

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

Our Strategic Priorities building on past achievements, the 2015-2020 Strategic Plan aims to move AUI to the next level of distinction within the ranks of preeminent universities in Africa. The Strategic Plan's six priorities affirm and carry out the University's mission, and are designed to produce graduates ready to play leading roles in an increasingly globalized Moroccan and World economy. The Strategic Plan emphasizes the following strategic priorities:

- 1 Student Learning, Development and Success
- 2 Quality Assurance and Enhancement
- 3 Internationalization
- 4 Advancement for Growth and Sustainability
- 5 Research Innovation and Discovery
- 6 Enhanced Communication

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

AUI is committed to educating future citizen-leaders of Morocco and the world through a globally-oriented, English-language, Liberal Arts curriculum based on the American system. The effectiveness of this approach is evident in some of the student and alumni success stories shared below:

Sofiane Kadmiri, a senior student majoring in International Studies at Al Akhawayn University, participated in the 71st session of the United Nations General Assembly in New York from October 1st to 17th. As a member of the "UN Youth Delegate Program". He was one of five Moroccan Youth Delegates representing one of the first Arab and African countries to establish this initiative.

AUI team "Duplicates Plus One" won the bronze medal in the Girls-only Programming Contest, known as "Girls Code 2" at the International University in Rabat – March 2017.

AUI teams "Past Glory" and "In Code We Trust" rank first and second in the 2016 Moroccan Collegiate Programming Contest-October 2016 and travelled to Egypt for the Arab Collegiate Programming Contest.

AUI Team, "Optimus Samoy", won second place and the Best Presentation Award at the Arab Competition on Remotely Operated Vehicles (ROV) held in Alexandria, Egypt - April 2017.

AUI took first place in "Great Debaters" Fes-Meknes Regional University Debate Competition (English Track) in April 2017. The team is currently preparing for the national competition.

AUI took second place in "Fez Branding Awards" in March 2017.

SHSS Student Nafissa Hajjami, was selected to be the Master of Ceremony during the National Day of Indonesia and “Batik” Indonesian traditional cloth promotion event at the Embassy of the Republic of Indonesia in September and October 2016.

AUI women’s volleyball, men’s volleyball, and men’s basketball teams, reached final rounds of the Moroccan Throne Cup Championship, hosted by the Sidi Mohamed Ben Abdelah University in Fes in April 2017.

Imane Abou-said and Zaineb Khizani won the Fowler Center’s Flourish Prize for Business as an Agent of World Benefit in the category of Gender Equality for their research on “Serve&Help.” “Serve&Help” is a Moroccan website and application that assists economically marginalized women in finding work.

Mohammed El Kihal, working jointly with Hamza El Hamdani from Mohammed VI University of Health Sciences, was awarded second prize for his prototype in the TECH 22 Competition, a subsidiary of COP22.

#### Other notable achievements:

- SSE student, Housame Houmy, won the Best Capstone Project at Stonehenge Award Ceremony, in June 2016.
- SSE student, Mohammed Khalil Ait Ibrahim, ranked first on the Capgemini National Coding Challenge, in December 2016.
- Several AUI teams won the Med-Saharan Sports Challenge and the University won the overall tournament.
- In the Throne Cup, organized by the Ministry of Higher Education, the AUI Men’s Volleyball team, the Women’s Volleyball team, and the AUI Men’s Basketball team won silver medals.
- The AUI Women’s Basketball Team won the gold medal of the COP 22 International Tournament, organized by the University Sidi Mohammed Ibn Abdullah, in Fes.

#### **Strategic Priority 2: Quality Assurance and Enhancement**

AUI continues on its path for enhancement of quality and excellence in all endeavors, and the past academic year saw the manifestation of several distinctions and markers of excellence for our University, its Schools, and its Programs. The School of Business Administration, which had already renewed EPAS accreditation three years prior, underwent a scheduled, rigorous visit from EFMD, and the latter announced the renewal of the SBA’s accreditation for five years. The School of Sciences and Engineering, which has held the coveted ABET accreditation for its Computer Science Program, was visited by a peer evaluation team during November 2-4, 2017 with a view to reaccreditation, as well as candidacy for accreditation of the General Engineering (GE) and Engineering and Management Science (EMS) programs. The SSE received ABET accreditation for all its computer science and engineering programs. The Language Center was accredited by the Commission on English Language Program Education (CEA) in December 2009 and in 2014, the Intensive English Program – the core program of the center-received reaccreditation for a ten-year period ranging from August 2014 to August 2024. After several years of university-wide,

comprehensive self-study, AUI was visited by a team of eight peer evaluators. The peer evaluators examined AUI, its campus, schools, programs, and all ancillary operations and conducted extensive interviews with all stakeholders to validate AUI's self-study submitted in support of the candidacy for accreditation by the New England Association of Schools and Colleges (NEASC). An interim report was received, and a final outcome will be disclosed to the AUI President Ouaoouicha, in Boston during Fall 2017. The visiting team consisted of eight academics and senior administrators: Dr. Suzanne B. O'Connell, Professor of Earth & Environmental Sciences & Environmental Studies, Wesleyan University, Connecticut; Ms. Tracy Barnes, Director of Institutional Research, Brown University; Mr. James M. Barquinero, Senior Vice President Student Affairs & Athletics, Sacred Heart University; Dr. Linda S. Wells, Professor of Humanities in the College of General Studies, Boston University; Dr. Joseph G. Jabbra, President, Lebanese American University; Ms. Maureen Murphy, Vice President for Administration & Finance, Emerson College; Dr. Russ Pottle, Dean of the School of Humanities and Social Sciences, Worcester State University; Dr. Guiyou Huang, Chancellor, Louisiana State University of Alexandria.

