

Strategic Planning  
 Second Phase: Campus-wide discussions regarding goals  
 Consolidated Input from Colleges/Schools/Units

Participation

College/School/Unit	# of participants
ACDO	2
ACE	3
Admissions	5
AUA Services	6
CBE	11
Center for Student Success	5
CHSS	6
Communications	9
CSE	10
Extension	17
Financial Services	10
Graduate Student Council	7
Human Resources	3
ICTS	7
IRO	3
Library	7
MA TEFL	8
Registrar	6
SPH	14
Undergraduate Student Council	3

+ indicates multiple responses

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Background

What makes AUA different from other universities? What makes AUA stand out?	
<ul style="list-style-type: none"> <li>• Democratic / equal opportunity / transparency / no corruption ++++++</li> <li>• Western Style /international / outcomes-driven education ++++++</li> <li>• Facilities /location / integrated classrooms / library ++++++</li> <li>• High quality education, staff/faculty / Faculty/ staff/diverse faculty and staff / western educated faculty and staff ++++++</li> <li>• Student-centered / student support/ student clubs /unique student experience ++++++</li> <li>• Innovative/interactive technologies/advanced teaching methods/Practical training, mix of theory and practice ++++++</li> <li>• Caring and dedicated faculty and staff +++</li> <li>• Friendly/polite environment ++++++</li> <li>• Respected institution / reputation ++</li> <li>• US accreditation ++++++</li> <li>• English language education ++++++</li> <li>• Affordable tuition (for international students) ++</li> <li>• Help students become independent learners, critical thinkers, responsible citizens /New way of thinking +</li> <li>• Optimism ++</li> <li>• Safety +++</li> <li>• Financial aid +++</li> <li>• Student - Faculty collaboration /office hours ++</li> <li>• Research Centers / Unique projects in country ++</li> <li>• High professional standards, Commitment to excellence ++</li> <li>• Services to public at large, i.e. library services (hours), public lectures, etc. ++</li> <li>• Admissions criteria and process +</li> <li>• Planned and ongoing assessment and monitoring of various University services/commitment to quality assurance ++</li> <li>• Strong ties w/ diaspora +</li> <li>• IT infrastructure facilitating employees/students access to university electronic resources; access to e-resources +</li> <li>• Smoke free environment</li> </ul>	<ul style="list-style-type: none"> <li>• Fixed academic calendar</li> <li>• Freedom to choose courses</li> <li>• Attention to environment[al issues], efficiency</li> <li>• General education courses</li> <li>• Student Orientation ACDO</li> <li>• Increasing student diversity</li> <li>• Well-organized administrative structure</li> <li>• Network with good connections</li> <li>• Customer-service orientation</li> <li>• Alumni in key positions</li> <li>• Assumed freedoms by students that oftentimes exceed reasonable limits of expected conduct and behavior</li> <li>• Overly demanding attitude towards various university services</li> <li>• Cafeteria</li> <li>• 6 megawatt electrical network</li> <li>• Work-study opportunities</li> <li>• Armenian-focus of some course content</li> <li>• Responsiveness to market</li> <li>• Extension adds to the university's uniqueness as a training center</li> <li>• Open and transparent recruitment process based on merit and professional qualifications,</li> <li>• Career development support</li> <li>• High expectations from public</li> <li>• Lifelong learning skills development</li> <li>• Staff development through internet networking</li> <li>• Positive social and economic impact on Armenia by preparing and nurturing active citizens and high quality experts in their field</li> <li>• Improved career opportunities after AUA Education</li> <li>• Internal Communication</li> </ul>

