. Enhanced communication

## b- University Governance Structure

### **Board of Trustees**

The University is administered by a Board of Trustees, which fulfils the mission of the university and ensures its proper management. The Board of Trustees consists of representatives of the Royal Cabinet and the Private Secretariat of His Majesty the King, government representatives and institutional and international representatives. The Board is comprised of four committees: the Academic Committee, the Development Committee, the Budget Committee and the Communication Committee.

### **The Academic Council (AC)**

The Academic Council ensures the continuous maintenance of academic standards, develops, sustains and enhances the intellectual quality, integrity, and reputation of the University, and reviews decisions and proposals made by its committees. The Academic Council is comprised of six committees: the Strategic Plan and Quality Assurance Committee, the Policy and Review Committee, the Research Promotion Committee, the Faculty Affairs Committee, the International Relations and Ethics Committee and the Degree Committee.

### **The Administrative Advisory Council (AAC)**

The Administrative Advisory Council operates as an entity of the university governance system with broad representation from different administrative units. It advises the President on matters related to staff within the context of the liberal arts character of the university and its service-oriented approach, in accordance with its Strategic Plan. The AAC has three standing committees: the Evaluation Committee, the Well-Being Committee and the Policies and Procedures Committee.

### **AUI Student Government Association (SGA)**

The Student Government Association acts as a collective voice of the AUI student community and addresses the needs and concerns of students to the university administration. The board of the association consists of the President, Vice President, Treasurer and Advisor. The SGA has four standing committees: the Academic Affairs Committee, the Student Services Committee, the Student Activities Committee and the Public Relations Committee.

### **Office of Institutional Research and Effectiveness (OIRE)**

In January 2016, AUI opened its Office of Institutional Research and Effectiveness (OIRE). The mission of the OIRE is to collect, analyze and present institutional data to assist senior leadership in decision-making, and to ensure that the university fulfils its internal and external reporting requirements.

# The Year in Brief





  
HANDINHAND



Hand in Hand Association's 2016 FUN RUN for poverty alleviation and local community development.

## 02 The Year in Brief

In the past year, many renowned guests inspired our students.

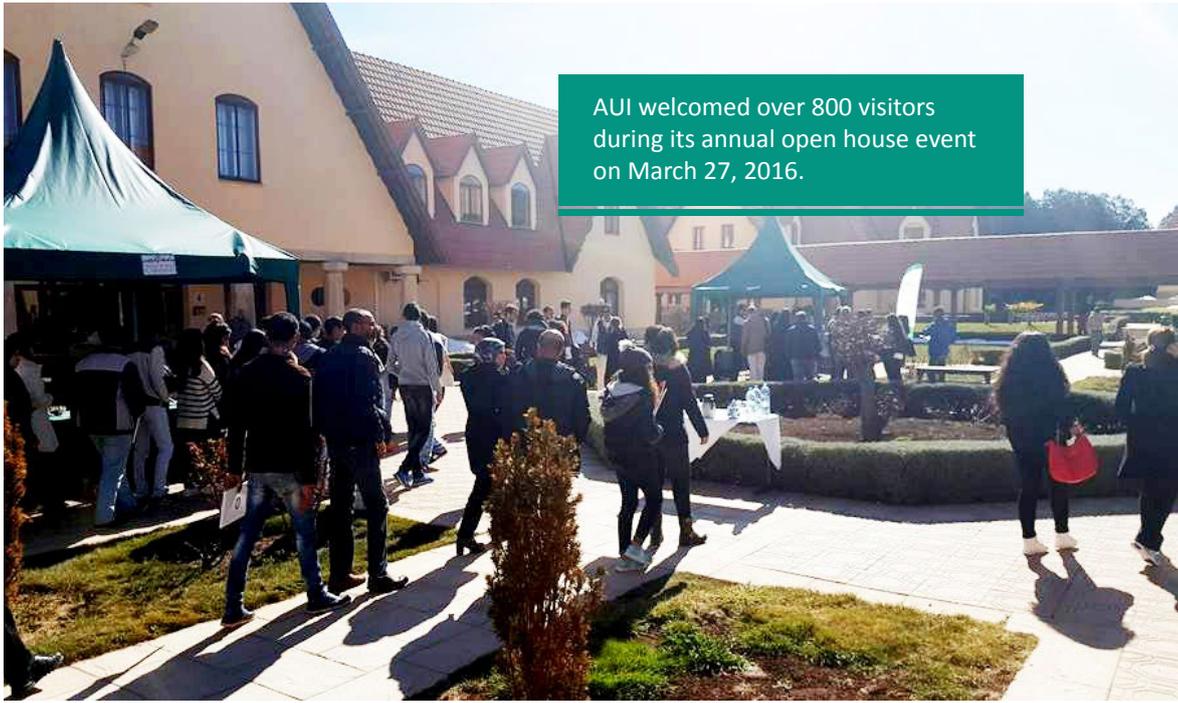
### a- Highlights of the Year



On January 16, 2016, AU celebrated its 21st anniversary.



In January 2016, the Board of Trustees approved the 2020 Vision Strategic Plan.



AUI welcomed over 800 visitors during its annual open house event on March 27, 2016.



From L to R: AUI president, Dr. Driss Ouauicha, Former Moroccan Minister of Culture (keynote speaker), Mr. Mohammed Al-Achaari, and Director of Middlebury Arabic School, Dr. Mahmoud Abdalla.

During May 2016 AUI and Middlebury College organized an international conference with a focus on Teaching Arabic in the Global Era: Bridging the Gap between Study Abroad and Domestic Programs. Scholars from around the globe attended the event.



IT Education and Training Conference by AUI and the Ministry of Higher Education at Al Akhawayn Conference Center (ACC).

In October, AUI, in partnership with the Ministry of Higher Education, organized a two-day conference at its state of the art conference center. The theme of the conference was "Information Technology Education and Training: Latest Developments and Future Perspectives". Over 80 representatives of different Moroccan information technology institutions attended the conference.



AUI President visiting the exhibition and forum on Higher Education Services in Dakar.



Visit of Ms. Marilyn Diamond, Consul General of Morocco in Chicago and President of "Friends of AUJ Inc." and Prof. Shai Feldman, Director of the Crown Center for Middle East Studies at Brandeis University.



The Rector of International Telematic University in Uninettuno, Italy, and the President of Al Akhawayn University signed an agreement of cultural and scientific cooperation.



In March, Mr. Driss El Yazami, Chair of the National Human Rights Council (NHRC), gave a stimulating presentation on the evolution of human rights in Morocco to students with outstanding academic performance (President's List).



In Spring 2016, the Executive and Management Team of AUI undertook training in mindful leadership. This approach to management encourages self-awareness as a means of improving productivity and enhancing efficiency.



In May 2016, President Ouauicha visited the International University of Grand-Bassam in the Ivory Coast and signed a memorandum of understanding for a joint MBA and faculty exchange between our two institutions.



