

Institutional Goals and Action Priorities – DRAFT FOR REVIEW

Institutional Goals

- Goal 1: To offer a breadth and diversity of internationally competitive 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 and retain highly qualified and diverse students who can succeed at AUA
- Goal 4: To establish and strengthen a 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 promote student engagement and student success and upholds the values of diversity and democracy
- 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 and uphold the AUA brand through the strategic dissemination and promotion of the University's impactful accomplishments
- 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 commitment to the University and broader society

Institutional Goals with Action Priorities

- Goal 1: To offer a breadth and diversity of internationally competitive academic programs whose student learning outcomes are aligned to global and Armenian market needs.
1. Increase number and diversity of undergraduate programs (Provost, Executive Committee, Faculty Senate, those tasked w/ market analysis to ascertain areas in demand)
 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, Provost, Exec)
 4. Implement applied and market-oriented educational programming, including internships (Program Chairs, Deans, Academic Support Staff)
 5. Provide appropriate venues and resources to foster and recognize undergraduate research (Program Chairs, Deans, Faculty Senate)
 6. 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)

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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, VP Finance, Provost)
2. Identify and make recommendations on the need for logistical support for research management within research centers (e.g. grant administration) (Deans, Research Centers, Exec)
3. Continue and expand funding for research, conference travel, and the Faculty Research Awards program (Exec, Development, Deans)
4. Establish endowment for each center (possibly by naming), with the intent to cover administrative expenses of the centers (Development, Research Centers, Exec)
5. Continue aggressive application process under Erasmus+ to support faculty mobility and professional development (VP Operations, Deans)
6. Develop a system for capturing and measuring the impact our research centers have on Armenia (Research Centers, IR, 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, IR, Communications, Deans)

Goal 3: To recruit and retain highly qualified and diverse students who can succeed at AUA

1. Define, identify and grow admission funnels reflecting the profile of AUA's most successful students (Admissions, IR, Registrar, BAC, GAC)
2. Broaden recruitment efforts internationally in order to increase applications and enrollments by members of the Diasporan community and those of other backgrounds to increase student diversity (Admissions, Administration)
3. Study the feasibility of designating an office (e.g. Center for International Education) responsible for 1) international students once admitted to ensure they have adequate support, and 2) AUA students inquiring about study abroad (Admissions, Center for Student Success, Exec)
4. Conduct a market study on local and international student demand and expectations for summer programming (Admission, Center for Student Success, BAC, GAC)
5. Review financial aid and tuition assistance practices and policies to ensure that student need is met (Registrar, Financial Aid, Development, Administration)
6. Make sure students understand the cost of their education and the subsidy they receive; gradually decrease the subsidy, while maintaining the financial assistance program so that those who can afford pay the real cost of their education (Exec, Development)
7. Review the recommendations of the ad hoc committee on student advising to improve effectiveness in undergraduate academic advising on the faculty, program, college and institutional levels (Faculty Senate)

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

1. Develop and implement tactics for the recruitment of internationally competitive faculty (Faculty Senate, Provost)
2. Determine regional, international benchmarks in faculty and staff compensation and make recommendations on reaching parity (Faculty Senate, Exec, HR)
3. Identify and implement tactics to improve faculty retention (e.g. increase faculty social and cultural engagement, improved compensation packages, longer term contracts, family and spouse issues) (Deans, Program Chairs, Provost, Exec, HR)
4. Define and communicate academic excellence and diversity (Faculty Senate, Provost)
5. Foster and empower faculty governance (Faculty Senate, Exec)

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

1. Identify strategies to increase professional development opportunities to staff (e.g. trainings and institutional exchanges) (HR, Erasmus)
2. Establish a venue for staff participation in University decision-making (e.g. staff senate) (HR, Operations, Exec)
3. Ensure salary adjustments are in line with job performance and average market standards (HR, Operations, Exec)
4. Develop incentives for exemplary performance through expansion of staff benefit package and service excellence awards (HR, Exec)
5. 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 promote student engagement and student success and upholds the values of diversity and democracy

