Factsheet for Strategic Planning - Timeline

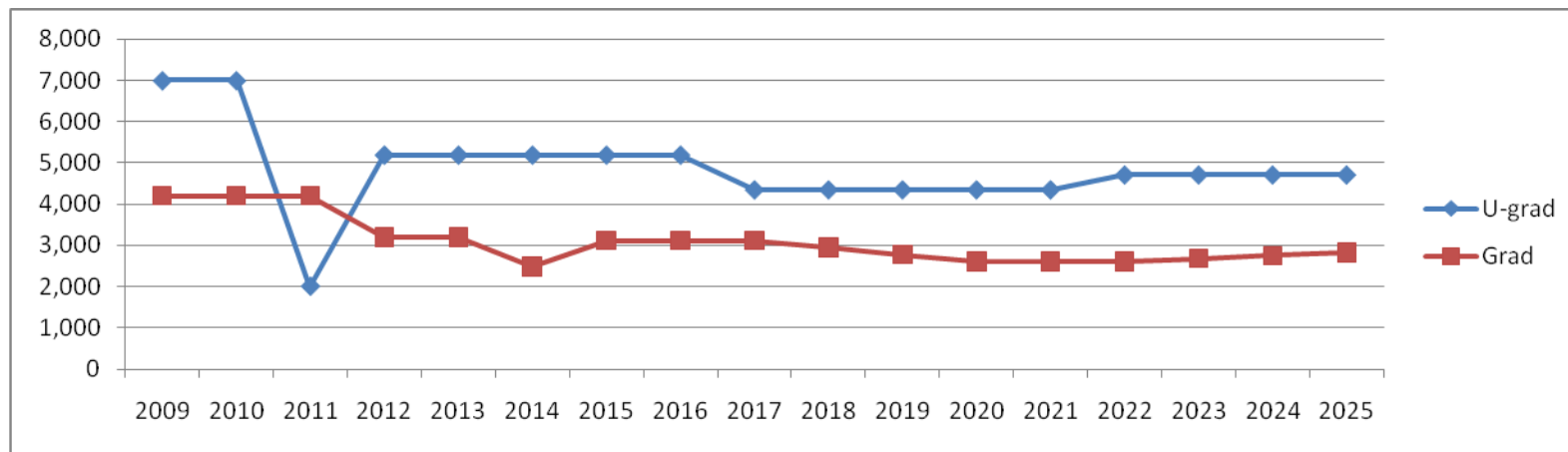| 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
U-Grad Application CPR	EER U-Grad Approval	Grad Re-accredit-tation							
		U-grad 1st class		U-grad 1st major choice		U-grad 1st graduates			
						Master's 1st feeder	Master's 2nd feeder		
		2nd Cycle of Self-Studies Extension, Law CHS	2nd Cycle of Self-Studies DEP, SBM	2nd Cycle of Self-Studies CoE, PSIA	2nd Cycle of Self-Studies U-Grad GenStudies	2nd Cycle of Self-Studies U-Grad Majors			
No high school grads				No college grads					
MA admits 200	180	180	180	160	160	200	200	200	200
		300 BA Admits	300	300	300	300	300	300	300
Total enroll. = 380	380	660	960	1240	1520	1560	1600	1600	1600
43,000 17 year olds	43,000 17 year olds	43,000 17 year olds	43,000 17 year olds	36,000 17 year olds	36,000 17 year olds	36,000 17 year olds	36,000 17 year olds	36,000 17 year olds	39,000 17 year olds
20th anniversary	20th reunion 1st graduate class				25th Anniversary	25th reunion 1st graduate class			
	Millennium University opens in Georgia Moscow State University opens in Armenia University consolidation in Armenia? Educational restructuring in Armenia?								
	NA Elections	Pres. Elections				NA Elections	Pres. Elections		
			NKR Settlement Dividend?	Genocide Recognition Dividend?			Metsamor II opens		
	US Elections				US Elections				US Elections
$10bn GDP					$15bn GDP				$18bn GDP
$3000 GDP/capita					$4500 GDP/capita				$6000 GDP/capita
960,000 AMD = $2560 current nominal tuition									

Student Enrollment Trends in Armenia

U-Grad Enrollment Trends
assumes stable 2009-propensity for u-grad (1 in 4 high school graduates) (Currently, 26,000 undergrads in 4 years, so 26000/4. Propensity =(26,000/4)/No. 17 year olds in 2009

Grad Enrollment Trends
assumes stable 2009-propensity for master's (1 in 5 college grads, 21-24) (Currently, about 4,200 MA students, mean age 24, mostly between 21-23)

33% decline projected in number of college aged students in the next decade in 2009 – 58,000 17 year olds, in 2020 – 39,000 17 year olds . **But the number of students with good English is increasing: QED: More students for AUA despite decline in students generally. Is demand for AUA education insulated from these trends? Why? At whose expense if any one's?**

Fixed parameters

- physical plant
- undergraduate to be introduced in 2013 - maximum 1st year class - 350
- assumption: AUA undergraduate will be a feeder into graduate programs.   Earliest decision-point on whether this is true probably 2018 (2-year trackrecord)
- thus, graduate programs – continue to be 6 programs, 7 degrees - decision-point [2015 – after Second Cycle of Self-Studies?]
- undergraduate will be designed to be cost and revenue neutral to the university (covers incremental cost).   (what about graduate programs?)
- thus the structure deficit of $1.5 mil per year will need to be addressed through fund-raising/endowment/restructuring/requiring graduate programs to become direct cost/revenue neutral to the university

Mission: As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students to address the needs of Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, scholarship, leadership, and service to society.

