

AUA Strategic Planning Issues Outline:

1. How is AUA doing? Taking stock of 2006-2011 – AUA’s last strategic planning period.
 - a. What was achieved?
What wasn’t? Why?
 - Increased international student enrollments (get stats by category, compared to target), needs strategic evaluation of the resources and methods necessary to achieve this
 - Achieve financial stability
 - Lessons Learned? What matters going forward?
 - b. How are we perceived? How’s our PR? Are we adequately communicating to the public (in Armenia, US, elsewhere) about the university and its achievements? If not, what needs to be done? Do we have the capacity to do this?
 - Advancement VP leads proactive PR effort (center of gravity of PR needs to shift toward Yerevan, closer to action/news gathering, depending on media outlets and nature of audience) by 2012
 - Better promotion of Tuition Assistance by 2012 admissions (Multilanguage website and materials); message clarification and communicated
 - Work with foreign embassies in Armenia and Armenian embassies abroad, closer collaboration with diasporan organizations and participation in diasporan-oriented events, e.g., Pan-Armenian Games)
 - Professional surveys of students abroad
 - Increase access and incentives for international students to study at AUA - Pursue foreign licensing for AUA (e.g., Iran), financial aid
 - AUA participation in Armenia’s gov’t-to-gov’t student exchange (China, India, Iran, Bulgaria, etc.); follow up with MinEd
 - Explore rotating master’s programs (one term or more at AUA)
 - Foster AUA’s role as an intellectual center open to all
2. Sustainability – is current model sustainable?
 - a. Structural Budget Deficit. Small core faculty, demographic pool in Armenia?
 - b. Tuition levels, financial aid – assuring access to AUA education?
 - c. Where is most of the income/funding coming from? Where is it going? What is a typical mix of funding sources for similarly situated institutions?
 - d. Is there potential to significantly increase our funding?

- Capital Campaign \$25-50 mil by 25th anniversary (2016-17) decide on precise goal 2013,
 - Cultivate alumni giving, aim for a relatively high participation by 2016, institutionalize alumni relations
 - Diversify donor base (geographic, levels of donation)
 - Optimize tuition structure, differential tuition, Enough international tuition, housing/living assistance
 - Restructure fundraising (currently underway) (crossreference)
 - Increase student enrollment - Undergraduate program, by 2013, explore Ph.D. , additional MA programs, international student recruitment Diversity and enhance revenue sources and investments alternative endowment management (investments) and business ventures (including rentals)
 - Earned income (e.g. commercialization of IP, other services) (cross-reference)
 - Foundation and government assistance (e.g., USG for U-grad)
 - Diversify educational programs (reduce barriers Academic Programs to develop revenue generating courses, and improve incentives/cost model for collaboration between Academic Programs and Extension,)
3. Impact – is the current model the most bang for the buck short and long-term, given our mission?
- a. Is AUA’s current range of activities (master’s programs and research) a good use of the resources currently and potentially available for AUA?
 - b. What’s fixed, what’s adaptable in the short and long runs?
 - More impact possible given current resources
 - Role model/passive influence on educational system, explore how to have more direct impact and interaction, e.g., prof-to-prof collaboration, joint activities
 - Alumni recognition (prerequisite for alumni giving), give AUA alumns life-time e-mail accounts
4. Stakeholders – who are AUA’s stakeholders?
- a. which stakeholders take priority?
 - b. Stakeholder interests, needs: students, faculty, staff, alumni, parents, public sector, private sector, other educational institutions in Armenia, UC system, donors, research funders, local, regional, global stakeholders
 - Conduct further evaluation and consolidate data on needs of stakeholders (start with students (domestic and international), applicants and private sector)