Hand in Hand members participated again in the campaign of solidarity “Ramadan 1437” launched by his Majesty King Mohamed VI.

# Inspiring AUI students



## Reaching new heights ...

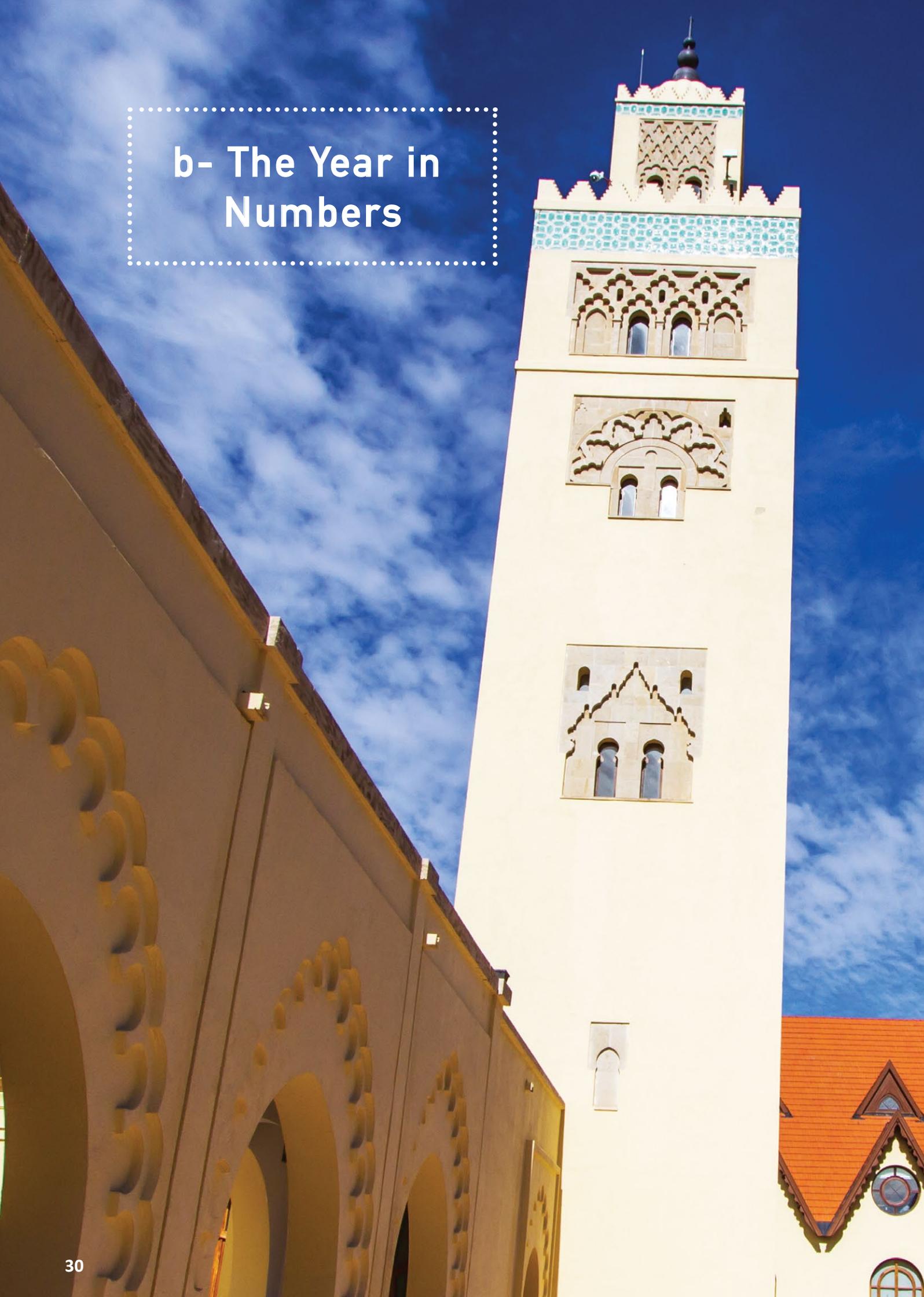
Nacer Ben Abdejilil, the first Moroccan to climb Everest and to reach the North Pole, gave a motivational speech on reaching one's own Everest to an audience of enthralled AUI students.



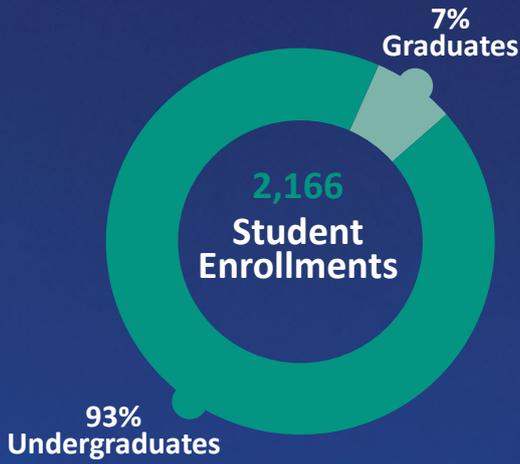
## and racing forward!!!!

Mehdi Bennani, the first Moroccan driver to ever win a round of the FIA World Touring Car Championship, gave a presentation to AUJ on the journey of a champion.

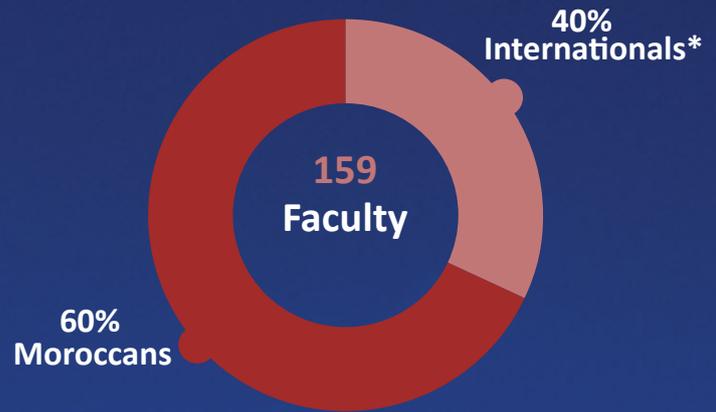
# b- The Year in Numbers



## Students

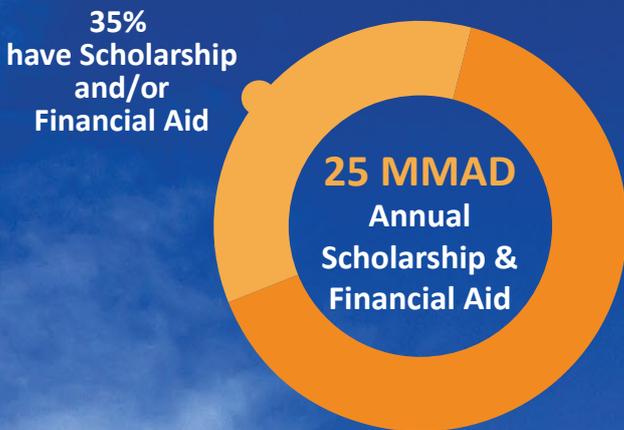


## Faculty



\* Includes bi-nationals

## Scholarships and Financial Aid



Female Faculty



78% PhD Holders

## Civic Engagement



25,000 hours dedicated for the community involvement program (The equivalent of 13 years of full time employment)



