

**AUS STRATEGIC PLANNING STRUCTURE**

Fall 2006 Semester Milestones

**Strategic Planning Process #1**

Mission:	AUS is a not-for-profit university that admits students on the basis of their academic qualifications regardless of race, color, gender, religion, disabilities, age or national origin.	
Goal:	AUS is a student-centered university that strives to recruit national and international students from a variety of ethnic, religious and social backgrounds who are capable of and motivated for academic success.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in recruiting students showing demonstrable improvement in their ability to succeed doing university-level work.	
<b>Strategic Planning Process</b>	<b>An enrollment management plan that focuses not upon increasing student enrollment, but rather sets enrollment objectives focusing upon the following kinds of considerations:</b>	
	<p><b>a. Improvement in the academic qualifications of students entering our programs at all levels and, to facilitate that improvement, development of techniques for predicting applicants' ability to succeed academically at AUS</b></p>	<p style="text-align: center;"><b><u>Semester Milestones</u></b></p> <p>Minimum admission for undergraduate studies was raised for Fall Semester 2006 (e.g., minimum of 75 percent on the national exam, minimum 2.5 CGPA or equivalent for the American-style high school diploma); the required TOEFL score has been raised this year to 520. The “Admissions Report – Fall 2006” (as of September 14, 2006) provides details regarding 4,654 students enrolled for the fall semester. Data indicate that 62 percent of students entered with high school GPAs above 85 percent (a 49 percent increase over the previous year), 19 percent entered with high school GPAs in the range of 80–84 percent, and 19 percent entered with high school GPAs in the range of 70–79 percent. Two-hundred and thirty-six students (25 percent of total) were eligible for and received merit scholarships on the basis of high school GPAs above 95 percent.</p> <p>The Office of Admissions has been examining various techniques that might be effective in predicting applicants’ ability to succeed academically at AUS. Preliminary findings confirm a correlation between high school GPAs prior to enrollment and ability to perform academically to a standard expected at AUS. The effectiveness of the Scholastic Assessment Test (SAT) in the AUS environment is under consideration; a pilot project utilizing the SAT has been undertaken through the Office of Undergraduate Programs and Alumni Affairs (UPAA). UPAA is also evaluating the results of other tests conducted in the spring semester of the previous academic year (the MAAP test was administered to 70 junior students with a GPA above 3.7—the average AUS student score was around the 90th percentile; the ETS business test was administered to 110 School of Business and Management students—the average AUS student score was around the 85th percentile). Plans are being made to repeat MAAP tests in the spring semester of the current academic year.</p> <p>A Testing Center was established during the fall semester for general AUS testing purposes and for use in joint ventures with AMIDEAST.</p>

	<p><b>b. Better retention rates of enrolled students to the extent consistent with maintenance of high academic standards</b></p>	<p>The Office of Undergraduate Programs and Alumni Affairs (UPAA) has been established to address student retention issues. The Dean of UPAA is preparing a report for the Vice Chancellor of Academic Affairs to bring to the Board of Trustees (BOT) at its February meeting. That report will address undertakings of the office and any data available at this early date that may help interpret effectiveness of initiatives. Preliminary data provided by the Office of Undergraduate Programs and Alumni Affairs (see “Student Population vs. Attrition Rate” graphs) indicate that attrition rates generally have decreased steadily since the fall of 2001. Attrition of students whose GPA was above 2.0 has decreased from 6.88 percent in the fall of 2001 to 3.92 percent in the spring of 2006. Further data prepared for the February 2007 BOT meeting (see charts L, M, and N of section B of the report) indicate that first-year matriculated student cohort attrition rates have declined from 19 percent attrition in the fall 2002 cohort to 10 percent in the fall 2005 cohort. Second-year matriculated student cohort attrition rates varied somewhat, from 14 percent of the fall 2002 cohort, to 12 percent of the fall 2003 cohort, to 15 percent of the fall 2004 cohort. Where third-year matriculated students are concerned, the attrition rates declined from 6 percent of the fall 2002 cohort to 4 percent of the fall 2003 cohort.</p> <p>The deans identified retention rates as an item of concern at their retreat in November 2006 and initiated some preliminary discussions regarding how AUS might improve retention and maintain high academic standards.</p> <p>A Bachelor of Arts in Applied Arts and Sciences program is under review as a means of offering a general studies degree alternative for students.</p> <p>The possibility of establishing pre-program studies is being evaluated by the Office of Admissions (e.g. pre-architecture, pre-engineering).</p> <p>During the November Board of Trustees meeting, participants analyzed enrollment management options, including scenarios that would reduce student-faculty ratios with the aim of enhancing student retention rates and academic success.</p>
	<p><b>c. National and ethnic diversity of the student body</b></p>	<p>Student enrollment data for the 2006–2007 academic year indicate that 80 nationalities are represented in the student body. The greatest percentage of students are UAE nationals (18.69 percent); other countries represented in significant numbers within the student body are Jordan (11.62 percent), Palestine (8.14 percent), Iran (6.15 percent), Saudi Arabia (6.15 percent), Syria (6.10 percent) and Pakistan (6.04 percent).</p>
	<p><b>d. Career, graduate school and professional readiness of matriculating students upon their successful completion of AUS programs</b></p>	<p>Several AUS students achieved significant successes during the fall semester: a female AUS student from Sharjah received a Fulbright scholarship to study her MBA in the US, School of Architecture and Design (SA&amp;D) students achieved recognition in local and regional competitions (e.g., Arquitectum International, Berkeley Prize 2007, Memefest 2006 International Festival of Radical Communication Competition, and 35th National Day Poster). Two School of Business and Management (SBM) student teams were selected as finalists in the L’Oreal competition, and an SBM team has won the Jeddah Economic Forum Collegiate Business Venture Award 2007.</p> <p>AUS graduates have been accepted for further studies at prestigious institutions in the US and</p>

