Topic 1 – Overall

1-2

Professor to professor Student to student interaction	
Impact on other universities Low ↓ High	Explore be a member of ARMACAD and similar entities

1-3

- lack of awareness of TA program - passive PR office - Oakland office cannot capitalize on campus success -elitist/expensive perception	Advancement VP+ PR office +fundraising Need fundamental change
PR We are very weak ↓ More aware of AUA	Set up a proactive PR office in Yerevan Under advancement VP Announce TA program widely

1-4

- Lack of PR - Cost - Foreign Government license	- Provide TA to international students - Work with foreign Government to set license - Focused PR - Get survey in IRAN with an agency - PR agencies, embassies - PR with foreign students in Armenia through embassies
Low number of international students 5% ↓	

30%	

2. Sustainability

2-1

Annual Operating

- Budget $4.5- 5 mln
- Tuition Revenue
  (Academic Programs   16 %
   + Extension)   8%
- Endowment
  UC held   7%
  AGBU held   8%
  endowment
- Business Centers   25%
- Structural Deficit   28%
- Research Centers   8%

3. Impact

3-1

Limited impact compared to potential
- Influence on educational system
- Number of graduates
- Ahead in some areas

- Graduates are not integrated in the government economy

Decreasing quality of education

- Worse impact

3-2

Perception of better quality for US graduates vs. AUA
Need closer links with the government and industry
Increase research
Make real-life problems topics for Masters' Theses
Increase the quality of education
Bring it closer to practice

3-3

Increase research methods component in the curriculum
Decreasing quality of applicants
Increase PR effort
Graduates don't fit in the current "traditional" business set-up
Impact on knowledge creation dissemination and application
No regional impact

3-4

- Lack of "real" international experience of the AUA - Better quality of education	- Exchange programs - Increase research - Target audience

abroad (perception) - More career opportunities - Weak PR both in Armenia and abroad - No undergraduate program - Lack of cooperation with other universities - Financial issues	- Better requirement mechanisms - Job placements - Career fairs Cultivate Large employers/stakeholders by sector Fit to market, too advanced not focused Advertise AUA course in a social networking
Less good students apply to AUA	

4. STAKEHOLDERS

Initial List

Students (local, foreign, current, future), Faculties, Staff, Alumni, Parents

Public Sector (employer, Government as partner)

Private Sector (employer, partner, competitor)

Other educational institutions in Armenia (competitor, partner)

UC system, donors, research funders, project beneficiaries

WASC

	1st	2nd	3rd
CA	S	OEIA	Proj. Ben.
AH	Alumni	Priv. S.	Students
MB	S	F	Employers
EM	Priv. Sec.	Pub. Sec.	Alum

Strategy Mapping Session, July 22-23, 2011, vers. 1

Mark top 3 SH each

Our order of Tool use.

1) Students, Applicants
2) Private sector
3) Alumni

And if we have time , other SH groups

Applicants/Students at SH group (including future students, ie. Undergraduates, applicants)

Brainstorming Problems

Tuition(Academic)
- Admission Process is expensive, unfriendly not transparent complicated vis a vis selectivity
  Extra Curricular Activities/Services (Gym, Clubs, Students Lounge, Job placement)
  Few Benefits (ie. free internet, not much else)
- Job Placement upon graduation, Supply- Demand mismatch
  Internships (in Armenia, elsewhere)
  Unfriendly environment (Applicants' questions not answered politely, site is not user friendly (only English), institution not transparent, fails expectations of a Western university)
  Lack of choice of faculty and courses
  Lack of faculty continuity

Applicants

Admission Process

Problems- Complex, unfriendly, website only in English, expensive, unfamiliar, high costs

Courses

WASC	French University- Simplified, cheaper, shorter approach
Decision based on Arbitrary Standards	Relative vs Absolute admission criteria
English only website policy	
Outreach/PR lack of emphasis	
2- step to 1- step didn't simplify or shorten process	
Current process results in high selection	
Army	

	Streamline(find simplest US analog) Process
Complex	Reduce admission fee
Unfriendly	Subsidize testing (internally via partnership-government, Private sector)
Website only English	Rebates for future admits who deserve for a.d
Website not user friendly	Scholarships for Private Sector
	Website in Multilanguage, user friendly
	On Apps
	More PR to make our process more familiar