- Applicants – streamline admissions process, reduce access barriers to admission, consolidation of sources of admissions information (admissions cost rebates subsidize test fees, prep courses)
 - User-friendly web-site, trilingual (English, Armenian, Russian) (cross-reference)
 - Public-Private Partnerships – government, private sector scholarship, sponsorship of courses and degrees, internship, alumni involvement in securing scholarships/post-graduate employment (cross-reference)
5. Competition/Collaboration – what institutions are AUA’s competitors? What institutions does AUA collaborate with? How are these likely to change in the next decade?
- Ongoing study dissemination within university new regional and global competitors
 - Identify desirable spheres and partners for collaboration and complementary activity, and modes of collaboration (emphasis on direct peer-to-peer collaboration) (CR), (e.g., universities, research institutes, collaboration with industrial associations and multinationals)
 - Assure capacity to effectively communicate AUA’s competitive advantages
 - Further cultivate joint academic and R&D programs with leading academic and research institutions, and private sector in Armenia and abroad
6. Master’s Programs – next round of Self-Studies 2012-2015.
- a. Are the master’s programs still well-aligned with the needs of AUA’s stakeholders? Is there sufficient demand?
 - b. Should they be expected to cover their “costs”? Are they sustainable? If not, how can they be made sustainable? Increase students, endowments, research overhead, reduced costs/increased efficiency of educational programs?
 - c. Should programs be expanded, redesigned, phased out, new programs introduced? What criteria? What timeline for making these decisions?
 - Needs assessment on alignment of curricula/degrees/certificates with market needs
 - Improve relations and reputation of programs among relevant stakeholders
 - Cross-registration between programs
 - Review degree programs and missions in light of evolving conditions in Armenia, esp. needs specialization, tracking
 - Focus on nexus between national and global areas of academic excellence to build AUA brand
 - Act on Self-Study Audit findings to improve Extension’s impact on AUA brand and role in attracting students, including coordination with Academic Programs, resident director, oversight and quality control

- Improve promotion of continuing and part-time education opportunities (e.g., certificates, non-degree status, refresher)
 - Additional Master's Programs – MA in Economics in conjunction with Central Bank Research Center in Dilijan
 - Assure that academic programs address the expansion, continuation, modification of their programs in the next round of self-studies
7. Research Centers - next round of Self-Studies 2012-2015. Are the Centers and AUA generally meeting the needs of AUA's stakeholders?
- Incentivize research (improve mechanisms for augmenting salary through outside funding, promotion, overhead to centers)
 - Establish a university-wide grants/contract office to coordinate and serve as an information clearinghouse , provide technical support, process grants (Vice Provost for Research)
 - Review policies on research centers (restrict routine business consulting services and work involving liability)
 - Increase core faculty to expand the institution's research potential and opportunities to engage students in research by 2015
 - Long-term issues: incubators, technology commercialization and licensing, policy on royalties.
 - Increase AUA's technical capabilities for research (labs, research computing/computational capacity, software, experimental equipment)
8. Bachelor's Program - scheduled to start in Fall 2013 – which majors? what curriculum models? how many students? will it be a feeder or a diversion of students from the Master's programs?
- Identified and prioritized objectives for u-grad: employable graduates, increase impact on society/economy, financial sustainability, feeder to existing programs, opportunity for AUA to provide graduates with new specializations for the marketplace.
 - Out of 12+ majors, preliminary analysis indicates majors worth further consideration include, but are not limited to, economics, engineering, business, design, communications (journalism), computer science/MIS. Warrants further research
9. Operational Efficiency, form/structure enhance or obstruct function?
- a. Academic program governance - how is the remote dean model working? How many resident teaching administrators does a program with 20-60 students need to operate and meet university administrative burdens? Are our processes too elaborate and burdensome? Should they be streamlined?

- b. Undergraduate Organizational Structure (connected to Undergraduate Issue – revisit)
- c. pros and cons of “separate silos” approach to organizing AUA into schools/colleges?
- d. Quarter vs. Semester System (further research required to identify hidden costs/problems)
- e. Academic Year vs. Calendar Year Budgeting (already in process)
- f. ICT/Library - Paper vs. on-line processes - grades, applications, evaluations; student access; course management systems, on-line teaching/learning, web-site, on-line payment (fees, tuition)

ACTION ITEMS:

- Review organization chart in anticipation of expansion, assure scalability, introduce new positions: VP for Advancement, VP for Operations by 2012; Vice Provost for Research, Student Recruitment Officer (Dean of U-Grad Admissions?) by 2013 (subject to funding); Chief Information Security Officer (explore)
- Implement integrated Information Management System by 2013
- Enhance trust and morale through teambuilding through collaborative research and scholarly activity, consultative culture and decisionmaking (including students, staff); communication and transparency
- Multiyear contracts (currently in process) (including benefits, salary equity) as morale and community building, job satisfaction.
- Implement annual/regular performance evaluation mechanism for higher administration (including Deans and VPs) by 2012

- 10. Accreditation/Reaccreditation, Self-Governance/Self-Regulatory Capacity
 - a. Monitoring and Evaluation of Performance vis-à-vis Strategic Plan – Primarily through Self-Study & Audit Process

Mission – in light of the foregoing does it need to be adjusted?

Yes, needs further discussion to align with current and anticipated activities and aspirations.

THE AUA MISSION

As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students and enable faculty and researchers to address the needs of

Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, integrity, scholarship, leadership, and service to society.