His Highness Sheikh Saud Bin Saqr Al Qasimi
The Ruler of Ras Al Khaimah and member of the Supreme Council of the United Arab Emirates
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Dear Friends of AURAK,

It is my honor to dedicate this annual report, with the accomplishments identified within it, to each one of you. Let me reiterate my sincerest thanks for this prosperous year and thank you for all that you will continue to do to make AURAK one of the leading universities in the region. The academic year produced a positive difference not only in the Emirate of Ras Al Khaimah but also in the United Arab Emirates. I thank our many supporters: the Board of Trustees, the Commission for Academic Accreditation (CAA) from Ministry of Higher Education, faculty, staff, students, and partners for making this a reality. AURAK’s success couldn’t be fulfilled without your inspiration, your tremendous enthusiasm, your endless optimism and your tireless commitment and support to serving and bettering AURAK.

Over the 2013-2014 academic year, AURAK received the accreditation from the Ministry of Higher Education and Scientific Research for all its new programs: BS in Petroleum Engineering, BS in Chemical Engineering, Bachelor of Architecture, and BS in Electrical Engineering.

The momentum towards achieving excellence is obvious at several levels. Student numbers rose by 102% percent. The University’s learning resources including laboratories, IT, and Library have been upgraded and expanded. Library acquisition rose compared to the previous academic year: books 35% and online e-books 400%.

As we implemented and refined our strategic initiatives, we signed Memoranda of Understanding (MOU) with international and regional partners from governmental, industrial, and educational sectors, such as the University of Texas at Arlington, the University of Lincoln, the University of Sudan, the Universiti Teknologi Mara, Karlshochschule International University, and La Rochelle School of Business. On the local level, MOU’s were signed with a number of local entities from both private and public spheres.

Finally, let me again offer my thanks to you all for taking the time to read AURAK’s detailed Annual Report 2013-2014, thereby sharing in our achievements. If you have any comments or suggestions regarding its contents, please don’t hesitate to bring them to our attention. We depend on your informed input and we look forward to hearing from you.

Sincerely,

Prof. Hassan Hamdan Al Alkim
President
American University of Ras Al Khaimah
The American University of Ras Al Khaimah (AURAK) is an independent, mid-range, co-educational, state-owned, non profit institution of higher education that provides an integrated North American-style, undergraduate and graduate education with a strong focus on local indigenous culture. The North American model of higher education not only emphasizes the cultivation of specific skills in a variety of academic fields, it also provides general education courses through which students encounter new ideas and are encouraged by these to think more critically about local and global issues. While unaffiliated to any North American university, or any other American university in the Middle East, AURAK has emerged as a prestigious institution of higher learning in the United Arab Emirates (UAE). The university offers eighteen undergraduate programs and four graduate programs – a total of twenty-two programs. The student population at AURAK is small, but rapidly growing, with 479 students now enrolled. Like other institutions in the region, it is multi-cultural: 33% of the student body is Emirati; the remaining 67% consists of international students from thirty-nine countries. There are 60 faculty members and 78 members of staff. Together, they bring considerable expertise, as well as cultural depth and experience, to AURAK and Ras Al Khaimah itself.

The university was established – as George Mason University, (GMU) Ras Al Khaimah campus (GMU-RAK) – in 2005. Originally, it was under the supervision of Dr. Shaukat Mirza, who served as the Managing Director; Professor Sharon Siverts was named as Vice President of University Operations in 2007. In 2009, GMU decided to discontinue its operations in Ras Al Khaimah. At this time, the Crown Prince, Sheikh Saud Bin Saqr Al Qasimi, stepped in to establish the American University of Ras Al Khaimah (AURAK) at the same location. The Crown Prince was commissioned as the Supreme President of AURAK. A Board of Trustees (initially described as the Board of Governors) – six members with contrasting backgrounds and experience – was formed to oversee the operations of the new university. The Crown Prince was, at this stage, named the Chair of this Board. Students who had enrolled in the original university, GMU-RAK, were given the option to continue at AURAK, or to transfer to GMU’s main campus in Virginia, or to transfer to another institution. The university continued as an institution without off-campus sites; and, to date, AURAK does not offer distance learning courses.

Professor Sharon Siverts was named the first President of AURAK in 2009. She resigned from the position in 2010; and Dr. Shaukat Mirza was appointed as Acting President on June 10, 2010. In the same year, the Crown Prince became the Ruler of Ras Al Khaimah and member of the Federal Supreme Council of the UAE, following the death of his father, Saqr Bin Mohammed Bin Salem Al Qassimi on October 27, 2010.

When the doors opened in 2009, AURAK offered four Bachelor of Science programs in Biotechnology, Business, Computer Engineering, and Electronics and Communication Engineering. The university and all its academic programs were licensed and accredited by the Commission for Academic Accreditation (CAA) of the UAE’s Ministry of Higher Education and Scientific Research (MOHESR) in 2009 with a license valid for renewal in 2012.

On August 23, 2011, AURAK’s Board of Trustees (then the Board of Governors), chaired by His Highness, Sheikh Saud Bin Saqr Al Qasimi appointed Professor Hassan Hamdan Al Akim as Vice Chancellor of AURAK. Professor Alkim developed a new organizational structure for AURAK and on October 13, 2011, the Board approved the new organizational structure as part of this reorganization.

