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

Al Akhawayn University | Activity Report

2013-2014

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2013-2014

His Majesty King Mohammed VI
Honorary President of Al Akhawayn University

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ABBREVIATIONS

AA	*Alumni Association*
ABET	*Accreditation Board for Engineering and Technology*
AC	*Academic Council*
AOS	*Social Affairs Association (Association des Œuvres Sociales)*
ARANAS	*Arabic and North African Studies program*
ASI	*Al Akhawayn School of Ifrane*
AUI	*Al Akhawayn University in Ifrane*
CDI	*Open-Term Contract (Contrat à durée indéterminée)*
CEA	*Commission on English Language Program Accreditation*
CIMR	*Retirement Plan (Caisse Interprofessionnelle Marocaine de Retraite)*
CLT	*Center for Learning Technologies*
EEC	*Executive Education Center*
EPAS	*European Program Accreditation System*
GPA	*Grade Point Average*
IDRC	*International Development and Research Center, Canada*
IEAPS	*Institute of Economic Analysis and Prospective Studies*
ISEP	*International Student Exchange Program*
ITS	*Information Technology Services*
LC	*Language Center*
LDI	*Leadership Development Institute*
MAD	*Moroccan Dirham*
NEASC	*New England Association of Schools and Colleges*
ONEE	*National Office of Water and Electricity (Office National de l'Eau et de l'Electricité)*
RAs	*Resident Assistants*
SAO	*Student Activities Office*
SBA	*School of Business Administration*
SHSS	*School of Humanities and Social Sciences*
SSE	*School of Science and Engineering*

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EXECUTIVE SUMMARY

The University community takes to heart the words "*Excellence and Identity*", and the 2013-2014 academic year has been one of the most productive since the University opened its doors. As the current 2009-2014 Strategic Plan nears completion, AUI considers the potential future embodied in its upcoming steering plan, dubbed the "2020 Vision".

Perhaps its most important indication of success is the pursuit of full accreditation with the New England Association of Schools and Colleges (NEASC), as AUI now prepares for its penultimate evaluation in November 2014. Recently, in May 2014, AUI hosted President David Finney of Champlain College, who will lead the reviewing team in the November 2014 site visit.

The overall progress on the current strategic plan has been evaluated at 83 percent of the final goals, based on the Balanced Score Card (BSC) software. In terms of governance, the Academic Council has approved several new degrees and academic policies, and begun a landmark review of the Internal Regulations of the faculty body.

The University prioritizes academic research and publication, and strives to empower its faculty and students to partake in these activities both nationally and internationally. In 2013-2014, AUI faculty produced 6 books, 46 peer-edited publications and conference proceedings, and participated in 92 conferences. Also, the faculty have been awarded external funding for 15 research and development projects, and 23 projects are currently financed by monies obtained through AUI Research Grants and the Presidential Innovation Fund.

The University reached its goal of enrolling a total of 2000 students ahead of schedule, as 2013-2014 witnessed a record number of 2039 students, equally distributed between the two genders. In the Fall 2013 semester, AUI enrolled the highest number of new students (416). Of these students, 55 percent are female, 35 percent start the regular program while 65 percent are placed in the Language Center.

In order to provide housing for the growing student body, the University added a new residential building in August 2013. Further, AUI is now converting the hospital building project into an Executive Education and Conference Center, and extending the sports facilities. In Summer 2014, the University will begin construction of a new academic building, which will facilitate the planned growth of the institution in keeping with the "2020 vision".

With 147 faculty (129 full time and 18 part time) and 2039 students, AUI's student to faculty ratio is 13.9, while the overall average class size is 19.3, with a lower figure of 6.42 for graduate courses. Many freshmen classes (Foundation for Academic Success and Language Center) also have small sizes to allow for the necessary interaction, supervised lab work and instructor follow up. Thanks to proximity and close follow up of student progress by faculty, the pass rate in all courses is of 88 percent, with 35

percent of all grades being "A".Additionally, 1.63 percent of undergraduate students are placed on the President's List after having earned straight As in all their courses. In addition, 9.87 percent of students earned at least 3.5/4 in their semester GPA and are thus placed on Deans' Lists.

In spite of higher costs of social benefits, fuel and various other items during the current year 2013-2014, the university is expected to balance its budget by 31 July 2014. This is the result of an increase in operating revenue from MAD 220.4 million to 230.5 M and of other revenues from MAD 47.5 million to MAD 50.7 million. The operating margin, however, remains negative at MAD -38million, vs MAD -36.5 million the previous year. The accounts are expected to improve further next year 2014-2015 with a 9.6% increase in operating revenues, a 33% reduction in the operating deficit (MAD 25.5 million vs MAD 38 million), a net income of MAD 14 million vs MAD 12 million this year.

This report provides an overview of the 2013-2014 academic year, and outlines the University's primary accomplishments, as well as the advances that should be considered in the design and development of the upcoming strategic planning period.

OVERVIEW

This report provides an overview of the University's major accomplishments, developments, and challenges during the 2013-2014 academic year.

Graduating Students, Board Members, and Executives. June 2014.

In **Strategic Planning and Development,** the report addresses the ongoing execution of the Strategic Plan, as well as the governance of the University via the Academic Council and the Administrative Advisory Council. Here, the report addresses the ongoing progress towards full institutional accreditation by NEASC, along with the new and significant partnerships of the University.

The **Teaching and Research** section examines the research projects and faculty publications. This section also addresses the conferences, events, and workshops in which AUI is represented either as host or participant.

In **Students and Student life**, AUI's commitment to Excellence and Identity is demonstrated in the achievements of its students. Here, the report reviews the salient data from Student Affairs, Enrollment and Outreach. This includes student activities and support services as offered through the different units as well as the Leadership Development Institute and the University Honors Program.

The **Academic Support Services** section examines such units as the Mohammed VI Library, the Center for Learning Technologies, and Information Technology Services.

Through their continual enhancements, the University is able to offer support to faculty and students for research and academic activities on a level consistent with the finest international universities.

The section on **Continuing Education and Business Support** focuses on AUI's impressive offerings in professional, continuing, and executive education. This is done primarily via the EEC, which continues to be a major revenue generating unit of the University.

In **Development and Communication,** the report discloses the primary initiatives to better promote the University at national and international forums, and the contemporary media tools by which this is accomplished today. Here, the report also examines the University's alumni community and the activities in which they are involved.

Community Service is an area in which AUI distinguishes itself from the other national universities, as the University makes sure the students develop a strong sense of social responsibility and each of its students is required to serve the community. Here, the report examines the primary areas of student service and also the contribution via the Azrou Center for Community Development.

The section on **Al Akhawayn School of Ifrane** discusses the primary academic, co-curricular, and community-based accomplishments of the University's American-style school, at the pre-kindergarten, kindergarten, primary and secondary levels.

In **Social Initiatives for Personnel**, the report reviews the University's main activities in enhancing the social and professional incentives that AUI offers to its community.

The section on the **Financial Situation of the University** provides an overview of AUI's financial position for the 2013-2014 period.

In short, this report provides an overview of the University's major activities, and its significant data and figures, it also suggests areas of potential growth and improvement in the 2014-2015 academic year.

A. STRATEGIC PLANNING AND DEVELOPMENT

1. Strategic Planning

As AUI is about to complete the fourth year of its strategic plan, the institution is reinforcing its planning activities through a systemic plan of communication about achievements, progress and priorities, and areas of improvement. In addition to direct communication with institutional representative bodies such as the Administrative Advisory Council (AAC) and the Academic Council (AC), executive summaries of progress on the SP are made public through the AUI website.

With the plan closing to its last years, the President set up two broad priorities for the current year: starting a brainstorming effort among officers, faculty and staff for the next plan dubbed "2020 Vision ", and updating the self-study report in anticipation of the Fall 2014 NEASC visit.

Regarding the accomplishments, some highlights on work completed within this Strategic Plan are summarized in Table 1:

Table1: Main accomplishments in the academic year 2013-2014

Priority	Main Accomplishments
Reinforcement of the North American Educational Model	Several workshops on teaching and learning (42), career placement workshops for students, various ceremonies recognizing excellence, multiple student learning and development experiences, enhancement of best practices in governance (meetings of AC and AAC, dispute management, implementation of the US Universities Accounting Principles), enforcement of the US model at ASI, more faculty and staff development opportunities.
Quality Assurance and Accreditation	Gaining candidacy with NEASC, completion of the self-study update in anticipation of the Fall 2014 on-site visit, update/review of self-studies in academic units (ABET for SSE, CEA for LC), re-accreditation of SBA by EPAS, visit of CEA team to LC, external validation by SHSS, restructuring of the DevCom unit (new website, subcontracting, appointment of a Director), production of a new faculty handbook.
Growth and Development	New market-oriented programs (international trade, EEC certifications), number of students, residential facilities (building 39 is operational), transformation of the hospital building into an EEC and Conference Center (50-60% progress), construction of an academic building 8B to start in summer 2014, extension of sport facilities.
Internationalization of the University	Participation and membership in international networks (30), participation in international workshops and conferences, success in attracting international faculty, students and staff, membership in a large Erasmus Mundus program, 60% of the 2014 Class had an experience abroad.

Financial Sustainability	Revision of electricity contract with ONEE for energy consumption optimization, study for use of solar energy for hot water production, securing competitive national and international research and mobility funds (over 18 million MAD), EEC activities expected to generate a turnover of 17 million MAD, budget balanced.
Educational Leadership and Innovation	LDI enrolled 18 new students, graduated 69 alumni since 2009, development of some e-learning courses, workshops on teaching and learning technologies, smart classrooms, increased number of courses using IT, 2 national workshops on e-learning, additional communication tool and 55 additional instruction sessions on teaching resources at Mohammed VI library, faculty and officers participated in a number of workshops, conferences and seminars that focus on education reforms, improvement, and innovation.
Human Capital Development	Improvement of medical coverage for staff and faculty, new HR portal for staff management, 13 out of 22 staff members are now «Certified Administrative Professionals», more than 119 employees are following the Microsoft IT academy program at AUI, literacy program for staff, 344 technical and administrative staff (75%) benefitted from development programs, 80 faculty and 28 ASI teachers have participated in conferences/workshops (73%), performance evaluation system is being reviewed in collaboration with AAC, CIMR plan is implemented for faculty and staff.

