

2025-2030 Strategic Plan

A Bold New Chapter

Pillar 4

Leveraging Community Engagement and Outreach

Operational Plan AY 2025-2026

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Pillar 4

Leveraging Community Engagement and Outreach

Leveraging Community Engagement and Outreach: The 'Outreach and Engagement' pillar is of strategic importance to AUS because it is the foundation for building meaningful, enduring relationships with key stakeholders, including donors, corporate partners, employers, alumni, sponsors, civil society, and the wider community. These connections not only advance the university's mission but also strengthen its position as a hub of innovation, excellence, and impact. At the heart of this pillar is engagement, the intentional effort to foster a sense of belonging and shared purpose among patrons and constituents. By prioritizing engagement, AUS is creating a network of stakeholders who feel invested in the university's success and are motivated to contribute their time, expertise, networks, and resources. Once this sense of connection is cultivated, other strategic goals, such as securing philanthropic support, forging impactful corporate partnerships, facilitating employment opportunities for graduates, and other undertakings will naturally align and flourish.

Executive Summary

This strategic pillar focuses on strengthening AUS's financial sustainability and institutional impact through high-value partnerships and optimized resource utilization. A key initiative is the establishment of business portfolios, taking advantage of AUS' assets base and its position as a prime landlord, monetizing its realty footprint. One example of this is the effort to establish a JV for integrated facilities management. Another is strategic real estate development of key land parcels with a reputable developer, on a scalable commercial model. On-campus assets are assessed for commercialization to maximize space efficiency and market value as per existing best practices in leading universities. The present strategy encourages a drive toward diversifying income by using all university assets and opportunities (rent, revenue sharing, licensed ventures, franchise ventures, entrepreneurial opportunities, commercial partnerships, usage fees, services offerings, direct equity VC, special situations, etc.). To ease budget pressures, scholarship programs will be expanded via external funding. Strategic industry partnerships will enhance academic innovation and experiential learning. Fundraising efforts will be strengthened through a compelling CRM strategy aligned with AUS's long-term vision. A perception audit, refined messaging, and media readiness initiatives will amplify AUS's global engagement and visibility. Structured and ad hoc business initiatives will complete this framework and are detailed below.

Strategic Objectives

Optimized and Diversified Revenue Growth (S07)

Optimize and diversify revenue streams to drive long-term growth via commercialization and monetization opportunities and strategic partnerships.

Enhanced Global Reputation and Profile (S08)

Grow the university's international profile to enhance our reputation through expanded recruitment, a mobilized alumni community, meaningful outreach and partnership opportunities, and brand promotion.

Initiative 1 - Revenue Diversification: Establishment of a joint venture

Timeline: Sep 2025 - Mar 2026

Maps to: S07

Lead: Mr. Ali Alsuwaidi

Establishment of a joint venture (JV) for Integrated Facilities Management.

Activities	Milestones	Timeline
Sign the Letter of Intent for establishing the joint venture (JV).	Letter of Intent signed.	Sep 2025
Submit JV head of terms to the Board of Trustees (BOT) for approval.	JV approved by the BOT.	Oct 2025
Mobilization of Cleaning, Technical and Security services through the JV.	Cleaning, technical, and security services shifted successfully.	Mar 2026

Performance Targets [and Weights]

1. Achieve a minimum end-user satisfaction rate of 80% [Weight=50%]
2. Achieve at least a 5-10% cost saving [Weight=50%]

Contributors

Campus Development / Finance / HR / Procurement / Protocol

Initiative 2 - Revenue Diversification: Real estate portfolio development

Timeline: Sep 2025 - Aug 2026

Maps to: S07

Lead: Mr. Ali Alsuwaidi

Real estate portfolio development: Work with a well-known potential developer in Sharjah for developing the Al Khan plot of land, agreeing on a funding and commercial model. Similar model will be adopted for the Maysaloon land as well.

Activities	Milestones	Timeline
Identify a Development and Real Estate Partner (to finance and deliver the project).	Partner identification Finalized.	Sep 2025
Develop a finance model.	Financial Model Approved.	Jan 2026
Establish JV for Real Estate under AUSE.	JV Established.	Feb 2026
Obtain necessary approvals and begin development.	Approval Obtained.	Aug 2026

Performance Targets [and Weights]

- 1. Achieve 100% completion of all planned pre-development milestones (partner selection, financial model approval, JV establishment, and regulatory approvals) by August 2026 [Weight=100%]

Contributors

Campus Development / Finance/ Procurement / IT

Initiative 3 - Revenue Diversification: Review of on-campus facilities

Timeline: Dec 2025 - Aug 2026

Maps to: S07

Lead: Mr. Ali Alsuwaidi

Review of on-campus facilities that can be commercialized, including establishing price structures that balance market competitiveness and ensure effective space utilization.