In April 2012, the university submitted a self-study report and an application for re-licensure to the Ministry of Higher Education and Scientific Research (MOHESR). On December 31, 2012, AURAK was granted renewal of licensure by MOHESR through the Ministerial Resolution 312 of 2012. The license is valid until 2017.

On May 29, 2012, the Board of Trustees approved the following documents: the 2011-2016 Strategic Plan; the Policies & Procedures Manual; the Business Plan; the Fee Structure; the Human Resources Bylaws; and Staff Salary and Benefits Scale. In addition, in 2012, AURAK applied for accreditation for ten new undergraduate programs: Accounting; Civil and Infrastructure Engineering; Computer Science; English Language; Human Resource Management; Finance; Marketing; Mass Communication; Mechanical Engineering; and Industrial Engineering. In the same year, AURAK also applied for accreditation for four graduate programs: Master of Business Administration; Executive Master of Business Administration; Master of Education in Educational Leadership; and Master of Science in Engineering Project Management. These programs were developed as a response to the findings of a Needs Assessment and Feasibility Study which indicated an available job market and related employment opportunities for potential graduates of these programs. The study also confirmed the need for the expertise of graduates from these programs, and the positive financial implications for the graduates, Ras Al Khaimah and the UAE as a whole, were students to take these programs. In 2013-2014, all of the proposed programs were accredited by the Commission for Academic Accreditation (CAA), thereby significantly increasing the number of academic offerings at AURAK in fall 2013.

In 2013-2014, the university continued to expand its academic program offerings. Four additional undergraduate programs: Electrical Engineering, Petroleum Engineering, Chemical Engineering and Bachelor of Architecture were submitted for accreditation to the CAA and received approval from this body in 2014.

Since 2012, the university has managed to achieve over 80 percent of its strategic plan. It has rapidly developed new academic programs, attracted new faculty and staff, and significantly increased its student enrollment. This rapid change required an adaptable organizational structure and in 2013, Professor Alkim again introduced a new organizational chart; on July 8, 2013, the Board of Trustees approved this chart’s new structure. Accordingly, the position of Vice Chancellor was changed to President; and the position of Deputy Vice Chancellor was changed to Vice President. As part of the same process, the following offices were established: the Office of International Programs; the Teaching and Learning Center; the Development Office; and the Center for Continuing Education. The newly approved structure also included the creation of four academic schools: the School of Arts and Sciences; the School of Engineering; the School of Business; and the School of Graduate Studies and Research.

Today, AURAK’s strategy is to focus its efforts on cultivating excellence within existing curricular offerings while improving policies and procedures across the institution. Student enrollment is projected to grow at an average annual rate of 35% over the next five years. Perhaps even more robust enrollment increases will materialize through stronger global economic conditions and rising awareness of, and appreciation for, the last two years’ expansion in AURAK’s degree offerings. During the academic year 2013-2014, AURAK took the decision to seek accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The SACSCOC application process has been highly instrumental in sharpening the institution’s self-knowledge and in formulating broad-based strategies for productively embracing the future. AURAK recognizes this as the first step in a long journey towards international accreditation; and it welcomes the challenges and opportunities this process presents.
The American University of Ras Al Khaimah (AURAK) will be a leading institution of higher education through the impact of its education and research on the region.

**MISSION**

The American University of Ras Al Khaimah (AURAK) is an independent, public, state-owned, non-profit, coeducational institution that offers undergraduate and graduate degrees. AURAK is an institution of higher education that provides comprehensive academic programs based on the North American model and the cultural characteristics of the Gulf region. Its undergraduate programs combine a strong grounding in the major subject with a broad general education and its graduate programs prepare students for the demands of professional life.

AURAK is committed to the highest standards of teaching, research, ethics, and service to the community, and its graduates are prepared to be knowledgeable, thoughtful, creative, and responsible individuals.

**GOALS**

1. Develop innovative, challenging and high quality academic programs that are relevant, demand-driven and set the University at the forefront of education in the UAE and the region.
2. Build a student-centered learning environment that promotes advanced critical thinking skills, fosters creativity, and instills a commitment to lifelong learning.
3. Create an environment that values diversity, promotes cultural understanding and fosters civic responsibility.
4. Maintain a student life program that focuses on students’ needs, one that renders them capable of adapting professionally to multicultural, global environments and of becoming responsible citizens.
5. Support and promote the personal and professional development of faculty and staff to realize their potential and contribute to the mission of the University.
6. Establish linkages and liaisons with regional and international businesses and educational institutions to meet mutually beneficial needs and respond to emerging trends.
7. Develop the capacity to advance knowledge and create sustainable environments through relevant research that serves the Ras Al Khaimah Emirate, the greater region, and the world.
8. Commit to continuous quality improvement through critical reflection and assessment.
9. Promote dynamic professional development for clients and community service to meet the needs of business, government, and schools in Ras Al Khaimah and the Emirati community.

**PEOPLE**

To create a student learning environment that develops social and cultural understanding for individual growth and concern for others; to build skills of independence, self-direction, critical and reflective thinking, innovation, and entrepreneurship; to recruit high quality faculty and staff by capitalizing on and recognizing their contributions.

**QUALITY**

To offer high quality academic and professional programs that build mastery of and commitment to life-long learning.

