**Strategic Planning: Draft of Mission, Vision, Institutional Goals**

The following drafts of the AUA Mission Statement, Vision Statement, and Institutional Goals were written based on inputs from focus groups and interviews with a variety of AUA stakeholders last fall, worksheets from units across campus, the workshop of February 6, review by the Strategic Planning Steering Committee during February, and input from the campus community during the month of March through April 4, 2016.

**Mission Statement**

The American University of Armenia is a center of academic excellence, innovation, inquiry, and diversity that serves Armenia and the world through scholarship, teaching and life-long learning, 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 social, economic, political and intellectual capacity 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 that promotes 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 achieve 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 build AUA’s communication capacity in order to effectively promote the University’s accomplishments and impact

Goal 10: To provide community educational opportunities advancing the principle of life-long learning

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 Action Priorities**

**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 programs (Exec, Faculty Senate, Deans, Program Chairs)
2. Identify potential academic Centers of Excellence and resources needed to ensure their international prominence (Exec, Deans, Program Chairs)
3. Study the feasibility of offering doctoral programs (Deans, Faculty Senate, Exec)
4. Implement applied and market-oriented academic programming, including internships (Program Chairs, Deans, Faculty Senate, ACDO, CSS)
5. Ensure the provision of resources (human and fiscal) for the operation of academic programs (Exec, Deans, Program Chairs)
6. 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) (Program Chairs, Deans, Faculty Senate)
7. Study and recommend strategies to improve the Information Literacy and Writing Across the Curriculum components of the graduate and undergraduate programs (Library , Faculty Senate, Program Chairs, Deans)

**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 resources needed for full implementation (Deans, Research Centers, Faculty Senate, CFO, Provost)
2. Ensure that the Scholarship of Teaching , as well as those of Discovery, Integration, and Application, are sufficiently recognized and supported (Deans, Research Centers, Faculty Senate, Provost)
3. Continue and expand funding for research, conference travel, the Faculty Research Awards program, and logistical support for research management within the research centers (Exec, Development, Deans)
4. Establish endowment for each Research Center (possibly by naming), with the intent to cover administrative expenses of the centers (Development, Research Centers, Exec)
5. Continue identifying and applying for opportunities which support faculty mobility and professional development (Operations, Deans, Program Chairs, Provost)
6. Develop a system for capturing and measuring the impact our research centers have on Armenia and the region/world (Research Centers, IRO, Communications, Deans)
7. Ensure the visibility of research conducted at AUA through the strategic publicizing of research results and their relevance (the research-to-practice link) (Research Centers, IRO, Communications, Deans, Program Chairs, Development)

**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 (Admissions, IRO, Registrar, BAC, GAC)
2. Write and implement an international recruitment strategic plan in order to increase applications and enrollments by members of the Diasporan community and those of other target regions that have the potential to increase student diversity and institutional self-sufficiency (e.g. India, Iran, Lebanon, Turkey, Russia) (Admissions, Exec, Deans, Program Chairs)
3. Designate an office responsible for international students once admitted to ensure they have adequate support, and AUA students inquiring about study abroad (Admissions, CSS, Exec)
4. Continue to periodically review financial aid practices and policies to ensure that student need is being met (CFO, Registrar, Financial Aid)
5. Develop communications to ensure that students understand the cost of their education and the subsidy they receive (Registrar, Financial Aid, Development, Exec)
6. Adopt guidelines to improve effectiveness in undergraduate academic advising (Faculty Senate, Deans, Program Chairs, Provost)

**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 highly qualified and diverse faculty (e.g. named professorships and visiting faculty positions, faculty social and cultural engagement programming, compensation packages, longer term contracts, family and spouse accommodations) (Faculty Senate, Deans, Program Chairs, Exec, HR)
2. Determine regional and international benchmarks in faculty and staff compensation and make recommendations on reaching parity (Faculty Senate, Exec, HR)
3. Foster and empower faculty governance (Faculty Senate, Provost)

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

1. Continue to review staff satisfaction and retention levels (HR, Operations, Units)
2. Identify strategies to increase professional development opportunities for staff (e.g. trainings and institutional exchanges) (HR, Operations, Units)
3. Establish a venue for staff participation in University decision-making (e.g. staff senate) (HR, Operations, Units, Exec)
4. Ensure salary adjustments are in line with job performance and average market standards in Yerevan (HR, Operations, Exec)
5. Develop incentives for exemplary performance through expansion of staff benefit package and service excellence awards (HR, Exec, Units)
6. Align job descriptions and annual performance evaluations to unit and University goals and mission (HR, Units)