		<p>elsewhere (e.g., SA&amp;D students have enrolled in master's degree programs at Savannah College of Arts and Design, MIT, the Design Research Laboratory program of the Architectural Association in the UK, and the School of Visual Arts in New York). SA&amp;D alumni have completed further study programs at Columbia University, New York, and Harvard Graduate School of Design and have established their own practices in Dubai. SA&amp;D alumni have also been successful in several competitions (e.g., Form Z Joint Study Report 2006, ARCHIPRIX International 2006) and are employed with prestigious firms in the region (e.g., TBWA, Thomas Client Intl., Leo Burnett Arc, Dubai TV and Creative 24-7).</p> <p>The UAE's Emiratization program and keen competition in the global employment and professional markets have prompted SA&amp;D to review the rigor with which students are prepared during their programs; guided practicum experiences, internships and research are all being intensified to strengthen student preparation for the changing market.</p>
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## Strategic Planning Process #2

Mission:	AUS is a not-for-profit university that employs faculty and offers academic programs that are equivalent to those at leading institutions of higher education in the United States.	
Goal:	AUS is a student-centered university that periodically evaluates its faculty and its academic programs to assure that they meet the personal and professional needs of students, are appropriate relative to resources, further the university's mission and foster teaching effectiveness.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in developing review processes that for curricula incorporate standards of national and international accrediting bodies to assure program quality, currency and relevance, and that for faculty enhance their abilities to provide high-quality educational experiences for students.	
<b>Strategic Planning Process</b>	<b>A program assessment process that focuses upon measures such as the following:</b>	
	<b>a. Success in meeting requirements specified by the UAE Ministry of Higher Education and Scientific Research</b>	<p style="text-align: center;"><u>Semester Milestones</u></p> <p>During the fall semester, full accreditation was completed for the international studies and economics programs.</p> <p>Accreditation visits were conducted for full accreditation of the engineering systems management and mechatronics graduate programs.</p> <p>Initial accreditation has been secured for the chemistry, Master of Public Administration and Gulf Executive Master of Public Administration programs.</p>
	<b>b. Compatibility and consistency of faculty credentials with the program distribution required to meet the needs of our academic programs and ambitions</b>	<p>The schools/college have been focusing on recruiting and hiring faculty members with degrees and specialties consistent with programmatic needs.</p> <p>Recruitment plans, initiated during the summer, are finalized early in the fall semester in readiness for advertisements placed in <i>The Chronicle of Higher Education</i> in September. Plans are fine tuned during the fall by deans, department heads and faculty, and may result in seeking additional positions, based on expected enrollments, program developments and perceived gaps where faculty expertise is concerned. Particular emphasis is being placed this year on ensuring that adequate faculty are available in respective academic areas to achieve and maintain the desired student-faculty ration of 15 to 1, as discussed at the November 2006 Board of Trustees meeting. Deans have been encouraged by the Chancellor and the Vice Chancellor for Academic Affairs to proceed with every effort to recruit adequate faculty to achieve this student-faculty ratio.</p>
	<b>c. Competitiveness of faculty salaries and benefits with those of a reasonable cohort of universities with which AUS</b>	<p>Though recruiting faculty members continues to be a particular challenge in business areas, there was uniform success last year, with a record 51 new faculty members and a 28 faculty member net gain.</p>