Up to the end of Spring 2014, the overall progress on the current strategic plan has been evaluated at 83 percent of the final goals, based on the balanced score card (BSC) software.
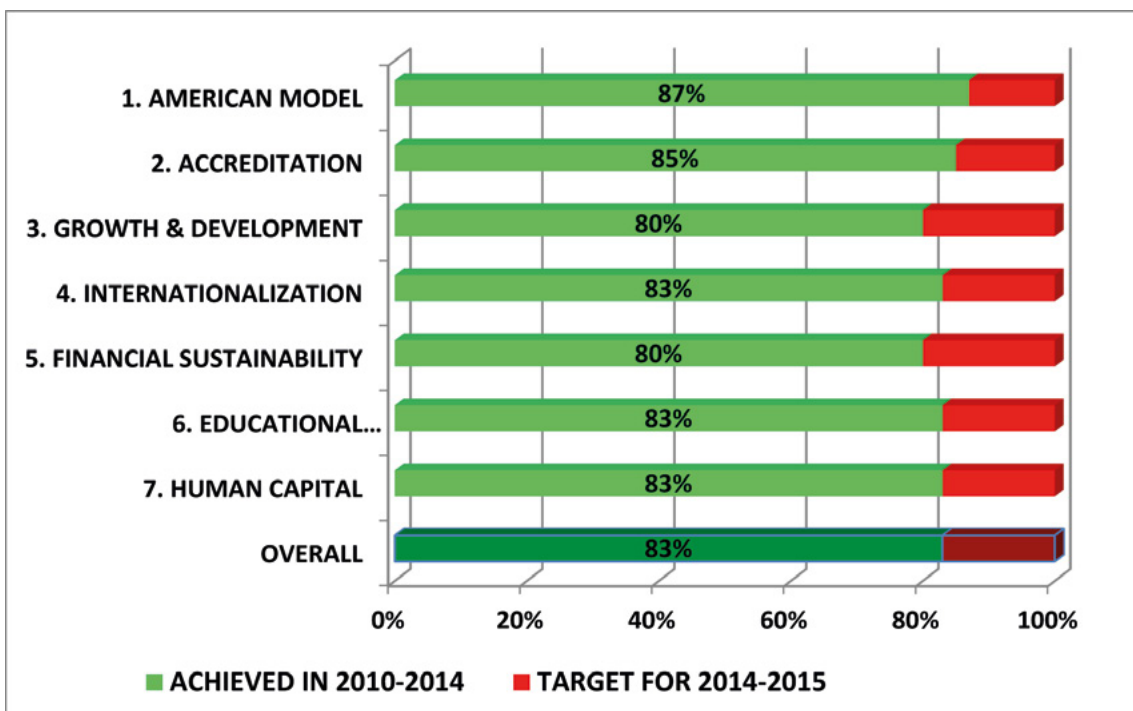

Fig.1: Achievements on the 2010-2014 Strategic Plan up to May 2014

2. Accreditation and Quality Assurance

Having achieved *Candidacy* status with NEASC in December 2012, the accreditation focus at the University-wide level during 2013-2014 has been the completion of a revised self-study report in preparation for the biennial review in November 2014. The purpose of the biennial review during candidacy is to determine if the University continues to meet the Commission's *Criteria for Candidacy* and is making reasonable progress toward accreditation. Successful completion of the biennial review will prepare the way for the University to undergo a final review in late 2016 or early 2017. Work on the revised self-study report in preparation for the biennial review has been steadily progressing, such that a draft self-study report has been completed through the efforts of the six sub-committees, tasked with addressing the eleven NEASC standards and the NEASC Steering Committee that includes the chair of each sub-committee and the co-chairs of the Steering Committee.

At the academic unit level, the Language Center (LC) is currently undergoing a review for renewal of its accreditation by the CEA. The School of Business Administration (SBA), following a successful review, was recently granted re-accreditation by EPAS and the School is preparing its self-study for submission to AACSB. Finally, the School of Science and Engineering (SSE) submitted an interim report to ABET regarding progress made on the two concerns of ethics in courses and currency of faculty.

3. Governance

During 2013-2014, the Academic Council (AC) met five times. This year was marked by an exceptional effort of the AC to develop different policies and procedures needed for a better alignment of the University with international standards, accreditation requirements, and the University's strategic plan. In Fall 2013, 6 new AC members were elected, and the AC chair was re-elected. In terms of validation of new strategic decisions and programs, the AC has validated new reporting and communication procedures, conference and sabbatical policies, as well as a new Master of Science in Human Resource Development and a new Minor in National Human Resource Development.

The Administrative Advisory Council (AAC) was established in 2012, and it operates as an entity of the University governance system to advise the President on matters related to staff. The three AAC standing committees held several meetings to elaborate projects and drafts that are being finalized. The Procedures and Regulations Committee started work on reviewing the existing procedures and regulations and proposed a new template for the writing up of procedures. The Staff Evaluation and Development Committee presented a framework for evaluation in relation with development opportunities for staff. The Communication Committee is gathering ideas to propose on both internal and external communications. Over the past few months, the AAC has organized weekly meetings, during which department heads submitted proposals

to implement a career ladder for their staff that provides for more career visibility and mobility as well as development opportunities.

4. Partnerships and Development

The University has signed new collaboration agreements with three US universities: New England in Maine, New Haven in Connecticut, and Allegheny College in Pennsylvania. Renewals of agreements include Binghamton University, Idaho State University, University of Washington, University of Idaho, University of Texas at Austin, and University of San Diego.

An agreement for AUI to be the sole institutional partner in Morocco for Semester at Sea, a non-profit organization under the academic auspices of the University of Virginia, was finalized with Casablanca being a permanent destination when Morocco is on the itinerary. AUI will be responsible for the outreach, admission, and advising for any Moroccan student and one full scholarship will be offered to an AUI student after enrollment of four FTE students from any institution in Morocco.

Collaboration with dozens of other universities have increased so that AUI undergraduates may access more of the most recognized institutions in the world, including such institutions as Stanford University, Yale University, King's College London, Utrecht University, and McGill University.

A special articulation arrangement was reached with the Department of Human and Organizational Learning at George Washington University (GWU) so that highly capable AUI students may earn a Master's degree in HRD from GWU after spending one year as a regular student paying full costs at GWU.

Friends of AUI, recently established as a charity in the State of Delaware, held its first meeting in Washington DC to discuss the by-laws and action plan.

Left to right: President of Myongji College in Seoul, President of AUI, Ambassador of South Korea to Morocco, and Director of KOICA, signed cooperation agreements. October 2014.

B.TEACHING AND RESEARCH

1. Faculty

In keeping with international standards for accreditation, the University maintains the majority of its faculty members (129) as full-time (84.9%). Of these, 78.1 percent in degree-granting schools hold doctoral degrees. While most of the LC faculty hold a lecturer position (Master's holders), the various schools employ faculty at the following ranks: 5% professors, 21% associate professors, 38% assistant professors, and 36% lecturers. Unexpected needs or special courses for which there is no full-time expertise or insufficient demand to justify full-time positions are covered by part-time or adjunct faculty, whose proportion is increasing (15.1% this year compared to 7.2% last year). Each two years, faculty undergo a performance evaluation for sub-rank promotion by submitting a self-evaluation. An elected committee of peers makes a recommendation to the Dean/Director. The decision is validated by the VPAA and the President. Rank promotions are usually based on scholarly production with excellence in teaching and service.

Faculty diversity in all units is an important strength of the University, as indicated in Table 2.

Table 2: Distribution of faculty in academic units (2013-2014)

/School Center	All Faculty	Status Full-Time	Degree Doctoral	Gender Female	Citizenship Moroccan	Citizenship International	Citizenship Dual Mor/Int
SBA	28	25	18	4	8	8	9
SHSS	51	46	36	12	11	28	7
SSE	42	34	28	7	14	5	15
Percent		86.8%	78.1%	21.9%	31.4%	39.0%	29.5%
LC	31	24	1	9	5	14	5
Percent		77.4%	4.2%	37.5%	20.8%	58.3%	20.8%
TOTAL	152	129	83	32	38	55	36

2.Research and Scholarly Production

Since its inception, AUI has valued research and scholarly production by its faculty and students. Several types of grants, as well as an annual conference participation allowance, are available to faculty. Further, faculty are encouraged to apply for external funding, with the necessary administrative support. These incentives have proven

very successful, as evidenced by the significant number of projects that have received funding from external sources. The list of new and continuing projects is given in Annex 1. The scholarly production during the 2013-2014 academic year is given in Table 3 below with a list of selected publications being referenced in Annex 2. AUI Faculty made numerous presentations and participated in national and international level conferences and workshops. Significant international examples include events in Algeria, Brazil, Canada, China, Germany, Greece, Kuwait, Lebanon, Qatar, Saudi Arabia, Senegal, Tunisia, Turkey, UAE, UK, and USA.

Table 3: Scholarly production in 2013-2014

	SHSS	SBA	SSE	LC	IEAPS	OTHER	TOTAL
Books	2	1	-	-	3		**6**
Book Chapters, Journal articles	20	14	3	-	3		**40**
Presentations at Conferences	3	9	8	3	3		**25**
Conference Proceedings	-	1	2	3	-		**6**
/Conferences Workshops Attended	42	15	13	4	2		**67**
Events Organized	51	32	26	6	2	5	**122**
External Research Grants	1	2	11	-	1		**15**
Theses/ Projects	3	22	23	-	2		**50**
Patents Registered and Pending	-	-	3	-	-	-	**3**

The Institute of Economic Analysis and Prospective Studies (IEAPS): The Institute focused during the spring 2014 on the publication of two books with the US publisher IGI-GLOBAL: *Labor and Health Economics in the Mediterranean Region: Migration and Mobility of Medical Doctors* and *Knowledge-Based Economic Policy Development in the Arab World*. At the same time, IEAPS is implementing a project on Ecosystems Economics with the United Nations Environmental Program.