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What do you want the university to look like in 5 years? (What do you want to be most noticeably different in 5 years?) Think <b>aspirationally</b> but also <b>realistically</b> .	
<ul style="list-style-type: none"> <li>• Expand facilities (labs, library, research space, cafeteria, study spaces, staff/faculty lounge, gym....) ++++++</li> <li>• Expand number of full-time faculty +++++</li> <li>• More diverse/distinguished/international/qualified faculty/staff ++++++</li> <li>• New academic programs (ugrad, grad/internationally competitive, locally relevant degrees/minors/certificates/balance in majors) + ++++++</li> <li>• PhD program +++++</li> <li>• More students/diverse student body incl. regions/international ++++++</li> <li>• More competitive compensation packages (including for work study)/flexible HR offerings / professional development ++++++</li> <li>• AUA to become more international, with exchange of students, faculty and staff with US and European universities ++++++</li> <li>• More research +++++</li> <li>• Strong Alumni Association / stronger ties w/ alumni +++)</li> <li>• More competitive /stricter admissions +++)</li> <li>• Financial sustainability / More resources +++)</li> <li>• Increased community involvement ++</li> <li>• Increase networking w/ other universities (Yerevan, region, world) +++)</li> <li>• Finalized set of policies / course syllabi in advance / Deserving students to get dismissed according to policies ++</li> <li>• Increased quality of academic programs/ High quality programs that lead to strong international ranking / Best in RoA and region +++)</li> <li>• Functioning UMS / Improvement in IT im.aua.am +</li> <li>• More state sponsored/military deferrals (more male students) +</li> <li>• Program level professional accreditation +</li> <li>• Prep courses (IP) +</li> <li>• AUA High school +</li> <li>• Online courses / distance learning +</li> <li>• Advanced management team +</li> <li>• Expand multi-disciplinary resources +</li> <li>• More choice of classes</li> <li>• Strong College of Science and Engineering – at the front of the university</li> <li>• More diverse staff</li> <li>• Health insurance for students</li> <li>• Stronger and more comprehensive incentives for staff motivation</li> <li>• More links with industry</li> </ul>	<ul style="list-style-type: none"> <li>• Rebranding the university</li> <li>• Better allocation of resources</li> <li>• Innovative programming and opportunities for students</li> <li>• Own resort for AUA members; negotiated/subsidized rates in resorts</li> <li>• Tuition waiver schemes extended to grandchildren of staff members</li> <li>• Free transportation for students to get to AUA from remote parts of Yerevan</li> <li>• Personal loans offered to staff members by University</li> <li>• Improved student services at grad and ugrad levels</li> <li>• University as an educational hub – a center for youth conferences fostering an active student participation</li> <li>• Expand Extension Programs/Courses and Visibility / Extension courses and diploma programs include vocational training /Extension has high visibility and benefits from the attention of AUA visitors, walk-ins, AUA faculty and staff/ Extension offers several diploma programs attracting participants who are interested in certification and/or specialization in a particular field</li> <li>• More technology-enhanced teaching and learning spaces, smart classrooms to have best educational computer facilities in Armenia</li> <li>• Research center in ICTS department</li> <li>• Assistive technologies for disabled students</li> <li>• Expand library staff and resources: Highly qualified team of library staff, increase library staff, instructional design specialist, reference/liaison librarian / Increase library budget for collection development / Set a separate corner in the library for printing/copying/scanning with appropriate stationeries/ Create a bookstore</li> <li>• Ensure access to e-Textbooks</li> <li>• AUA should be a leader in innovative solutions – communications, ICTS, other departments, use innovative approaches instead of replicating current practices</li> <li>• Support in applicant preparation through academic writing and other courses</li> <li>• Qualified proctors for all midterm and final exams</li> <li>• Improved website</li> <li>• Graduates succeeding</li> <li>• Less turnover from key positions</li> <li>• Lack of nepotism</li> </ul>

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What's holding us back from being where you want the university to be? (the challenges)	
<ul style="list-style-type: none"> <li>• Financial limitations /inefficient allocation of existing resources ++++++</li> <li>• Strategy / Management priorities/effective governance ++++</li> <li>• Limited /Inadequate infrastructure /space (labs, classrooms, dorms) ++++               <ul style="list-style-type: none"> <li>○ The lack of resources, space including laboratory space for research centers and research-based courses ++</li> </ul> </li> <li>• Inadequate human resources /expertise / lack of experts in specialized fields / quality of faculty ++++++</li> <li>• Lack of adequate PR outreach /networking locally and internationally (to attract students and faculty) ++++</li> <li>• Socio economic conditions in Armenia / lack of strong labor market for graduates ++++</li> <li>• Insufficient motivation of employees / Unqualified or unmotivated staff who hold key positions +++</li> <li>• Lack of communication about university goals and agenda ++</li> <li>• Poor faculty and researcher retention / non-competitive compensation packages / limited professional development ++</li> <li>• Confusion about mission /lack of a long term vision ++</li> <li>• Lack of quality teaching in some academic programs / lack of competition with high quality universities +</li> <li>• Time constraints +</li> <li>• Limited wi-fi bandwidth +</li> <li>• Limited number of degree programs +</li> <li>• Limited interaction between staff and faculty; staff and students +</li> <li>• Lack of some policies and procedures / lack of clarity on policies +</li> <li>• Admission of unqualified students: quantity sometimes is more emphasized than quality +</li> <li>• Outdated and insufficient computers, projectors, software / Lack of Investment in Information technologies +</li> <li>• MBA / Business influence on AUA</li> <li>• Large class size</li> <li>• Faculty, researchers, staff workload</li> <li>• High tuition</li> <li>• Limited scholarships for international students</li> </ul>	<ul style="list-style-type: none"> <li>• A little isolated from the local reality</li> <li>• Insufficient ties w/ alumni</li> <li>• Limited growth opportunities for staff/faculty</li> <li>• Dysfunctional core support units (HR, Communications, ICTS)</li> <li>• Limited budgeting training</li> <li>• No wow-factor at the academic level</li> <li>• Being slow to adapt to external challenges and opportunities, i.e., undergraduate education could have been offered much earlier</li> <li>• Student behavior</li> <li>• Lack of Office for International Relations and support</li> <li>• Non efficient operations workflows</li> <li>• Lack of community service / volunteering component/culture</li> <li>• Lack of IT trainings</li> <li>• Lack of consideration to student feedback</li> <li>• Top-down mindset with limited stakeholder input</li> <li>• Inconsistent rushed decision making</li> <li>• Nepotism at certain levels</li> </ul>