	<p><b>aspires to be compared</b></p>	<p>The Vice Chancellor for Finance and Administration and the Vice Chancellor for Academic Affairs prepared information regarding faculty salary and benefits competitiveness for the November BOT meeting (see Board of Trustees Retreat presentation). AUS salaries were compared with American Association of University Professors (AAUP) salaries by rank at both the master's and doctorate levels. AUS salary changes relative to the estimated UAE consumer price index (CPI) were also compared with salary data from AAUP and average US CPI; findings indicate that AUS salaries have fallen significantly below the UAE CPI rate of increase, while AAUP salaries have remained almost at par with US cost of living increases. This may be in part the result of much higher rates of cost of living increases in the UAE in recent years.</p> <p>The recommendation was presented that AUS strive for the 90th percentile of salaries relative to AAUP master's institutions. Information related to faculty retention rates has been prepared for presentation to the BOT at its February meeting (report C.2). Analysis of data from the last seven years indicates that 26 percent of those faculty who left the university had contributed over three years of service, while 33.9 percent left after fulfilling two years of service (the duration of one contract) and 27.7 percent left after a one-year contract. Faculty contracts have changed from two to three years with this academic year and faculty retention rates are expected to be influenced by the change. The correlation between faculty promotion and faculty retention rates was also examined, with the observation that faculty who have been at AUS long enough to be eligible for promotion have tended to remain with the institution regardless of the promotion outcome.</p> <p>The "Distinguished University Professor" policy recently prepared by the Faculty Senate and approved by the Council of Deans (COD) and the Chancellor will be presented to the Board of Trustees for approval at its February meeting. The provisions of the policy are expected to place AUS in a more competitive position for recruiting senior faculty. Associates and fellows programs have also being examined as additional means of attracting appropriate faculty within a highly competitive market. Results from last year indicated that the associates program was not as successful as hoped, and the decision was made not to repeat the program this year. However, the fellows program is expected to be more successful and will be repeated again this year. An advertisement for the program was prepared for appearance in <i>The Chronicle of Higher Education</i> in the spring semester (January 26 and February 9, 2007).</p> <p>At the deans' retreat held in November 2006, the deans identified faculty retention and competitiveness of faculty salary and benefits as some of the key issues facing the university at this time. The deans discussed several strategies that could be used to further improve faculty experiences (and faculty family experiences) at AUS and ensure the retention and meaningful engagement of effective faculty.</p> <p>The Faculty Development Committee in the College of Arts and Sciences (CAS) has undertaken to canvas faculty members regarding "what it would take to make this [AUS] a career choice with commitment" in order to recommend measures for faculty retention.</p>
	<p><b>d. Opportunities for faculty</b></p>	<p>Faculty members continue to receive support for research activities and conference attendance and participation. The Office of Graduate Programs and Research was expanded to incorporate</p>

	<p><b>professional growth and development</b></p>	<p>stronger support for faculty research initiatives.</p> <p>The Faculty Development Center is planning to offer workshops and presentations to support faculty professional growth and development. Further details are provided in the following section.</p>
	<p><b>e. Ways for faculty members to improve their teaching effectiveness in the unique educational environment at AUS</b></p>	<p>The Director of Special Projects has been working with a faculty group to establish a faculty development center. During the fall semester, the planning group conducted a survey of faculty to gain a preliminary idea of faculty preferences and priorities where development activities are concerned; prepared a draft mission statement and short- and long-term goals for the Faculty Development Center (FDC); prepared a position description for the Coordinator of the FDC; and short-listed and made recommendations to the VCAA regarding appointments of two faculty members to serve as co-coordinators of the FDC for the spring semester.</p> <p>Individual departments organized and offered workshops and information sessions on topics related to faculty teaching effectiveness. For example, faculty members and librarians presented a workshop on how to incorporate the library's online e-book collection into teaching and research activities; and iLearn staff presented a series of workshops at the beginning of the fall semester, and then offered follow-up sessions during the semester, on how to work with Blackboard in the AUS environment and enhance teaching effectiveness using course management systems.</p>

### Strategic Planning Process #3

Mission:	AUS is a not-for-profit university that integrates liberal studies, professional education, and co-curricular and extracurricular learning experiences to provide its graduates both breadth and depth of knowledge.	
Goal:	AUS is a student-centered university that strives to offer courses and curricula to assure students a coherent array of general education options plus professional specializations that expose them, both in and outside the classroom, to world cultures, religions, arts and traditions, as well as scientific developments and technologies.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in increasing student success in course work, as well as retention and graduation rates consistent with high standards, participation in co-curricular activities and opportunities for extracurricular activities such as exchange programs and internships.	
<b>Strategic Planning Process</b>	<b>A curricular review process that:</b>	
	<p><b>a. Evaluates, integrates and updates as appropriate both general education requirements and professional preparation</b></p>	<p style="text-align: center;"><u><b>Semester Milestones</b></u></p> <p>The General Education Requirements Committee, organized by the Office of Undergraduate Programs and Alumni Affairs, has initiated a review of existing AUS general education requirements. During the fall semester, the committee prepared a draft of the mission, goals and objectives of the university’s general education requirements. An open forum to discuss the draft was held on November 13, 2006 as a means of securing general feedback from faculty members and incorporating any needed changes prior to preparation of a final draft.</p> <p>A general student laptop requirement is being assessed for possible future implementation.</p>
	<p><b>b. Identifies promising additions to the AUS academic program menu consistent with the interest of students and institutional interests and capabilities</b></p>	<p>Recently proposed and developed programs include chemistry and mathematics majors at the undergraduate level, and public administration and executive public administration at the graduate level. Initial accreditation applications were submitted for all programs during the 2005–2006 academic year. Ministry approval of the chemistry, public administration and executive public administration programs was granted during the fall semester; the mathematics program review is scheduled for January 2007.</p> <p>The Council of Deans (COD) reviewed proposals for new programs, including a broad-based master’s degree in engineering; undergraduate minors in petroleum engineering, aerospace engineering and gaming computer science; and an undergraduate major in biology. Proposals were approved by COD for further review by the University Undergraduate Curriculum Committee (UUCC).</p> <p>Curriculum review and approval processes have been reviewed and improved: the Office of Undergraduate Programs and Alumni Affairs has refined timelines, procedures and guidelines for proposals of new minors and majors to ensure that all reviews and approvals can be completed in a timely manner. COD receives executive summaries of program proposals by November 12 and returns decisions to UUCC by November 19. UUCC completes its review of proposals by November 30. Course approval forms are then completed and forwarded to UUCC</p>