The AUI Social Science Research Institute (ASSRI): The three research units of the institute have been active on several fronts: national and international politics, women studies, and development studies, with focus on obtaining external research funds. The Ifrane Province Development Plan is in its final stages. The exchange of visits of ASSRI's Hilary Rodham Clinton Women Empowerment Center with the US Middle East Partnership Initiative (MEPI) on setting up a national network of NGOs working in the field of women and development led to the allocation of a research fund of around 1.23 M MAD. Discussions with the Washington-based Creative Associates aim at preparing a partnership to bid for a USAID-funded project in the area of youth employment in

Morocco. Another project with the Research Triangle Institute (RTI) received funding from USAID (611,000 MAD). Finally, ASSRI has kept its activity in terms of organizing roundtables; for example on the Syrian crisis, the Ukrainian/Crimean crisis, and the Kennedy assassination. The new geopolitics of Morocco and Morocco's new geopolitics in Africa were the subjects of two roundtables which gathered Moroccan diplomats, the Royal Institute for Strategic Studies and participants from both administration and businesses.

3. Academic Indicators

With 147 faculty (Full time equivalent) and 2039 students, AUI's ratio of students to faculty is 13.9, while the overall average class size is 19.3, with a lower figure of 6.43 for graduate courses. Freshmen classes (Foundation for Academic Success and Language Center) also have small classes to allow for the necessary interaction, supervised lab work and instructor follow up. To help young undergraduate students make a successful transition from high school to University, a number of initiatives are taken. Among these are the measures put in place by the Freshman Committee that detects and assists freshmen students at risk of failure during the first two semesters at AUI. Conversely, the pass rate in all courses is 88 percent, with 35 percent of all grades being A. Also, 1.63 percent of undergraduate students are placed on the President's List after having earned A in all their courses. Around 9.87 percent of students earned at least 3.5/4 in their semester GPA and are thus placed on Deans' Lists.
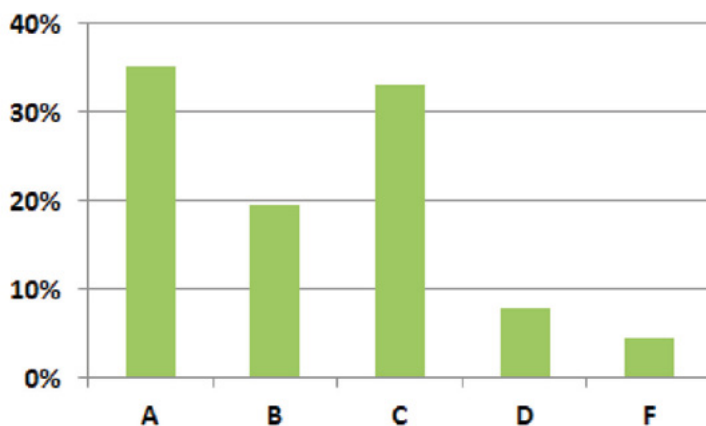
Fig. 2: Grade Distribution for 2013-2014

4. Conferences, Events, Distinguished Guests

Over the course of the2013-2014 academic year, AUI has hosted many conferences and workshops via its schools and centers, across a very wide range of disciplines (significant examples are included in Annex 3).H.E. Lahcen Daoudi, Minister of Higher Education, Scientific Research, and Executive Training, declared Ifrane the "*National Capital of e-Learning*" in his opening remarks for the study day titled "*E-Learning and Distance Education in Morocco: Current Status and Future Prospects*". Likewise, AUI

hosted, in April 2014, its Africa Day roundtable entitled "*The Millennium Development Goals: The Role of Morocco*" with participation from ambassadors, decision makers and scholars from Morocco and other African states.

Furthermore, the University actively engages in hosting distinguished guest speakers from professional and academic backgrounds in courses, including suchprominent figures as H.E. Minister Lahcen Daoudi; H.E. Rupert Joy, the European Union Ambassador to Morocco; Ambassador Mohamed Belmahi; Ambassador Aziz Mekouar; Professor Mohamed Chtatou of theIslamic Educational, Scientific and Cultural Organization (ISESCO); and Samir Benmakhlouf, CEOof Microsoft-Morocco.

Al Akhawayn University hosted distinguished guest speakers from academic, professional, and political backgrounds.

C. STUDENTS AND STUDENT LIFE

1. Admissions and Outreach

Following the November 2013 admission test, 103 applicants were enrolled to start classes in January 2014. In the April 2014 session, 853 applicants took the GAT and 584 were admitted.

This year, the University carried out several outreach actions throughout the country. Among these actions were participation in regional, national and international student fairs, visits to high schools by student ambassadors, organization of one Open House day on campus, sending mass e-mails to 3,548 and SMS to 960 potential students. Another 40,000 e-mails were sent through a professional provider. The University booth was installed in 12 national student fairs: Rabat (twice), Casablanca (twice), Agadir, Tangier, Marrakech, El Jadida, Beni Mellal, Oujda, Laayoune and Dakhla. The AUI stand in the academic fair at Riyadh, Saudi Arabia, was visited by over 20,000 people. Moreover, staff members and 112 student ambassadors visited 248 high schools in 30 cities (40% increase compared to last year). Also, the University was represented in "Forum des métiers" organized by French schools in Morocco. This year, AUI participated in an African Road Show with presence in student fairs in four African capitals: Dakar, Abidjan, Brazzaville, and Libreville.

As far as our presence in the media is concerned, ads were placed as follows:

- Four ads in Medi1 radio station;
- Admissions and Outreach Facebook;
- Ads in Al Manara Website and Facebook.

Also, new marketing materials were developed to support the outreach activities: posters, flyers, roll-ups, pop-ups, and banners.

2. Enrolled Students

With a record number of 2,039 students, equally distributed between the two genders, the University was able to achieve its goal of enrolling a total of 2,000 students one year earlier than anticipated. In order to accompany this challenge, the University completed the construction of the new residential building by the end of June 2013 and is working to expand the sports facilities and add a new academic building.

Fall 2013 semester enrolled the highest number of new students (416) with the following profile: 55% are female; 35% start regular programs while 65% are placed in the Language Center; 84% come from private high schools; 60% earneda *Très Bien* or *Bien* distinction in the secondary school leaving Certificate "Baccalauréat"().

Table 4 below shows the evolution of total student enrollment over the last five Fall semesters:

Table 4: Evolution of number of students over the last five fall semesters

Fall	Undergrad.	Grad.	Non-Degree	Total	Growth
2009	1298	211	93	**1602**	**10.9%**
2010	1396	221	94	**1711**	**6.8%**
2011	1461	212	99	**1772**	**3.6%**
2012	1593	218	72	**1883**	**6.3%**
2013	1746	211	82	**2039**	**8.3%**

The graph below gives the evolution of the number of students since Fall 1996.
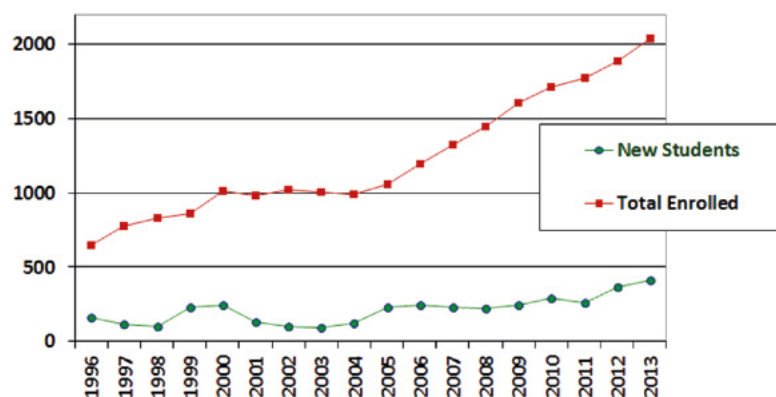
Fig. 3: The Evolution of students' enrollment since Fall 1996

The distribution of degree seeking students, 46.7 percent of whom are female, shows that almost half of them are enrolled in SBA (Table 5).

Table 5: Distribution of students (Fall 2013)

School	Undergraduate	Graduate	Total
Business Administration	881	125	1006
Science and Engineering	568	26	594
Humanities and Social Sciences	242	60	302
AUI Students on Exchange Programs	55	-	55
Non-Degree	82	-	82
Grand Total	**1828**	**211**	**2039**

This semester witnessed the enrollment of 47 international degree seeking students from 25 countries (Niger, Saudi Arabia, UAE, Cameroon, Ivory Coast, Tunisia, Mauritania, Republic of Korea, Burkina Faso, Palestine, Bosnia and Herzegovina, Italy, Syria, Iraq, Senegal, Tanzania, Ukraine, Germany, Japan, Spain, Libya, UK, Jordan and Saint Vincent and the Grenadines).

Arabic and North African Studies Program (ARANAS)

ARANAS is an intensive summer program that provides a wide range of opportunities to students from all over the world. Over the last 14 years, more than 730 participants from 40 nationalities, most of them affiliated with North American universities, have come to Ifrane to develop their Arabic language skills, learn about North Africa, and experience various aspects of Moroccan culture through club activities and field trips.

3. Scholarships and Financial Aid

In an effort to provide an opportunity for students with insufficient means to study at AUI, the University reserves 25 million MAD to its financial aid budget. Several forms are offered to students, which distribution is detailed in Table 6. In terms of budget, the financial aid for the Fall semester is estimated at 9 million MAD, including the mobility grant and the sport scholarship. Within the framework of its encouragement of sustainable excellence, the University launched in Fall a scholarship award for continuing students. Ten students, with a CGPA of at least 3.8, were offered full or partial scholarships for one semester. Every semester, the University decides on a number of awards to be offered to deserving students.

Table 6: Distribution of Scholarships and financial aid – Spring 2014

Students	Level	Merit Scholarship	Financial Aid	Loans	Paid on Campus Employment	Total*
New Students	U	07	15	1	0	**22**
	G	04	1	0	0	**05**
All Students	U	236	272	26	77	**508**
	G	36	23	3	16	**59**

*Some students have more than one form of financial aid.

4. Student Recognition and Support

Student excellence in academics is recognized at all levels, through the publication of President's and a Dean's Lists, as well as through a President's dinner reception with a distinguished speaker for students on the President's List. The Fall 2013President's special guest speaker was HE Rupert Joy, the European Union Ambassador to Morocco. Several students excelled also in international competitions and events, with examples of prominent accomplishments given below:

• Samia Haimoura: attended the leadership development conference Women2Women in Boston, developing a non-profit enterprise that would focus on

young girls attending schools in the Ifrane region.