Activities	Milestones	Timeline
Review and identify potential leasable areas / offering.	Leasable Areas Identified.	Dec 2025
Identify suitable commercial partners.	Commercial partners identified	Mar 2026
Begin construct of new commercial spaces.	Construction of new commercial spaces started.	Jun 2026
Revisit existing rental charges.	Review Report finalized and approved.	Aug 2026

Performance Targets [and Weights]

1. Achieve a 5% year-over-year increase in retail revenue generated from on-campus commercial spaces against audited actuals by end of FY 2026 [Weight=60%]
2. Achieve at least an 80% satisfaction rate among AUS community users of on-campus retail facilities, as measured through a satisfaction survey administered by the end of the academic year [Weight=40%]

Contributors

Campus Development/ Finance/ HR / Procurement / Protocol

Initiative 4 - Partner & Alumni Mobilization: Strengthen Scholarship Programs

Timeline: Nov 2025 - Apr 2026

Maps to: S07

Lead: Ms. Reem Bardan

Strengthen Scholarship Programs to Offset Institutional Budget Allocation: Increase external funding for scholarships.

Activities	Milestones	Timeline
Launch a campaign with student stories to achieve impressions across email, web, and social platforms.	Target Campaign Launched	Nov 2025
Secure two major scholarship gifts to serve as an anchor commitment.	Major Scholarship Gift Secured	Dec 2025
Produce and deliver personalized digital impact reports to donors.	Digital Report Delivered	Apr 2026

Performance Targets [and Weights]

- 1. Student campaign launched, with student stories featured ≥ 3 and total impressions ≥ 10,000 [weight=30%]
- 2. At least 2 new scholarship gifts secured as anchor commitment [weight=30%]
- 3. 100% of existing scholarship donors receive personalized digital impact reports by the end of academic year [weight=40%]

Contributors

Finance and Administration / Office of Financial Aid and Scholarship

Initiative 5 - Partner & Alumni Mobilization: Enhance Corporate Partnerships

Timeline: Sep 2025 - Aug 2026

Maps to: S07

Lead: Ms. Reem Bardan

Enhance Corporate Partnerships: Forge strategic partnerships to drive innovation, enhance our academics, and expand experiential learning.

Activities	Milestones	Timeline
Host corporate executives for lectures to enrich student learning.	Lecture Series Conducted.	Sep 2025 – Aug 2026
Secure industry sponsorships for academic and campus initiatives.	Corporate Sponsorship Obtained.	Sep 2025 – Aug 2026
Provide students with real-world corporate challenges.	Student Senior Design Project Executed.	Sep 2025 – Aug 2026

Performance Targets [and Weights]

1. Secure at least 3 new corporate partners by the end of the academic year [weigh=30%]
2. Launch at least one pilot consultancy project by the end of the academic year [weight=30%]
3. Organize at least 2 corporate lectures by the end of the academic year [weight=40%]

Contributors

Finance and Administration / Academic side of the house / Office of Research

Initiative 6 - Partner & Alumni Mobilization: Donor Contribution Strategy

Timeline: Nov 2025 - Apr 2026

Maps to: S07

Lead: Ms. Reem Bardan

Create a Compelling Case for Support: Craft a compelling, data-driven narrative that showcases AUS's vision, impact, and donor contributions.

Activities

Ensure consistent branding and messaging by standardizing design templates and reviewing all materials for alignment with the AUS brand.

Milestones

Unified branding guide finalized and applied to all materials.

Timeline

Nov 2025

Develop and share compelling donor stories by collecting and publishing impact narratives that emotionally resonate with donors.

Impact stories published across key channels.

Apr 2026

Performance Targets [and Weights]

1. Cultivate relationships with at least two new prospective donors by the end of the academic year, demonstrating meaningful engagement through personalized outreach, alignment of interests, and evidence of readiness to support AUS through giving, time, or advocacy [Weight=30%]
2. Achieve at least a 7 % Increase in total contribution to AUS compared to the previous fiscal year [Weight=40%]
3. Collect feedback from at least 10 external stakeholders—including donors, corporate partners, and friends of the university—with a minimum of 75% expressing positive sentiment regarding their engagement with AUS [Weight=30%]

Contributors

Strategic Communications and Marketing

Initiative 7 - Partner & Alumni Mobilization: Data-Driven Fundraising Campaign

Timeline: Dec 2025 - Feb 2026

Maps to: S07

Lead: Ms. Reem Bardan

Data-Driven Fundraising: Implement a data-driven, CRM-powered strategy to personalize engagement, optimize fundraising, and align contributions with AUS's long-term priorities

Activities	Milestones	Timeline
Streamline donor spreadsheet or CRM by adding segmentation fields (e.g., donor type, last gift).	Donor Spread sheet streamlined.	Dec 2025
Clean and update donor records to ensure accuracy and completeness.	Donor records Cleaned & Updated.	Feb 2026
Conduct or attend a session focused on data-driven fundraising practices for staff.	Session on data Driven fundraising conducted.	Feb 2026

Performance Targets [and Weights]

1. Review and update records for the top 50 donors in the first quarter of 2026 [Weight=30%]
2. Implement at least 3 donor segmentation fields (e.g., donor type, last gift date, giving frequency) for 100% donor records in the spreadsheet or CRM [Weight=30%]
3. Conduct at least one internal training session or participate in an external webinar/workshop on data-driven fundraising by the end of the academic year [Weight=40%]

Contributors

Vice Chancellor of External Relations

Initiative 8 - Brand-Building & Reputation: Perception Audit

Timeline: Oct 2025 - Apr 2026

Maps to: S08

Lead: Ms. Alanood Aldhafer

Conduct Brand and Media Audit to serve as a baseline for our strategic communications and assess our core messaging and narrative.

