

# STRATEGIC PLAN

2018 - 2023



الجامعة  
الأمريكية  
في الإمارات

American  
University  
in the Emirates

The 2018-2023 strategic plan of the American University in the Emirates (AUE) builds on its accomplishments to sustain quality in teaching, learning, research, and services. AUE aims to achieve this strategic plan by emphasizing and promoting the diversity of the university community; underlining the value of quality education and research; and, by fostering a shared sense of responsibility in using its resources effectively to achieve the AUE's strategic goals and objectives.

The AUE strategic plan 2018-2023 is a blueprint for the AUE mission, which is rooted in our core values, to further drive organizational improvement by fostering comprehensive evaluations, recognizing tactical decisions and relevant contingency plans as necessary, and retaining the University's identity. This roadmap will direct the development of ongoing annual operating plans linking specific defined objectives, enabling strategies, key performance indicators, and timelines. Taken together, the University's strategic and operational plans provide both a planning framework for mission attainment.

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## Message from the President



As President of AUE, I am very proud to be part of an institution where we believe that "Nothing is Impossible" is the "Pathway to Success".

AUE is a private university that commits to offer accredited academic programs and specializations of study, leading to bachelor, and master's degrees. Licensed by UAE's Ministry of Education (MoE), all offered programs are accredited by the Commission for Academic Accreditation (CAA).

Our challenge is to enhance the level of academic thoroughness in our university that will prepare students as global citizens.

At, AUE we recognize the value of international accreditation.

As such, in 2017, the Computer Science program at the College of Computer and Information Technology (CCIT) obtained accreditation through Accreditation Board for Engineering and Technology (ABET).

Continuing in the same stride, the College of Business Administration (COBA) has made significant achievements, in its process of acquiring the prestigious business accreditation by Association to Advance Collegiate Schools of Business (AACSB), where its progress report has been accepted. Similarly, other Colleges are following suit in their zest of obtaining international accreditation which adds great value to our students.

As a young institution and in its pursuit for excellence, AUE is excited for the next five years. To help students in their future career aspirations and lifelong learning, they will be engaged in mission driven activities in alignment with AUE's core values.

AUE students are taught by outstanding and professional faculty who bring a portfolio of international experience and research into the classroom. The core teaching is based upon exploring and bridging the gap between theory and practice.

I wish to thank everyone who has been engaged in the strategic planning process and for their loyalty, dedication and commitment in producing this strategic plan.

*Muthanna AbdulRazzaq*  
University President

## Executive Summary

Strategic planning at the American University in the Emirates is a hybrid process that combines both top-down and bottom-up processes that focus on collecting internal and external insights on potential issues and opportunities that builds on preceding assessments. Developing and revising a strategic plan is largely a participatory practice that requires active participation of the institutions' constituencies with academic and co-academic priorities, with the reinforcement of financial and human resources support. The process embraces input from (a) *external environmental* aids in extending the scope of institutional sustainability to include economic and social dimensions addressing complex and unexpected challenges, as well as addressing stakeholder needs and expectations for sustaining future performance and productive capacity and ability, taking into consideration the competitive environment. Moreover, strategic planning deliberates setting the context for and constraints on issues from environmental analysis of new academic degree, concentrations, and new developments in curricular content and pedagogy, and implication of trends in student demography with economical consideration and affordability attributes. External environmental factors encompass changes in the accreditation standards and policies, and contemporary development of non-academic regulations.

Strategic plan development and revision process also encompasses (b) *internal issues and opportunities* that focus more on the University history and capabilities, strategic issues and opportunities in vital areas for which the strategic plan must set direction for institutional reputation, quality of teaching and learning and research positioning. It also focuses on resource planning and faculty recruitment and retention, and facilities planning.

One of the instruments that the strategic planning committee has considered, is conducting a survey to University's constituencies internally and externally, for collecting feedback about the four dimensions of SWOT, AUE's top priorities and competitive advantage. The elements which were outlined across the survey analysis serve as key areas of focus in the revision and development of University Mission and Strategic Plan 2018-2023, to build on the University's existing accomplishments.

## Strategic Planning Committee

The Strategic Planning Committee oversees and supports the University strategy and planning process by identifying key strategic goals, activities and actions that will allow the University to achieve and accomplish its mission. The Committee is responsible of providing guidance, direction and advice while developing the University Strategic Plan and shall continue to monitor, update, and review the plan until its completion.

The strategic planning committee is responsible to oversee and support the University strategy and planning process by identifying key strategic goals, activities and actions that will allow the University to achieve and accomplish its mission. Aggregates and reviews the outcomes of the annual operational assessment of educational programs, academic and student support services, and administrative support services to interpret and measure the progress of strategic goals attainment and present the results of the findings to the University Council, and Board of Trustees.