• Asmae Berrada and Aicha Slassi Sennou were ranked first, among 53 international Ph.D. and MS students, at the International Summer University on Energy 2013 in Switzerland.

• Amine Karmouche presented a paper at the 2nd IEEE International conference on Logistics and Operations Management, ENSIAS,Rabat, June 2014.

• Omar Bacadi and Khaoula Zitouni presented a paper at the 2014 International Conference on Entrepreneurship and Innovation Management, Rome, Italy.

The Student Activities Office celebrates the most active students - Fall 2014

Leadership Development Institute (LDI): The Institute enrolled 9 students in Spring 2014 and 9 more in Fall 2014. The LDI chose to suspend the Leader of the Year Award until 2015. However, the small group of LDIers continued work on the second annual conference 'Leadership Challenges in Morocco' on June 7, 2014, and produced the second LDI newsletter, held a series of three movie nights, and completed several workshops to improve their leadership skills.

The University Honors Program (UHP): The UHP continues to play its important role in developing a broad-based learning community among highly motivated students and preparing them for the dynamic job market and life-learning challenges. During Spring 2014, the UHP organized another Honors dinner to promote the program and help build the intellectual community. Also, the UHP has completed its mission and is working on its vision statement in preparation for a thoughtful assessment of its program. Today, the UHP enrolls 25 students, with 3 more joining in Spring 2014.

International Mobility Fund: The Fund is yet another program that encourages academic achievement by providing funding to help students attend and present in important academic and student development conferences around the world. Between January 2013 and May 2014, a total of 15 students benefited from the fund. Table 7 below summarizes the number of students and total amounts granted since Fall 2008.

Table 7: Recipients of Student Mobility Grants

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Students	7	13	28	18	37	16
(Granted (MAD	79,977	77,600	135,850	134,300	217,271	90,499

5. International Characteristics

Forty seven international students are currently enrolled in degree programs. They come from 26 countries in Africa, Asia, and Europe. The number of international non-degree seeking students (Exchange and Study Abroad) has been 215 for the academic year.

AUI is also encouraging its students to spend time abroad using exchange programs, planned educational leaves, and study abroad opportunities. This year 322 students participated in these programs and 60 percent of the 2014 Class had spent time studying outside Morocco.

Both the numbers of AUI students going abroad and the visiting international students have been increasing in the last five years (Table 8). The same trend is valid for the percentage of AUI graduating students who benefited from an international experience.

Table 8: The international experience of AUI students (Outbound) and international non-degree seeking students (Inbound)

Students	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Outbound	136	212	255	288	322
Inbound	180	196	207	230	215
of the Class %	38%	39%	37%	53%	60%

6. Student Life and Co-curricular Experience

Student Organizations: In addition to the organization of different events (Table 9), every effort is made to encourage students to work together and increase their tolerance and mutual understanding. The student organizations are managed by students and guided by faculty and staff members as advisors.

Table 9: Main events organized by student clubs

Type of Event	Number of Events
Workshops	7
Cultural/international celebrations	11
Awareness campaigns	5
Lectures/talks	9
Educational events	7
Recreational events/artistic	9
Movie screening and discussion	8
Language classes	2
Trips /site visits	7
Organization of a Conference	2
Participation in international conferences	2
Social events	6

Sports

International Tournament: AUI organized the first edition of the Med-Saharan Sports Challenge on campus on 18-20 April 2014.It hosted around 400 students from 14 universities from Morocco, Africa, America, Asia, and Europe. The following are prominent examples of AUI's team results in the event:

• The challenge cup for the team (Tournament team's overall standing).

• Gold medals for men's and women's volleyball teams and for Hachem Kerzazi in men's table tennis.

• Silver medal for men's and women's basketball team, for women's soccer team, and for Salma Chohaib in women's tennis.

• National Tournament: The table tennis team won the men's, women's and the mixed doubles draws at the regional competition organized by Moulay Ismail University in Meknes on 22-23 November 2013. AUI was also present at the International Rabat University Olympiad. In other disciplines, AUI players achieved outstanding results, such as:

• Gold medals for Sarah Ould Hassan and Salma Chohaib in the women's table tennis event.

• Gold medal for Sofia El Othmani in the women 100 m track and field race.

• Gold medal for women's team in the women's volleyball event.

• Silver medal for men's team in the men's volleyball event.

Regional Tournament: AUI took part in the regional Moroccan Universities championship and achieved a gold medal for women's volleyball team and silver medal for women's soccer team.

AUI international sports tournament " Medsaharan Sports challenge"

Residential Life: The opening of Building 39 with a capacity of 253 beds allowed the university to house all students who lived at the Annex and Al Arz village, in addition to the newly admitted students. Only a small number of students chose to live off campus.

Table 10: Distribution of students by type of residence (Fall 2013)

	On cam-pus	Freshmen Housed	Freshmen not offered Housing
Male	732	67	0
Female	873	50	0
Total	1610	117	0

The number of resident assistants decreased from 30 to 20 mostly because of the change in compensation offered to them from a free single room to a free double room. Despite that change, the RAs worked tirelessly with little funding to enrich the residential life experience. RAs are instrumental in mediating and resolving conflicts between parties, acting as advisors and mentors for freshmen, organizing indoor and outdoor activities, competitions, and promoting community living.

Interfaith Office: Since interfaith dialogue is an important part of the University, the Imam and the Chaplain share the Interfaith Office and take part in religious gatherings and University ceremonies. During the 2013-2014 academic year, the Office organized the following activities:

• Interfaith lunches on Mondays;

• Celebration of all religious occasions;

• Orientation of new and visiting students in addition to new faculty.

D. ACADEMIC SUPPORT SERVICES

1. Mohammed VI Library

In Spring 2014, the Library acquired 227 new items, and subscribed to an e-book collection of over 120,000 titles available 24/7 through *EbscoHost*. The library continues its Information Literacy initiatives, and has thus organized 24 student-training workshops, attended by 400 students. To enhance the use of library resources by students, staff members have prepared 14 new Course Guides out of a total of 226 listing. Enhanced library use can be seen through the total number of checked out (6,005) and reshelved items (12,700), the number of searches (223,282) from EbscoHost, the number of reference questions answered (1129), film screening (20), and Soliya sessions (11). The library has also provided its patrons with 25 books/articles that are not available in the Library. The document delivery service included 21 articles (SHSS 14, SSE 6 and VPAA 1). The library has subscribed to Emerald database providing access to Emerald marketing.

The Library hosted an exhibition on Kurt Friedrich Gödel, an important thinker and mathematician of the 20th century, on April 7-14, 2014.

Engaging Faculty through Outreach Initiatives: During Spring 2014, the librarians met with 28 faculty members from the three schools and discussed many important issues related to information access, Course Guides and collection development. The outreach program also seeks to develop students' research skills and improve patrons' satisfaction. The library workshops focus on the benefits and usage of the new Discovery System and the promotion of library Course Guides.

Enhanced Library communication: Library communication was enhanced through a variety of means including the publication of two library brochures and the emailing of several announcements informing the AUIcommunity of library-led activities and the introduction of new services designed to enhance access to resources. The Library access is also available the University's learning management platform, Jenzabar, and its news can also be followed through Facebook.

Implementation of an automated system at ASI: The Library is implementing the automated circulation module of the Destiny Library Manager at ASI's library to help patrons find and use print and digital resources.

2. Information Technology Services (ITS)

During the period of December 2013 to April 2014, many projects have been conducted by ITS to enhance its overall service quality.

Day-to-Day Request Management: More than 1,000 requests were received and processed in a timely fashion (August-November 2013). A further 100 requests were received and managed during the extended support hours (6:00-10:00 PM), with an improvement of 17% compared to Spring 2013.

New Virtual Computing Lab, myVlab: myVlab allows students to access a virtual desktop at any time, which provides a computing environment similar to the open computing labs on campus.

Network Performance Management, Solarwinds: Solarwinds NPM makes it easy to quickly detect, diagnose, and resolve performance issues before outages occur.

New Jenzabar Load Balancing Tool, BigIP: BigIP distributes the Jenzabar LMS usage across three servers increasing the number of users that can access Jenzabar simultaneously from 400 to more than 1,000.

ANew Digital Signage Service, GoAd!: GoAd! operates digital signage as a communication tool for disseminating and sharing multimedia content for informational, instructional, educational and advertising purposes.

Network Infrastructure Upgrade (Academic Zone): This upgrade will allow the University to have a core builder with a switching capacity of 1.28Tbps and a bandwidth of 40Gbps at the level of the distribution, 10Gbps at the level of the buildings and 1Gpbs at the level of end users.

3.Center for Learning Technologies (CLT)
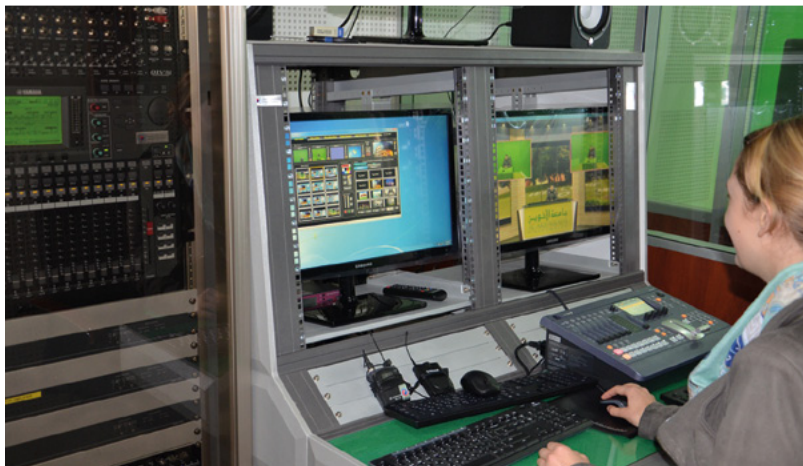
Throughout 2013-2014, CLT organized three major national events at AUI related to new technologies in education and e-learning. CLT also offered 52 training workshops targeting faculty, staff, and students. It also contributed to a three-day training on Web2.0 technologies in the framework of the IDRC KariaNet project followed by six weeks of online training.