**SCHOLARSHIP AND RESEARCH**

To advance knowledge through discovery, dissemination, and application.

**CULTURAL AUTHENTICITY**

To serve as a center for cultural dialogue and understanding, promoting cultural heritage, and as a community resource for language development.

**ENGAGEMENT**

To enable students, faculty, and staff to contribute to the solution of local, regional, and global problems, and offer opportunities to engage with the community; to maintain partnerships with schools, higher education institutions, local and regional governments, business, and industry.

**IMPROVEMENT AND PRODUCTIVITY**

To seek continuous improvement through reflection, assessment, and quality enhancement, setting and rewarding high standards and being proactive, efficient, and effective within the context of high quality.

**ACADEMIC FREEDOM**

To create an environment of open, critical thought, and enquiry, within which there is free exchange of ideas, and tolerance for divergent views and beliefs.

**INTEGRITY**

To maintain the highest standards of integrity and instill those standards as an important value for sustaining humankind.

**ENTERPRISING**

To value innovation and entrepreneurship in teaching, research, service, and other enterprises.

**GLOBAL**

To promote multicultural understanding, knowledge, and citizenship to enhance world peace and prosperity for a sustainable future.
Sheikh Saud has made the most of all the assets of Ras Al Khaimah such as the location, climate, mountains, ports and a tax-free environment. Foreign investment has subsequently flowed into the tourism sector, manufacturing and real estate.

His Highness undertook a further round of governance and business refinements. The Investment and Development Office (IDO) was established with the aim of identifying new investment opportunities and facilitating the investment process to allow investors to reach their goals and achieve success in their businesses in Ras Al Khaimah, thus culminating in the announcement that both Standard & Poor's and Fitch had awarded the Emirate an international "A" rating.

By 2010, Ras Al Khaimah companies constituted 20% of the Abu Dhabi Stock Market and included RAK Bank, RAK Insurance, RAK Properties and RAK White Cement.

The Emirate is also home to some of the largest quarries in the world, under the corporate group of RAK Rock LLC and Stevin Rock LLC. The group produces high grade limestone, rock, concrete and aggregates.

The trading and economic conditions have also attracted international brands such as The Waldorf Astoria, Gulf DIL Arc International, Ashok Leyland, Knaut and China Harbour.

On the 27th October 2010, His Highness was appointed Ruler of Ras Al Khaimah and member of the UAE Supreme Council upon the death of his father HH Sheikh Saqr bin Mohamed Al Qasimi.

Sheikh Saud has also bolstered the education, healthcare and social assets in the Emirate. Ras Al Khaimah is now home to the American University of Ras Al Khaimah, Bolton University, Tufts nutrition program, the Rak Medical and Health Sciences University, the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research, a diverse range of schools and two technical colleges. Healthcare projects, housing initiatives and infrastructure developments are also moving apace in the Emirate under the government and Sheikh Saud’s own personal direction.

In May 2011 His Highness announced the opening of RAK Maritime City, a free trade zone, exempt from taxes and customs duties, which offers tailored solutions for international companies who require to be based near a port.

In December 2011 Sheikh Saud’s exemplary leadership led to Standard & Poor’s reaffirming Ras Al Khaimah’s "A" rating due to its “reduced debt, continued growth, sound governance and strong economic outlook”.

Mr. Mohamed Al Qadi

Mohamed Sultan Al Qadi graduated from the UK in 1975. He is the Director of the Investment & Development Office (IDO), Government of Ras Al Khaimah. His extensive work experience includes stints as Chairman of the UAE National Development Committee in Etisalat. He founded and is Chairman of the Steering Committee for the Etisalat Training Academy, Dubai. He also served as Chairman of Etisalat Training and Development Centre and as the General Manager of Etisalat, Ras Al Khaimah, from 1984 to 2005. He was the Chairman of Zantel Company, Tanzania, a joint venture telecom company between Etisalat and government of Zanzibar. Additionally, Mr. Mohamed Sultan Al Qadi was a Board Member of Arab Satellite Organization (ARABSAT) for 12 years until 2005; a Member of the Permanent Arab Committee Forum for 12 years up to 2005; and was the Chairman of the Founding Committee of RAK Petroleum, Ras Al Khaimah (capital - 5 billion dirhams).

Currently, Mr. Mohamed Sultan Al Qadi is the Managing Director and CEO of RAK Properties, Ras Al Khaimah; a Board Member of RAK Company for White Cement & Construction Materials, Ras Al Khaimah; a Board Member of Emirates Post; Member of Advisory Committee of the Higher College of Technology and Advisory Committee Member of RASMALA Investments Dubai; and the Chairman of the Commercial Bank International (CBI), UAE.
several others. He has written extensively in his field and published in international journals. His research interests are human resource management, managerial decision making, quality management, performance measurement and management, organizational innovation and change, entrepreneurship, organizational behavior, business strategy. Since 2009, he has been a member of the Board of Governors of The American University of Ras Al Khaimah. Since 2011, he has been a member of the Board of Trustees of The Federal Authority for HR Employment and Development; Vice Chairman of the Emirates Association for Social Development; and a member of RAK Ceramics Company Board of Directors.