**Prof. William Cornwell**  
Provost  
Committee Chair



**Prof. Abhilasha Singh**  
VP for Academic Affairs  
Committee Member



**Prof. Salaheddin Abosedra**  
Faculty Member - COBA  
Committee Member



**Prof. Amer Fakhory**  
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**Prof. Asma Salman**  
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**Sumayyah Alsabri**  
Director of Student Services  
Committee Member



**Hani Abdelhadi**  
ITD Director  
Committee Member



**Roopesh Parikh**  
Senior Accountant  
Committee Member



**Gheyath Abbas**  
IED Director  
Committee Member

## Strategic Planning Scope

The strategic planning scope at AUE encompasses (a) Academic Planning that emphasizes on the effectiveness of the educational programs and general education program, as well for scholarly and research activities, (b) Academic and Student Support Planning that strives to engage students in structured co-curricular activities and avail other support services to facilitate a holistic educational experience at the institution, (c) Administrative Support Services Planning that ensures providing the necessary administrative support services to support the educational mission of the institution, (d) Resource Planning that strives to allocate and optimize the institution's resources, budget planning and identifying revenue and expenditure streams, (e) Facilities Planning that ensure institution facilities, and campus infrastructure to accommodate the delivery of all the institution's educational programs, academic and student support services, and all other aspects of the institution's operation, and (f) Risk Management planning that intends to lead the institution to succeed in current dynamic marketplace as circumstances change.

The University develops five years strategic plan "Strategic Plan" comprises of strategic goals and objectives that contemplates the AUE Vision, Mission, and Core Values. The AUE Strategic Plan embraces budgetary aligning and fiscal allocating of resources that enable fulfilling the strategic plan.

The integration of the budgeting process into the annual planning and evaluation process is a key step towards maintaining institutional effectiveness at AUE. The budgeting process is initiated by each of the operating units. This process ensures that the integration of the planning and budgeting processes is meaningful and is accomplished before developing an overall unit budget with routine ongoing operational requests.

# Our Vision, Mission & Values

**The University strategy is focused on a student-centric approach that places the interests of students at the forefront.**

## Vision

The American University in the Emirates (AUE) is dedicated to be one of the leading higher educational institutions locally and regionally, providing an integrated pathway for students to become creative, effective, and productive members of the community.

## Mission

The American University in the Emirates is a coeducational undergraduate and graduate degree-granting institution committed to preparing students as global citizens for future career aspirations and lifelong learning through quality teaching, research, and service opportunities.

## Core Values

- » Improve Quality of Life
- » Respect and Dignity
- » Equal Opportunities and Recognition
- » Openness, Trust and Integrity
- » Innovation and Creativity
- » Persistence and Entrepreneurialism
- » Stewardship and Economic Viability
- » Safety and Environmental Responsibility
- » Teamwork and Partnership

# Strategic Plan 2018-2023

## Strategic Goal 1

**Offer quality academic programs that enable students' success as professionals and positive contributors to their various communities.**

### Strategic Objectives

1. Maintain a high-quality general education program with rigorous assessment and improvement plans.
2. Offer and maintain high quality and market relevant undergraduate and graduate programs.
3. Maintain a rigorous academic assessment plan that includes continuous improvement.
4. Recruit high caliber faculty and retain them through faculty development initiatives.

### Performance Metrics

By the end of 2023, the AUE plans to achieve:

- » 5% Number of Faculty Exchange with Top 200 Universities (Inbound)
- » 76% First Year (UG) Retention Rate
- » 86% Overall Retention Rate
- » 50% Graduation Rate
- » 90% Student Satisfaction with 21<sup>st</sup> Century Skills Development Support by HEI (current 83%)
- » 80% of Student Satisfaction with Learning Process at (3.5/5) Likert scale
- » 10% of Programs are Accredited Internationally.
- » Recruit 5% of faculty from Top 200 Universities.
- » 50% Academic Reputation Index in QS Ranking
- » 1:18 Faculty Student Ratio
- » 90% of Teaching Staff with Terminal Degree



# Strategic Goal 2

## Promote and support academic research at AUE

### Strategic Objectives

- 2.1 Incentivize academic research through setting research expectations, evaluation, promotion, and continuation of employment at AUE.
- 2.2 Develop institutional research partnerships.
- 2.3 Provide support for faculty research.