This year, CLT managed 103 miscellaneous content production requests and 31 requests for the use of the CLT studio and facilities. It offered also training and certification sessions to around 120 staff members, within the framework of the staff development program.

The Center fulfilled all the requirements to become a Certiport Authorized Testing Center for the following certifications exams: Microsoft Office Specialist, IC³, Adobe, CompTIA, Autodesk, HP ATA, and Intuit QuickBooks.

E.CONTINUING EDUCATION AND BUSINESS SUPPORT

1. The Executive Education Center

During the academic year, the Center offered in Ifrane fifteen training programs, eighteen training-related events and one consulting activity for a total of fourteen customers/partners. Details are given in Table 11.

Table 11: Training and related programs offered by the EEC

Partner	Program	Trainees	Man Days	(Sales (MAD
DAA (Ministry of Interior)	Public Procurement	120	840	1,260,000
	Training Engineering	60	720	1,080,000
	Training of New Recruits of the MI (June)	61	610	854,000
DGCL (Ministry of Interior)	Training of Trainers for Civil Status Inspectors	96	1,932	4,932,900
	Training of the 10th Cohort 3rd Group of Civil Status Inspectors	17	170	374,000
	Public Procurement	1,594	3,188	1,680,100
	IISA Congress (June)	45		800,000
HACA	Financial and Market Analysis Audiovisual Analysis	39	706	1,246,590
	Communication, Leadership and Management	102	424	798,000
	Strategic Audit	8	56	210,000
	GPEC (consulting)	N/A	N/A	450,000
ONSSA	Management	159	318	621,000
HCEFLCD	Training of Managers on Personal and Professional Competencies	60	120	240,000
		60	120	240,000
Ifrane Province	INDH Training (June)	210		262,600
Events	ITQANE, ADS, AMNEP, GIZ, Ifrane Province, OCP, Conseil Régional Meknes	N/A	N/A	691,370
AUI (Internal)	Personal and Professional Competencies	42	1,008	N/A
EEC Casablanca	Part time MBA / Executive MBA	N/A	N/A	1,037,165
Total		**2,559**	**9,482**	**16,777,725**

The Center manages, in collaboration with SBA, the Executive MBA (EMBA) and the Part-Time MBA (PTMBA) programs in Casablanca. Table 12 gives the number of students enrolled in each program and the revenues generated during the spring semester. EEC and SBA also organized four workshops for EMBA rebranding: Leadership in the 21st Century, Panel Discussion on Virtues in Global Management, Communication and Social Media, Change Management.

Table 12: Number of students enrolled and revenues generated in Spring 2014

Program	Number of students	Revenues (MAD)
PTMBA	30	685,832.88
EMBA	8	351,332.56
Total		**1,037,165.44**

The EEC has generated during the current year a revenue of 16,777,725 MAD (94% in Ifrane and 6% in Casablanca).

2. The Mediterranean School of e-Business Management

The School has finalized an action plan, in partnership with the International Telematic University, UniNettuno, which aims at promoting and generalizing e-learning practices at AUI and in Morocco. The plan focuses on five major short- and medium-term actions, including setup of technological poles in Ifrane and Casablanca; delivery of e-learning modules through core curriculum courses and staff development modules; development of virtual labs in conjunction with other Moroccan public universities; delivery of online Arabic literacy programs in the Ifrane Province; and development of continuing education certificates. In addition, the School has released new publications and contributed to three events, including the International Institute of Administration Science Conference held at AUI.

Moroccan Minister of Higher Education, Lahcen Daoudi, declares Al Akhawayn national capital of e-learning.

F. DEVELOPMENT AND COMMUNICATION

The Department continues to project a positive and accurate image of AUI both nationally and internationally. For example, from July 2013 to May 2014, 168 articles were published and broadcasted. A new institutional brochure, with more features and illustrations, was designed and printed. The Department is also finalizing a new institutional video in three languages by a professional agency. The communication agency that manages the press relations made a substantial improvement in terms of media coverage and presence on the net. The main achievements during this period are outlined in Table 13 below.

Table 13: Media coverage of AUI

Media Channels	2012-2013	*2013-2014
Radio and TV Broadcast	2	15
Print	63	96
Online	52	376
Total Coverage	**117**	**478**

*up to May 30, 2014

1. Targeted Paid Advertising

The University continued to place paid ads in several national and international publications, including *World Commerce Reviews*, *l'Economiste*, *Telquel, Jeune Afrique***,** *l'Etudiant Marocain***,** and*Trombino* 2014, as well as on Medi1 Radio.

2. Public Relations and Media

During 2013-2014, some 77 conferences, panel discussions, Presidential Lectures, and international seminars were organized, co-organized, or hosted by AUI. In addition, a press conference was organized after the Board of Trustees' January meeting. A press trip was organized to cover the Fun Run, Hand in Hand fund-raising event, and the Open House and to report on AUI's social projects.

3. The AUI website

The University Website underwent a considerable redesigning to ensure it is more functional and more user-friendly. New buttons have been added such as the "Give to AUI" button aimed at promoting fund raising activities whether through "Friends of AUI", a charity registered in the USA, or other projects. Based on statistics from Google Analytics, there were more than 1,500,000 visitors since July 2013, with over 7,000 unique visits every day and new visits making up 22% of the total visits. A breakdown

of visitors by country of origin shows, as expected, that most of them are from Morocco. However, the top eight other countries are USA, France, Spain, UK, Germany, UAE, Italy, and Saudi Arabia. By continent, the Americas come first followed by Europe, Asia, Africa, and Oceania.

4. Internal and External Newsletters

A monthly newsletter has been published since September 2013, and e-mailed to contacts both inside and outside the University. This newsletter gives information about the events on campus. An internal newsletter, "Happening @AUI" gives the week's schedule of events every Monday in an effort to increase participation. Moreover, an electronic bulletin board is now in place with screens strategically placed around campus, announcing upcoming events.

5. Promotional Print Material

The University has produced integrated and brand-consistent promotional print material with the objective of increasing the appeal of the Al Akhawayn brand and promoting AUI as a leading quality institution with an international vision based on the Liberal Arts model with a high alumni employment rate and scholarship offers.

6. Social Media

The Facebook page has reached 14,600 subscribers (9,200 subscribers last year). Over half the visitors to this page get to it through the University website and about a third from Google. This page has daily posts and serves to relay information about University events as well as a first point of contact with potential students. Some stories were viewed by up to 3,500 people, with an average around 1,500. The University YouTube Channel posts videos of events on campus as well as the weekly summary "One week at AUI". Currently, it has 50 videos and 689 subscribers (480 subscribers last year), and 29,442 views. Other Facebook pages and YouTube posts by students serve as a powerful dissemination tool as students are taking an active part in promoting their universities. The Twitter account has 592 followers, while LinkedIn is in its initial stages. The Web descriptions of AUI (Wikipedia, college orientation sites, student sites) are updated regularly.

G.COMMUNITY INVOLVEMENT AND SERVICE

1. Students and Community Development

The Community Involvement Program (CIP) is a graduation requirement for AUI undergraduate students. During 2013-2014, 145 students completed their service and submitted their reports. In total, they have performed 8,700 hours working with local, regional and national NGOs. The University network of national NGO partners is constantly increasing and it has reached about 365. Prior to the field work, a total of 886 students attended two seminars on human development and on the role of the civil society in human development.

This semester, five student clubs organized social events for the benefit of different segments of the Ifrane area. It is worth mentioning that the clubs have been working with different schools in the area offering tutoring sessions, awareness campaigns, and rehabilitation projects. Moreover, the social clubs organize series of donations (clothes, firewood, etc.) and medical campaigns. In order to achieve their objectives, the clubs organize fund raising events; for instance Hand in Hand raised more than 1,000,000 MAD in their 2014 Fun Run.

2. Azrou Center for Community Development

Visit of Minister Benmokhtar to Azrou Center for Community Development.

The Center continues its ongoing outreach and community development activities, as one of the University's most active units of social engagement, to benefit the local region. The most significant event of the semester was the opening of the non-formal education Center, built with the support of the Pistorio Foundation, AUI, and several other contributors such as Hand in Hand, INDH, and individual donors. This Center caters to 140 school drop-outs in Azrou, Ain Leuh and Bensmim, of whom 33 were reinstated into regular schools or vocational education centers.

Programs in education, training and health were launched to benefit several segments of the population. The main actions and the numbers of beneficiaries are given in Table 14.

Table 14: Main activities of the Azrou Center during Fall 2013

Activities	Participants
Tutoring to Dar Talib students	102
Introduction to computers	426
French and communication techniques	20
Basic literacy	285
Basic French	46
Job training in web development, commerce, graphic design, audio visual	73
Dressmaking, cosmetics	28
Cloth weaving	10
Embroidery	21
Crochet	39
Sewing	72
Free medical consultations	526
Awareness in social medical themes	632
Free HIV/AIDS screening	368
Awareness and medical campaign in cardiology, endocrinology dermatology, urology	884
Winter clothes distribution	230
Total Beneficiaries	**3.762**

H. CAREER SERVICES AND ALUMNI

1. Al Akhawayn Career Services (ACS)

This year, the ACS has gained more in popularity amongst students, compared to previous years, and the number of students who used the services for career counseling grew considerably. In addition, the number of ACS Facebook members has been constantly increasing to reach around 1,900, both alumni and students. The goal of the ACS had this year been threefold: involve more alumni in career events on campus; include more practical career advising workshops; and create real opportunities for recruitment.

The Career talks constitute an opportunity for alumni to meet current students, share their experience and provide advice. In addition to the above activities, a new service has been introduced this year, namely Speed Networking Events. The first edition targeted primarily senior and graduating students and it was exclusively mentored by AUI alumni. This event received positive reviews and the Center is planning similar sessions for freshmen and sophomore students next academic year.

The ACS organized two recruitment events for two companies: Capgemini and Marriott International. Capgemini ended up recruiting around 10 graduates and Marriott International is expected to hire 6 or 7 graduates.

ACS, in partnership with the Alumni Association, has also organized a Job Fair in Ifrane, with the participation of 32 companies from different sectors of activity. Over 150 alumni and students attended the 2014 Job Fair.