DR. NACEUR JABNOUN
MEMBER
Dr. Naceur Jabnoun is currently serving as senior consultant at the Sheikh Saqr Program for Government Excellence. He has held leadership positions in both private and public organizations; worked in a number of universities; and occupied different academic leadership positions. He also worked as advisor for the Sharjah economic excellence award when he developed a value-based excellence model. He has about 700 research citations; and he has received a number of awards, including the regional Shoman Award; 3 Best Paper Awards in academic conferences; and the University and Community Service Excellence Award. He is included in Marquis Who is Who in the world, and in Scholar Universe. He has published extensively on TQM and service quality. The International journals in which he publishes include Quality Management Journal; International Journal of Quality and Reliability Management; Software Quality Professional, TQM Magazine, Managing Service Quality, International Journal of Management, Quality Assurance in Education and Knowledge Management Research & Practice. His most recent publications were on knowledge management and quality of higher education, and government performance. He also published three books, and a book chapter. He holds a Master and a PhD from the University of Pittsburgh and a bachelor from the University of Minnesota.

DR. ATEEQ JAKA
MEMBER
Dr. Ateeq Abdul Aziz Jaka Al Mansouri is an Associate Professor in the Department of Political Science at UAE University (UAEU). Dr. Jaka earned his PhD from the University of Warwick, UK in Public Policy and Administration. He finished his MA in Public Administration from the University of Southern California and previously graduated, with a BA, from the UAE University. Dr. Jaka is currently the Director of the UAEU Center for Public Policy and Leadership. His previous academic positions include a stint as Assistant Dean for Research and Graduate Studies at the College of Humanities & Social Sciences and Director for the PhD Program. His research interests include Public Policy Analysis, Development of Public Administration and Quality of Government.
The 2013-14 academic year has seen the continued maturation of AURAK as a publicly and professionally focused liberal arts university and as a significant higher education institution in Ras Al Khaimah. The university initiated 10 new undergraduate and 3 new graduate degree programs across all three schools, and we have received approval from the CAA for 5 new programs to begin in fall 2014. We have also in this academic year instituted a School of Graduate Studies and Research, and an Office of International Programs. The faculty continues to be active in scholarship and research, with 1 book and 37 scholarly papers and book chapters published, as well as 63 formal presentations at conferences around the world.

AURAK is proud of its accomplishments and it has now laid the foundations for its growth and development as an institution of higher education. The university looks forward to continued growth, development, and contributions to Ras Al Khaimah and to the region.
FACULTY 2013-2014

SCHOOL OF ARTS AND SCIENCES
FACULTY 2013-2014

SCHOOL OF GRADUATE STUDIES AND RESEARCH

Professor Bilal Akash
Dean, School of Graduate Studies and Research
Professor, Mechanical and Industrial Engineering
The following new degree programs were implemented this academic year:

- Bachelor of Arts in English Language
- Bachelor of Arts in Mass Communication
- Bachelor of Science in Finance
- Bachelor of Science in Accounting
- Bachelor of Science in Marketing
- Bachelor of Science in Human Resource Management
- Bachelor of Science in Computer Science
- Bachelor of Science in Civil and Infrastructure Engineering
- Bachelor of Science in Industrial Engineering
- Bachelor of Science in Mechanical Engineering
- Master of Education in Educational Leadership
- Master of Science in Engineering Project Management
- Master of Science in Business Administration (MBA and EMBA)

Two extensively revised programs were also implemented this year:

- Bachelor of Science in Biotechnology
- General Education Program

NEW PROGRAM & ORGANIZATIONAL DEVELOPMENT

The most significant academic development is the proposal and approval of new Bachelor's degree programs:

- Bachelor of Architecture
- Bachelor of Science in Electrical Engineering
- Bachelor of Science in Chemical Engineering
- Bachelor of Science in Petroleum Engineering

1. New Organizational Structures:

   - The School of Graduate Studies and Research began this year, supervised by a full-time dean.
   - In 2013-2014 Academic Affairs created the Office of International Programs (OIP) and successfully completed an international search for its Manager. OIP now oversees Study Abroad, Student Exchange, and International Student Services, and is responsible for the success of AURAK's international agreements and activities.

2. The existing schools continued to develop, with several new departments created:
AURAK continues its tradition of placing a high value on the quality of teaching that our faculty undertakes. In an effort to assist the faculty in their teaching we will open the Teaching and Learning Center during the upcoming academic year (2014-15) to provide faculty development workshops on various aspects of teaching and pedagogy.

With very few exceptions, all credit bearing and ELP courses at the university are taught by full-time faculty. This year we introduced the category of ‘Instructor’, a full time faculty member who teaches introductory level courses, and has a higher teaching load than professorial rank faculty, though they also have no research requirements. The use of full time instructors has considerably reduced the need for adjuncts.

The number and quality of labs has continued to grow. This year the Department of Mechanical and Industrial Engineering established three research labs: Water Testing Lab, Ceramic Material Lab, and Energy Lab. The same department has also provided its Thermal Sciences Lab with new equipment. In addition, AURAK has prepared a space for a new Mac Lab for the BA in Mass Communication program. The program received its first students in 2013, and the lab will be built in 2014-15.