Student Clubs raised over 1,640,000 MAD for charity



2,755 beneficiaries in Azrou Center

## Social Media



More than 171,000 Facebook likes



More than 1,200 Twitter followers



More than 2,300 subscribers  
300,000 views



More than 11,000 followers

4010 Alumni around the globe

جامعة الأخوين  
AL AKHAWAYN  
UNIVERSITY



# Our Performance



نهائيات كأس العرش  
الخاصة بالأخياء الجامعية  
مئذنة 14-15 أبريل 2016  
- الكرة الطائرة -

FUN RUN  
GALA  
PALL HERBIA

FUN RUN  
GALA  
PALL HERBIA



AUI Women's Volleyball Team  
wins the Moroccan Universities  
Volleyball Championship of 2016.

## 03 Our Performance

### Strategic Priority 1: Student Learning Development and Success

AUI is committed to educating global citizen-leaders through an English-language curriculum based on the American liberal arts system. The effectiveness of this approach is evident in some of the student and alumni success stories shared below. Our students continue to excel academically with increased numbers of students being listed on the President and Dean's lists.



From L to R: SBA Dean Jawad Abrache, AUI President Driss Ouacouicha, SBA student Yahia Alami, and Mr. Ahmed Bennani, Manager of the Casablanca Stock Exchange School.

SBA student Yahia Alami was in the top three National *Champions de la Bourse*.



AUI student Ali Senhaji (front left) captained the first place team at the New York University Abu Dhabi 2016 Hackathon for Social Good in the Arab World.



AUI alumna **Khadija Idrissi Janati ('04)**, was the only Moroccan to be nominated as a Young Global Leader 2016 by the World Economic Forum.



AUI senior Iliass Ikhanjal and freshman Leila Karroumi, along with three other young Moroccan students, won the Alumni Engagement Innovation Fund, a US State Department grant. Iliass and Leila's team won for their E-nitiate project, which aims to promote computer science literacy among Moroccan high school students.



AUI Women's Volleyball Team won the Moroccan Universities Volleyball Championship of 2016.

From L to R: Carrie Grace Campbell, Yukina Kopigani, Meryem El Abdi, Wafaa El Harim, Sara El Hamdaoui



Four members of the AUI MUN Club represented the Republic of the Union of Myanmar, in the Harvard World Model United Nations in Rome.



Chaimae Dyaz, MBA student, won the annual keynote student speaker competition in the Ellucian Live Middle East Conference in Dubai.



Soukaina Ouaddar won the CSI 1\* horseback riding competition as part of the Morocco Royal Tour in Rabat.



AUI's team won the overall standing of the multi-sports Festival des Grandes Ecoles organized by the National Federation of Multisports and hosted by AUI.



Al Akhawayn University won the 1st and 3rd places in the 4th Edition of the ACM National Collegiate Programming Contest (MCPC).



From L to R: Chaimae Aklibous, Safae Bourhnane and Fatiha Kafou

**AUI Team ranked first in the Girls Code Too Contest, co-organized by the Moroccan Association for Computing Machinery (MACM) and the Moroccan Chapter of Arab Women in Computing (ArabWIC Morocco) in Rabat.**



The Center for Learning Excellence student mentors offered around 1600 hours of peer mentoring for newcomers and over 600 sessions of tutoring in 15 different courses.



The AUI team won first place and received a prize of \$ 27,000 of Microsoft Cloud services in the national ScreenDy Hackathon, which was hosted by AUI.

## Alumni Achievements



According to the Moroccan magazine *Challenge*, AUI alumna, **Lamia Bazir ('12)**, at only 26 years of age, is listed in the top 60 Women Leaders of Morocco. Lamia was recently elected President of the Alumni Association.



AUI alumnus **Dr. Aomar Boum ('98)** is currently an Assistant Professor at University of California LA (UCLA) and recently published a new book entitled *A Concise History of the Middle East*. Dr. Boum recently had another book translated into Arabic.



AUI hosted the 13th Annual Alumni Association Job Fair with the theme “A Skilled Human Capital to Strengthen Competitiveness.” Thirty-three companies participated with around 80 representatives. Over 600 interviews took place.

## Strategic Priority 2: Quality Assurance and Enhancement

Every day, AUI continues to improve the quality of the University's programs, students, faculty, infrastructure, communication and governance.



During the Spring 2016 semester, the University continued to work towards its full NEASC institutional accreditation, for which the final review team visit is scheduled for March 2017.

AUI was also closely involved in the Accreditation Standards Revision Process that NEASC undergoes every ten years. President Driss Ouauicha and Dr. Moncef Lahlou participated in a meeting devoted to this project in November 2015 in London.

Different academic units also worked on accreditation and external validation of their different programs.



The Language Center had its Intensive English Program re-accredited for a period of 10 years, starting in August 2014. It is working on its yearly report for the Commission of English Language Program Accreditation (CEA.) The report is due in October 2016.



The School of Business Administration is due for its Bachelor of Business Administration (BBA) re-accreditation by EPAS in Fall 2016. It is also in the final phase of the eligibility application of the AACSB accreditation.



The School of Science and Engineering is preparing for an ABET accreditation visit in Fall 2016 for all of its three bachelor programs. The Bachelor of Science in Computer Science (BSCS) will be due for re-accreditation, while the Bachelor of Science in General Engineering (BSGE) and the Bachelor of Science in Engineering and Management Science (BSEMS) will both be seeking initial accreditation. The school has been working on the self-studies for all three programs during Spring 2016.

### Peer Institutional Evaluation

The School of Humanities and Social Sciences has sought external review and validation processes of its different programs. In April 2015, the School's Bachelor of Arts in Communication Studies (BACS) was reviewed and validated by a team of experts from the University of Northern Arizona. In September 2015, the Bachelor of Science in Human Resource Development (BSHRD) was reviewed by a team of experts from the George Washington University, which submitted a validation report in December 2015. As for the Bachelor of Arts in International Studies (BAIS,) the school submitted a self-study to a team of experts from the International Studies Association representing the University of Arizona and Indiana University. The review visit took place in February 2016 and the validation report was submitted in March 2016. This was the second consecutive cycle of external reviews of the programs of the School.



AUI recently became a member of the International Center for Academic Integrity (ICAI).