		<p>prior to December 18, and completed proposals are submitted for final approval by COD by January 18.</p> <p>The Office of Graduate Programs and Research has formed the University Graduate Curriculum Committee (UGCC) to review proposals at the graduate level. The UGCC consists of two representatives from each school/college, one Faculty Senate representative, the University Librarian and the Registrar. A new Master of Science in Engineering program has been under review during the fall semester and initial planning has been completed.</p>
	<p><b>c. Facilitates modification or elimination of programs as student interests and needs change and as institutional perspective adapts to economic and social evolution</b></p>	<p>The interior design program, previously a four-year program, is being modified to become the five-year interior architecture program.</p> <p>A decision was made to discontinue the Continuing Education Center; the college/schools will continue to offer continuing education programs from within their individual areas as appropriate to their operations.</p>
	<p><b>d. Obtains accreditation and other significant program recognition as the university matures and thrives</b></p>	<p>The ABET accreditation review, which was conducted during the 2005–2006 academic year, resulted in ABET accreditation of all undergraduate programs in the School of Engineering on August 21, 2006.</p> <p>Three initiatives are currently underway or being considered with regard to programmatic accreditation. The furthest along is AACSB accreditation of the School of Business and Management (SBM). Following a visit this fall by consultant Milton Blood, SBM submitted the pre-accreditation application. SA&amp;D Dean Fatih Rifki has learned that NAAB, the accrediting body for architecture programs, will consider an application from AUS—likely the first outside the US. The department is following up by preparing a study. The Department of Design is examining requirements of NASAD, the accrediting body for programs in art and design, to determine how well existing programs meet those requirements.</p>

## Strategic Planning Process #4

Mission:	AUS is a not-for-profit university that values strong relationships with its alumni, the public, the media and appropriate governmental entities.	
Goal:	AUS is a student-centered university that strives to inform its alumni, the public and governmental agencies of its programs, its needs, its successes, its opportunities and its challenges.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in strengthening its relationships with alumni, the media, governmental entities and friends.	
<b>Strategic Planning Process</b>	<b>An external relationship initiative that:</b>	
	<p><b>a. Enhances the image of the university in the eyes of prospective faculty, students, staff and alumni</b></p>	<p style="text-align: center;"><u><b>Semester Milestones</b></u></p> <p>A strategic media plan is being developed in the Office of Public Affairs. A bilingual reporter is being hired to assist with media coverage for university events. A web manager position has been established and will be filled in the next semester to provide oversight of the university’s website and ensure that it reflects the university’s programs and image in the best possible manner.</p> <p><i>A Graphics Manual &amp; Style Guide</i> has recently been completed and distributed throughout the campus to ensure that university publications reflect a consistent and coherent style and image. In addition, individual department newsletters, which may have reflected various styles and levels of quality, have been discontinued; future publications will be developed so they have a “common look and feel” and reflect a more coherent and consistent university image.</p> <p>An <i>Events Manual</i> has been developed to assist with arranging public events to a consistent standard.</p> <p>The Office of Public Affairs works with the Office of Admissions to ensure that a consistent approach is used with prospective students, and that visiting groups of students are welcomed to campus and provided with tours of facilities.</p> <p>An alumni association was established in conjunction with the Office of Undergraduate Programs and Alumni Affairs (UPAA). Contact with alumni and the association will be coordinated through UPAA to ensure that a unified and organized channel of communication is established and strong relations are maintained with the university’s alumni.</p>
	<p><b>b. Identifies partnership and exchange possibilities with educational and cultural institutions</b></p>	<p>Several individuals and teams have contacted and, in some cases, visited the university during the semester to discuss the possibility of establishing exchange programs with AUS. Deans and faculty members in the college/schools have also recommended institutions that might be of interest for semester exchanges in specific program areas. The Director of Special Projects is compiling information regarding potential exchange partner institutions so that well-informed decisions can be made at an institutional level. Recommendations are also being prepared</p>

