

## AUI 2015-2020 Strategic Plan First Year Executive Summary of Progress

Al Akhawayn's current strategic plan covers the period 2015-2020. The result of a participative process that that involved input from the Board of Trustees, faculty, staff, students, alumni, external experts and other University stakeholders, it comprises the following six 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. More Effective Communication.

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 Moroccan and world economy. The Plan emphasizes student success and internationalization, along with the need to continuously improve the quality of the University's programs, students, faculty, infrastructure, communication and governance. The Plan also supports AUI's aspirations to position itself as a leading institution on the African continent through increased research and innovation, international accreditation and excellence.

Each Priority and accompanying Goal of the current Plan has a specific person (or unit) in charge and in an improvement on previous plans, steps have been taken to ensure all strategic units in the University (academic and non-academic) have unit-level plans which support the larger plan of the University and produce systematic reports on progress made with achieving strategic plan goals. Thus, the following provides an executive summary of progress made during the first year of AUI's 2015-2020 strategic plan, based on unit-level activity.

### ***Strategic Priority One: Student Learning, Development, and Success***

As indicated in Table 1 below, significant progress has been made with achievement of the Strategic Priority One KPIs set for 2015-2016, with the University achieving 76% of its stated targets. Notably, an AUI-wide student satisfaction survey was undertaken indicating a 3% improvement in satisfaction compared to 2015, the number of hours that students contributed to the local and global communities increased by 14%, and although falling a little short of target, the graduation rate increased by 1% this past year. Results did however, suggest that additional support is needed to support student associations in their efforts to raise funds.

### ***Strategic Priority Two: Quality Assurance and Enhancement***

As shown in Table 1 below, for Strategic Priority Two, the University achieved 100% of its stated KPIs for 2015-2016. Of note, the self-study for full accreditation by NEASC was compiled with input from all AUI units and stakeholders and submitted at the end of the 2016, the School of Business, completed a self-study and on-site re-accreditation review by EPAS for its BBA program with positive feedback in relation to re-accreditation, the School of Engineering completed CSC, GE, and EMS program self-studies and on-site review by ABET, and the School of Humanities and Social Sciences completed a number of program validations. Further, the university established an Office of Institutional Research and Effectiveness (OIRE) and an Audit Unit. Finally, to increase the number of Units with institutional indicators, the Office for Academic Affairs and OIRE assisted all strategic academic and non-academic units to: develop Unit-level strategic plans with Goals, KPIs, and actions that align with and contribute towards achievement of the AUI/institutional strategic plan; and to complete reports on progress made during 2015-2016.

### ***Strategic Priority Three: Internationalization***

As indicated in Table 1 below, good progress has been made with achievement of the Strategic Priority three KPIs set for 2015-2016, with the University achieving 56% of its stated targets. In particular, the University increased its south-south collaborations with the establishment of an active

mode in the Ivory Coast, the number of classes with an international ICT component was doubled, and front-line staff exposure to internationalization training was increased. Results did however indicate greater emphasis was needed on increasing the number of students undertaking study abroad and the number of international students studying at AUI.

**Strategic Priority Four: Advancement for Growth and Sustainability**

As can be seen in Table 1 below, excellent progress has been made with achievement of Priority Four KPIs set for 2016-2016, with the University achieving 96% of its stated targets. Notably, the number of students enrolled with Très Bien, Bien, and Assez Bien distinctions rose by almost 20%, and although falling a little short of target, the number of enrolled students increased by almost 5% this past year. In addition, a number of new programs such as a part-time Master in Science Big Data and an Entrepreneurship minor have been launched, a revitalized promotional campaign has been established for EEC-Casablanca and EEC-Ifrane and a new Academic building providing an additional 16 new classrooms and labs, a new multipurpose auditorium (126 seats), and 25 new offices opened. Finally, the University was able to reduce its energy costs by over 16% with the use of a bio-mass system for heating, installation of solar panels, and replacement of sodium bulbs with LED bulbs in street lightening.

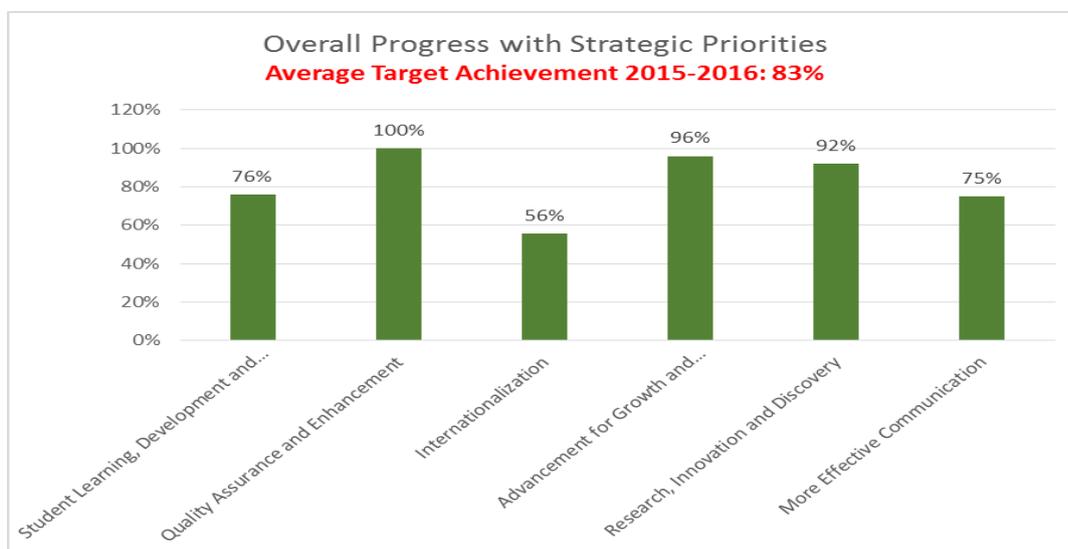
**Strategic Priority Five: Research, Innovation and Discovery**

As shown in Table 1 below, excellent progress has been made with achievement of the Strategic Priority Four KPIs set for 2016-2016, with the University achieving 92% of its stated targets. Of note, a new faculty teaching, research, and service data management system was purchased, production and overall quality of research publications and patents increased, and an AUI-wide faculty satisfaction with research infrastructure survey was undertaken to identify improvement opportunities. In addition, the number of students completing on-line courses offered at AUI increased by 6%. However, results did indicate more emphasis was needed on promotion of AUI consulting services.

**Strategic Priority Six: More Effective Communication.**

As can be seen in Table 1 below, significant progress has been made with achievement of the Priority Six KPIs set for 2016-2016, with the University achieving 75% of its stated targets. In particular, an AUI-wide student and faculty satisfaction with internal communication survey was undertaken to identify improvement opportunities, with a staff survey has been scheduled for 2017. In in a reflection of improved external communication, the number of original digital appearances, although falling a little short of target, did increase by 3% this past year, and the number of Facebook followers increased by almost 300%.

In summary, the University achieved 83% of its stated KPIs for the period 2015-2016.



**Table 1: Progress with AUI 2015-2020 Strategic Plan: Year One 2015-2016**