### Strategic Priority 3: Internationalization

AUI is committed to being a truly international campus in terms of students, faculty and staff. Below are some of the events promoting internationalization, details about student exchange and study abroad, and a brief profile of visiting professors.



President Ouauicha presented a paper on internationalization at AUI during an Advancing U.S. Morocco University Cooperation Symposium organized by the U.S. Embassy in Morocco.



Study Abroad Programs Fair

During 2015-2016 academic year, 121 non-degree seeking students attended AUI from more than 35 institutions in 10 countries including: Canada, Finland, France, Germany, Italy, China, Japan, Republic of Korea, Malaysia and the USA. In addition, AUI hosted 51 visiting international students during Summer 2015.

**International Mobility Fund:**

AUI allocated 200,000 MAD in funding to assist students to attend and present at academic and student development conferences around the world.

**Partnerships:**

This academic year, AUI signed 11 new Memoranda of Understanding in order to exchange students with various international institutions and renewed exchange-of-student agreements with institutions that included Boston College, Stanford University, University of California, Berkeley and University of California, Irvine.

## Visiting Faculty/Scholars 2015-2016



**Dr. Talha Harcar**, a full Marketing Professor from Pennsylvania State University, spent his sabbatical here at AUI teaching marketing courses as well as undertaking research.



**Dr. Peter Thompson**, a Professor in the Department of Modern Languages, Philosophy and Classics at the University of New Orleans, taught Philosophy during Spring 2016.



**Dr. E.K. Esawi**, coordinator of the Division of Physical Sciences and STEM at Elizabethtown Community and Technical College, Elizabethtown, KY, USA, taught Mathematics during the Summer of 2015.



**Dr. Etty Terem**, who teaches Middle Eastern History at Rhodes College, spent two weeks as a scholar-in-residence at the AUI Hillary Rodham Clinton Center for Women's Empowerment, sharing



**Dr. Ahmed Rhazaoui**, former UNDP executive, who holds a Ph.D. in Political Science and Economics from New York University, taught International Studies at AUI during the fall semester.

her research.



**Dr. Aili Mari Tripp**, Professor of Political Science and Gender and Women's Studies at University of Wisconsin-Madison, spent two weeks as a scholar-in-residence at the AUI Hillary Rodham Clinton



**Ambassador Mohamed Loulichki**, Morocco's former ambassador to the United Nations, taught International Studies during the Fall 2015 and Spring 2016 semesters.

Center for Women's Empowerment, sharing her research.



**Dr. Lisa Eckert**, an Associate Professor of English at Northern Michigan University, taught English Composition during Fall 2015.

## Strategic Priority 4: Advancement for Growth and Sustainability

AUI demonstrated its commitment to growth and sustainability by increasing numbers of enrolled students, decreasing costs (especially energy costs) and improved infrastructure.

### Enrolled Students:

This year, the number of students enrolled has increased to 2166. The percentage of enrolled students holding a baccalaureate with distinction has increased to 85%.

### Executive and Continuing Education:

This year the AUI Executive Education Center offered over 2300 training days to a variety of public and private clients.

### Infrastructure:

This year, the AUI internet speed was doubled to 655Mbps. IT services released Al Akhawayn Mobile in Spring 2016, an app that allows students, faculty, staff, alumni and friends, to access a wide range of AUI campus services such as announcements, upcoming events, dining menu choices, students' activities, athletics' happenings, multimedia news, phone directory, campus map, Ifrane weather forecast, prayer times, shuttle schedules, and social media. Available with integrated Jenzabar Go, the app allows students and faculty to gain mobile access to courses' schedules, class rosters, coursework and gradebooks.

Construction of the new Academic Building 8B has progressed significantly, and it is anticipated the building will be officially opened early in the next academic year.

### Al Akhawayn Conference Center:

After one year of operation, the ACC is positioning itself as a popular venue for national and international conferences. With 99 rooms, an auditorium, six meeting and seminar rooms, and dining facility for 150 guests, it receives more and more requests for conferences from national businesses and associations as well as international conferences. Combined with Ifrane's natural beauty, it provides the ideal site for retreats, small conferences and training programs

## AUI campus is going green



## Achievements:

**LED Project:** AUI replaced its sodium bulbs with low-consumption LED bulbs in its street lighting, student residences and classrooms, resulting in a reduction of CO<sup>2</sup> emission by 70% and a yearly saving of approximately 400,000 MAD.

**Solar Panels for Hot Water:** AUI installed a small solar panel plant with a capacity of 90 KW. The small plant produces 2500 M3 of hot water annually for student residences, with an annual saving of 184 MWH and a CO<sup>2</sup> emission reduction of 141T/ year.

**Biomass Boiler for Swimming Pool:** Replacement of swimming pool gasoil boilers by 500 Kw biomass resulted in a total saving of approximately 500,000 MAD per year.

**Biomass Boiler to Replace Electricity for Heating of Residential Area:** Replacement of the electrical system for hot water production and heating by 3000 Kw biomass boilers, led to a total saving of approximately 5 million MAD per year and a CO<sup>2</sup> emission reduction of 3830T/year.

**Heating Pump to Replace Resistance Based Heating:** Replacement of electrical heating system by a heating pump for the mosque resulted in total savings of approximately 400,000 MAD per year and reduced CO<sup>2</sup> emission by 75%.



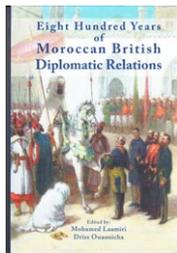
A project funded by an AUI Seed Money Grant has developed a small-scale converter which processes used cooking oil into biodiesel fuel. In contrast to large, expensive systems, this converter uses mostly recycled materials. Tests show that it produces cleaner fuel and also allows the users to collect byproducts such as glycerin which can be used for other purposes.

## Strategic Priority 5: Research, Innovation and Discovery

Externally funded projects in the 2015-2016 academic year amounted to 35 million MAD. Most of these research projects were supported by the School of Science and Engineering as well as the School of Humanities and Social Sciences.

AUI faculty members continued to publish books, write articles for peer-reviewed journals and participate extensively in international conferences. Faculty scholarly publications this past year included 4 books, 21 book chapters, 61 peer-reviewed articles as well as participation in over 100 conferences.

### Books



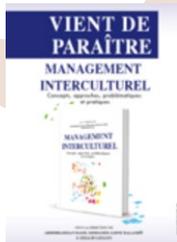
**Professor Driss Ouauicha**, President of AUI, co-edited a book entitled *Eight Hundred Years of Moroccan British Diplomatic Relations*.



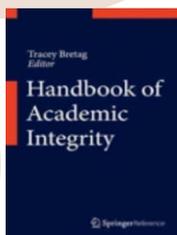
**Dr. Djallil Lounnas**, Assistant Professor of International Studies, had a book chapter entitled “Stabilité vs Démocratie en Algérie: La transition démocratique à l’épreuve d’un environnement extérieur dangereux” published by Les Editions Frantz Fanon.