The faculty at AURAK continue to demonstrate a strong commitment to research and scholarship. This has been aided during the past year by the efforts of the School of Graduate Studies and Research through its creation of a Research Advisory Committee and a university-wide Seed Grant program, and by the university's continuing support for conference participation. The faculty in all three schools are publishing in national and international journals and publishing houses, and they are presenting papers in conferences locally, regionally, and around the world. Some of the faculty are well-known in their fields and are being invited to speak at universities and conferences in the UAE and abroad.

Across the university faculty generate a number of high-quality research efforts:

- Books: 2
- Papers and Book Chapters Published: 37
- Conference Presentations: 63
- Conferences Organized: 5
- External Research Grants Submitted: 5
- AURAK Seed Grants: 15
- Officer of a Scholarly Society: 2
- Reviewer for a journal or publisher: 24
- Member of Editorial Board: 12
These are some of the highlights among the outstanding scholarly publications from AURAK faculty:

**BOOK PUBLICATIONS**


**JOURNAL PUBLICATIONS**

- Dr. Omar Shehadeh Fajjawi, Humanities and Social Sciences Department. Al Fajjawi, O., "The Poetry of Matroud Bin Ka'ab AlKhuzai: Social Sciences Department, Al Fajjawi, O., "Liwa Oasis: An Overview," Submitted to a special publication of Asia Pacific Studies, Warsaw University.

Another important accomplishment in the area of research is that AURAK has taken over the facilities of CSEM-UAE, which will be renamed the "RAK Research and Innovation Center" and will be supervised by the Dean of the School of Engineering. It is expected that research and development, services to industry and consultancy in the school of engineering will be lifted to higher levels. Areas of expertise include testing water quality, PV performance, material testing, and other testing related to solar product development, consultancy could be in performing energy auditing for different industries and other public and private sectors, solar energy related projects and providing solutions to energy and environmental problems.

**SERVICE**

Among the responsibilities of full time faculty is service to the university and to the community. In 2013-2014 the faculty accomplished a great deal in this area, in addition to the demands of teaching a growing student population and the scholarly achievements listed above. One of the forms that service took this year for nearly all the full time faculty was the participation in search committees. More than 30 searches for full time faculty and administrators were undertaken, and our full time faculty conducted all of them.

Additional service activities include the following:

- Dr. Rachel Matar, Dr. Maxime Merheb, and Dr. Brendan O’Souza accompanied the senior students in a trip to Masdar Institute, to find out opportunities to complete their graduate studies in this institute as well as opportunities for internship.
- Dr. Muhammed Badarneh served as interpreter for the conference on Arabic Language that was held at AURAK in the spring.
- Dr. Omar Shehadeh taught courses in Arabic language for the faculty and staff during both the fall and spring semesters.
- Dr. Rob Arthur hosted visiting professors and students from Essen University.
- Dr. Cambria Russell presented the MEEl program at 2 schools and the Al Qasimi Foundation.
- Dr. Anthony Ayoola contributed six articles for the RAK Chamber of Commerce magazine.
In this short section, we would like to draw attention to the following student accomplishments:

Mr. Milad Soleimani, Biotechnology, graduated with a 4.0 and was selected Valedictorian of the 2014 graduating class.

Three students in the MEEL program presented their research at a conference in Dubai:


Students across the university performed important services for the university:

- Open Days: students helped to organize departmental displays and spoke with prospective students
- International Day: students went to considerable lengths to prepare and staff displays to demonstrate the best of their countries

Student achievements and contributions such as these, and the rapidly growing number of graduates from year to year, is something of which they and our university is proud.
The Saqr Library under the leadership of Mr. Mohamed Darwish continues to develop, and is rapidly reaching a point where it will serve as a significant scholarly tool for both faculty and students. The increase in the paper and electronic book collection represents a significant development in the library’s role in the university’s academic life. Even more important is the continuing access to data bases and the range of journals and articles that are available.

Moreover, the library has increased its hours from last year in response to the growing number of students and faculty.

In many ways, the Saqr Library is a model of how an academic library in a small, but rapidly growing university can serve the needs of its many stakeholders.

### 1. LIBRARY HOLDINGS (COLLECTIONS)

The library ensures collection development through the continuous acquisition of relevant and updated library materials. The following shows an increase of library holdings during 2013-2014.

<table>
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<tr>
<th>Library Collections</th>
<th>2013</th>
<th>2014</th>
<th>Percentage of Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book titles (Total)</td>
<td>15,000</td>
<td>20,000</td>
<td>35%</td>
</tr>
<tr>
<td>Online E-Books</td>
<td>1200</td>
<td>5,000</td>
<td>400%</td>
</tr>
<tr>
<td>Fiction-titles</td>
<td>1,200</td>
<td>1,350</td>
<td>15%</td>
</tr>
<tr>
<td>References-titles</td>
<td>1,600</td>
<td>1,650</td>
<td>3%</td>
</tr>
<tr>
<td>AV Materials</td>
<td>1,300</td>
<td>1,350</td>
<td>3%</td>
</tr>
<tr>
<td>Databases</td>
<td>12</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>No. of E-Journals Titles</td>
<td>20,000</td>
<td>20,000</td>
<td>-</td>
</tr>
<tr>
<td>Bound Periodicals - vols.</td>
<td>1,208</td>
<td>1,208</td>
<td>-</td>
</tr>
</tbody>
</table>