2. Alumni

By the end of Summer 2014, the University has graduated a total of 3,570 students, with more than 2,000 belonging to the Alumni Association. Under the theme of "Make of Leadership Your Competitive Advantage", and with the presence of 22 companies and 150 alumni and students the Association organized the 10th edition of the Job Fair in November 2013 .

In addition, AA has been organizing many networking events, and has signed partnership agreements with *Alliances Développement Immobilier*, *La Compagnie Générale Immobilière (CGI),* and *Accor Gestion Maroc* in order to offer AUI alumni special deals.

Alumni Homecoming Day 2014

I.SOCIAL INITIATIVES FOR PERSONNEL

AUI is undertaking several projects and actions related to the welfare of its personnel, through two units: the Social Affairs Unit, which supports the welfare association (Association des Œuvres Sociales, AOS), and the Mediation Unit.

During Summer and Fall 2013, the following initiatives were undertaken by the AOS:

1. Organization of the 2013 Summer Day Camp that benefited more than 170 children.

2. Distribution of more than 200 school bags to children of needy personnel.

3. Renewal of the partnership with FOSE (Fondation des Œuvres Sociales de l'Enseignement) and fee payment for interested staff.

4. Financial support for randomly selected staff to go to pilgrimage.

5. Literacy program for interested staff members in collaboration with Azrou Center and HR Office.

6. Tutoring sessions in French, English, Maths, and Physics for children of staff.

7. Public session on medical issues.

His Majesty King Mohammed VI launch Ramadan Solidarity campaign .
Hand in Hand Students participating in the campaign.

During Spring and Summer 2014,the Association worked on the following actions:

1. A soccer tournament for AUI personnel.

2. Literacy classes in French and English for around 40 staff members.

3. Summer camp 2014.

The Association is working also on the following ongoing projects:

4. Trip for AUI staff.

5. Refectory for technical staff.

6. Cafeteria for administrative and academic staff.

Finally, the Mediation Unit worked on reconciliation and workplace dispute management.

J. AL AKHAWAYN SCHOOL OF IFRANE

Over this last trimester it has been noted that the future development of ASI lies in forging a coherent identity as a Moroccan School catering for an international community and using a North American pedagogy. A new Mission Statement has been formulated, in consultation with all members of the school community. At present, a record number of 127 students are enrolled at ASI, which is 12.4 percent more compared to last year.

1. Raising Standards

The review of the standards and quality of teaching particularly within the High School is ongoing. The pace of the review will be stepped up in next academic year, with the completion of a number of essential policies and procedures. There have been a number of professional development workshops and the Arabic language teachers attended educational workshops in Casablanca.

2. Management and Achievements

Parents: One general PTA meeting has been held to report and consult on various aspects of the PTAs function in supporting the School.

Languages: Several spelling bee and dictation competitions in Arabic have taken place with Al-Riyad School in Ifrane. An ASI student came first in the competition and through overall points ASI ranked first.

Sports: In March, ASI came second after the Casablanca American School in the Badminton Tournament that was held at AUI. Moreover, ASI students participated in a swimming meet that took place in May.

Library: The first 1,000 books have now been placed on the database and the new Library system is ready to be used.

Special Needs: A new diagnostic approach has been set into motion across the School so that we can tackle any particular individual special need of children.

Conclusion: The next academic year will see a stepping up of the pace of change. Our short-term priorities remain the defining and tightening up of procedures and policies and establishing consequences. Our mid-term aims are the establishing of clear curriculum maps across the subjects and age ranges.

K. FINANCIAL ACTIVITY

1. Estimated Results for 2013-2014

Due to the increase in enrollment numbers this year, the revenue from sales of goods and services to students should reach MAD 200.5 million by July 31, 2014 (6.3% higher than last year). If we add the government subsidy of MAD 25 million and some adjustment entries, the total operating revenues reach the amount of MAD 230.5 million.

The operating expenses have increased at a lower rate of 4.5% in spite of the impact of the increase in gas prices and of the VAT exemption removal on equipment purchases. Valued at MAD 268.4 million, these expenses will result in an operating deficit of almost MAD 38 million, 3.9% higher than that of 2012-2013.

Thanks to a 9% increase in the income from the investment of the endowment funds which should be over MAD 22 million, the deficit of the current account will be reduced from MAD 16.2 million to MAD million 15.9 (- 2.3%).

With the addition of the non-recurring revenues and expenses, the result is a net profit of MAD 12 million, 16.4% higher than last year (MAD 10.4 million).

Compared to the forecasts presented to the Board in January, actual revenues are 5% lower. This shortage is due mainly to an overestimated revenue from professional training (MAD 16.5 million instead of MAD 24 million). The expenses on the other hand will be almost equivalent to the forecast (-0.6%). Thanks to the investment and non-recurring income, which compensate for the operating revenue shortage, the net result will be very close to the forecast (net income of MAD 12.05 million versus MAD 12.2 million).

As far as the budgets for this year are concerned, the operating expenses will represent 98.7% of budget (MAD 224.6 million versus MAD 227.5 million). The capital expenditures on the other hand will not exceed 83% of the allocated amount (MAD 48.5 million over MAD 58.4 million).

Besides a balance of MAD 4.4 million paid for building 39, the university has invested around MAD 44 million. In addition to the upgrade of the equipment of many departments, these investments include the conversion of the old hospital into a training and conference center (MAD 25 million), the extensionof thegymnasium (MAD 3.5 million the upgrade of the network infrastructure (MAD 3 million) and the increase in the storage capacity for an integrated video surveillance system (MAD 2.5 million) as well as the replacement of the elevators in the downtown residence and the installation of electronic access control inthe residences.

The budgets for the year 2014-2015 provide for a total amount of MAD 238.2 million for the operating expenses, excluding depreciation and MAD 69 million for capital expenditures. The latter will cover the cost of the new academic building (MAD 25

million), the equipment of the training and conference center (MAD 12 million), an integrated video surveillance system for security (MAD 3.5 million), and an upgrade of the maintenance equipment and the generalization of the automatic irrigation system.

2. The 2014-2015 Budgets

2.1. The Operating Budget

a) Budgeted Revenues: The operating budget for 2014-2015shows the following:

• A 9.6% improvement in revenues (from MAD 230 million à MAD 252 million), due to an increase in numbers of enrolled students and a5% increase in tuition and fees.

• A 45% increase in the revenues of the EEC.

b) Operating Expenses Budget: The budgeted expenses will total around MAD 278 million, 3.6% higher than the MAD 268.4 million of the current year. The amount of personnel costs, which will be increased by 4%, will represent 51.5% of the total budget.

c) The Forecast Results:
• The deficit of the recurring account will drop from MAD 15.9 to 2.7 million.
• The net income will grow 16.7%, from MAD 12 million to MAD 14 million.

2.2. Capital Expenditures Budget

As only 83% of this year's capex budget will be spent (MAD 48.5 million over MAD 58.4 million budgeted), a saving of 17% will be made. The budget for the year 2014-2015 will be 18% higher than the current (MAD 69 million) as it will include two important projects:

• The equipment of the new Executive Education and Conference Center (former hospital conversion): MAD 12 million.

• The construction of a new academic building: MAD 25 million.

For the first time, the University will use bank loans to finance part of the cost of these projects. Other important investments are also planned for the year 2014-2015, such as:

• An integrated video surveillance system (MAD 4 million).

• An automatic irrigation system (MAD 2.1 million).

• An electronic access control system to buildings (MAD 2 million).

• A patrol path along the fence around the University, which will also serve as a protection against forest fire (MAD 1.5 million).

• An upgrade of the network infrastructure including an increase in the storage capacity, a virtualization system, and network copying machines (1MMAD).

3. Upgrade of Administrative and Technical Departments

A new integrated software has been put in place to manage all business operations, in addition to the Human Resource Management software and the electronic cards for students, faculty, and staff.

Several services, such as gardening, cleaning and security in the annex of the University, were outsourced. This allows to reduce the number of permanent personnel and, later, to make important savings on maintenance costs.

CONCLUSION

This report provides an overview of the salient accomplishments and challenges of the University during the 2013-2014 Academic Year.

As the University enters the endgame period of its 2009-2014 Strategic Plan, it has begun to seriously consider the new "2020 Vision", which will direct the course of the institution over the next six years. In keeping with the Board's public commitment to see the University grow and develop, the faculty and administration have begun joint exercises to help map this new stage of institutional evolution.

In keeping with the current Strategic Plan, the University now prepares for its midway visit towards full accreditation with NEASC, and is finalizing its revised self-study in anticipation of the November 2014 site visit.

In keeping with the Royal Dahir and supported by its Board of Trustees, AUI places great importance on participative governance. Its AC has launched a serious review of the internal regulations, which will enhance the entire faculty body. Equally important, the sessions of the AAC have enabled the administrative branches of the University to be better involved in the decision making process and to participate more actively in realizing the planned projects.

The University has continued to grow in size and it surpassed, this year, the initial 2014-2015 enrollment goal by reaching 2039 students. Likewise, the University opened its newest residence, providing 284 additional beds for the increasing student body.

Al Akhawayn places great importance on its academic support services. As in prior years, the Mohammed VI Library continues to increase its digital and hardcopy holdings, thus maintaining its standing as the finest university library in Morocco with over 120,000 e-books this year. The CLT continues to offer technology-based educational workshops and training sessions for the community. Simultaneously, ITS is offering an enhanced system for addressing service issues, as well as increased bandwidth for the wireless internet.

ASI is now in its fourth year after reconversion to the American K-12 model. It offers its young students the opportunity to benefit from top-level academic and co-curricular activities in a genuinely international community setting.

In keeping with its mission, the University pursues many opportunities to benefit Ifrane and the surrounding environment. The Azrou Center has engaged in many initiatives in education, training, and medical services, supported by faculty and students. Furthermore, the EEC has provided training and development for professional and government clients, which further supplements AUI's revenues.

Financially, the university is expected to continue to balance its budget for the current year despite the operational deficit and to improve during the coming year in spite of substantial additional costs. The operating deficit persists but is progressively being

reduced. Before it disappears in fouror fiveyears, the compensation will continue to be provided by the income from the investment of the endowment fund and from other non-recurring revenues.

Overall, the 2013-2014 academic year represents a turning point for the institution, as AUI is now positioned to better evaluate the overall progress of the 2009-2014 Strategic Plan and to anticipate the challenges and opportunities that lie ahead.