**Dr. Bouziane Zaid**, Associate Professor of Communication recently had a book on State-Administered Public Service Broadcasting in Morocco translated to Japanese and published by Keio University Press.



**Dr. Abderrahman Hassi**, Assistant Professor of Management, co-edited a book entitled *Management interculturel: concepts, approches, problématiques et pratiques*, which was recently published by Al Maarif, Aljadida.



**Ms. Gina Cinali**, Director of the Office of Institutional Research and Effectiveness, and ICAI Board member, contributed a book chapter to the *Handbook of Academic Integrity*, entitled “Middle Eastern Perspectives of Academic Integrity: A View from the Gulf Region”.

## Patents

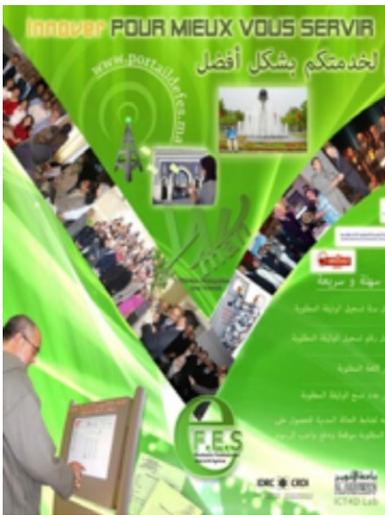


**Dr. Khalid Sendide**, Associate Professor of molecular biotechnology, recently had two patents published by the Office Marocain de la Propriété Industrielle et Commerciale (OMPIC).

## University Research Grants

AUI encourages its faculty members to engage in research activities with allocated internal funding grants of over 2 million MAD each year.

In addition, as indicated by some of the examples below and provided in the list in the appendices, faculty members have been active in raising research funds from both national and international agencies. This year, externally funded research projects reached 35 million MAD.



This year AUI received over 7 million MAD in grants from different e-gov projects.



The “Clay House Project” was accepted for financing by the ‘Centre National pour la Recherche Scientifique et Technique’ (CNRST).



The Middle East and North Africa Regional Architecture (MENARA) project, supported by the European Union, mapped geopolitical shifts and domestic dynamics in the Middle East and North Africa.



Two renewable energy projects financed by IRESEN for a total amount of 7 million MAD.



AUI received small grants of over 1 Million MAD to develop a smart city concept in the region.

## Strategic Priority 6: Enhanced Communication

AUI continues to improve its internal and external communication. Internally AUI used Jenzabar to disseminate information to the community about the strategic plan, NEASC accreditation progress, and new campus policies.

### Social Media

91,000 new people subscribed to the AUI Facebook page to reach 171,802 subscribers. The Facebook page on average reached 285,000 users per month, 1,750 reactions per month, and 165,000 yearly likes. This page has daily posts and serves to relay information about University events as well as provide a first point of contact with prospective students. Some of these stories were viewed by up to 600,000 people, with an average of around 35,000 people. Also, the Development and Communications Department prioritized community management, responding to, on average, 100% of messages in less than 45 minutes.

The university YouTube Channel posted videos of events on campus as well as the weekly summary "One week at AUI". Currently, it has 217 videos and 2,366 subscribers (1914 subscribers added last year), and 300,082 views. The AUI Twitter account has 1,245 followers with a total of 1,515 tweets, while LinkedIn has 11,192 followers. AUI's Instagram account was launched in March 2016, and already has 3,388 followers, with a total of 74 posts. AUI's Snapchat, created in March 2016, has a score of 1,421, with an average of 550 views for each snap.

# 04 Financial report 2015-2016

## I – Introduction :

The academic year 2015-2016 at Al Akhawayn University was a year of transition between the Strategic Plan periods of 2010-2014 and 2015-2020, characterized by heavy investments and an upgrade of its infrastructure and of its human resources. The new Strategic Plan period of 2015-2020 will be a period of consolidation of AUI's academic and financial assets.

### - Highlights of the year:

#### ***The financial performance of this year benefited from two factors:***

- 1- Housing rate increase: As authorized by the Board of Trustees, housing rates increased by 5%.
- 2- Savings on energy cost: As planned, the University launched an energy efficiency plan which has already generated a saving of MAD 3.3M (1.6 electricity & 1.7 diesel).

#### ***On the other hand, the University was impacted by various factors including:***

- 1- Tax increase: Last year's "Loi de Finances", which cancelled the University tax exemption from value added tax on equipment purchases, drained a significant amount from the University budgets.
- 2- Interest rates: The generalized decrease of interest rates in the Moroccan banking sector and the decrease of excess cash had a negative impact on the University endowment and cash investment income.

## II – 2015-16 Statement of activities:

By July 31, 2016, the revenues from tuition, fees and executive education were 12.7% higher than those of the last year. The income generated by AUI's auxiliary enterprises grew by 8.4%. The overall operating revenues, achieved a 9.9% increase compared to 2014-15. The non-operating revenues on the other hand were decreased compared to last year, due mainly to lower earnings from the endowment and cash investments.

Total revenues, both operating and non-operating reached 4.5% higher than last year. Expenses on the other hand, increased by 5.8%, including depreciation, due mainly to variable personnel costs. Other expenses remained stable or decreased due to improved management rationalization, cost control and important savings on the energy bill.

## III – Proposed budgets for 2016 – 2017:

### - Operating budget:

#### ***Two major factors are expected to have a positive impact on the operating budget for next year:***

- 1- An increase of 100 additional students.
- 2- A 5% increase in the tuition rates.

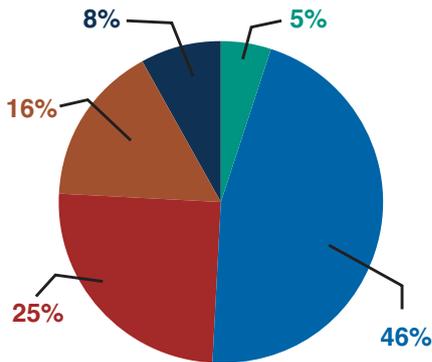
Total income from tuition and fees will increase by 9.8% which is the result of a 4.6% increase in the number of students and a 5% increase in the rates of tuition and fees. Assuming that the Executive Education performs as expected, the auxiliary enterprises income increases at a rate of 4-5%, and the Al Akhawayn School of Ifrane (ASI), as anticipated, shows a modest increase of 3%, the total operating income should increase by 6.9%. In terms of non-operating income, it is expected that a lower cash investment income and an increase of research income will result in an increase of total revenues by 3% in the 2016-2017 school year.

Operating expenses are expected to remain equivalent to the operating expenses of the 2015-2016 school year. The resulting net income is expected to be more than double that of the current year.