In addition, the library has received a donation of more than 1,000 titles of books and other library materials from different institutions and individuals. Recently, the library has also received the following electronic soft copies of 740 documents on Engineering and related subjects representing the total collections of the RAK Innovation and Research Center, distributed as follows:

1. Presentations - 57 files
2. Master Theses - 24 files
3. Publications & Posters - 45 files
4. Reports - 11 files
5. Conferences - 603 files

### 2. LIBRARY SERVICES

The library continues to offer the following information services to the AURAK community:

- Document Delivery Service (DDS)
- Online Public Access Catalog (OPAC)
- Circulation Services
- Reference Services
- Reserve Services
- Photocopying, Printing, and Scanning Services
- Internet Services
- Computer Lab (12 workstations)
- Inter-Library-Loan (ILL)

### 3. ORIENTATION SESSIONS AND INSTRUCTION CLASSES

The library offers orientation and instruction classes as follows:

- Orientation Program for new faculty (September 2013)
- Orientation Program for new students (September 2013)
- Library skills sessions for students (in cooperation with the concerned faculty)
- Information and Library Services to the local community in RAK
- Delivering lectures during Library Week, organized annually by RAK Educational Zone
- A Training course on Library and Information Services for School Librarians in cooperation with RAK Education Zone (January-March 2014)

### 4. RESERVE COLLECTIONS

SAQR Library also offers the following services for some special collections:

1. Reserve shelf (Faculty recommendations of specific titles)
2. Textbook Corner
3. AURAK Faculty Publications Shelf
4. AURAK Publications Shelf
5. Graduating Students’ Projects

### 5. LIBRARY OPERATING (WORKING HOURS)

Starting September 2013, SAQR Library increased the total number of its weekly operating hours from 61 to 71, as follows:

- Sunday – Thursday: 8:00 am – 9:00 pm
- Friday: 9:00 am – 12:00 pm
- Saturday: 12:00 am – 6:00 pm

### 6. COOPERATION WITH OTHER ACADEMIC LIBRARIES, Library Associations and Institutions:

i. SAQR Library is a member of the UAE Advanced Network for Education and Research (Ankabut). In addition, the library is a member of the Consortium of Academic and Research Libraries in the UAE.

ii. SAQR Library has signed a Memorandum of Understanding (MOU) with RAK Medical and Health Sciences University.

iii. During 2013/2014, SAQR Library participated in each of the following annual meetings, seminars, workshops, etc.

1. Training Course on new Library Management Systems held by Ankabut – American University of Sharjah (AUS), Sharjah, September 30, 2013.
2. Ankabut User’s Meeting- The American University of Sharjah (AUS), Sharjah, October (2-3), 2013.
3. The International Symposium on Libraries and E-learning – American University of Sharjah (AUS), University of Abu Dhabi, November 12, 2013

7. UIE Library Director’s Meeting/Ankabut – Al Maktoum Medical Library, Dubai, May 20, 2014.
INTERNATIONAL PROFILE

In spring 2014 we were pleased to welcome a full time manager of the newly formed Office of International Programs, Ms. Heather McGann. OIP will undertake several important functions in relation to AURAK’s international profile:

- Develop and maintain exchange and study abroad opportunities for AURAK and international students
- Oversee the delivery of AURAK’s programs for exchange and study abroad students visiting AURAK
- Coordinate and maintain the Memorandum of Understandings (MOUs) and other agreements that support the university’s international activities
- Attend to the needs of visiting international students who enroll at AURAK for study abroad or exchange
- Support whenever possible AURAK faculty’s international contacts and collaborative research.

Though OIP was only instituted in April of 2014, it has already achieved the following:

- An OIP website has been created and is now accessible on the AURAK pages
- The OIP manager attended the annual NAFSA conference in San Diego. This is the largest annual gathering of international education administrators in the world, and the OIP manager was able to meet with almost all AURAK’s partners as well as with several potential partners to develop MOUs
- A procedure for faculty members or departments to propose international collaboration has been developed
- Curricula for two study abroad programs have also been developed, one for Arabic language and one for Middle Eastern Studies.

LAPORATORIES

DEPARTMENT OF BIOLOGY

The Department of Biotechnology has two well-equipped laboratories including a general biotechnology laboratory and Julphar Biotechnology laboratory having annexed state of the art tissue culture facility. The general biotechnology laboratory is used for training students in various molecular methods involved in genetic engineering. Such methods include, for instance, the isolation of DNA, RNA (genetic material) and its manipulation through various techniques, including restriction analysis, gel electrophoresis, and applied genomic methodologies. Fully functional protein isolation and its characterization setup are available to train students in proteomic technology. Several pieces of equipment are used for molecular biotechnology studies consisting of light microscopes, bacterial incubators, tissue and histology samples, and a preparation room is part of this laboratory.

The Julphar Biotechnology laboratory, inaugurated recently by His Highness Sheikh Mohamed bin Saud bin Saqr Al Qasimi, the Crown Prince, is a generous gift from Julphar, Gulf Pharmaceuticals Industries. The same gift aptly demonstrates the commitment of Ras Al Khaimah’s leadership towards the development of Biotechnology, a scientific discipline that touches our lives on a daily basis. This laboratory is fully equipped with several pieces of equipment including UV/Visible Spectrophotometer, Fluorimeter, Gel Electrophoresis units coupled with a documentation system, Thermal Cycler, Chemical, laminar flow hoods, liquid nitrogen storage setup, centrifuges, autoclave and a molecular biology grade water purification system.

