

## FOURTH YEAR EXECUTIVE REPORT

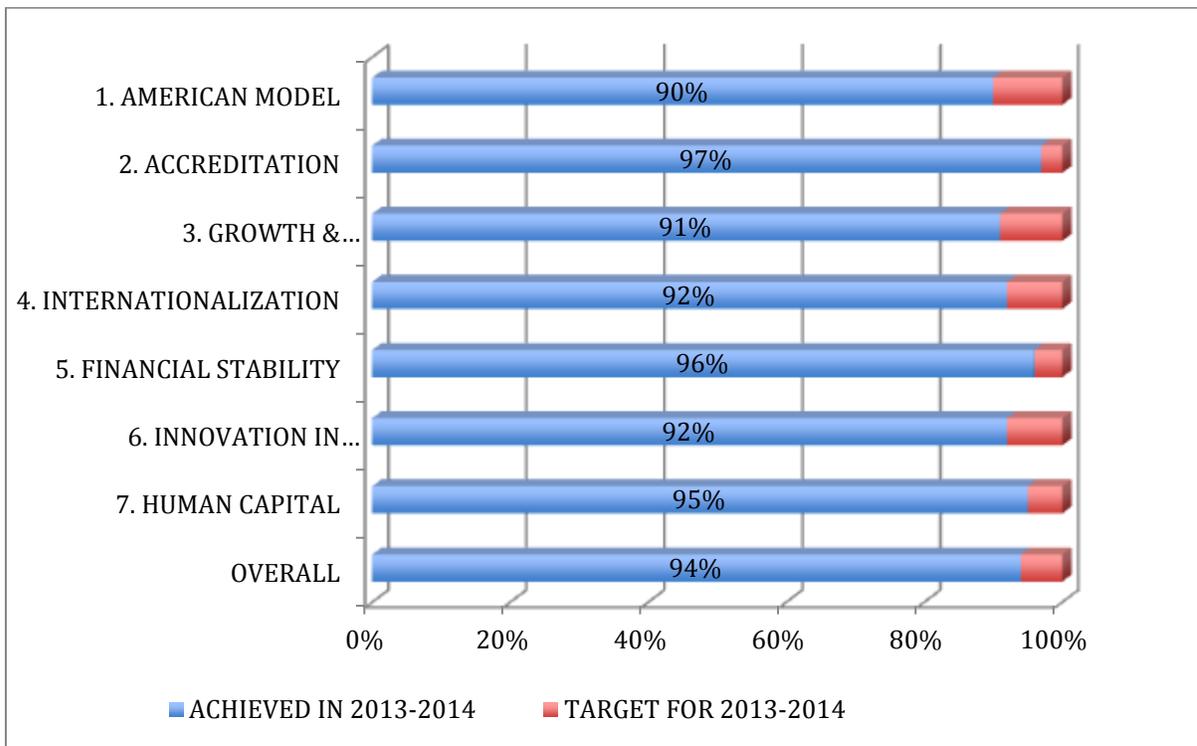
With the completion of the fourth year of its current strategic plan (SP) 2010-2014, AUI is enhancing its approach to communicating about its planning activities. In addition to regular communication and consultation with institutional representative bodies like the Academic Council (AC) and the Administrative Advisory Council (AAC), executive summaries of progress on the SP are regularly made public through the AUI website <http://www2.aui.ma/en/about/planning/strategic-plan.html>. The reports are compiled annually and represent a summary of the year's achievements using the balanced score card (BSC) software.

As of the end of Spring 2014, good progress has been achieved in the first priority line by enhancing the key success factors of the **American educational system**, through the organization of many workshops promoting student-centered pedagogy, the improvement of shared governance, faculty and staff substantial participation to development programs, and the reinforcement of the US model for the Al Akhawayn School of Ifrane. As of the second priority, **quality assurance and accreditation**, the update of AUI self-study report has been completed. Academic units have either updated/reviewed self-studies of programs they are offering (ABET for SSE, CEA for LC), received assessing teams (EPAS for SBA and CEA for LC) or undergone external validation (INGEA for SHSS). The SBA has been EPAS reaccredited for three more years while the LC has been reaccredited for 10 more years. For the third priority, **growth and development**, remarkable progress in the number of market-oriented programs (international trade, EEC certifications), number of students, extension of residential facilities, extension of sports facilities, and academic offerings in Ifrane and Casablanca has been recorded. Investment in physical structures to accompany growth underlined again the symbiosis between the financial resource allocation of the institution and its strategic goals. The transformation of the hospital building into a Convention and Continuing Education Center (CCEC) and the ongoing construction of the new academic building 8B are example of such a symbiosis. The amount of funded research has increased significantly, and it covers fields as varied as development and economics, renewable energies, urban planning, information technology in education, e-governance, Arabic teaching, and management of water resources. For the fourth priority, **internationalization**, the University has given support to several initiatives to promote participation in international networks, and ensure exposure of faculty, students and staff to international practices. AUI is now an institutional member of more than 30 international networks (See <http://www2.aui.ma/en/international/international-cooperation/institutional-memberships-networks.html>.) The fifth priority aiming at strengthening the **financial sustainability** of the institution 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. As of the sixth priority, **leadership in educational**