**- Capital expenditures budget:**

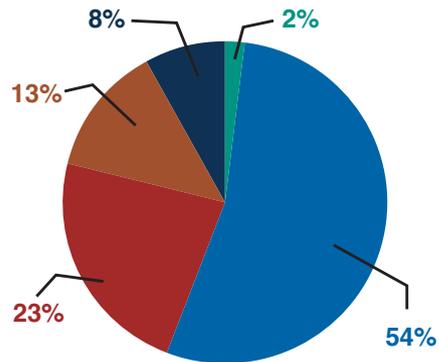
AUI's heaviest investments were made during the last 3 years. For the 2016-2017 academic year, the main capital expenditure will be MAD 16 Million to complete the construction, equipment and furniture of the classes and faculty offices of the academic building 8B. The total budget, including the above, will reach a total of MAD 34.6 Million, almost 30% less than the current year's budget (48.1M).

**Revenues 2015-2016**



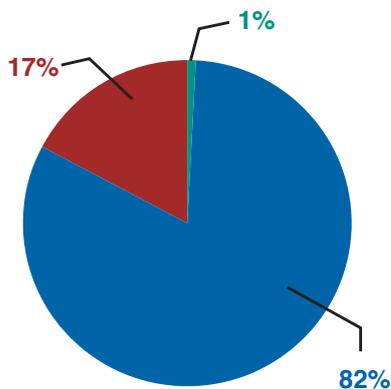
- Tuitions & Fees
- Auxiliary Entreprises
- Non-Operating Revenues
- Subsidies
- Other Services

**Budgeted Revenues 2016-2017**



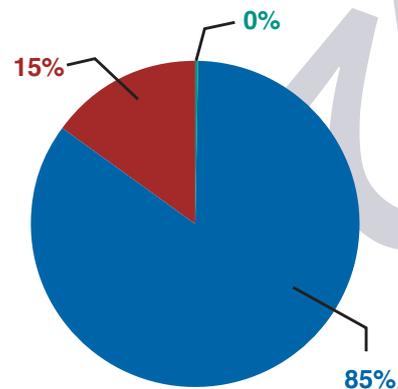
- Tuitions & Fees
- Auxiliary Entreprises
- Non-Operating Revenues
- Subsidies
- Other Services

**Expenses 2015-2016**



- Budgeted Expenses
- Depreciation
- Interest & Bank Fees

**Budgeted Expenses 2016-2017**



- Budgeted Expenses
- Depreciation
- Interest & Bank Fees

# 05 Appendices

## Appendix 1: List of Books, Book Chapters, and Journal Articles

### Books

Laamiri, M. and Ouaouicha, D. (Eds). (2016). Eight hundred years of Moroccan British diplomatic relations. Rabat: MBS publications.

Hardy, M. (2015). Kingdom. New Issues Poetry and Prose: Western Michigan University.

Hassi, A., Balambo, M. A., & Limamy K. (Eds.). (2016). Management interculturel: Concepts, approches, problématiques et pratiques. Rabat: Al Jadida.

Zvan Elliott, K. (2015). Modernizing patriarchy: The politics of women's rights in Morocco. Austin: University of Texas Press.

### Book Chapters

Abid, M. R., Riduan, & Benhaddou, D. (2015). Routing in WSNs for space application, In Benhaddou, D. & Al- Fuqaha, A. (Eds.) Wireless Sensor and Mobile Ad-Hoc Networks (47-68). New York, NY: Springer.

Cinali, G. (2016). Middle Eastern perspectives of academic integrity: a view from the Gulf region. In Bretag, T. (ed.) Handbook of Academic Integrity (113-133). Singapore: Springer.

El Bernoussi, Z. (2016). La Négociation Interculturelle. In Hassi, A., Balambo, M. A., & Limamy, K. (eds.), Le Management interculturel: Concepts, approches, problématiques et pratiques (145-162). Rabat: El Maarif Al Jadida.

Gray, D. H., & Coonan, T. (2016). Reframing gender narrative through transitional justice in Tunisia. Sriram, C. (ed.), In Transitional Justice in the Middle East and North Africa. London: Hurst Publishers.

Kissani, I. (2016). Culture et prise de décision. In Hassi, A., Balambo, M. A., & Limamy, K. (eds.), Management interculturel: concepts, approches, problématiques et pratiques. (231-240). Rabat: Management Interculturel.

Lounnas, D. (2015) Stabilité vs Démocratie en Algérie: La transition démocratique à l'épreuve environnement extérieur dangereux. In Ingrachen, A. (Ed.), Quelle transition démocratique pour quelle Algérie ? Constats, enjeux et perspectives. Alger, Algeria: Les Editions Frantz Fanon.

Lounnas, D. (2016). The paradox of the moderate Algerian Islamist parties in the post-Arab Spring Algeria. In Martinez, L., & Boserup, R. S. (Eds.) Algeria Modern: From Opacity to Complexity. New York, NY: Hurst Publishers.

Monette, C., & Roy, E. (2016). The Al Akhawayn University master of arts in Islamic studies. In Islamic Studies in the Contemporary World: A Cross-Cultural Challenge. Beirut: Adyan Foundation.

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Ross, E. (2015). The grid plan in the history of Senegalese urban Design, in Silva, C. N. (ed.) Urban Planning in Sub-Saharan Africa: Colonial and Post-Colonial Planning Cultures. London & New York: Routledge.

Ross, E. (2015). Senegal, in Falola, T., & Jean-Jaques, D. (eds.) Africa: An Encyclopedia of Culture and Society, 3. New York: ABC-CLIO.

Roy, E. (2015). Moroccan Imams and the 'Girl Professor': Positionality and Epistemai in a Classroom-based Cross-Cultural Exchange of Knowledge. In Hutchinson, C. B. (ed.), Experiences

of Immigrant Professors: Challenges, Cross-Cultural Differences and Lessons for Success, pp. 110-121. New York, NY: Routledge.

Roy, E. (2016). Arab money in Malian schools: médersas' co-optation of monetary and ideological networks). In Berglund, J., Bocking, B., & Shanneik, Y. (eds.), *Current Issues in Religious Education: Local and Global Perspectives*. Dordrecht: Springer. In Print.

Trevathan, S. (2016). Spiritual Education in Muslim schools. In Zaman, M., & Memon, N. A. (eds.), *Philosophies of Islamic Education: Historical Perspectives and Emerging Discourses*, pp. 57-71. New York, NY: Routledge.

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Zaid, B. (2016). State-Administered Public Service Broadcasting in Morocco. In Lowe, G., & Yamamoto, N. (eds.), *Public Service Media Across Boundaries*. Göteborg, Sweden: Nordicom.

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## Journal Articles

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Abid M. R., & Biaz, S. (2015). Airtime ping-pong effect characterization in IEEE 802.11s wireless mesh networks computing. *Springer Computing Journal*, 97(9), 913-937.