#### Institutional Research and Effectiveness

As committed to NEASC, AUI set up The Office of Institutional Research and Effectiveness (OIRE) to ensure ongoing quality assurance and continuous institutional improvement. This development was much appreciated by the Peer Evaluation visiting team. In a short time, the monitoring and evaluation activities expanded exponentially and the office led numerous additional efforts in strategic planning, budgeting, compliance reporting, ranking and governance initiatives, academic and institutional integrity matters, and more. The mission of the Office of Institutional Research and Effectiveness is to provide timely and accurate qualitative and quantitative data, information and analysis to internal and external stakeholders to facilitate evaluation, decision-making, and strategic planning.

#### Highlights of the Year

Although the activity of institutional research existed before, the past year was the year the Office of Institutional Research and Effectiveness was effectively established. This office played an important role in data gathering and analysis as well as carrying out studies of issues related to university management.

Accomplishments in the past year include, but are not limited to, the following: OIRE collected data and launched numerous studies, surveys for strategic planning, assessment and budgeting exercises. The office reported the results of these surveys and induced units to "close the loop" as a contribution to continuous improvements. Additionally, OIRE produced publications to inform the public and university colleagues of AUI's institutional data and information. Another important function of OIRE is ensuring that both internal and external compliance reporting is done in a timely fashion and that necessary information is submitted to international and national ranking bodies. It organized a four-day Mock accreditation exercise.

#### QS XChange Seminar

OIRE launched the first Moroccan QS XChange seminar at AUI, hosting Moroccan universities, and it represented AUI at various Boards and Conferences, which resulted in favorable notice for the university in the World Bank University Governance project among others.

### Academic Integrity Efforts

The office initiated Academic Integrity (AI) enhancement at AUI – piloting new approaches to AI reporting and collegial information sharing in SHSS. OIRE brought the Presidential Lecture and Workshop on Academic Integrity to AUI as well as conducted Integrity sessions at student and faculty orientations. The office also initiated AUI’s membership in the International Center for Academic Integrity (ICAI) and OIRE’s AVP Cinali serves on the Board of ICAI.

The OIRE Director also represented AUI at several international conferences and symposia - helping to launch and present at the first Mediterranean conference on Academic Integrity in Athens, Greece, the Inaugural MENA-region AI conference held in Dubai, UAE, she presented at conferences in Ghana (THE Summit) and a World Bank summit on University Governance in Algeria, as well as provided service to the professional community by conducting a workshop on Institutional Research in Dubai and guest lecturing on “American Style Liberal Arts Education” at QS Maple in Dubai.

### **Strategic Priority 3: Internationalization**

AUI’s commitment to a truly international campus in terms of students, faculty, and staff was evident once again this year. Below are some of the initiatives and events that promoted internationalization.

#### Presidential Internship Program

The Inaugural Presidential Internship program was launched in August 2016. Modeled on the successful program conducted at AUC (American University in Cairo), the competitive process invited recent graduates from liberal arts institutions around the Globe to apply for a yearlong internship at AUI. Selecting from a large and highly qualified applicant pool, AUI came to benefit from the work contribution and enthusiasm of six talented young ladies from the United States, Italy, Switzerland, Indonesia, and Mexico, who, in addition to their work deployment, enhanced campus life by organizing special events – such as the international culinary event “Walk the World”, “Indonesia Day”, which was a full-day event attended by over 500 students, faculty, and staff members that included culinary demonstrations, traditional dance and musical performances, and a keynote lecture by H.E. the Ambassador of Indonesia to Morocco. The interns also helped with outreach programs and services to the less fortunate, they helped AUI scholars with research projects, data gathering, editing, and served on sports teams, including varsity basketball at the competitive level. AUI plans to continue and expand this successful endeavor, which contributes to the internationalization of AUI, and provides opportunities for highly achieving graduates to experience Morocco.

#### Student and Faculty

##### Inbound Students

In Fall 2016, 39 international degree-seeking students from 23 different nationalities attended AUI. 75 international exchange and study abroad students from 11 different countries also attended AUI during the Fall of 2016.

In Spring 2017, 35 international degree-seeking students from 23 different nationalities attended AUI.

63 international exchange and study abroad students from six different countries also attended AUI during the Spring of 2017.

The Arabic and North African Studies (ARANAS) summer program also attracted international students. In Summer 2016, 38 students from four different countries attended the program.