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

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

**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 (Operations, ACE)
2. Plan for the construction of the Student Union, Faculty Center, Open-Air Amphitheater (Operations, Exec, Deans, CSS)
3. Assess current and project future enrollment patterns to strategically renovate underutilized classrooms to increase efficiency (Operations, Registrar, Deans)
4. Establish operational procedures for the opening and managing of an AUA residence facility (Exec, Operations)
5. Increase availability of electronic/technological resources (e.g. computer labs, printers, study spaces) (Library, ICTS, Exec)

**Goal 8: To achieve 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. Design and implement strategies to close the University’s operating deficit and ensure its continued growth and quality enhancement (Exec, BoT, Development)
2. Target 30% of annual budget from endowment revenue (Exec, Development)
3. Assess and ensure adequate human and fiscal resources dedicated to the Development Office for maximum operational effectiveness (Exec, BoT, Development)
4. 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) (Development, BoT)
5. Plan and implement a 5 year, $50 million fundraising campaign to address University priorities (Exec, BoT, Development)
6. Increase kinds and numbers of grants from extramural sources (Operations, Program Chairs, Deans, Research Centers)
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 (Exec, Development, Financial Aid)
8. Expand cooperation with the Government to ensure AUA receives state funds for tuition (e.g. partial tuition payment for disabled students, students who have served on border posts) (Registrar, Financial Aid, Exec)
9. Project financial resources required for maintenance/upgrade/expansion of University facilities and technological infrastructure (CFO, Development, COO)
10. Explore the feasibility of creating a credit union for faculty, staff, students and alumni. (HR, Exec)

**Goal 9: To build AUA’s communication capacity in order 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 (Communications, Exec)
2. Improve internal communication among units and assure awareness and better information gathering, packaging and dissemination (Communications, ICTS)
3. Develop a strategy for brand and image management (Communications, Exec)
4. Assure that identified constituents are specifically targeted in appropriate venues (Development, Admissions, Communication)
5. Assure AUA’s continual visibility in the Diaspora (e.g. social media, newsletters) and the appropriate quality of those interactions (e.g. Armenian and English) (Development, Communications)
6. Continue to develop relationships with U.S. Members of Congress and USAID to ensure the University’s grants are funded (Exec, Development, Communications)
7. Ensure the timely and effective communication of media worthy events, student and alumni activities, 3rd party endorsements, testimonials and impactful accomplishments (Communications, ACDO)
8. Ensure website is effective in reaching target demographics (Communications, ICTS, Program Chairs, Deans, Units)

**Goal 10: To provide community educational opportunities advancing the principle of life-long learning**

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 rural and other locations (Extension, Program Chairs, Deans, Research Centers)
2. Research market priorities and address vocational training courses that are the most useful for meeting labor market demand in Yerevan and the regions (Extension, Provost, CFO)
3. 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 (Extension, Provost, CFO)
4. Establish a calendar of professional development courses, workshops and/or seminars for alumni (Program Chairs, Deans, ACDO)
5. 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 (Research Centers, Deans)
6. Establish a language teaching and learning center recognized in Armenia and the region for its research and practice in teaching English and other languages (CHSS, Extension)
7. Grow collaborations with MoES (e.g. K-12 language teacher education assessment) (CRAL, CHSS)
8. Grow Experimental English classes in quality and quantity to meet school children’s interests in various locations in Armenia (CRAL, CHSS)

**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 (ACDO)
2. Create regional and international alumni clubs (ACDO, Alumni, Communications)
3. Establish a tradition for acknowledging/recognizing distinguished alumni (ACDO, Program Chairs, Deans, Alumni)
4. Nurture the culture of giving among students, their families and alumni (Program Chairs, Deans, Development)
5. Instill the ethos of belonging to the AUA community through alumni networking activities and student mentorship and career exposure (ACDO, HR, Program Chairs, Deans, Communications)

**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 (IRO, Exec, HR, Units, Deans, Program Chairs)
2. Ensure that administrative processes are fair, transparent, published and openly available (IRO, Exec, HR, Communications)
3. Ensure a sustained, collaborative and data-driven assessment process in compliance with accreditation standards (IRO)
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 (IRO, Exec)
5. Address areas of concern within UMS to assure that it has state-of-the-art software that provides efficient scheduling, grading, student registration, admissions, course delivery, budgeting, research tracking, and evaluations. (ICTS, Registrar, Admissions, Extension, Deans, IRO, Operations)
6. Ensure clarity and transparency in the institutional budgeting processes (CFO, Units, Program Chairs, Deans)