Students- Job Placement

Supply-Demand Mismatch

Small scale	More internships
Overtaxed faculty, Bnd. incentives for faculty	ID target sectors and conduct needs assessment
Too far partnerships in private sector	Look into future, not responsive to yesterday's
Disconnect with Private Sector(faculty experience, curriculum development)	needs
Needs assessment, market research insufficient	Bigger University
Skills not what private sector wants, need for more employable skills	Government subsidized incentives for Public Sector jobs
Scale/ size prevents tracks	Align courses to match skills IDed by Updated Detailed Needs Assessment
Program accommodate faculty resources not vice versa	Use Department Research Centers to Outreach, ID, assess, market + in response, provide in house opportunities to bridge the gap.
Faculty turnover	(PPP) Donor, Private sector, Partnerships to create courses to address market needs
	More distance learning
	Exchange with other Academic Institutions
	Revitalize Advisory Board

5- Competition & Collaboration

5-1

	Education	R+D
Local Regional Global		

5-2

Competition

<u>Local</u>

-French University – objective

- Slavonic- objective

-YSU- objective/subjective

-The rest- subjective

-Agricultural University

-Future Tech University

<u>Regional</u>

-Millennium University

-Russian Universities

-AUB

-Iran/India/other

<u>Global</u>

Strategy Mapping Session, July 22-23, 2011, vers. 1

-Muskie/IREX

-Chevening

-Fulbright

Collaboration

-Education

-R +D

-Job Placement

-Internships

-Scholarships

-Networking

Collaboration Education   Schools as applicants' suppliers

-   AAICU
-   Universities as above
-   Companies
-   Public Sector
-   Leading International Universities
-   Donors- Diaspora Networks

R+D

-   Companies- Diaspora Networks
-   Government
-   Schools
-   Donors
-   International Foundations
-   Other R+D centers in Armenia abroad

To-do list
- Collect better information on competition
- Develop R+D
- Top alumni network
- Collect information on Grants and research programs
- Establish connections to the private sector
- Collaborate with the government
- Promotion (use satellite TV)

Low awareness of AUA lack of recourses Different culture+ values lack of information no structured portfolio no focused effort Planned and implemented	Plan+ implement A PR campaign(targeting) Assess the existing resources Improve spending efficiency Fund-raising Identify "advanced" links in other universities and establish cooperation Identify market needs and start research activities involving students Start next academic programs as adapt existing ones
Lack of collaboration	Activate advisory board identify and facilitate collaboration Identify needs Identify who would best satisfy them review pricing mechanism

Resting on laurels Lack of recourses Complicated and expensive admission process Lack of incentives Insufficient connection to the stakeholders Lack of internships and exchange programs New regional initiatives	Increase international recruitment Ask Chaghig about admission process Needs assessment Internship, joint projects Exchange programs with regional and US universities Adapt academic
Competition is catching up	Programs to the current needs Establish joint academic programs with leading universities

Recommendations

Complete needs assessment

Market

Our internal

Identify leading organizations for collaboration find common ground

Improve PR

Adapt academic programs to market needs

Start joint academic and R+D programs with leading universities

Review the admission process

6 – Master's Programs

6-2

No econ program Grads are arrogant, expect high position Grads are not ready for high paid position they expect AUA programs may not include Armenian specific topics	
Cold relation between CBA V AUA (CBA has a large training budget)	

6-3

MBA perceived to be outdated content wise Grads' English not proficient AUA not as far ahead as before relative to MBA lack of specialization such as tourism, art management.	
Deficiencies in existing programs Cross registration Public Administration=Government	

Disconnect Program=Market Mission	

Program Mismatch Cultural differences Non-integration into Armenian life Faculty/non-resident, non-core Curriculum not keeping pace with market, university complementarity => competition change in position, conditions AUA attitudes, distance from local	Other English language institutions Faculty more Armenia-ready Collaborate with other universities, share Fulbright scholars Not inward, but outward looking Collaborate to breakdown barriers Find partners Study attitudes, how to change attitudes Too routine, not cutting edge
Program disconnect with market, society, other universities	Focus on areas where national and global excellence converge Draw faculty and students into international trends