		<p>regarding the type of office and procedures needed to oversee and manage international exchanges. Priority is being given to international student exchange agreements for students in CAS' international studies and SBM's business administration programs.</p> <p>Students from American University (Washington, DC) and George Washington University (Washington, DC) have attended AUS on a semester exchange basis. Preliminary agreements have been established regarding potential exchange programs with Institut d'Etudes Politiques de Paris, American University and George Washington University. Further agreements are being explored with Reutlingen University (Germany), James Madison University (Harrisonburg, VA), Simon Fraser University (Vancouver, Canada), and Louisiana State University (Baton Rouge, LA) following their visits to AUS.</p> <p>AUS was invited to participate in the Harvard College in Asia Program planned for February 2007. The Council of Deans reviewed the program and its related costs and benefits to AUS and decided not to participate at this time, but keep the program in mind for future consideration.</p>
	<p><b>c. Raises the profile of the university in the United Arab Emirates and abroad</b></p>	<p>The Office of Public Affairs has worked closely with the Office of Undergraduate Programs and Alumni Affairs to bridge with industry and government. The municipality of Sharjah has agreed to sponsor an engineering exam to be administered through AUS. Public Affairs has maintained contact with government departments regarding programs that might be of interest to it (e.g., project management certificate program).</p> <p>University faculty and students have been involved in a number of volunteer activities within the UAE and abroad, thereby raising the profile of the university. Of particular note was a project organized by Professor Gregor Weiss in which he and several SA&amp;D students volunteered to assist Kashmiri families rebuild their homes after earthquake damage.</p> <p>A number of conferences have been undertaken through the combined efforts of AUS schools/college and Public Affairs (e.g., nanotechnology conference). Public Affairs has assisted with conference planning and external sponsorship efforts.</p> <p>Faculty members have participated in teaching collaborations with other universities, thereby involving both faculty and students in activities that raise awareness of AUS abroad (e.g., SA&amp;D team teaching program with the University of New Mexico; CAS involvement in the Soliya project connecting AUS and US classes via videoconferencing).</p> <p>AUS participated in the torch relay ceremony to mark the beginning of the Doha Asian Olympics.</p> <p>AUS Department of International Studies chair Dr. Nada Mourtada-Sabbah participated with faculty at UAE University and Texas Institute of Research on co-editing a new book entitled <i>Globalization and the Gulf</i>. The book, published in the UK by Routledge, has a foreword written by His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Supreme Council Member, Ruler of Sharjah and President of AUS. A book launch to highlight the achievement was held on campus during the fall semester. Dr. Zeinab Karake-Shalhoub co-authored a book with Sheikha Lubna Al Qasimi entitled <i>The Diffusion of E-Commerce in Developing Countries</i>, published in the US and UK by Edward Elgar Publishing. The authors participated in a book</p>

		<p>signing in Dubai in January 2007 to launch the new publication.</p> <p>The Board of Trustees' awareness of university activities and community events has been increased through Public Affairs' weekly and monthly media summary packages. UAE-based BOT members receive weekly packages indicating media coverage of AUS events and developments. Members residing outside the UAE receive monthly media coverage packages, along with information regarding higher education news of the region.</p> <p>Corporate acknowledgement of AUS efforts was highlighted by the Petrofac donation of \$2 million during the fall semester. The Kanoo award also acknowledged AUS student achievement.</p> <p>Planning for the 10-year celebration of the university was initiated in the fall semester. Public Affairs invited the university community to provide suggestions; a total of 62 ideas were forwarded by faculty, staff and students.</p>
	<p><b>d. Develops contacts with professional associations, governments, non-governmental organizations and the corporate sector in the region and worldwide</b></p>	<p>The Office of Public Affairs has worked with the Office of Undergraduate Programs and Alumni Affairs to initiate fund development, identifying how to start fund development programs, where to direct efforts and how best to move forward.</p> <p>Close contact has been maintained with several government departments (e.g., Ministry of Presidential Court Affairs, Culture and Information Department) through Public Affairs liaison activities. The Civil Defense Institute in Al Ain has requested that AUS deliver a customized program; this is currently under review with the Dean of Graduate Programs and Research. The Ministry of Education has requested AUS' assistance with the development of grade 12 textbooks in the areas of chemistry, physics and literature. Several government departments have expressed interest in, and are being updated on, the Master of Public Administration (MPA) and Gulf Executive Master of Public Administration (GEMPA) programs.</p> <p>The School of Engineering is focusing particular attention toward establishing strong ties with businesses and industries. As a part of that effort, the school has identified teams of faculty who have expertise to address various ranges of issues local companies face. The School of Business and Management continues to work toward establishing relationships with businesses, and, more recently, have additionally focused attention on governmental agencies with regard to the MPA and GEMPA programs. The School of Architecture and Design has a faculty member who is charged with developing outreach.</p> <p>The Academic Affairs strategic plan includes the following among its strategies: "Encouraging and expecting appropriate academic programs to become involved with leading corporations in their fields coordinated through the Office of Undergraduate Programs and Alumni Affairs" and further that "active research and scholarship" contribute to "the economic progress of the nation and the region."</p>