#### Outbound Students

In Fall 2016, 90 AUI students spent their semester abroad in 13 different countries on exchange, on study abroad programs, or dual-degree programs, in addition to two students completing international research and internships.

In Spring 2017, 109 AUI students spent their semester abroad in 15 different countries on exchange, study abroad programs or dual-degree programs, in addition to two students completing international research and internships.

In Summer 2017, 253 AUI students spent their semester abroad in 21 different countries on exchange or study abroad programs.

#### Faculty

This year, AUI participated in faculty exchanges, sending two faculty members to the USA and receiving three faculty members from Finland and Austria.

AUI faculty members are currently participating in 2-3 month mobility programs at Colegio Universitario de Estudios Financieros (CUNEF) in Madrid as part of the Horizon 2020 research project on Technology Entrepreneurship funded by the EU. This program involves universities from Italy, Spain, Germany, China, and Morocco.

#### **Strategic Priority 4: Advancement for Growth and Sustainability**

AUI's commitment to advancement for growth and sustainability continued this academic year through increasing number of enrolled students and improved infrastructure, including the commission of a new academic building.

Enrolled Students: This academic year, the total number of students enrolled in the Fall of 2016 was 2254. This number increased by 4.06% from 2166 in Fall 2015.

Executive and Continuing Education: This academic year, the AUI Executive Education Center in Ifrane offered six training programs for nine institutions, in addition to hosting and organizing 15 events for 14 clients. The AUI Executive Education Center in Casablanca launched corporate outreach initiatives in addition to its new corporate training programs in Data Analytics. The training programs were well attended by representatives from companies such as Orange, Maroc Telecom, Banque Populaire, AMIDEAST, SATIMED, BMCE, The MacArthur Company, and Phyoproduct.

Infrastructure: AUI launched a new cloud-based desk platform which improves ticketing features and expands reporting analyses and results. Internet capacity was also doubled from 0.5 GBPS to 1.0 GBPS and Internet was available for 97% of the time during the academic year 2016-2017.

The Academic Building 8B opened this academic year. Building 8B houses an auditorium, with capacity of up to 126 people, 16 classrooms and laboratories, 22 faculty offices, three administrative offices, a conference room, and a faculty lounge.

Al Akhawayn Conference Center (ACC): The ACC continues to position itself as a popular venue for national and international conferences. With 99 rooms, an auditorium, six meeting and seminar rooms, and dining facility for 150 guests, it receives more and more requests for conferences from national businesses and associations as well as international conferences. Combined with Ifrane's natural assets, it provides the ideal site for retreats and small size conferences and training programs. This academic year, the ACC hosted 62 seminars and conferences, in addition to over

30 events planned in the summer of 2017. Our partners included the European Union, USAID, Ministry of Interior, Ministry of Finance, and Unilever.

**Strategic Priority 5: Research, Innovation and Discovery**

Externally funded research projects continue to grow at AUI. The SSE faculty members received external funding for six research projects, totaling over 3 million MAD. The SHSS faculty members also received external funding for three research projects, totaling over 7.8 million MAD, funded by both national and international organizations. AUI faculty members continue to publish books, articles in peer-reviewed journals, and present and participate extensively in international conferences. This year’s scholarly publications include three books, six book chapters, 40 journal articles, 37 presentations at conferences, as well as participation at over 50 conferences.

**Strategic Priority 6: Enhanced Communication**

AUI continues to improve its internal and external communication. This year, Jenzabar continues to be the main venue to share information with the University community about the strategic plan, NEASC accreditation progress, and internal policies.

Concerning external communication, AUI’s social media and digital technology impact can be seen through the high number of Facebook likes, videos views, as well as website visits.

The AUI Facebook page has reached 188 403 subscribers (177 705 the previous year).

AUI’s LinkedIn account has over 12,000 followers and comes ahead of its main competitors as evidenced by the LinkedIn comparative report below.

| How You Compare                                                                                                                   | Total Followers |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------|
|  AI Akhawayn University                        | 12,030          |
|  HEM                                           | 4,981           |
|  Université Internationale de Rabat            | 1,900           |
|  Université Internationale de Casablanca - UIC | 1,821           |
|  Université Mundiapolis Casablanca             | 1,388           |

Six social media campaigns were organized in collaboration with a Communication Agency. The ads were invitations to the Open House, the different student fairs in major cities, high school visits, calls to apply, and a “Laywaffeq” (Good luck with your exams) video. These campaigns reached almost 2,000,000 people and generated around 80,000 clicks.

The AUI website continues to be more visible by attracting 8% more users this year compared to the same period last year. To make this tool still more attractive and effective, the University has commissioned a new website which should be operational during the coming academic year.

The AUI YouTube Channel posted videos of events on campus as well as the weekly summary “One week at AUI”. Currently the channel has 2603 subscribers, an increase of 10% from this time last year (2366). Videos have received 333,405 views, which is also a 10% increase from what it was last year (300,082).

The AUI Twitter account continued to reach a larger audience, with the number of followers increasing by 20%, from 1108 to 1335.