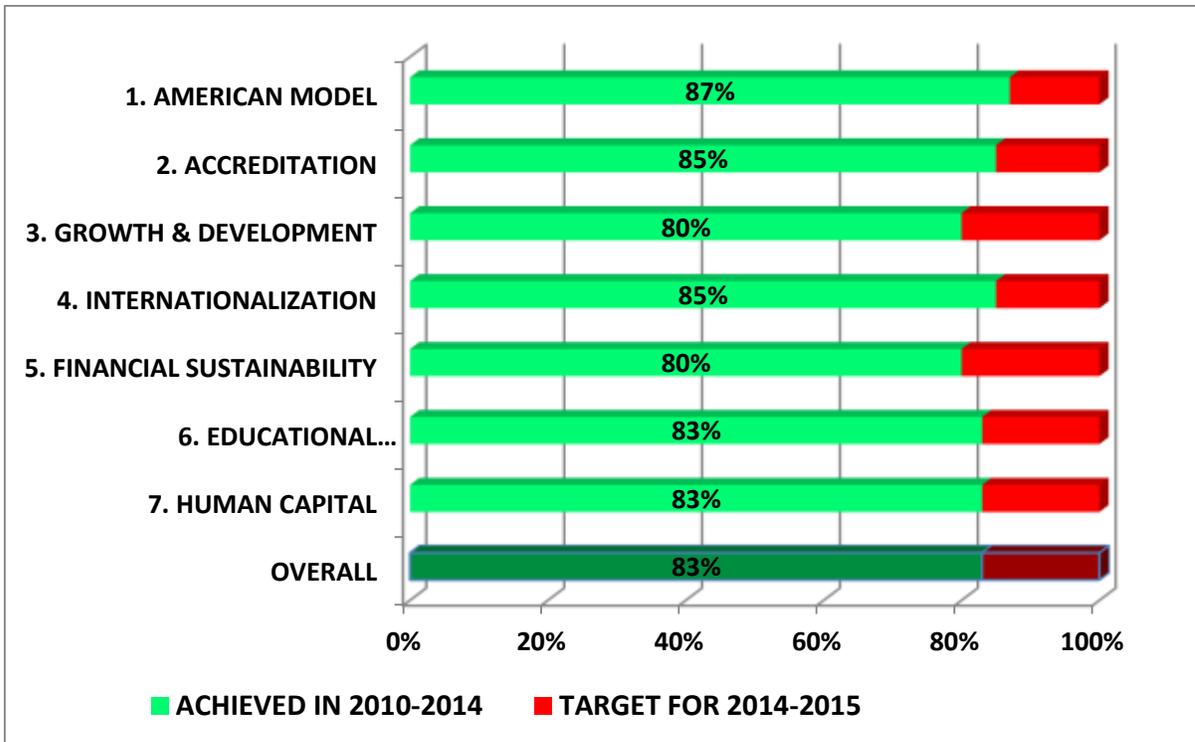
**innovation**, two national workshops on e-learning took place at AUI, placing AUI as a national lighthouse for the promising field of e-learning. The priority of **human capital** development has also seen good progress through newly negotiated benefits for faculty and staff. In total, a record of 75% of staff benefited from a development program while 66% of faculty obtained support to attend conferences or workshops. The CIMR retirement plan is now implemented for both Moroccan and international faculty and staff.

Up to the end of the spring 2014 semester, the overall progress on the current strategic plan has been evaluated at 83% of the final goals using the Balanced Score Card (BSC) software. The tables below summarize the yearly progress as well as the overall progress of the plan. The first figure represents the progress over the targets set for this academic year and shows an overall achievement rate of 94%. **Figure 2** shows the cumulative progress up to the fourth year.

An easy comparison between this year’s overall progress of 83% and the 65% recorded last year gives an overall contribution of 18% for this year.



**Figure 1: Progress for the fourth year 2013-2014**



**Figure 2: Progress up to 2013-2014 (over four years)**

Work is well under way for the preparation of the new University Strategic Plan. Completion of the new plan is expected towards December 2014.