Activities	Milestones	Timeline
Identify a reputable agency to conduct audit.	Auditing agency identified.	Aug 2025
Secure resources and budget.	Resource & budget secured.	Jul 2025
Conduct audit.	Audit report completed and approved.	Oct 2026
Review audit results and integrate recommendations into SCM project plan and strategy.	Review and analysis of audit report completed; recommendations for brand and reputation building integrated into SCM strategy.	Apr 2026

Performance Targets [and Weights]

1. Complete the perception audit assessment and submit the final report by April 2026 [Weight=40%]
2. Incorporate at least 80% of actionable audit insights into the SCM strategic plan by June 2026 [Weight=40%]
3. Communicate 100% of audit insights and planned next steps to AUS faculty and staff by June 2026 [Weight=20%]

Contributors

Deans / Directors / Internal and external stakeholders

Initiative 9 - Brand-Building & Reputation: Key Message House, Spokesperson Matrix and Media Training

Timeline: Apr 2026 - June 2026

Maps to: S08

Lead: Ms. Alanood Aldhafer

Develop and implement a unified messaging framework (Key Message House), train designated spokespeople through professional media training, and deploy them across strategic events and media engagements to enhance AUS's brand visibility and narrative consistency.

Activities	Milestones	Timeline
Identify reputable agencies to conduct media training.	Media Training Agency Identified.	Apr 2026
Conduct training.	Training Conducted.	May - June 2026
Deploy spokespeople across events and interviews.	Spokesperson Deployed for events.	Ongoing

Performance Targets [and Weights]

1. Train 100% of designated Tier 1 spokespeople through the approved media training program by June 2026 [Weight=60%]
2. Achieve at least 80% attendance rate among all designated spokespeople in at least one media training workshop by June 2026 [Weight=40%]

Contributors

Deans / Directors

Initiative 10 - Global Presence & Engagement: User Generated Campaign (UGC) Global Digital Campaign

Timeline: Apr 2026 - Aug 2026

Maps to: S08

Lead: Ms. Alanood Aldhafer

Craft a multi-media multi-platform campaign that targets different stakeholders

Activities	Milestones	Timeline
Identify reputable agencies to produce video series.	Agencies Identified.	Sep 2025
Secure resources and budget.	Resource & Budget Secured.	Aug 2025
Conceptualize script and storyboard.	Script & Storyboard Conceptualized.	Oct 2025
Conduct video shoots.	Video Shoot Done.	Nov-Dec 2025
Develop digital marketing campaign and user generated campaign across regions.	Marketing & UGC Campaign Developed.	Mar 2026
Hero video and short videos launched on global online platforms.	Campaign Deployed.	Apr 2026
Collect and analyze data from campaign (engagement, ppc, increase website traffic, etc.)	Data Collected and Analyzed.	Sep 2026

Performance Targets [and Weights]

- 1.Reach 100% of planned hero and short-form campaign videos completed and launched on designated global platforms by April 2026 [Weight=30%]
- 2.Achieve at least a 10% increase in average engagement rate across all targeted digital channels by August 2026 [Weigh=35%]
- 3.Reach a minimum of 500,000 views per hero video across all platforms by August 2026 [Weight=35%]

Contributors

AUS Community

Initiative 11 - Global Presence & Engagement: 'Community Connect @ AUS'

Timeline: Sep 2025 - Aug 2026

Maps to: S08

Lead: Ms. Alanood Aldhafer

Community Connect is a strategic engagement initiative designed by the Office of Strategic Communications and Marketing (SCM) to grow the university's international profile, enhance reputation and engage with AUS' wider community and stakeholders. It is poised to strengthen not only AUS but also Sharjah's global outreach; project its thought leadership capacity; and promote its ecosystem.

Activities	Milestones	Timeline
Secure resources and budget.	Resource & Budget Secured.	Jul 2025
Develop program, strategic activations and overall events management.	Sponsorship Package Created. Research Report agreed.	Sep 2025
Host event (stakeholder and media engagement).	First event of the year hosted.	Oct 2025

Performance Targets [and Weights]

1. Achieve a minimum of 25 key stakeholder participants per Community Connect event, including government, industry, and academic representatives [Weight=30%]
2. Achieve at least a 15% increase in international media mentions or coverage of AUS and Sharjah in the month following each event [Weight=35%]
3. Achieve a minimum of 90% satisfaction rate in stakeholder post-event surveys measuring relevance, networking opportunities, and impact [Weight=35%]

Contributors

Ecosystem