## Strategic Planning Process #5

Mission:	AUS is a not-for-profit university that encourages and supports research and scholarship by its faculty and students and serves as a resource for the community.	
Goal:	AUS is a student-centered university that strives to assure that active research and scholarship inform and improve teaching and learning, and contribute to the intellectual traditions as well as the economic progress of the nation and the region.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in enhancing internal and external support for research and scholarly endeavor, and faculty and student participation in these activities.	
<b>Strategic Planning Process</b>	<b>Research initiatives that:</b>	
	<p><b>a. Utilize and build upon faculty expertise</b></p>	<p style="text-align: center;"><u><b>Semester Milestones</b></u></p> <p>The Office of Graduate Programs and Research was expanded to include an Associate Dean, whose responsibilities concentrate on providing stronger support for faculty research initiatives. The addition of the Associate Dean has allowed for more information gathering on the availability of research grant opportunities. Information on these opportunities flows from the Associate Dean to the appropriate individual faculty members and departments. One international grant has been obtained for researchers in the Department of Chemistry (value: US\$50,000).</p>
	<p><b>b. Provide opportunities for faculty to engage in scholarly and creative activities that enhance teaching</b></p>	<p>In order to investigate the needs of the faculty in the area of research, the Office of Graduate Programs and Research conducted a survey of all faculty. The office received 78 responses. The survey included questions related to several research requirements: equipment, other support (e.g., library, software, technical support), laboratory or studio space. In addition, faculty members were asked to suggest means of improving the existing grant competition process and the services offered by the Office of Graduate Programs and Research.</p> <p>During the 2006 calendar year, two competitions were held: the Spring 2006 Faculty Research Grant (FRG) competition and the Fall 2006 Seed Grant competition. Results were as follows:</p> <p><u>Spring 2006 FRG:</u></p> <ul style="list-style-type: none"> <li>• 35 applications were received</li> <li>• 24 grants were awarded for AED 430,000</li> <li>• 2 were directly related to the enhancement of teaching at AUS</li> </ul> <p><u>Fall 2006 Seed Grants:</u></p> <ul style="list-style-type: none"> <li>• 24 applications were received</li> <li>• 20 grants were awarded for AED 256,100</li> <li>• 0 were directly related to the enhancement of teaching at AUS</li> </ul>
	<p><b>c. Focus upon areas of particular</b></p>	<p>School of Engineering faculty members are placing substantially increased emphasis on applied</p>

	<p><b>concern to the Emirate of Sharjah and the needs of the United Arab Emirates and the region</b></p>	<p>research. Faculty members plan to organize research interest clusters that will interact directly with local government and industry sectors and identify areas of applied research that will be of mutual interest to faculty and the government and corporate community. Petrofac has provided funding to support research that is relevant to the region.</p> <p>It should be noted that, further to the information in 5.b noted above, 11 of the Spring 2006 Faculty Research Grant awards and 11 of the Fall 2006 Seed Grant awards related to research within the UAE and GCC. Faculty members have also contributed to 14 consulting contracts within the UAE for a total value of US\$105,000. The university has also signed memoranda of understanding with UAE governmental agencies through the Institute of Urban and Regional Planning and Design.</p>
	<p><b>d. Enhance the reputation of the university as a vital component of the culture and economy of Sharjah</b></p>	<p>Among events held during the semester are: “Inventioneering Architecture” SA&amp; D exhibition and lecture series, and the IAARA Workshop on Management and Design of the City. Several events and conferences are being planned in areas of particular interest to the local region by the School of Engineering, the School of Business and Management, and the College of Arts and Sciences. Conferences will be held during the spring semester; further details will be provided in the spring semester update.</p> <p>The university’s Global Days, concerts, public lectures and cultural programs are publicized within and are well supported by the local community.</p>