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Bachleda, C., Fakhar, A., & Elouazzani, Z. (2015). Quantifying the effect of sponsor awareness and image on the sports involvement-purchase intention relationship. *Sport Management Review*, 19(3), 293-305.

Baijou, A., & Samir, A. (2016). Impact of economic freedom, piracy losses, and intellectual property rights on foreign direct investment: evidence from MENA countries. *South Asian Academic Research Journal ACADEMICIA*, 6(2), 119-132.

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## Appendix 2: Conferences /Events Organized at AUI 2015-2016

### a- National and International Conferences

May 23, 24, 2015 - The Social Sciences and the Dynamics of Change and Continuity in Morocco by ASSRI.

June 10, 2015 - The Visegrad Countries in Morocco and the Maghreb, by SHSS.

July 6-7, 2015- Innovative and Critical Approaches to Higher Education in the 21st Century.

September 4-7, 2015 - 4th edition of the Astronomy Festival of Ifrane.

September 9-12, 2015 - Third Water Integrity Workshop.

October 9, 2015 - Les Jeunes et la marginalisation.

November 5, 2015 - How to write a successful research grant proposal.

November 11, 2015 - Promoting a Violence against Women Law in Morocco.

November 26, 2015 - Regime Maintenance in Morocco and the Nominal Change of Government through the 1997 and 2011 Parliamentary Elections.

November 27-28, 2015- Fourth Water Integrity Workshop.

December 7, 2015- Musawah, by Hillary Rodham Clinton Center for Women Empowerment.

December 10-11, 2015- How to develop a Project for the commune.

December 10-11, 2015- Third Capacity Building.

December 11, 2015- IPv6 Workshop.

March 8, 2016 - Entrepreneurial Innovation in Morocco: Opportunities and Challenges.

March 30-31, 2016 - Gender, Migration and Refugees in North Africa: Perspectives from the South.

April 13, 2016 - Africacrypt 2016 Conference.

April 24, 2016 - CSC 1401 Ethics Conference.

April 27, 2016 - 4th annual Spaghetti Bridge Building Contest.

April 23-24, 2016- International Space Apps Challenge.

May 16, 2016 - Teaching Arabic in the Global World: Bridging the Gap between Study Abroad and Domestic Programs.

May 20, 2016 - The Third Annual Social Science Conference Inequality and Marginality in Local, Regional and Global Contexts.

### b- Public Lectures and Presentations by Invited Guests

June 10, 2015, "Tips on Becoming an Inspiring Leader" by Jean François Etienne, Managing Director, Unilever Maghreb.

June 11, 2015, "What Every Twenty-First Century Business Must Know About International Human Rights Law" by Ralph G. Steinhardt, Professor of Law, George Washington University Law School.

June 15, 2015, "A Critical Analysis of Slavery Studies in North Africa" by Leslie Jacobson, Professor of Theatre, George Washington University.

September 2, 2015, "Developments in the Field of Language and Gender and some Implications for North Africa and Spain" by Norma Mendoza Denton, Professor in Anthropology, University of California Los Angeles (UCLA).

September 3, 2015, "Toward a Post-Colonial History of Moroccan Jews: Navigating Narratives, Archives, and Internet Databases" by Aomar Boum, Professor of Anthropology, University of California Los Angeles (UCLA).

September 21, 2015, "Processes of Family Law Reform: Legal and Societal Change and Continuity in Morocco and Jordan" by Dörthe

Engelcke, Visiting Fellow, Islamic Legal Studies Program, Harvard Law School.

October 2, 2015, "IEEE Endeavor to Promote Technology Innovation and Entrepreneurship for the Benefit of Humanity" by Mohamed Essaïdi, Director, ENSAIS College of Engineering, Mohamed V University, Rabat (ex IEEE).

October 07, 2015, "Sales and Marketing Strategies at Nexans" by Faïçal Darhrham, Area Sales Manager, and Youness Benaïssa, Regional Market Line Manager, Nexans Maroc.

October 07, 2015, "Management Ethics and Social Responsibility" by Faïçal Darhrham Area Sales Manager, and Youness Benaïssa, Regional Market Line Manager, Nexans Maroc.

October 08, 2015, "L'Ecosystème Entrepreneurial et l'Auto-entrepreneuriat au Maroc" by Larbi Benrazzouk, General Director, Maroc PME (ex ANPME).

October 12, 2015, "Transformation and Collaboration in a Global and Multi-cultural Environment" by Rémi Taillefer, EMEA Global Financial Services Executive Director, Dell.

October 16, 2015, "History of the Feminist Movement in Morocco" by Latifa EL Bouhsini, Professor, l'INAS (Institut National d'Action Sociale), Tanger.

October 20, 2015, "Accreditation: What Does it Mean to Students?" by Jacob M. Chacko, Dean, College of Business Administration, Abu Dhabi University.

October 21, 2015, "Rural Co-operatives: Challenge and Success" by Noral Allouch, Amina Yabis and Khadija Khajjou, Co-operative Assafae, Tigris.

October 27, 2015, "A New Book: The Last Civilized Place: Sijilmasa and Its Saharan Destiny" by Jim Miller and Ronald Messier, co-writers of the book.

October 28, 2015, "Organic Food Business in Morocco" by Tarik Lechkar, Owner and Manager, Domaine de la Pommeraie, Morocco.

November 2, 2015, "EU Delegation Work in Morocco and EU: Morocco Agenda 2015-2016" by Rupert Joy, European Union Ambassador Morocco, European Union Delegation Morocco.

November 3, 2015, "Moroccan Foreign Fighters in Syria" by Mohammed Masbah, Professor of English, Mohamed V University, Rabat.

November 10, 2015, "From IT to Banking Career: An Unusual Career Trajectory for an AUI Alumnus" by Taoufik Rabbaa, North Africa Treasury and Trade Solutions Head, Citi.

November 11, 2015, "Outlook into Modern Engineering Education" by Mohamed El-Sharkawi, Professor of Electrical Engineering, University of Washington.

November 11, 2015, "Research for Sustainable Economic Development or Prestige" by Mohamed El-Sharkawi, Professor of Electrical Engineering, University of Washington.

November 12th, 2015, "Les Champions de la Bourse" by Ahmed Bennani, Director of Stock Exchange School and Hiba Elmahdaoui, Senior Trainer, Casablanca Stock Exchange.

November 9, 2015, "Africa in the Age of Imperialism (1850-1914)" by Georges Gnakpa, Professor of English and History, International University of Grand Bassam, Ivory Coast.

November 12, 2015, "State Formation and Cultural Identity in West Africa (1960- Present)" by Georges Gnakpa, Professor of English and History, International University of Grand Bassam, Ivory Coast.