Inadequate public outreach In the past lectures by visiting celebs Lack of responsiveness to market need Low methodological innovation Lack of resident management Not entrepreneurial Not responsive to evolving needs Mismatch with market – largely inward focused on university prep	Innovation Adaptive capacity Anticipate trends, e.g., new licenses, new training, new standards Gather info on trends Market research Networking Evaluation Out of Yerevan Diversity in offerings – expand/extend what the university offers, not duplicate academic programs Develop corporate accounts Redesign cost structure and incentives
Extension not connecting to community academic programs	Reestablish AUA's roles as an environment of intellectual life, exchange and outreach

Lack number of qualified instructors	

Lack of oversight	
Uneven Extension quality affects AUA brand	

6-8

AUA Programs generally	Refrain from competing with existing offerings of academic programs, more generally add value in Armenia, avoid duplicating or weakening other programs in Armenia

Or Aid NGO agencies No grants officer to negotiate	Reduce OH Have a grants officer
Best effectiveness and research centers No OH on many projects	

7 – Research Centers

8 – Undergraduate Programs

Programs

- Legal and local issues
- Insufficient English skills
- Decision of Majors

- Quality insurance compared to competition, also maintaining quality during growth
- Faculty growth
- Undermining AUA MA demand
- Increasing negative phenomenon of AUA "isolation" for society
- Cultural change challenge is   with less mature, younger, less experienced
- Balancing local requirement (Arm. Language, history, lit. etc) with AUA/ American Standards/requirements.
- Avoiding mismatch between output skills of graduates and needs of employers/society (language, other)
- Loss of cultural identity
- Addition of BA highlights missing piece (PHD)
- Added competition from other local universities
- Capital infusion initially
- Price point for tuition
- Financial Aid Model
- Admission Criteria (TOEFL, State Exams, SAT)

How to choose the majors

Objectives

Employable graduates

Graduates change agents

Strong candidate graduate students

Feeder to our grad programs

Research oriented grads

Opportunity to broaden/create new specialization needed in Armenia

Bigger impact (mentocracy, values, standards)

Increased popularity (more foreign students, AUA's image)

Become less isolated, more integrated/interconnected

```
Economics
Environmental Sciences
Communication
MIS
Translation/Linguistics
```

> Business
> Industrial Engineering
> IA

9 – Operational Efficiency

Topics – satisfaction:

1. Quarter vs. Semester system
2. Resident vs. remote deans
3. Evaluation of nonacademic units/efficiency
4. Org chart structure
5. Information Management
6. Technosystems
7. Morale Satisfaction

Using the Circle Chart for Problem-solving

Q1 paid low

Unfairly

Not what they are worth on the market

Not indexed for inflation

Low prof. development opportunities

No benefits (health, dental, retirement)

No bonuses

Strategy Mapping Session, July 22-23, 2011, vers. 1

No tuition remission for family

No appreciation for long term in loyal service to AUA

Unhappy with short-term contracts

Extension program instructors have not the same contract conditions

Q2 budget cuts free to uncertainty about quantity of recruitment to EP

Q3 Change in HR and employment policy

Trust building

Team building and accountability

More consultative process

Fewer meeting admin work

Scholarly interactions and intellectual cultural events

Q4 President meeting start- September – Pn 6 months multiyear contract

Employee Appreciation day make regular

Best employee recognize seniority

Q1 – Lack of permance and involvement/service from resident faculty

Short commitments

Symptoms – erros in reservation system

Alumni not sufficiently engaged

Missed opportunities with government

Q2   Lack of funds for protection system.   Weak dysfunctional development office, accountability of higher level administration

Fiscal security, insufficient fundraising

Research activity

Lack of awareness of AUA

Strategy Mapping Session, July 22-23, 2011, vers. 1

Lack of human resources

Lack of AUA resources for Research Centers

Lack of documentation, margin of error, duplication

Not modern best practices in fund-raising

Q3 Increase the number of full-time faculty, resident community

Information Security officer – 2013

Strategic PR 3-4 months by end of 2011

Separate position on recruitment

VP of Advancement

Vice Provost - research

VP of Operations

Q4 Multiyear contracts

VP for PR – hire now

Vice Provost – appoint after Provost- by end of year.

1. Integraated classroom   In house soft   University soft package   European-based Am. Universities
2. Integrated on-line systems   partially
3. Website offline
4. Online payments
5. Lower costs
6. Distance learning
7. Full redundancy (backup)