

THIRD YEAR EXECUTIVE SUMMARY

As AUI is closing the third year of its Strategic Plan (SP) spreading over the academic years 2010-2011 to 2014-2015, the University is keeping up with the tradition of assessing the achievement and progress towards the objectives set. Strategic planning follow up has been put as one of the priorities of the institution since the beginning of the plan. In late June 2012, the University created a new position of Assistant Vice President for Strategic Plan Follow Up (AVPSPF) to support its strategic mission and oversee the implementation of its strategic objectives. As AUI is strengthening its experience with strategic planning, work has been in progress with all university units to determine yearly quantifiable targets for each action of the institutional plan a unit may be contributing to. At the beginning of the Fall semester, AUI President met with faculty and set five priorities for this academic year: mission dissemination, alignment with NEASC standards, institutional effectiveness, human capital development and communication. Complying with NEASC standards, in particular the agency's recommendation for an institutional program of communication about achievements, progress and priorities, and areas of improvement, a series of meetings were held with university top executives, deans and directors as well as institutional representative bodies for the Administrative Advisory (AAC) and the Academic (AC) Councils. The results of strategic plan progress reports including areas of improvements and future focus were communicated by the AVPSPF and discussed with all the attendees.

In terms of achievements, significant work has been done in the first priority line, which aims at enhancing the key success factors of the American educational system, by instilling student centered pedagogy and efficient administration with minimum procedures for students, adopting best practices in governance, and enforcing the US model for the Al Akhawayn School of Ifrane, for which a new Director has been hired. The second line has seen great achievements. AUI has indeed been granted the status of **candidacy** with the **NEASC** accrediting agency making it the first institution in the country and the region to reach this position with a well-respected accrediting agency in operation for more than 125 years. Accreditation of academic units has been completed for the three units that were under assessment, and steps are taken to either continue the process through submission of new self-studies or preparing other programs for international validation. Growth and development, and Internationalization are satisfactory especially that the situation in the region and the world is still marked by the impacts of the financial crisis. Good work has been recorded in maintaining the financial sustainability of the institution and educational leadership and innovation, while great progress has been witnessed in the priority line of human capital.

Throughout the Fall 2012 semester, regular weekly workshops and meetings were held by the Assistant Vice President for Strategic Plan Follow Up to get the heads of different units involved in the institutional plan, through determining their contributions to the plan and setting targets for July 2013. The culture of determining quantitative objectives beforehand is being progressively introduced, while more work is certainly needed in terms of ensuring a more systemic reporting university wide.

Here are some tables summarizing the yearly progress as well as the overall progress over the plan. The first table represents the progress over the targets set for this academic year, while table 2 and table 3 represent the cumulative progresses recorded up to the last and the current academic years respectively.