November 23, 2015, "Death and Friendship: From Homer to Tahar Ben Jelloun" by Gregory Jusdanis, Humanities Distinguished Professor, Director of Modern Greek Studies, University Hall, Columbus, Ohio.

November 24, 2015, "HCPV and the REPHLECT Project" by Ing Ignacio, Luque Heredia, founder of REPHLECT.

November 25, 2015, "Countering Violence and Bringing Peace" by Nizar Messari, Dean School of Humanities and Social Sciences AUI, Djallil

Lounnas, Assistant Professor of International Studies AUI, and Ahmed Rhazaoui, UNA expert and Visiting Professor.

November 26, 2015, "Geomarketing by Algomap" by Younes Hajoui, Executive Manager, Algomap.

November 27, 2015, "Category Management: The Case of Label'Vie Carrefour" by Leila Behamou, Merchandising and Category Manager, Carrefour.

December 2, 2015, "Diaspora, Transnational Entrepreneurs and Economic Development: the Case of Tekana Migrants from the Guelmim-Wedinoon-Region, Morocco" by Ali Najib, Senior Lecturer, Department of Social and Economic Geography, Uppsala University Sweden.

December 2, 2015, "Using Theatre as a Catalyst for Societal Change" by Leslie Jacobson, Professor of Theatre, George Washington University.

December 3, 2015, "ScreenDy: Reinventing Mobile App Development" by Mehdi Alaoui, CEO and Founder, ScreenDy.

December 8, 2015, "After the American Century: the Ends of US Culture in the Middle East" by Brian Edwards, Director, Middle East and North African Studies Program, Northwestern University.

December 9, 2015, "Reading of the Theatre Piece" by Leslie Jacobson, Professor of Theatre, George Washington University.

December 16, 2015, Keynote Address: "Capstone Awards Ceremony" by Loubna Imenchal, Director, North and West Africa Honeywell.

February 2, 2016, "The Maghreb and the Arab Spring: Five Years On" by Michel Willis, University Research Lecturer and King Mohamed VI Fellow in Moroccan and Mediterranean Studies, St. Antony, Oxford University, UK.

February 11, 2016, "The Huthis in Yemen: Background and Current Situation" by Hiroshi Matsumoto, Professor of International Relations, Daito Bunka University, Japan.

February 12, 2016, "Narrating the Nation: News, Ideology and Methodology" by Yasmin Jiwadi, Full Professor in the Department of Communication Studies, Concordia University, Montreal, Quebec.

February 18, 2016, "3D CAT" by Mehdi Mokadem, 3D CAT founder, and Sami Ait Moudden, Manager, #D CAT.

February 25, 2016, "Moroccan Insurance Sector" by Naim Bennani, Head of the Department of Insurance, INWI.

March 2, 2016, "The Fragmentation of Civil Society in Post-Arab Spring Morocco" by Rachid Touhtouh, Professor of Public Policy, Mohamed V University, Rabat.

March 2, 2016, "Ways to Modernity: Pluralism, Secularism and Diversity" by Rajeev Bhargava, Director of the Center for the Study of Developing Societies (CSDS), University of Delhi.

March 16, 2016, "Book Launch: Women and Power in Post-conflict Africa" by Aili Mari Tripp, Professor of Political Science and Gender and Women's Studies, University of Wisconsin-Madison.

March 17, 2016, "From Statics and Beyond" by Hajar Jafferji, 4th year PhD candidate, Worcester Polytechnic Institute, Worcester, Massachusetts.

March 23, 2016, "Visions of Masculinity in Clerambault's period in Morocco" by Maureen Shanahan, Professor of Art History, James Madison University.

March 30-31, 2016, "Gender, Migration and Refugees in North Africa: Perspectives from the South" by Mountaga Diop, Graduate of Law and Humanitarian Strategies, University Paris.

March 31, 2016, "Exploiting Careers: Financial Analyst" by Abdelaziz Lahlou, Analysis and Research Director, Attijariwafa Bank.

April 6, 2016, "Do Millenials Understand what Greenwashing is all about? Social Media and the Example of Energy East Pipeline" by Michèle Paulin, Professor of Marketing, Concordia University.

April 7, 2016, "Migration Internationale et Changement Social au Maroc" by Nouredine Harrami, Professor of Sociology, Moulay Ismail University, Meknes.

April 8, 2016, "The Role of Marketing Research on Marketing Decision Making" by Simohammed Bellamine, TNS Director.

April 13, 2016, "Old Texts, New Practices: Women and Islamic Reform in Modern Morocco" by Ety Terem, Professor of Middle Eastern History, Rhodes College, Memphis, Tennessee.

April 14, 2016, "How to Produce a Television Show" by Abdelillah Mansouri, Producer of AlJazeera's Arabic cultural show "Al Mashaa."

April 19, 2016, "Where are Youth Going?" by Aziz Daddane and Driss Khrouz. Directors of the National Library, Rabat.

April 19, 2016, "Global-Lights Employment Coaching" a Capstone talk by Deborah MacArthur, Founder, Global-Lights, The MacArthur Company.

April 26, 2016, "Ethics for a Troubled World" by Nicholas Onuf, Professor Emeritus, Department of Politics and International Relations, Florida International University, Miami.

## Funded Projects

Project	Amount	Donor	Duration
<b>SSE Projects</b>			
REPHLECT	1,105,790	EU SEMINST	
PROPRE.MA	5,000,000	IRESEN	
Clay house Project	2,060,000	CNRST	
Innotherm Project	1,608,881	IRESEN	
eGov/BEC Project	6,102,120	Commune of Meknes	2016/2018
eGov/BEC Project	449,990	Commune of Rass Elma	2016/2017
eGov/BEC Project	502,000	Commune of Loulad	2016/2017
eGov/Ext Project	1,000,000	City of Sefrou	2015/2017
Smart City	1,150,000	AOS	2015/2017
Smart City	250,000	Commune of Benhmed	2016/2017
Development of Smart Metering and an Energy Management System in Morocco	1,807,400	CNRST	
Big Data for Development purposes	11,300,000	IDRC & American University of Cairo	2015/2017
<b>SHSS Projects</b>			
Menara: Middle East and North African Architecture	1,700,000	European Union	
Curriculum and Textbook Analysis in the Non-Formal Education	150,000	USAID	
State-of-the-Art workshops on Reading Acquisition in the Arabic Language	1,500,000	USAID	
Women's Engagement Network	1,490,000	MEPI	
Gender, Law and Social Change	100,000	CNRST	
Gender, Law and Social Change	100,000	British Council	
Gender Migration and Refugees: Perspectives from the South	30,000	BOLL Foundation	
International and National Guest Speakers' series	80,000	AIMS	
3rd Social Science Conference	100,000	Konrad Adenauer Stiftung	
<b>IEAPS Projects</b>			
Inequality, Intergenerational Mobility of Women Educational Attainment and Inclusive Policies in Arab Countries	64,550	FEMISE	





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