Annex 1: List of Research Projects

A. Patents (Deposited with the National Patent Office, OMPIC)

• A new Monetite-Mediated Purification Process of Nucleic Acids*(Nouveau procédé de purification d'acides nucléiques à base de monetite).*

• A new process of extraction and purification of Cannabinoid molecules from plant material *(Nouveau procédé d'extraction et de purification de Canabinoides à partir de plantes).*

• A third patent in Biotechnology will be co-submitted this summer by Al Akhawayn University and Sidi Mohammed Ben Abdellah University in Fez.

B. AUI Research Grants (14 Grants Totaling 1,227,650 MAD)

Project	MAD
Towards low Voltage Renewable energy Integration in Morocco	149,000
A Multi-criteria support tool for environmental and impact assessment using an expert system and environmental indicators	100,000
Clay-Made Building	100,000
Creation of a chemistry lab for the development and implementation of the innovation thin film deposition techniques: ILGAR and Sip Coating	100,000
Development of a Pilot Unit for Conversion of Waste Cooking Oil into Bio-diesel	100,000
Supporting Lean and Green Supply Chains in Moroccan Companies: Simulation, Modeling, Solutions, and Optimization.	100,000
Knowledge Management in Morocco: Opportunities and Barriers	99,000
HPC with general purpose graphics processing units and heterogeneous/hybrid computation	95,000
Smart Grid building: Wireless Sensor Networks for energy-Efficient Management	88,850
Bioproduction of Pharmaceuticals Using Green Processes	80,000
Architecture for the poor: Housing Projects for Muslim Workers	68,800
Policy-Based Security Management in the Cloud	60,000
Developing Listening Materials for the Advanced and Superior Students of Arabic	45,000
Religion and US Foreign Policy in MENA 1942-2012	42,000
Total	**1,227,650**

C. Presidential Innovation Fund (9Projects Totaling 1,137,343 MAD)

Project	MAD
Natural Language Processing Summer School at AUI.	200,000
Removing Hazard, Managing and transforming AUI forest space for sport and recreation.	200,000
Setting up a distance learning unit	200,000
Zero Emission Campus of AUI	200,000
Open Source in HE: Moving SBA towards Open Source Software.	107,750
Carbon Compensation at AUI: Towards Carbon Neutrality	100,000
Flight Attendance Panel (FAP) Training Software for Android-Enabled Tablet	83,000
The Moroccan Photo Competition	32,000
Annual Leadership Conference	14,593
Total	**1,137,343**

D. New External Projects(15 Projects Totaling 19,939,350 MAD)

Organization: Project	MAD
Meknes : e-Government	6,000,000
IRESEN: Design of small capacity wind energy generator	3,000,000
(EU: Erasmus Mundus (mobility grants	2,400,000
Stockholm International Water Institute: Water Integrity in Morocco	1,690,000
Ifrane: Civic Engagement	1,646,600
EU FP7-ENERGY: Research & Training in Sun Based Renewable Energies	1,230,000
DAAD: Practical Wisdom in Management and Management Education: Christian-Muslim Dialogue	880,000
UNEP: Economics Tools and Methods in Environment	827,890
Commune Rurale de My Abdellah: e-Government	758,860
USAID : Textbook analysis and reading competencies in elementary schools	611,000
Commune Urbaine de Boufekrane: e-Government	280,000
IDRC, Canada: Research and Policy Decision Making in Morocco	198,000
GIZ: Integrated Water Management in Morocco	160,000
IDRC, Canada: KariaNet: National Network for Knowledge Sharing	147,000
UNESCO: Water, Women, and Decision Power	110,000
Total	**19,939,350**

E. Continuing External Projects

1. The InnoTherm Grant: Nanocoating and Testing, funded by the Institut de Recherche en Energie Solaire et Energies Nouvelles (IRESEN).

2. The translation of Imam Malik's *Muwatta* project, funded by the Ministry of Religious Endowments and Islamic Affairs.

3. The five-year Plan Communal de Développement (PCD) for Ifrane Province.

4. E-government research with funding from International Development and Research Council, IDRC, Canada, and several provinces.

5. Wind energy research funded through NATO Science for Peace Program.

Solar energy research in collaboration with the national electricity board, ONEE and European partners.

Annex 2: Faculty Publications: Books and Book Chapters

Books

Title	(Author(s	School	Publication/ Publisher
Morocco: Past Glory, Future Wonders (in English, Arabic, and French)	D. Ouaouicha, A. Driouchi, N. Messari, A. Belkhayat, M. Hardy, J. Kalpakian, D. Maghraoui, A. Marzouk, E. Ross, J. Shoup, B. Zaid.		Ifrane: Al Akhawayn University Press, 2013
Mysticism in the 21st Century	C. Monette	SHSS	Wilsonville: Sirius Academic Press, 2013
Knowledge-based economic Policy Development in the Arab World	A. Driouchi	IEAPS	Hershey, Pennsylvania: IGI-Global Publisher, 2014
IGI-Book series on Advances in Finance, Accounting and Economics	A. Driouchi	IEAPS	Hershey, Pennsylvania: IGI-Global Publisher, 2014
Labor and Health Economics in the Mediterranean Region: Migration and Mobility of Medical Doctors	A. Driouchi	IEAPS	Hershey, Pennsylvania: IGI-Global Publisher, 2014

Book Chapters

Title	(Author(s	School	Publication/ Publisher
Education for Sustainable Development in Morocco	A. Legrouri, K. Sendide	SSE	National Journeys towards Education for Sustainable Development, Paris : UNESCO, 2013
Les places publiques et la configuration des communautés	E. Ross	SHSS	Les arts de la citoyenneté au Sénégal : Espaces contestés et civilités urbaines, Paris: Karthala, 2013
States, Trade, and Ethnicities in the Maghreb	S. Ennahid	SHSS	Oxford Handbook of African Archaeology. Oxford : Oxford University Press, 2013
Morocco's Media System in a Democratic Transition	B. Zaid	SHSS	Media and Democratization: The African Experience. Hershey, PA: IGI Global, 2013
Mihrab: Symbolof Unity and Masterpiece of Islamic Art and Architecture	C. Longhurst	SHSS	Lonaard, Art and Architecture Journal, London,14, 3 (2013), 33-46

Tawhîd and Homooúsios: Narrowing the Gaps Between Muslim and Christian Understan-ding of God's Divine Oneness	C. Christopher	SHSS	Journal of Ecumenical Studies, 48, 2 (2013)
The regional fallouts of the French intervention in Mali	D. Lounnas	SHSS	Mediteranean Politics No. 18, Issue 2, p.325-332.
Islam et pouvoir dans Lybie Post Khadafi	D. Lounnas	SHSS	Confluence Méditerranée No.86, 2013
La Strategie Algérienne face à AQMI	D. Lounnas	SHSS	Politique Etrangère 3, 2013, p.53-63.
Al Qaeda au Maghreb Islamique et le trafic de drogue au Sahel	D. Lounnas	SHSS	Maghreb Machrek, 216 (2013)
Talking Back: The poetry of Suheir Hammad	K. Oumlil	SHSS	Feminist Media Studies› special issue: «Women and Media in the Middle East.»
Students, Logical Thinking and Teaching Efficiency: A Moroccan Case	V. Van Lierde, J. Kalpakian, N. El Jarid		The African Symposium, Volume 13, No. 2, December 2013
Entrepreneurship Education for a Renascent Africa	N. Hamelin	SBA	The Routledge Companion to Business in Africa, London, Routledge, June 2014.
A Descriptive Overview of the Emigration of Medical Doctors from MENA to EU	Baijou, Ahmad	SBA	Labor and Health Economics in the Mediterranean Region: Migration and Mobility of Medical Doctors,
"Algeria", "Iraq", "lebanon and Syria", "libya", "Morocco", "Palestine Region and Jordan"	J.Shoup	SHSS	Encyclopedia of National Dress. Edited by Jill Condra. Santa Barbara, CA ABC-CLIO Press, 2013
Rai: North Africa's Music of the" "Working Class	J.Shoup	SHSS	Popular Culture in the Middle East and North Africa: A Postcolonial Outlook. Edited by Walid El Hamamsy and Mounira Soliman. Routeledge, 2013
Saharan Crossroads Music in Tarab" "al-Baydan: The /ggawin	J.Shoup	SHSS	Tara Deubel, Scott Youngstedt, and Helene Tissieres Cambridge Schoalars Publishing, 2014

<u>Annex 3: Conferences Organized at AUI in 2013-2014</u>

- 2014 **"International Congress of Public Administration"** with The International Institute of Administrative Sciences

- Conference: **"Media and the Arab Spring – The Road Ahead"**

- The 1st "**International Summit for Smart Cities in North-Africa"** (ISSC) 2014

- 2nd **"Annual Leadership Conference: Leadership Challenges in Morocco"**

- **"Alumni Homecoming"**, in collaboration with the Alumni Association

- Colloque International de **"Modélisation, Analyse et Contrôle des Systèmes"**

- **"The State of Social Sciences in Morocco"**

- **"Technology in Training and Education in Morocco"** (2nd Edition)

- TEMPUS ProjectWorkshop: **"Capacity Building in Institutional Evaluation"**

- Africa Day Roundtable: **"The Millennium Development Goals: The Role of Morocco"**

- **"The International Conference on Popular Culture in the Middle East and North Africa"** (7th edition)

- Conference: **"Women's Empowerment: Dreams of the Past – Reality in the Future"**

- Conference: **"Morocco's Africa Geopolitics"**

- Conference: **"Morocco's New Geopolitics"**

- Fifth **"School of Neuroscience: Clinical Neurophysiology"**

- Study Day on e-Learning: **"E-Learning and Distance Education in Morocco: Current Status and Future Prospects"**

- Workshop on Microsoft IT Academy Program and Inauguration of the Microsoft Certification and Online Testing Center

- First Forum of **"Economic Intelligence"**

- Seminar on **"Awareness of Organ Donation"**

- Second International Annual Conference on **"the Muslim World"**

- A Breakaway Session of the 3rd **"Japan-North Africa University Summit: Experience sharing on academic networking, internationalization of universities, and international mobility of students"**.