[Does Mission statement need to be up-dated/reformulated?]

SWOT

Strengths

- US accreditation
- physical plant
- reputation
- small, but experienced core faculty
- institutional structures – faculty senate, CC, SLS
- committed faculty, staff
- growing, support alumni base (2000+)

Weaknesses

- small scale - relatively large financial, administrative burden for small master's only institution, large deficit per student
- design - master's only, US accredited institution – limits research opportunities, hard to sustain without u-grad and/or doctoral program
- financial instability - structural deficit, small endowment, aging, small donor base (8 donors account for most of the deficit funding)
- small faculty (35-40 total head count), few resident or full-time (under 50%), few high profile visiting faculty
- declining enrollment, relatively high average acceptance rate: 75%, 2009 admits – 265, 2010 - 199 (no MPH), 2011 - 160
- little success in attracting foreign students (flat or declining)
- few major externally funded research projects
- small range of diversity in student and faculty
- limited range of jobs in Armenia (sectoral development uneven) – weak career planning in Armenia, match of degrees and market needs?

Opportunities

- growing number of English-speaking students in Armenia
- growing international demand for US education at reasonable cost; untapped potential to attract large number of international students?
- u-grad could attract more exchange students/foreign students
- new diaspora students coming of college age – may want to study in Armenia
- national commitment to education/research as part of competitiveness strategy
- possibilities for academic-private sector partnership

Threats

- overall decline in number of college-aged students in Armenia
- increased competition, locally and globally
- increased options for English-speaking students abroad – Luys Foundation, Armenian high school and college graduates are more competitive in global
- economic stagnation locally and globally – makes higher education less attractive investment
- continuing decline in internationally funded development/grant programs, which were traditionally large employers of AUA grads
- gov't/public sector contraction, larger gap between public and private sector salaries, work conditions
- lack of differentiation of students – latest Employer survey, Table 12.   Although 62% of employers agree that the AUA graduates performance is higher than that of most graduates from other universities, about 29% disagree.   What do we make of this? http://www.aua.am/about/institutional_research.html   Is it across the board or focused on one or more degrees?

Financial model

Nearly all private institutions of higher learning require a mix of revenues: (1) tuition, (2) endowment income, (3) other donations, (4) other income (research overhead, facilities rentals, royalties/service/consulting fees), (5) government

AUA's financial model, as a development-oriented institution, has more financial strain by design.

International quality/costs - local pricing/market = Structural Deficit (subsidy)

Mechanisms and strategy to address it already in place or in progress: BoT-commissioned study on AUA fundraising by Brakeley-Briscoe Consulting, New VP for Advancement: (1) growth/economies of scale – reduce deficit per student, (2) secure additional endowment income, (3) secure additional sources of income – research, rentals, (4) annual giving – more diversified donor base – Alumni, Armenia as well as Diaspora.

Improved PR, targeted outreach to donors in US, Armenia, other countries, alumni organization; 25th Anniversary capital campaign.

Regional Mission

Since its founding, AUA has espoused a regional educational mission and it has had a small, but steady level of foreign students, mostly ethnic Armenian, particularly in MPH, CoE, DEP.

A diverse student body benefits students, the university, and Armenia in a number of ways that justify the costs of international and regional outreach/recruitment: Enriching education, international networks, global

recognition and reputation, global integration/competitiveness.   Foreign students may also be a source of additional revenues (local/foreign tuition rates) and growth for the university.

Possible reasons for unrealized potential to attract students from abroad:

1. Competition – location, degrees, quality, cost?

2. AUA is not well-enough known; AUA's recruitment efforts insufficient (resources insufficient?)

3. Tuition for foreign students is too high, financial assistance too low or hard to obtain for AUA

Potential applicant pools (in no particular order)
- Middle East, Iran – diasporan, non-Armenian
- Russia – diaspora, non-Armenian
- CIS
- China
- India
- Other Diaspora – US, NA, Europe, SA, Australia

Targeted recruitment of student segments – those who want/need US-accredited/high quality education, but have not succeeded in gaining admission or do not have the funds to attend in the US or other universities (at home or abroad).

Iranian student pool – Iranian Ministry of Education approval.

Summer programs, junior year abroad programs could be a significant international/diasporan pool, esp. after u-grad is introduced.