Besides the training of students both laboratories are also used for faculty research programs. Among these are a program in date palm genomics and proteomics in collaboration with the King Saud University of Saudi Arabia; a study of the local floral of Ras Al Khaimah for its phytomedicinal characteristics, and particularly its anti-cancer effects; and the utilization of single cell technology to produce bioenergy through various biotechnological processes.

ENGINEERING LABORATORIES

The School of Engineering realizes that laboratories have always been an important part of engineering education. We can distinguish a number of discrete roles and purposes for them relating to: basic education and training, reverse engineering quality control and pure scientific research. The major weight has been given primarily to the development of technical skills directly applicable to production and industry. With its new programs, the school of engineering is establishing new laboratories: including a new laboratory building. With its partnership with industry, Stevin Rock L.L.C., supply the equipment for the construction of: a material lab; geotechnical engineering lab; surveying lab and advanced computing central facility; the fluid and hydraulic lab; and the highway engineering lab. In addition to this, the School of Engineering has completed the installation of the required equipment for the microprocessor lab, computer embedded systems and thermal sciences lab. Two further studios have been established to serve the students in the Architecture Department. These two studios are: the architecture studio and the computer-aided design studio.
The education of our students is necessarily the primary mission of AURAK. This has been a year full of challenges for our students. They have become acquainted with many new faculty, who have brought new and ever more rigorous expectations to the classroom. By and large, AURAK’s students have risen. Indeed, judging from anecdotal comments, the stronger students appear to appreciate the higher academic standards expected from them. Generally, student evaluations of courses appear to be good. Students seem to realize that, as the standards of the university rise, so too does the significance and value of their education at and, ultimately, their degree from AURAK.

ADMISSIONS

The AURAK Admissions Office has been working consistently, and on many fronts, from the beginning of the 2013-2014 admission cycle.

MAJOR EXHIBITIONS

The major exhibitions that AURAK participated in helped project a positive brand awareness of the university in the major cities of the UAE. These events helped position the university amongst other better known institutions; and they tended to elicit very positive feedback from prospective students and their parents. The response from the Abu Dhabi and Sharjah exhibitions, in particular, was very good. Accordingly, we have received the bulk of our subsequent inquiries from these areas.

- Najah 2013 in Abu Dhabi (October 2013) - (3 days)
- RAK Educational Show - (November 2013) – (5 days)
- Sharjah Educational Show (Jan-Feb 2014) - (3 Days)
- GETEX 2014 in Dubai (April 2014) - (3 days)
- GHEDEX 2014 in Al Ain (April 2014) - (3 days)

SMALL SCHOOL EXHIBITIONS/FAIRS

This year, many schools held their own career fairs so that, instead of having multiple university visits throughout the year, universities could all visit on the same day. The Madaras Al Ghad Exhibitions turned out to be very effective for us as they drew on schools not only from RAK and Sharjah but also from Umm Al Quwain and Ajman: approximately 75 - 88 individual schools participated.

- Sharjah University - Fujairah (November 2013)
- Nibras International School, University Fair - Dubai (March 2014)
- The British International School, University Fair - Abu Dhabi (March 2014)

A MAJOR PART OF THE ADMISSIONS’ 2013-2014 PLAN WAS UTILIZING THE SMS SERVICE

In seeking prospective students, the Admission Department has targeted/achieved the following:

- 3,000 leads obtained from different events/Exhibitions
- Students who have taken the IELTS exam in the Centre of Continuous Education Department
- 1500 Centre of Continuous Education (IBS + English programs) Students
- English Language Program and Foundation program students
- 3200 RAK 2013/2014 grade 12 students (obtained free from RAK education zone).
- 6500 RAK School staff (teachers and administrators) to promote the Master of Education program (obtained free from RAK education zone).

ORGANIZING THE OPEN DAY IN AURAK FROM A TO Z, MAY 2014:

- Invitation of all school leads we’ve encountered.
- Introduction of an electronic version to capture Inquiry Database (To obtain accurate information on all the visitors).
AURAK STUDENTS

FALL 2013 ADMISSIONS STATISTICS:
ADMISSION STATISTICS

Figure 1: Admission Statistics

Figure 2: Application Received to Admitted Students

Figure 3: Admitted to Enrolled

APPLICATIONS TO ADMITTED

11% Not Admitted
89% Admitted

ADMITTED TO ENROLLED

1% Admitted
99% Enrolled
There have been a multitude of scholarships on offer for new students at AURAK. Scholarships can either be internal or come from an external organization. Internally, the university offers the opportunity to two continuing students per semester to be awarded the Chancellor’s Scholarship. Also, the university has established new policies regarding the tuition, fees, and charges discount for newly admitted and for continuing students, as follows:

- **High School Merit Scholarship:**
  - Full-time students with a High School GPA of 95%-100% are entitled to a merit reduction of 25% on the semester tuition fee for the first academic year only.
  - Full-time students with High School GPA of 90%-94.99% are entitled to a merit reduction of 20% on the semester tuition fee for the first academic year only.

- **University Merit Scholarship:**
  - Full-time students with CGPA of 3.60 are entitled to the University merit reduction of 15% on the semester’s tuition fees only.

