STRATEGIC PLAN

2023 - 2028

الجــــامعـــة
الأمــريكيــة
فـي الإمـــارات

American
University
in the Emirates

AUE

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MESSAGE FROM THE PRESIDENT

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

I am thrilled to present to you the strategic plan that will guide our university's journey towards a future of excellence, innovation, and impact. This strategic plan reflects our shared commitment to transforming lives through education, research, and community engagement. It outlines our vision for the future and sets the course for our collective efforts in the coming years.

Under the theme of "Building a Path to Success," our strategic plan encompasses a comprehensive set of goals that will shape our university's trajectory and elevate our standing as a leading institution of higher learning. These goals reflect our unwavering dedication to providing a transformative educational experience, fostering research and innovation, engaging with our community, and ensuring sustainability and responsibility.

To enhance the learning environment, we will focus on fostering a diverse and inclusive atmosphere that nurtures critical thinking and meets industry demands. Through innovative programs and curriculum enhancements, we aim to equip our students with the skills, knowledge, and mindset needed for success in their careers and lifelong learning journeys.

We are also committed to empowering research and advancing knowledge. By encouraging faculty and student research projects that contribute to sustainability, innovation, and solutions, we will create an environment that stimulates intellectual curiosity and drives meaningful discoveries.

Collaboration lies at the heart of our strategic plan. We will cultivate partnerships with industry, community stakeholders, and research institutions to co-create sustainability initiatives, promote global collaboration, and stimulate entrepreneurship. By leveraging the expertise and insights of our partners, we can create lasting impact and address societal challenges together.

Lastly, we are fully dedicated to embracing sustainable practices and instilling a sense of responsibility throughout our university. By implementing sustainable initiatives and fostering a culture committed to sustainability, we will contribute to a greener future and instill these values in our students, faculty, staff, and our wider community.

This strategic plan serves as a compass for our collective journey. It is a testament to our shared commitment to excellence, innovation, and societal impact. I invite each of you to join hands as we embark on this exciting path together. Together, we will shape the future of education, research, and community engagement.

Thank you for your unwavering dedication and support. I have every confidence that, through our collective efforts, we will achieve remarkable milestones and pave the way for a brighter future.

Muthanna Abdul Razzaq, Ph.D.

University President

EXECUTIVE SUMMARY

Strategic Planning at AUE is a continuous process that responds to a changing environment with meaningful consideration of previous assessment findings, and institutional research outcomes followed by budgetary planning. The strategic planning involves deliberation for academic program progression, quality instructions, student enrollment projection, building on success of student support services and academic services, administrative and facilities management. It is a hybrid process that combines both top-down and bottom-up processes that emphasize on gathering internal and external perspectives on potential issues and opportunities, building on previous assessments. Developing and revising a strategic plan is primarily a participatory process that necessitates the active participation of institutional constituencies with academic and co-academic priorities, as well as the reinforcement of financial and human resource support. The process for strategic plan development involves input from

(a) External environment to extend the scope of institutional sustainability to include economic and social dimensions addressing complex and unforeseen challenges, as well as addressing stakeholder needs and expectations for sustaining future performance and productive capacity and ability, taking the competitive environment into consideration. In addition, strategic planning involves establishing the context for and constraints on issues such as the environmental analysis of new academic degrees, concentrations, and new developments in curricular content and pedagogy, as well as the implication of trends in student demographics with regard to economic considerations and affordability factors. Changes in accreditation standards and policies, as well as the emergence of new non-academic regulations, are examples of external environmental factors.

(b) Internal issues and opportunities emphasizes more on the University's history and capabilities; strategic issues and opportunities in essential areas for which the strategic plan determines direction for institutional reputation, quality of education, and research positioning. Additionally, it also focuses on facility planning, faculty recruitment and retention, and resource planning.

(c) Preceding assessments focuses on incorporating and utilizing the results of preceding annual strategic planning reviews. To surpass achievement, the new strategic plan must pursue underachieved objectives with novel enabling strategies and build on past successes with distinct enabling strategies.