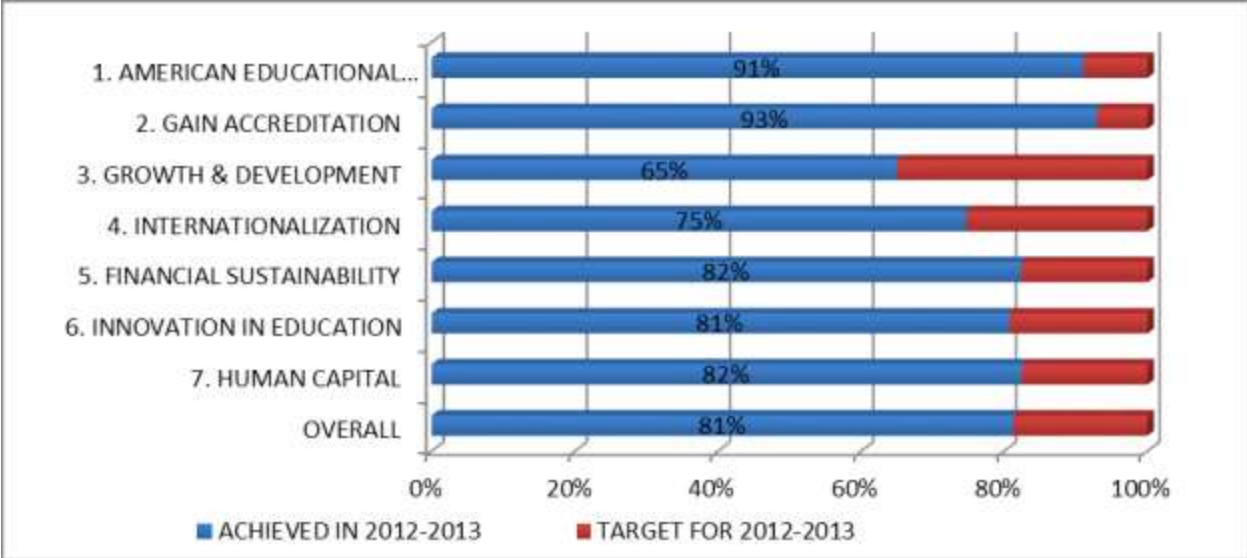


Table 1: Yearly Progress for 2012-2013

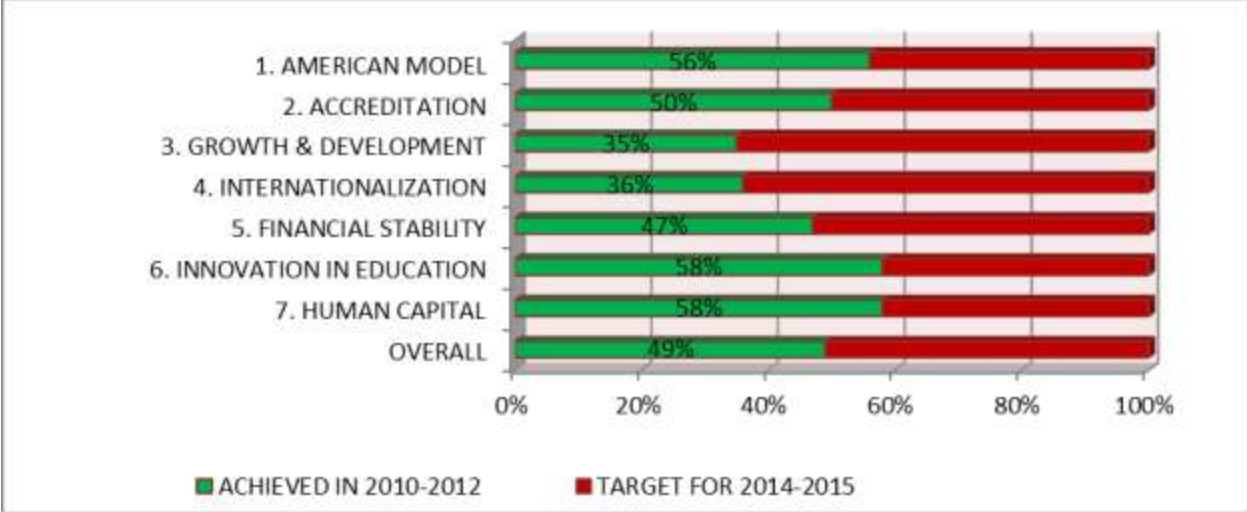


Table 2: Progress in 2010-2012

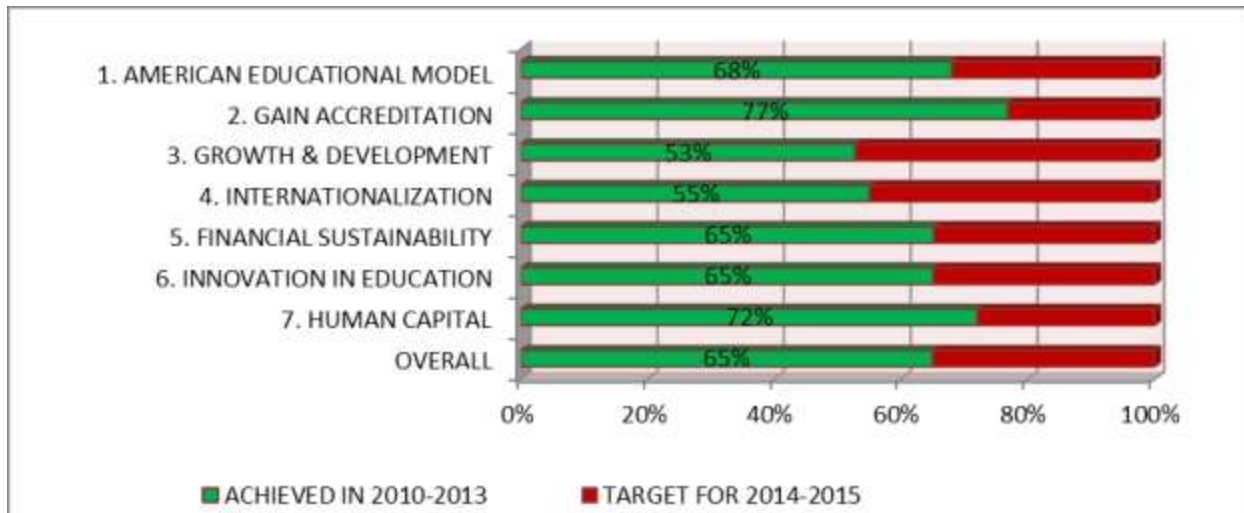


Table 3: Progress in 2010-2013

The targets used in Table 1 concern the current academic year i.e. 2012-2013. The progress on the goals set for this year can be estimated at 81%, while the overall progress on the whole plan is estimated at 65%. Given the cumulative nature of the goals, an easy comparison between Table 2 (overall progress of 49%) and Table 3 (overall progress of 65%) gives a rough idea about the third year 16% overall contribution to the plan. The detail of the various recorded contributions on the seven priorities during the current academic year can be summarized as follows:

- 1. American Model of Education: 12%
- 2. Gaining Accreditation: 27%
- 3. Growth & Development: 18%
- 4. Internationalization: 19%
- 5. Financial Sustainability: 18%
- 6. Educational Leadership and Innovation: 7%
- 7. Human Capital: 14%

Although this year's overall 16% contribution is lower than the expected 20%, linearity in estimation is definitely not appropriate in strategic plan implementations, as execution of the plans tends to become more and more difficult towards the end in general. However, given the past performances, and the remarkable results previously obtained, the overall progress is still at 65%, exceeding the expected average of 60%. Also worth noting is the fact that more than 60% has been achieved in five lines; namely reinforcing the American model of higher education, accreditation and quality assurance, maintaining financial stability, innovation in education and human capital. As it was observed in last year's report, the realization of these lines is rather closer to a learning curve, and we must note again that their completion is not proportional to the remaining estimated percentages, as the progress will tend to decrease over the last years of the plan. A Gompertz curve model would probably be more appropriate in several instances -

but not in all- as it would better describe the idea of penetration of quality or installing a new system, with limited availability of resources, difficult at the beginning and toward the end.

In terms of performance, the BSC gives the following chart for the different priority lines with an overall performance of 59%.

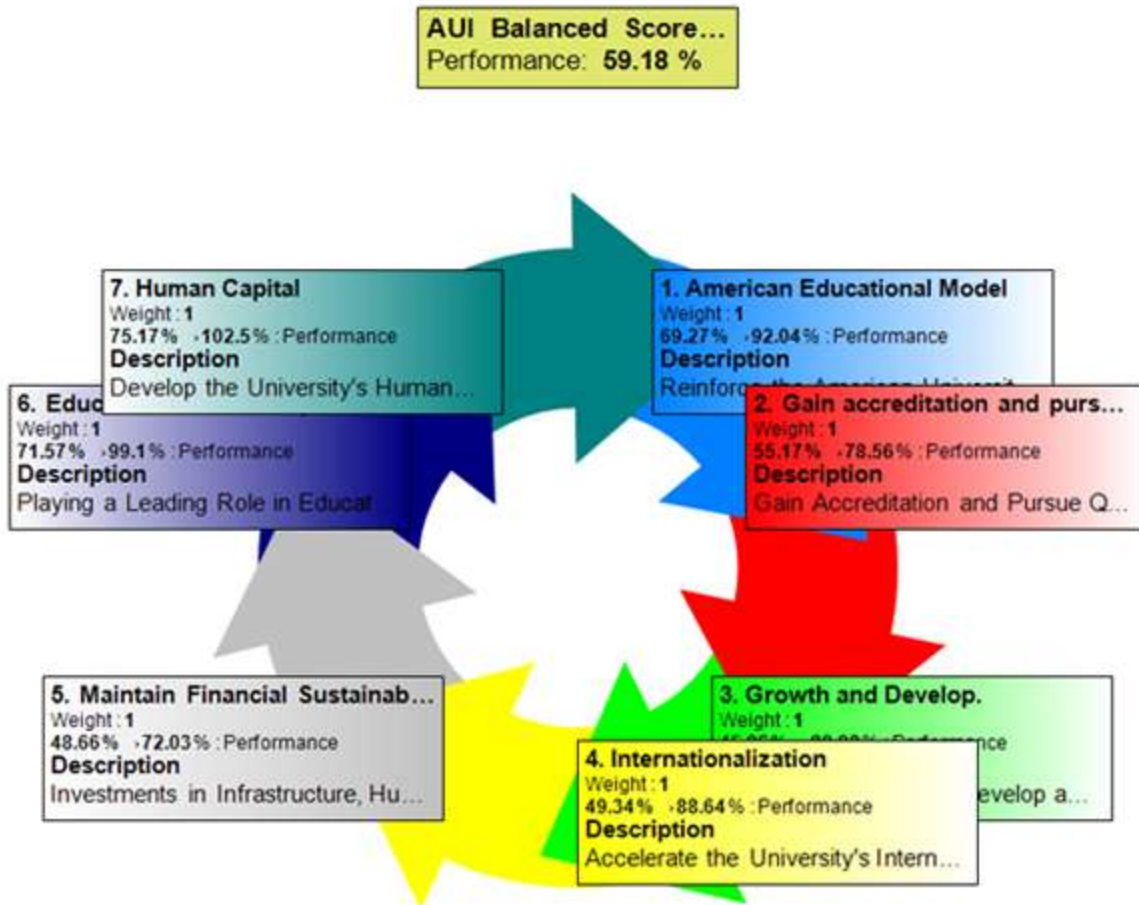


Table 4: AUJ Performance in 2012-2013