AUA Strategic Plan 2016-2022

Strategic Planning: Mission, Vision, Institutional Goals

Mission Statement

The American University of Armenia aims to have an impact on students and the community as a center of academic excellence, innovation, inquiry, and diversity that contributes to the further development and advancement of Armenia, the region and the world through teaching and scholarship, fostering creativity, integrity and community service.

Vision Statement

Through its world-class academic programs, research centers, student services, and community outreach, the American University of Armenia will have a transformative impact on people's social, economic, political and intellectual capacities to meet the challenges of a globalized world.   Our faculty and staff will inspire students to advance knowledge and become responsible citizens and leaders in innovation and entrepreneurship.

Institutional Goals

Goal 1: To offer a breadth and diversity of internationally competitive and quality academic programs whose student learning outcomes are aligned to global and Armenian market needs

Goal 2: To develop and recognize a community of scholars dedicated to a research agenda that reflects AUA's four sectors: Scholarship of Discovery, Scholarship of Integration, Scholarship of Application and Scholarship of Teaching

Goal 3: To recruit, enroll and retain highly qualified and diverse students who have the potential to succeed at AUA

Goal 4: To strengthen the foundational core faculty reflecting academic excellence, diversity, democratic values and the mission of the University

Goal 5: To recruit and retain qualified staff dedicated to the University's mission

Goal 6: To foster a collegiate environment that offers services and programming promoting student engagement and success

Goal 7: To ensure state-of-the-art facilities and innovative technologies for fostering the student learning experience

Goal 8: To ensure fiscal sustainability by securing sufficient financial resources to assure current and projected operations while upholding the principle of equal access to all qualified students

Goal 9: To effectively promote the University's accomplishments and impact

Goal 10: To provide educational and developmental programs in the community broadening the impact of the University

Goal 11: To maintain and develop effective alumni relations to ensure their active engagement with the University and broader society

Goal 12: To ensure that AUA's administrative structure and policies facilitate learning and research/scholarship, foster quality improvement and support the University's organization and governance

Institutional Goals with Objectives

Goal 1: To offer a breadth and diversity of internationally competitive and quality academic programs whose student learning outcomes are aligned to global and Armenian market needs

1. Increase number and diversity of undergraduate and graduate programs
2. Build capacity on the institutional and college/school/program levels in the area of assessment as well as teaching and learning
3. Identify potential academic Centers of Excellence and resources needed to ensure their growth
4. Study the feasibility of offering doctoral programs
5. Implement applied and market-oriented academic programming to ensure students' workforce preparedness, job placement and success in further graduate education
6. Build community and intercollegiate cooperation (institution-to-institution, faculty-to-faculty, student-to-student) to design and grow internationally competitive programs that meet Armenian and global market needs
7. As undergraduates apply for and enter AUA's graduate programs, ensure cohort appropriate differentiated learning
8. Ensure the provision of resources (human and fiscal) for the operation of academic programs
9. Provide appropriate venues and resources to foster and recognize undergraduate research (e.g. special "honors" diplomas for students completing theses or other high level academic products)
10. Study and recommend strategies to improve the Information Literacy and Writing Across the Curriculum components of the graduate and undergraduate programs

Goal 2: To develop and recognize a community of scholars dedicated to a research agenda that reflects AUA's four sectors: Scholarship of Discovery, Scholarship of Integration, Scholarship of Application and Scholarship of Teaching

1. Develop an institutional statement on the role of research at AUA and recommend tactics to address resource needs for full implementation
2. Expand funding for research, conference travel and the Faculty Research Awards program to ensure that the Scholarship of Teaching , as well as those of Discovery, Integration and Application, are sufficiently recognized and supported
3. Develop efficient and effective means of logistical support for grant management support within the research centers
4. Continue identifying and applying for opportunities to foster faculty mobility and professional development
5. Establish endowments for each research center with the intent to cover their administrative expenses
6. Develop a system for capturing and measuring the impact AUA's research centers have on Armenia and the region/world
7. Ensure the visibility of research conducted at AUA through the strategic publicizing of research results and their relevance/impact

Goal 3: To recruit, enroll and retain highly qualified and diverse students who have the potential to succeed at AUA

1. Identify and build capacity to grow admission funnels in respect to all aspects of diversity and indicators of student success
2. Further implement an international recruitment strategic plan in order to increase applications and enrollments and to increase student diversity and institutional self-sufficiency
3. Grow an office for international student services and AUA students inquiring about study abroad and develop resources addressing logistics, tuition, financial aid and other relevant information
4. Adopt guidelines to improve effectiveness in undergraduate academic advising

Goal 4: To establish and strengthen the foundational core faculty reflecting academic excellence, diversity, democratic values and the mission of the University

1. Develop and implement strategies to recruit and retain a highly qualified, experienced and diverse faculty
2. Determine regional and international benchmarks in faculty compensation and make recommendations on reaching parity with international institutions as well as internally, between international and RoA faculty
3. Foster faculty governance's role in addressing institutional issues

Goal 5: To recruit and retain qualified staff dedicated to the University's mission