(d) Board and President input, the strategic planning is enlightened by the president's initiatives and board's input for the purpose of revolving, reshaping, or refining the institutional prioritization and longstanding commitments, as well as, strengthening the academic research, quality instructions, and services. The board examines the new or revised strategic plan for which the president's initiatives are incorporated, to provide further input and ensure that the institutional sustainability for the long term.

(e) University constituencies, including faculty, staff, students, alumni, employers and other advisory board members in an open communication of bottom-up planning process that builds on the leadership direction.

These inputs are compiled through surveys and focus groups to examine multiple aspects of institutional planning and effectiveness. The elements which were outlined across the analysis, serve as key areas of focus in the revision and development of *Strategic Plan 2023- 2028*, to build on the University's existing accomplishments.

STRATEGIC PLANNING COMMITTEE

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

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

Prof. William Cornwell
Provost
Committee Chair

Prof. Abhilasha Singh
VP for Academic Affairs
Co-Chair

Prof. Assem Tharwat
VP for Research
Committee Member

Ms. Haneen Anbar
VP for Administrative and Financial Affairs
Committee Member

Prof. Mohamed Aboelenein
Dean, College of Education
Committee Member

Prof. Asma Salman
Dean, College of Business Administration
Committee Member

Prof. Amer Al-Fakhoury
Dean, College of Law
Committee Member

Dr. Abedallah Abualkishik
Associate Professor, College of Computer Information Technology
Committee Member

Dr. Kleanthis Kyriakidis
Assistant Professor, College of Security and Global Studies
Committee Member

Mr. Gheyath Abbas
Director, Institutional Effectiveness Department
Committee Member

Mr. Ali Hamad
University Registrar
Committee Member

Mr. Ahmed Ramadan
Director, Financial Affairs Department
Committee Member

Mr. Karim Maataoui
Director , Human Resources Department
Committee Member

STRATEGIC THEMES

This plan revolves around four strategic themes that capture University's collective vision and aspirations for the future. These themes serves as a compass for our collective journey.

Quality Inclusive Education & Lifelong Learning

At the core of the strategic plan is the commitment to providing a quality inclusive education that prepares our students for lifelong learning. We will focus on fostering an environment that embraces diversity, cultivates critical thinking, and enhances teaching and curricula. Through innovative programs that meet industry demands and foster critical thinking, we aim to empower our students with the knowledge, skills, and experiences they need to thrive in an ever-changing world.

Community Engagement, Outreach, and Advancement

The university is deeply committed to engaging with our local and global communities. Through strategic partnerships and collaborations, we will co-create initiatives that have a meaningful and lasting impact. We will expand our outreach initiatives, strengthen our university brand, and increase advancement efforts to secure additional resources. By fostering a culture of collaboration, we will leverage the expertise of our partners to address societal challenges, promote social impact, and build a stronger, more connected world.

Research, Innovation, and Entrepreneurship

We firmly believe that research, innovation, and entrepreneurship are the catalysts for progress and societal transformation. Our strategic plan places a strong emphasis on fostering a research-oriented environment that advances knowledge and innovation. We will encourage and support faculty and students in their research endeavors, promoting a culture of curiosity, discovery, and creativity. By nurturing entrepreneurship and creating an innovation ecosystem, we aim to unleash the potential of our community and drive economic growth.

Sustainability

As responsible global citizens, we are dedicated to embracing sustainability and instilling a sense of environmental responsibility. Our strategic plan prioritizes the implementation of sustainable practices and the establishment of a culture committed to responsible actions. We will increase the proportion of renewable energy sources, promote eco-friendly campus operations, and integrate sustainability principles into our curricula. By taking proactive measures to reduce our carbon footprint, we aim to contribute to a more sustainable future and inspire others to do the same.

VISION & MISSION

Vision

The American University in the Emirates is dedicated to becoming a leading higher educational institution locally and regionally, providing an integrated pathway for students to become creative, effective, and productive community members.