1. Establish an Office of Student Affairs (Exec)
2. Improve offerings of student support services at graduate and undergraduate levels (CSS)
3. Assess capacity of non-instructional spaces to accommodate full cohort of students and raise the students' level of engagement (CSS, Academic Programs, Operations)
4. Increase the number and type of extra-curricular events for students and foster their participation in regional and national competitions (CSS, Student Councils, Student Clubs, Academic Programs)
5. Increase opportunities for student employment on campus (HR, Operations, Academic Programs, ACDO)
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)

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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 enhance learning opportunities (Operations, ACE)
2. Address areas of concern within UMS (ITCS, Operations)
3. Study alternate information management systems for implementation across AUA (Operations, ICTS, Exec)
4. Plan for the construction of the Student Union, Faculty Center, Open-Air Amphitheater (Operations)
5. Assess current and project future enrollment patterns to strategically renovate underutilized classrooms to increase efficiency (Operations, Registrar, Academic programs)
6. Conduct feasibility study for building/establishing an AUA residence (Exec)
7. 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. Plan and implement successful endowment campaign including partnering with private sector (Development, BoT)
2. Expand and diversify the donor base (Development, BoT)
3. Ensure availability of unrestricted giving (Development)
4. Secure funds for merit-based scholarships in addition to need-based (Development)
5. Secure endowment funds for named professorships and other needed endowments (Development, Exec)
6. Target 50% of annual budget from endowment revenue (VP Finance, Exec, Development)
7. Project financial resources required for maintenance/upgrade/expansion of facilities (CFO, Development, COO)
8. Ensure clarity and transparency in the institutional budgeting process (CFO, Exec)
9. Launch new revenue generating projects (Exec, Research Centers, Extension, Operations)
10. Increase kinds and numbers of grants (Operations, Program Chairs, Research Centers)

Goal 9: To build and uphold the AUA brand through the strategic dissemination and promotion of the University's impactful accomplishments

1. Ensure the provision of resources (human and financial) for the operations of Communications and their productive deployment (Communications, Executive Committee)
2. Improve internal communication among units and assure awareness and better information gathering 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 profile in the Diaspora (e.g. social media, newsletters) and the appropriate quality of those interactions (e.g. Armenian and English) (Development, Communications)

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6. Ensure the timely and effective communication of media worthy events, student and alumni activities, 3rd party endorsements, testimonials, impactful accomplishments (Communication, ACDO)
7. Ensure website is effective in reaching target demographics (Communications, ICTS)

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, Dilijan and at other rural locations, and abroad (Extension, Program Chairs, Research Centers)
2. Support and grow the Extension's course offerings toward certificate programs in Yerevan (Extension, Provost, VP Finance)
3. Research market priorities and address vocational training courses that are the most useful for meeting labor market demand (Extension, Provost, VP Finance)
4. Support and grow the Extension's infrastructure to deliver current and proposed future courses/workshops/trainings to local, regional, and national governmental and non-governmental entities (Extension, Provost, VP Finance)
5. Establish a calendar of professional development courses, workshops, and/or seminars for alumni (Program Chairs, Deans, ACDO)
6. Support and grow the Research Centers' infrastructure for community outreach/education through projects focusing on evidence-based policy development and awareness-raising for the general public and professional audiences. (Research Centers)
7. Establish a brick and mortar language teaching and learning center recognized in Armenia and the region for its research and practice in teaching English and other languages;
8. Establish close partnership with MoES and other key players in language teacher education (CRAL)
9. 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 commitment to the University and broader society

1. Identify alumni interests/needs (ACDO)
2. Create regional alumni clubs (ACDO, Alumni)
3. Establish a tradition for acknowledging/recognizing distinguished alumni (ACDO, Academics, Alumni)
4. Nurture the culture of giving among students and alumni (Academics, Administration)
5. Instill the ethos of belonging to AUA community through alumni networking activities and student mentorship and career exposure (Administration, HR, Academics, Communications)