## Strategic Planning Process #6

Mission:	AUS is a not-for-profit university that provides students with a rich and varied campus life that fosters personal growth, maturity and a sense of social responsibility.	
Goal:	AUS is a student-centered university that strives to involve students in athletic activities, artistic performances, recreational events, social clubs and community service activities to enhance their personal growth and development and their sense of social responsibility.	
Objectives 2005–2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in expanding student participation in intramural, athletic, social and community service activities and increasing the numbers of alternatives available for such participation.	
<b>Strategic Planning Process</b>	<b>Student life enhancement that:</b>	
	<p><b>a. Makes appropriate residential and recreational opportunities available to students</b></p>	<p style="text-align: center;"><u><b>Semester Milestones</b></u></p> <p>The fall Club Fair featured 40 clubs and 7,300 registrations, providing students with numerous opportunities to explore extracurricular activities in their areas of interest.</p> <p>Students have participated in several intercollegiate tournaments and sports competitions throughout the semester (e.g., soccer, volleyball, basketball, cricket, badminton, squash, table tennis, tennis, swimming, mini-marathon). The Sharjah Ramadan Festival featured men’s and women’s team participation from eight universities (including AUS) and the Sharjah Ladies’ Club.</p> <p>Students expressed interest in other sports activities on campus (e.g., American football, baseball or softball); these will be reviewed over the coming year.</p> <p>Other activities included in the fall semester reflect the broad range of AUS student interests: the debating competition involving eight universities, “Jazz at Lunch” at the Student Center, Computer Club participation at GITEX, cultural club activities, trip to Ski Dubai, the Mountain Dew skateboarding demonstration, student involvement in the torch relay for the Doha Asian Olympic games, ranger camping, poetry night, photo gallery event, and the MIS club event.</p> <p>Planning for Global Day was initiated during the fall semester.</p>
	<p><b>b. Integrates student life into academic programs</b></p>	<p>Work has begun on the 2006–07 edition of <i>Realms</i>, the student literary magazine; faculty members from CAS and SA&amp;D have assisted. <i>Realms</i> has sponsored a student book club in conjunction with the library. Two issues of the student newspaper, <i>The Leopard</i>, were published during the fall semester.</p> <p>The Sheikh Khalifa Scholarship and the AUS Athletic Scholarship program were recently</p>

		<p>established to recognize the value of students' participation in student life activities on campus as vital to their overall university experience. Student Affairs is also exploring the possibility of developing some "sports streams" as electives. Several conferences were organized and experts from various technological, religious, art and financial fields were invited to campus. Students benefited immensely from these experts' contributions.</p> <p>The Student Affairs department developed counseling services to assist students with exam preparations during the fall semester.</p>
	<p><b>c. Encourages development of productive social experiences and traits in the student body</b></p>	<p>Judicial Affairs and the Learning and Counseling Center (LCC) increased their outreach initiatives during the fall semester. Violations were reduced by 50 percent compared with the fall semester of the previous year. For example, Judicial Affairs offered Student Code of Conduct training sessions at the beginning of the semester to acquaint students with university standards of behavior and conduct. Testing and customized counseling services have been added to the Learning and Counseling Center's programs. In addition, the LCC has offered training sessions to develop student skills in leadership, cultural sensitivity and communication skills.</p> <p>Students engaged in a variety of events that benefited the general community: visiting homes for the elderly; participating in the "Quit Smoking" program; organizing a charity Iftar; participating at GITEX (in conjunction with Etisalat); and volunteering with Special Olympics, cancer patient support and Sharjah charities.</p> <p>Three hundred of the 450 undergraduate applicants were offered a variety of employment opportunities on campus during the fall semester. Students have been recruited as resident assistants and desk attendants to help with residential hall operations since 2005.</p> <p>Strategies were (and continue to be) evaluated with the aim of increasing student participation in student elections and effectiveness of Student Council operations (e.g., consider elections in spring so that new student council is ready to start activities at the beginning of the academic year).</p> <p>A proposal for an "AUS Diplomats" program was approved, and students have been undergoing rigorous training to represent AUS during events.</p>
	<p><b>d. Promotes responsibility to society and community</b></p>	<p>The Sheikh Khalifa Scholarship, recently established at AUS, recognizes students not only in the area of academic excellence, but also where service to the community, participation in student activities, contributions to the student body, and leadership potential and talent are concerned.</p> <p>Students participate actively in volunteer activities throughout the emirate and country (e.g., homes for the elderly, blood donor campaign, Special Olympics, GITEX, Dubai Shopping Festival, social groups, environmental groups)</p>
	<p><b>e. Fosters development of leadership skills and familiarity with modern</b></p>	<p>The Office of Student Affairs engaged students in the development of the academic calendar for 2007–2008 by requesting input from Student Council. Student Council responded by canvassing the student body and correlating and representing students' preferences regarding</p>

	<b>technologies</b>	<p>semester start dates and examination periods.</p> <p>During Fall Semester 2005, Student Council joined Judicial Affairs in conducting a survey to review student curfew hours. As a result, Student Affairs extended curfew hours by one hour, and the change was applauded by students and parents.</p> <p>Student Council, in collaboration with the Office of Student Affairs, proposed that the university hold two commencements. The proposal was reviewed by the university and the Board of Trustees and was accepted, with the first “winter commencement” being held in January 2007.</p>
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## Strategic Planning Process #7