Mission

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

UNIVERSITY CORE VALUES

Improving the Quality of Life

Respect and Dignity

Equal Opportunities and Recognition

Openness, Trust, and Integrity

Innovation, Creativity and Entrepreneurship

Stewardship

Teamwork and Partnership

Sustainability

GOALS & OBJECTIVES

Theme 1: Quality Inclusive Education & Lifelong Learning

Strategic Goal 1

Enhance a diverse and inclusive learning environment while improving teaching and curricula quality through the implementation of innovative programs that meet industry demands and foster critical thinking

1.1   Explore industry trends, technological advancements, and societal needs to identify areas where new academic programs can be introduced.

1.2   Regularly review and update curricula to ensure alignment with local and international accreditation standards and industry needs and emerging trends.

1.3   Develop and implement diversity and inclusion training programs for faculty, staff, and students to promote cultural competency and create an inclusive University community.

1.4   Foster faculty excellence and development for enhanced teaching and learning.

1.5   Strengthen comprehensive student and academic support services for student success.

By the end of 2028, the AUE plans to achieve:

- 6 new academic programs and 6 new concetrations within 5 years;
- 30% of core and specialized courses are skill based and employer-led;
- 85% First year (UG) retention rate;
- 80% Student satisfaction with learning process;
- 70% of Existing programs are accredited/ recognized internationally;
- Achieve 'high confidence' local accreditation;
- Recruit 20% of faculty from top 200 universities;
- 85% Student satisfaction with student service;
- 90% Faculty retention (3 years);

GOALS & OBJECTIVES

Theme 1: Quality Inclusive Education & Lifelong Learning

Strategic Goal 2

Develop future-ready graduates and foster students' career readiness and lifelong learning

2.1   Establish partnerships with industry and professional organizations to provide experiential learning opportunities, internships, and real-world projects for students.

2.2   Advance a lifelong learning framework that offers alumni and working professionals' opportunities for upskilling, reskilling, and continuing education to adapt to evolving market demands.

2.3   Enhance employability rate by equipping students with essential skills and knowledge for successful job market entry.

By the end of 2028, the AUE plans to achieve:

- 88% Student satisfaction with internships;
- 85% Graduate employment rate;
- 75% Undergraduate employment rate;
- 80% Employer satisfaction with graduates;
- 90% Alumni satisfaction with 21st century skills development support by HEI;
- Ratio (1:400) Undergraduate students to career services staff;
- 92% Student satisfaction with career services;
- 65% Graduation rate (graduate);
- 70% Graduation rate (undergraduate);

- 50% of signed agreements with potential employers for job placement result in the active employment of AUE graduates;
- 70% of achievement of Institutional Learning Outcomes;
- Successfully implement 20 experiantial learning projects through industry partnerships;
- Increase the percentage of alumni engagement in professional development activities by a 10% per year;

GOALS & OBJECTIVES

Theme 2: Research, Innovation and Entrepreneurship

Strategic Goal 3

Empower and encourage research for advancing knowledge and innovation

3.1   Increase the quantity and quality of research publications and creative activities.

3.2   Establish mechanisms to identify and pursue grant funding opportunities from government agencies, foundations, and industry sponsors that align with research priorities and innovative projects.

3.3   Collaborate with community organizations, government agencies, and industry partners to address societal challenges and contribute to the development of innovative solutions.

3.4   Encourage faculty and students for potential patentable inventions.

3.5   Foster a research-oriented environment by encouraging faculty members to mentor and involve students in research projects, nurturing their research skills and passion for discovery.

By the end of 2028, the AUE plans to achieve:

- 2 Publications per academic staff (terminal degree holders) per academic year (SCOPUS) / 2 Refereed creative scholarly activity per academic staff per academic year;

- 20% Publication of total graduate student per academic year;

- 3% Field Weighted Citation Impact;

- 40% Increase citation per paper;

- 10% Increase of publications appearing in top 25% of most cited journals (Q1, Q2) per academic year;

- 2 Patents awarded;

- 5 Patents filed;

- 10% of Collaborative publications resulting from research partnerships with top 200 universities;

- 5% of the annual operational expenditure to support research, innovation, creative and scholarly activities;

- 10 External research grants;

GOALS & OBJECTIVES

Theme 2: Research, Innovation and Entrepreneurship

Strategic Goal 4

Embrace an innovation ecosystem that supports and nurtures entrepreneurship

4.1 Cultivate entrepreneurship education into academic programs' curriculum.

4.2 Support startup creation by supporting the creation and growth of startup ventures.

4.3 Stimulate partnerships with industry and the business community to encourage collaboration, knowledge transfer, and technology commercialization.