1. Identify strategies to increase professional development opportunities for staff such as trainings and institutional exchanges
2. Ensure salary adjustments are in line with job performance and review current benchmarking practices
3. Develop incentives for exemplary performance through the expansion of the staff benefit package and service excellence awards
4. Align job descriptions and annual performance evaluations to unit and University mission, goals and objectives

Goal 6: To foster a collegiate environment that offers services and programming promoting student engagement and success

1. Grow an Office of Student Affairs to address the current and anticipated needs of students
2. Improve offerings of student support services at graduate and undergraduate levels
3. Assess capacity of non-instructional spaces to accommodate a campus with a full cohort of students
4. Increase the number and type of extra-curricular events for students and foster their participation in national, regional and international competitions
5. Increase opportunities for student employment on campus and assess student compensation
6. Follow-up on new student orientation programming with a roster of events for first-year students during freshman fall semester

Goal 7: To ensure state-of-the-art facilities and innovative technologies for fostering the student learning experience

1. Continuously assess and implement innovative, green, inclusive and resilient operations and facilities to improve operational efficiency and care for the environment, while enhancing learning opportunities
2. Establish operational procedures for the opening and managing of an AUA residence facility
3. Increase availability of electronic/technological resources
4. Plan for the design and construction of facilities appropriate to program development in STEM
5. Continue to develop relationships with U.S. governmental entities and USAID to ensure the University's grants are funded

Goal 8: To ensure fiscal sustainability by securing sufficient financial resources to assure current and projected operations while upholding the principle of equal access to all qualified students

1. Assess and ensure adequate human and fiscal resources dedicated to the Development Office for maximum operational effectiveness
2. Develop strategy for institutional planned growth to reach level of fiscal sustainability and optimum level of academic offerings
3. Target 30% of annual budget from endowment revenue
4. Advance the major institutional campaigns aimed at building AUA's endowment fund
5. Institutionalize and continue to enhance development initiatives (endowment, annual giving, major gifts, planned giving, pillars) to ensure the availability of unrestricted funds and address University priorities (e.g. need-based scholarships, named professorships, research)
6. Increase kinds and numbers of grants from extramural sources

7. Gradually decrease the tuition subsidy for those who can afford to pay the real cost of their education, while maintaining the financial assistance program for those in need

Goal 9: To effectively promote the University's accomplishments and impact

1. Assess the allocation of resources (human and fiscal) for the operations of Communications and their productive deployment
2. Improve internal communication among units (e.g. through the development of an Intranet or other information sharing mechanism) and assure awareness and better information gathering, packaging and dissemination
3. Develop a strategy for brand and image management
4. Assure that identified constituents are specifically targeted in appropriate venues
5. Assure AUA's continual visibility in the Diaspora (e.g. social media, newsletters) and the appropriate quality of those interactions
6. Ensure the timely and effective communication of media-worthy events, student and alumni activities, 3rd party endorsements, testimonials and impactful accomplishments
7. Ensure website is user friendly and effective in reaching target demographics

Goal 10: To provide educational and developmental programs in the community broadening the impact of the University

1. Conduct market research on the Armenian and regional education industry and provide research-driven recommendations for further development/expansion of University offerings at the main campus and at rural and other locations
2. Support and grow the Extension's capacity to deliver current and proposed future courses/certificates/workshops/trainings to local, regional and national governmental and non-governmental entities
3. Grow the research centers' capacity for community outreach/education through projects focusing on evidence-based policy development and awareness-raising for the general public and professional audiences
4. Establish a language teaching and learning center recognized in Armenia and the region for its research and practice in teaching English and other languages
5. Grow collaborations with RoA ministries
6. Grow Experimental English classes in quality and quantity to meet school children's interests in various locations in Armenia
7. Build greater synergies between TRDP, Extension and CRAL
8. Continue developing projects of educational, professional and economic significance for the rural areas of Armenia and for other disadvantaged sectors of the community

Goal 11: To maintain and develop effective alumni relations to ensure their active engagement with the University and broader society

1. Identify alumni interests/needs including career services support
2. Create regional and international alumni clubs
3. Nurture the culture of giving among students, their families and alumni through the development of various mechanisms for donations
4. Instill the ethos of belonging to the AUA community through alumni networking activities and student mentorship and career exposure
5. Establish a calendar of local and regional professional development courses, workshops and/or seminars for alumni

6. Strengthen, expand and diversify relationships with employers to ensure the knowledge of industry trends and recruitment practices

Goal 12: To ensure that AUA's administrative structure and policies facilitate learning and research/scholarship, foster quality improvement, and support the University's organization and governance

1. Through the performance evaluations of directors, managers, supervisors and administrators systematically review their sufficiency and effectiveness to carry out the functions of the University
2. Ensure that administrative processes are fair, transparent, published and openly available
3. Ensure a sustained, collaborative and data-driven assessment process in compliance with accreditation standards for academic and academic support units
4. Ensure that assessment results are shared and discussed with appropriate constituents and used in institutional planning and resource allocation, and to improve and gain efficiencies and effectiveness in programs, services and processes, including activities specific to the institution's mission
5. Address areas of concern within UMS to ensure that it has state-of-the-art software that provides the framework for scheduling, grading, student registration, recruitment and enrollment, course delivery, budgeting, research tracking and evaluations
6. Ensure clarity and transparency in the institutional budgeting processes