Mission:	AUS is a not-for-profit university that operates effectively and efficiently, develops and uses its fiscal and human resources wisely, and encourages wide participation in its governance.	
Goal:	AUS is a student-centered university that strives to improve its administrative and governance processes through continuing development, evaluation and judicious allocation of resources.	
Objectives 2005-2010:	AUS will utilize its planning and evaluation capabilities to measure its progress in providing a productive, participatory and rewarding work environment in which all employees contribute to the institutional mission and to wise utilization of resources.	
<b>Strategic Planning Process</b>	<b>A financial and administrative planning process that:</b>	
	<p><b>a. Assures the availability of facilities and financial resources to fund the academic and support functions of the university</b></p>	<p style="text-align: center;"><u><b>Semester Milestones</b></u></p> <p>The Vice Chancellor of Finance and Administration (VCFA) is currently preparing next year's facilities and financial resource requirements. Budget preparations were initiated during November and will be presented at the February Board of Trustees (BOT) meeting for the board's consideration. Attention is paid to both operational requirements and the development of an adequate reserve to ensure financial stability.</p> <p>The budget process is being streamlined through the joint efforts of the VCFA and VCAA; ongoing operations require only a summary statement from participating departments regarding budget requirements, while new initiatives require a separate budget proposal so that all financial implications can be incorporated in the annual budget planning process.</p> <p>Strategies have been developed to ensure the judicious utilization of external development funds (e.g., the recent Petrofac contribution of US \$2 million) to ensure that donations support student learning and university operations for significant periods of time.</p>
	<p><b>b. Provides information sufficient to support the administrative actions of management and policy decisions of the Board of Trustees</b></p>	<p>The VCFA prepares a binder of finance information for BOT meetings, along with related budget development documents on an annual basis, and handles all questions from the Chair of the BOT Finance Committee for each Board of Trustees meeting.</p> <p>The VCFA and VCAA presented the BOT with information about faculty hiring and salaries, space requirements, staffing considerations and student recruitment. The presentation was followed by discussion by the BOT during the retreat that took place in November 2006.</p>
	<p><b>c. Encourages the efficient organization of human resources and wise utilization of financial and physical resources</b></p>	<p>All new position and recruitment decisions are carefully monitored throughout the year to ensure efficient staff utilization. Qualified internal candidates are given first consideration as a matter of policy when positions are being filled.</p> <p>Human Resources Services fully implemented the online performance appraisal system during the spring of 2006, thereby enabling more effective access to information regarding human</p>

		<p>resource development needs.</p> <p>The Office of Finance and Administration regularly assesses university operational requirements and uses a “management by objectives” means for planning and ensuring that issues are addressed in a timely and effective manner. Weekly updates ensure that all key staff involved in university human resources, finance, operations, information technology, the health center and facilities support are aware of action items that require their attention.</p> <p>Several measures are being undertaken in the Office of Finance and Administration to enable efficient utilization of physical resources: Banner provides data on classroom space utilization; maintenance records forecast equipment repair and replacement requirements; assets that have passed their expected life span are disposed of to prevent unwarranted repair costs; software is being implemented to facilitate better workflow (Banner workflow, Extender document management); and student timesheets are now in an electronic format.</p> <p>The Office of the VCAA is conducting a survey to measure effectiveness of the services it provides to other divisions and to schools/college and departments within its division. The survey will measure how important services are to users, how well services have been performed, and whether any existing services are unnecessary or new services should be added.</p>
	<p><b>d. Enhances the capabilities of staff through professional development and opportunities for personal growth within the organization</b></p>	<p>Human Resources Services compiled all staff development requirements expressed through the performance evaluation process. System-wide requirements have been compiled, and HRS is currently reviewing proposals for on-site training.</p> <p>Staff development is ongoing in many operational areas. Staff members are encouraged to learn new skills outside their jobs and address their development interests. The university policy of emphasizing the importance of promoting from within the institution encourages staff members to continuously improve and develop their skills so they can be considered for other positions.</p> <p>Several departments have supported staff interest in continuing their professional development and upgrading their certification and credentials in specific skill areas (e.g., IT). Recent commitments to staff skill development include those for IT staff, library staff and academic instructional technology staff.</p> <p>Staff members are encouraged to pursue professional development opportunities within the institution through discounted rates applied to undergraduate and graduate tuition fees.</p>
	<p><b>e. Provides an atmosphere where all employees can contribute to the educational environment of the university</b></p>	<p>Staff members are encouraged to contribute to a successful campus environment by performing “above and beyond” their job descriptions, handling what they see needs to be accomplished and taking pride in the overall success of the university.</p> <p>The VCAA strategic plan currently under development proposes that decision making in the Academic Affairs division be decentralized to the extent possible, thereby extending the range of possible contribution to the processes that define and support the university.</p>