By the end of 2028, the AUE plans to achieve:

- 50 Successfully incubated startups;
- 5 Strategic partnerships to support incubated startups;
- 5 Startup/Spin-off firms (licensed);

GOALS & OBJECTIVES

Theme 3: Community Engagement, Outreach and Advancement

Strategic Goal 5

Cultivate a culture of community engagement and collaboration for social impact

5.1   Forge strategic partnerships and collaborations with local and international organizations, academic institutions, non-profit organizations and community stakeholders to enhance opportunities for student internships, student exchange, faculty exchanges, joint research projects, joint degree, and community engagement initiatives.

5.2   Engage and support university stakeholders in community service, volunteerism, and outreach activities to foster meaningful connections and contribute to the well-being of the local community.

By the end of 2028, the AUE plans to achieve:

- Exchange students 1% of the total number of students enrolled per academic year (inbound);

- Exchange students 1% of the total number of students enrolled per academic year (outbound);

- 5% Number of faculty exchange with top 200 universities (inbound);

- 5% Number of faculty exchange with top 200 universities (outbound);

GOALS & OBJECTIVES

Theme 3: Community Engagement, Outreach and Advancement

Strategic Goal 6

Develop a strong and distinctive university brand and establish outreach initiatives

6.1   Enhance the university's visibility and reputation by implementing a cohesive branding strategy across all communication channels for greater brand recognition and consistency.

6.2   Enrich student recruitment and enrollment strategies by strengthening recruitment partnerships with high schools, educational consultants, and international agencies to expand the university's reach and attract a diverse pool of applicants.

By the end of 2028, the AUE plans to achieve:

- 2,500 Enrolled students;
- 88% Conversion rate;
- 50% Acceptance rate;
- 95% Yield rate;

- QS Arab ranking top 50;
- THE Arab ranking top 50;
- Hosting one QS or THE event;

GOALS & OBJECTIVES

Theme 3: Community Engagement, Outreach and Advancement

Strategic Goal 7

Increase advancement efforts to secure additional resources

7.1   Cultivate involvement of university stakeholders for effective fundraising, including alumni, industry partners, and advisory board members.

7.2   Create a diverse fundraising portfolio that includes individual donors, corporate partnerships, foundations, and government grants.

7.3   Increase financial resources generation and diversification.

By the end of 2028, the AUE plans to achieve:

- Increase to 6% revenue from non-mandatory fees;
- Increase to 1% revenue from giving annually;
- Organize 1 fundraising event per year

GOALS & OBJECTIVES

Theme 4: Sustainability

Strategic Goal 8

Establish a culture committed to sustainable practices and responsibility

8.1   Promote eco-friendly campus operations through sustainable practices and technologies.

8.2   Embed sustainability principles and practices across all University functions, including curriculum, research, and services to educate and raise awareness among students, faculty, and staff about environmental and sustainable issues.

8.3   Establish sustainability collaborations with local community partners, government bodies, businesses, and non- profit organizations to co-create impactful initiatives.