### Performance Metrics

By the end of 2023, the AUE plans to achieve:

- » **10%** Increase in Publications per Academic Staff (**SCOPUS**)
- » **5%** Field Weighted Citation Impact
- » **5% increase** Citation per Paper
- » **10%** Increase of Publications Appearing in Top 25% of Most Cited Journals (Q1, Q2)
- » **2** Patents Awarded
- » **5** Patents Filed
- » **5%** of Collaborative Publications Resulting from Research Partnerships with Top 200 Universities
- » **Number of Faculty Exchange with Top 200 Universities (Inbound)**
- » **5%** of Research Spending
- » **5** Academic Staff Receives External Research
- » **1** Startup/Spin-off Firms

# Strategic Goal 3

**Enhance and expand student and academic support services based on best practices to support students at AUE**

## Strategic Objectives

- 3.1 Engage each of the student support units to develop and implement initiatives to demonstrate contribution towards enhancing the student learning.
- 3.2 Develop strategies to enhance engagement with the alumni community.
- 3.3 Expand and strengthen the engagement of GCC to enrich the learning environment.
- 3.4 Enhance the academic support services at AUE to increase student retention.
- 3.5 Enhance the on-campus experience of students.

## Performance Metrics

**By the end of 2023, the AUE plans to achieve:**

- » 88% Student Satisfaction with Internships
- » 75% Graduate Employment Rate
- » 70% Employer Satisfaction with Graduates
- » 90% Alumni Satisfaction with 21<sup>st</sup> Century Skills Development Support by HEI
- » 400 Undergraduate Students to Career Services Staff ratio
- » 92% Student Satisfaction with Career Services
- » 76% First Year (UG) Retention Rate
- » 86% Overall Retention Rate
- » 80% Student Satisfaction with Student Services
- » 2,500 Enrolled Students
- » 60% Acceptance Rate
- » 88% Conversion Rate
- » 15 Number of Exchange Students (Inbound)
- » 10 Number of Exchange Students (Outbound)

# Strategic Goal 4

**Engage in sustainable practices in the areas of finance, health, safety, and risk management**

## Strategic Objectives

- 4.1 Integrate the institutional annual planning process with the institutional budgeting processes by allocating funds for all institutional goals.
- 4.2 Diversify and increase institutional sources (grant and endowments) and amount of revenue.
- 4.3 Ensure compliance with standards of health, safety and accessibility for people with special need.
- 4.4 Implement strategic enrollment management practices to include long-term relationships with high schools, regional/international student recruitment initiatives to improve student enrollment.
- 4.5 Utilize the marketing channels for Institutional Branding.

## Performance Metrics

By the end of 2023, the AUE plans to achieve:

- » All units achieve 90% of their operational planning
- » Increase to 6% revenue from non-mandatory fees
- » Increase to 1% revenue from giving
- » Achieve 90% in Web impact

# Strategic Goal 5

**Integrate quality management and institutional effectiveness processes across the university to seek improvement by using results**

## Strategic Objectives

5.1 Ensure that AUE enhances, implements, and practices (quality management) institutional effectiveness process.

5.2 Review, revise, and implement organizational structure to optimize institutional resources to include people, funds, and space.

5.3 Seek and maintain institutional and program level accreditation by demonstrating compliance.

## Performance Metrics

**By the end of 2023, the AUE plans to achieve:**

- » 70% of students achieves 70% of General Education Competencies
- » 80% of student satisfaction on General Education courses, instructional Methodologies
- » 70% of undergraduate students achieves 70% of all undergraduate Program Learning Outcomes
- » 80% of student satisfaction on all educational Programs courses, instructional Methodologies.
- » 70% of graduate students achieves 80% of all graduate Program Learning Outcomes.
- » 80% of student satisfaction on all educational Programs courses, instructional Methodologies.
- » Faculty Retention (3 years)
- » Annually Reduce Administrative cost by 1%
- » Achieve SACSCOC Candidacy by 2023





Strategic Performance Indicators	Strategic Goal 1				Strategic Goal 2			Strategic Goal 3					Strategic Goal 4					Strategic Goal 5		
	1.1	1.2	1.3	1.4	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	4.4	4.5	5.1	5.2	5.3
2,500 Enrolled Students																x	x			
60% Acceptance Rate																x				
88% Conversion Rate																x				
15 Number of Exchange Students (Inbound)								x								x	x			
10 Number of Exchange Students (Outbound)								x								x	x			
All Units Achieve 90% of their Operational Plans.													x						x	
Increase to 6% revenue from non-mandatory fees.														x					x	
Increase to 1% revenue from giving.														x					x	
Achieve 90% in Web impact.																	x			
70% of students achieves 70% of General Education Competencies	x																		x	
80% of student satisfaction on General Education courses, instructional Methodologies	x																		x	
70% of undergraduate students achieves 70% of all undergraduate Program Learning Outcomes		x																	x	
80% of student satisfaction on all educational Programs courses, instructional Methodologies.		x																	x	
70% of graduate students achieves 80% of all graduate Program Learning Outcomes.		x																	x	
80% of student satisfaction on all educational Programs courses, instructional Methodologies.		x																	x	
Faculty Retention (3 years)				x																
Annually Reduce Administrative cost by 1%															x				x	
Achieve SACSCOC Candidacy															x					x

# American University in the Emirates

*Nothing Is Impossible*