- **"World Space Week"**

- Workshop on **"How to Turn Innovative Ideas into Successful Start-Ups"**

• Second Annual Astronomy Ifrane Festival: **"Astronomy: Human Heritage"**

• Workshop on **"Educational Techniques and Technologies in Astronomy"** (Galileo Teacher Training Program - GTTP2013)

• Workshop on **"E-learning and Web 2.0 as Exchange Tools and Information Sharing for the Promotion of Agriculture and Rural Areas"**

Annex 4: Report of Audited Accounts for 2012-2013

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The Board of Directors
Al Akhawayn University
Ifrane

INDEPENDENT AUDITOR'S REPORT

FINANCIAL STATEMENTS FOR THE YEAR ENDED JULY 31ST, 2013

Sirs,

We have proceeded to the audit of the financial statements of Al Akhawayn University for the year ended July 31st, 2013 and we issued our audit report thereon. The financial statements include the balance sheet, the income statement and additional information statements. The aforementioned financial statements show an equity and similar of MAD 743,76 million with a net profit of MAD 10,4 million.

Management's Responsibility

The management is responsible for the preparation and the presentation of the financial statements in accordance with accounting standards accepted in Morocco. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with generally accepted auditing standards. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing of procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risk of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor consider internal control relevant to the entity's preparation and presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit includes evaluating the appropriateness of accounting policies used and reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG

Opinion on the financial statements

In our opinion, the attached financial statements of Al Akhawayn University presents fairly, in all material respects the assets as well as the financial position for the year ended July 31st 2013 with the accounting principles generally accepted in Morocco.

Without qualifying our opinion we draw attention to the fact that under the 10.000 engineers program, the Moroccan government signed a convention with the AUI University. The university will benefit from a contribution of 100 million MAD that will be made available in the next 5 years (20 million per annum). The university received four payments amounting to 100 million MAD as of July 31st 2013 and booked them as "investment grant received". In order to respect the 10 years staggering rule, an accounting reversal of 10 million MAD was booked as income. The final treatment of this grant will depend on the actual program progress that will be detailed in the bi-annual report of the monitoring committee as stated in article 9 of the "10.000 engineer program" convention that was signed by the university and the Moroccan government.

Rabat on January 13th 2014

Fouad Lahgazi   *Aziz El Khattabi*

Partner   **Partner**

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FINANCIAL STATEMENT AU JULY 31 2013

Assets (in 000' of MAD)	July 2013	July 2012	Change
Net intangible fixed assets	2 113	2 607	(494)
Net tangible fixed assets	322 297	290 476	31 821
Net financial assets	46 270	92 958	(46 689)
Exchange variation asset	424	412	12
Inventories	8 389	7 808	581
Receivables	16 664	16 624	40
Financial investments	460 773	441 549	19 224
Exchange variation asset	7	-	7
Cash and cash equivalents	15 316	13 431	1 885
Total Asset	**872 253**	**865 867**	**6 386**

Liabilities (in MAD)	July 2013	July 2012	Change
Shareholders' equity	437 921	427 486	10 435
Similar equity	305 839	316 070	10 230
Long-term liabilities	23 596	13 304	10 292
Current liabilities	18 125	21 826	(3 701)
Provisions for risks and charges	86 052	87 080	(1 028)
Exchange variation liability	7	-	7
Exchange variation liability	42	101	(59)
Cash liability	671	-	671
Total liabilities and shareholders' equity	**872 253**	**865 867**	**6 386**

Income Statement (in 000' of MAD)	July 2013	July 2012	Change (%)
Operating income	220 428	202 107	9%
Operating expenses	256 958	225 152	14%
I. Income from operations	**(36 530)**	**(23 045)**	**58%**
Financial income	20 931	22 556	(8%)
Financial expenses	642	3 281	(80%)
II. Financial gain	**20 289**	**19 275**	**5%**
III. Current income or loss (I + II)	**(16 241)**	**(3 770)**	**331%**
Extraordinary income	26 597	18 315	45%
Extraordinary expenses	-	632	(100%)
IV. Extraordinary gain	**26 597**	**17 683**	**50%**
V. Net income before tax (III + IV)	**10 355**	**13 913**	**(26%)**
Income tax (exempt)	-	-	-
VI. Net profit (E) + (F)	**10 355**	**13 913**	**(26%)**

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Annex 5: 2013-2014 vs 2012-2013 Budget

Income Statements: Current vs Previous Year	2012-2013 (audited) (MAD 000s)	Var. %	2013-2014 Current (Est) (MAD 000s)
Operating Revenues	220,428	4.6%	230,473
Operating Expenses	256,958	4.5%	268,430
Operating Surplus / (Deficit)	(36,530)	3.9%	(37,957)
Other Revenues	47,527	6.6%	50,654
Other Expenses	(642)	0.2%	(643)
Net Income / (Loss)	10,355	16.4%	12,054
Cash Flow	14,517	32.4%	19,215

Annex 6: 2013-14 Estimate vs 2014-2015 Forecast

Income Statements: 2013-14 vs 2014-15	2013-2014 Current (Est) (MAD 000s)	Var. %	2014-2015 Budgeted (MAD 000s)
Operating Revenues	230,473	9.6%	252,620
Operating Expenses	268,430	3.6%	278,081
Operating Surplus / (Deficit)	(37,957)	-33%	(25,461)
Other Revenues	50,654	-22%	39,531
Other Expenses	(643)		0
Net Income / (Loss)	12,054	17%	14,070
Cash Flow	19,215	67%	32,135

Annex 7: Current vs Budgeted in 2013-2014 – Operating Budget

Operating budget	2013-2014		
	Achieved (Est.) (MAD 000s)	Var. %	Budgeted (MAD 000s)
Operating Revenues	230,473	-4.9%	242,359
Operating Expenses Excl Depr.	268,430	-0.6%	270,096
Operating Surplus / (Deficit)	(37,957)	36.8%	(27,737)
Other Revenues	50,011	25.2%	39,940
Net Income / (Loss)	12,054	-1.2%	12,203
Cash Flow	19,215	-10.0%	21,344

Annex 8: Current vs Budgeted in 2013-2014 – Capital Budget

Capex Budget	2013-2014		
	Actual (Est.) (MAD 000s)	**Var. %**	**Budget** (MAD 000s)
Constructions	38,583	11.5%	34,600
Office & computer equipment	6,775	-28.5%	9,472
Software, patents, licences	1,846	-40.3%	3,090
Other equipment & installations	6,823	-2.7%	7,014
Books and scientific magazines	314	-87.2%	2,447
Scientific research programs	1,800	0.0%	1,800
TOTAL	56,141	-3.9%	58,423

Annex 9: Income Statements (Actual and Forecast): 2013-2015

Income statements (Actual and Forecast): 2013 - 2015					
	2012/2013	Var.	2013/2014	Var.	2014/2015
Enrolment			117		80
Operating revenues	**220,428**	**4.6%**	**230,473**	**9.6%**	**252,620**
Sales of goods	**21,817**	**10.4%**	**24,089**	**4.0%**	**25,053**
- Books	8,368	14.3%	9,564	4.0%	9,947
- Grocery Store	13,449	8.0%	14,525	4.0%	15,106
Tuition and fees	**102,901**	**2.3%**	**105,219**	**10.9%**	**116,719**
- Tuition	102,501	5.6%	108,208	9.2%	118,163
- financial aid	**-17,090**	15.7%	**-19,779**	0.0%	**-19,779**
- Other fees	**17,490**	-4.0%	**16,790**	9.2%	**18,335**
EEC	**11,776**	**40.1%**	**16,503**	**45.4%**	**24,000**
Auxiliary services	**52,109**	**4.9%**	**54,662**	**4.0%**	**56,848**
- Housing:	16,103	37.8%	22,197	4.0%	23,085
- Restaurant:	19,012	28.1%	24,346	4.0%	25,320
- Other services	16,993	-52.2%	8,119	4.0%	8,444
Revenue from services	**166,787**	**5.8%**	**176,384**	**12.0%**	**197,567**
Sales of goods & services	**188,604**	**6.3%**	**200,473**	**11.0%**	**222,620**
Government subsidy	25,000	0.0%	25,000	0.0%	25,000
Other adjustments	6,824	-26.7%	5,000	0.0%	5,000
Operating expenses	**256,958**	**4.5%**	**268,430**	**3.6%**	**278,081**
Purchases of goods sold	**17,102**	**4.9%**	**17,943**	**4.7%**	**18,790**
- Books	6,368	12.7%	7,177	3.9%	7,460
- Grocery Store	10,734	0.3%	10,766	5.2%	11,329
Purchases of other goods	**45,804**	**-0.6%**	**45,531**	**4.2%**	**47,463**
R&D & new programs			2,000		2,000
Other expenses	**30,320**	**-14.2%**	**26,024**	**2.0%**	**26,545**
Taxes	104	-20.6%	83	202.3%	250
Cost of personnel	**126,687**	**8.5%**	**137,409**	**4.2%**	**143,168**
- Academic	67,144	8.5%	72,827	5.0%	76,497
- Administrative	48,141	8.5%	52,215	4.0%	54,304
- Technical	11,402	8.5%	12,367	0.0%	12,367
Depreciation	**36,941**	**6.8%**	**39,441**	**1.1%**	**39,866**
Operating Margin / (Deficit)	**-36,530**	**3.9%**	**-37,957**	**-32.9%**	**-25,461**
Revenue from investments	**20,289**	**8.9%**	**22,089**	**2.9%**	**22,731**
Recuring Income	**-16,241**	**-2.3%**	**-15,868**	**-82.8%**	**-2,730**
Non-recuring income	**26,597**	**5.0%**	**27,922**	**-39.8%**	**16,800**
Income before tax	**10,355**	**16.4%**	**12,054**	**16.7%**	**14,069**
Income tax	**0**				**0**
Net Income	**10,355**	**16.4%**	**12,054**	**16.7%**	**14,069**
TOTAL REVENUE	267,956	**4.9%**	281,127	**3.9%**	292,151
TOTAL EXPENSES	257,601	**4.5%**	269,073	**3.3%**	278,082
NET INCOME	**10,355**	**16.4%**	**12,054**	**16.7%**	**14,069**
Cash-flow / operations	**14,517**	**32.4%**	**19,215**	**67.2%**	**32,135**

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AL AKHAWAYN
UNIVERSITY