8.4   Implement cost-saving initiatives through sustainability practices.

By the end of 2028, the AUE plans to achieve:

- 90% of campus operations are paperless;
- Implement 2 sustainability-focused collaboration agreements each academic year;
- 70% of offered courses include sustainability context and are mapped to SDGs;

- 70% of faculty and students are engaged in sustainability-focused research;
- Engage students and staff in at least 1 sustainability focused community service activity per academic semester;

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
6 new academic programs and 6 new concetrations within 5 years	X							X																			
30% of core and specialized courses are skill based and employer-led		X				X		X																			
85% First year (UG) retention rate			X		X																						
80% of Student satisfaction with learning process		X		X	X	X											X										
70% of Existing programs are accredited/ recognized internationally		X																									
Achieve 'high confidence' with local accreditation		X																									
Recruit 20% of faculty from Top 200 universities				X																							
85% Student satisfaction with student service			X		X												X										
90% Faculty retention (3 years);			X	X													X										
88% Student satisfaction with internships					X	X											X										
85% Graduate employment rate		X			X	X		X							X												
75% Undergraduate employ-ment Rate		X				X	X	X							X												

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
80% Employer satisfaction with graduates		X			X	X	X	X																			
90% Alumni satisfaction with 21st century skills development support by HEI		X			X	X	X	X																			
Ratio (1:400) undergraduate students to career services staff					X	X		X																			
92% Student satisfaction with career services					X	X		X																			
65% Graduation rate (graduate)					X	X		X																			
70% Graduation rate (under-graduate)					X	X		X																			
50% of signed agreements with potential employers for job placement result in the active employment of AUE graduates					X	X		X									X										
70% of achievement of Institutional Learning Outcomes		X				X		X			X		X														
Successfully implement 20 experiantial learning projects through industry partnerships					X	X		X									X	X									
Increase the percentage of alumni engagement in professional development activities by a 10% per year							X	X									X	X									

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
2 Publications per academic staff (terminal degree holders) per academic year (SCOPUS)									X				X														
2 Refereed creative scholarly activity per academic staff per academic year (creative disciplines)									X				X														
20% Publication of total graduate student per academic year									X				X														
3% Field Weighted Citation Impact									X				X														
40% increase citation per paper									X				X														
10% Increase of publications appearing in top 25% of most cited journals (Q1, Q2) per academic year									X				X														
2 Patents awarded per year									X		X	X	X														
5 Patents filed per year									X		X	X	X														
10% of collaborative publications resulting from research partnerships with top 200 universities									X		X		X				X										

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
5% of the annual operational expenditure to support research, innovation, creative and scholarly activities									X			X	X														
10 External research grants per year									X	X	X		X														
50 successfully incubated startups				X		X								X	X	X											
5 strategic partnerships to support incubated startups				X										X	X	X	X										
5 Startup/Spin-off firms (licensed)				X							X			X	X	X											
Exchange students 1% of the total number of students enrolled per academic year (inbound)				X													X										
Exchange students 1% of the total number of students enrolled per academic year (outbound)				X													X										
5% Number of faculty exchange with top 200 universities (inbound)			X														X										
5% Number of faculty exchange with top 200 universities (outbound)			X														X										
2,500 Enrolled students	X				X														X	X							

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
88% Conversion rate																				X							
50% Acceptance rate																				X							
95% Yield rate																				X							
QS Arab ranking top 50				X		X			X		X	X	X	X	X	X	X	X						X	X	X	
THE Arab ranking top 50				X		X			X		X	X	X	X	X	X	X	X						X	X	X	
Hosting one QS or THE event																			X								
Increase to 6% revenue from non-mandatory fees																						X	X				
Increase to 1% revenue from giving annually																					X	X					
Organize 1 fundraising event per year																					X	X					
90% of campus operations are paperless																								X	X		X
Implement 2 sustainability-focused collaboration agreements each academic year											X						X	X								X	

Strategic Performance Indicators	Strategic Goal 1					Strategic Goal 2			Strategic Goal 3					Strategic Goal 4			Strategic Goal 5		Strategic Goal 6		Strategic Goal 7			Strategic Goal 8			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	5.1	5.2	6.1	6.2	7.1	7.2	7.3	8.1	8.2	8.3	8.4
70% of offered courses include sustainability context are mapped to SDGs																									X		
70% of faculty and students are engaged in sustainability-focused research											X														X		
Engage students and staff in at least 1 sustainability focused community service activity per academic semester			X								X							X							X	X	

لا شيء مستحيل

NOTHING IS IMPOSSIBLE

لا شـيء مسـتحيل