- **Sibling Discount:**
  - AURAK provides a 20% tuition reduction for the second, or more siblings of an existing fully enrolled student in any academic program at the university (continuing and new).
  - This scholarship is valid on the condition that all siblings are enrolled at AURAK at the same time.

- **Faculty/Staff Family Discount:**
  - The brother, sister, son or daughter of a full time employee at AURAK that applies and successfully enrolls (Conditional or Full Admit) is eligible for a 25% reduction on their semester’s tuition fees, providing the faculty/staff employee remains employed at AURAK.

Externally, the University obtained full scholarships from eighteen different organizations in both the public and private sectors to sponsor AURAK students and cover their tuition fees. Currently, 31.87% of all students at AURAK have scholarships from external sponsors. Figure 2 shows the distribution of students by sponsors.
SCHOLARSHIP AND FINANCIAL AID

DISTRIBUTION OF STUDENT SCHOLARSHIP BY SPONSORS

*Others include: Al Hilal Bank, Saqr Charity, Diwan Court, Central Bank, Union Holding, and Sultanate of Oman

Because of the number and variety of scholarships on offer at AURAK, there have been many opportunities to receive scholarships among individuals - Emirati nationals and also non-Emiratis - with a record of high academic performance, proven financial need, or both. This is reflected in the fact that 26% of sponsored students are non-Emiratis. Figure 3 shows the distribution of sponsored students by nationality.

DISTRIBUTION OF SPONSORED STUDENTS BY NATIONALITY

*Others include: Cameroonian, Irish, Moroccan, Russian, Sierra Leone, British, Bedoon, and Tanzania

The vast majority of sponsored students enrolled in either Engineering or Business programs. This was due to the general popularity of the programs and the fact that some external sponsors required students to enroll in certain programs. Figure 4 shows the distribution of sponsored students by Schools.

DISTRIBUTION OF STUDENT SCHOLARSHIP BY SCHOOLS

DISTRIBUTION OF STUDENT SCHOLARSHIP BY GENDER

Figure 7: Distribution of Student Scholarship by Sponsors

Figure 8: Distribution of Sponsored Students by Nationality

Figure 9: Distribution of Student Scholarship by Schools

Figure 10: Distribution of Student Scholarship by Gender
AURAK is committed to providing students with a wide range of career services. Students visit with a career counselor who can assist in self-awareness exploration (values, skills, abilities, and personality style), career exploration (job descriptions, educational requirements, salary range, and advancement possibilities), and employment and employability skills (writing cover letters, curriculum vitae/resumes, interviewing skills and employee decorum).

1. **INDIVIDUAL APPOINTMENTS:** AURAK staff are available to meet individually with students and assist in self-awareness exploration, career exploration, and employment and employability skills. Through their interaction with staff, students discover specific personal interests, skills and work values. Additionally, students explore career fields and the various job descriptions, educational requirements and salary range. One-on-one assistance with writing cover letters, resumes, curriculum vitae, and letters of interest to employers continues to be provided to all AURAK students.

2. **WORKSHOPS:** AURAK’s Student Success Office offers opportunities for students to gain information, knowledge, and skills in various areas through workshops open to AURAK students, faculty, and staff. Ms. Nicola Ablett, an external consultant for AURAK, conducted various employment workshops in the 2014 spring semester. The following workshops were provided.
   a. Workshop on Business Writing and Email Etiquette (26th March 2014). This workshop provided information regarding different forms of business communication and how to communicate effectively and intelligently through email by following simple rules of politeness and decorum.
   b. Workshop: Request for References and Recommendation Letters (24th April 2014). This workshop provided guidance on appropriate ways to request letters of recommendation and references.
   c. Workshop: Preparing for a Job Search (6th May 2014). This workshop addressed how to target and organize a job search, utilize time management techniques and resources, and documentation and cross referencing job searches.
   d. Workshop: Interview Skills (14th May 2014). This workshop addressed basic interviewing skills and strategies. The workshop objectives included preparing for the interview, behavior during the interview, appropriate dress and appearance, using correct titles when addressing prospective employers, planning travel and timely arrival for the interview.
   e. Workshop: Evaluation and Negotiating on Job Offers (19th May 2014). This workshop provided insight into professionally evaluating a prospective employer and how to effectively negotiate employment contracts when a job offer is extended.

3. **STAFF PROFESSIONAL DEVELOPMENT:** As part of our professional development, AURAK staff attended the 2nd Middle East Career Development Conference (MECDC) in Dubai. The conference was designed to share best practice on how universities and career development professionals can create learning environments and provide advice that enable students to develop 21st century employability skills.

4. **STUDENT WORK PLACEMENT:** AURAK students have the opportunity for part-time employment from various departments as the need arises. The part-time employment position is initiated, funded and subject to criteria established by specific departments. Students may work a maximum of 10 hours per week and are paid on an hourly basis. Previous student work placements have occurred in a variety of departments; the positions have been as follows:
   a. Library Assistant
   b. Lab Assistant
   c. Admissions Assistant
   d. Marketing Assistant
   e. IT Assistant

5. **INTERNSHIP:** Internships are required for all students earning bachelor degrees from AURAK. Students are eligible for internships after successfully completing 90 credit hours. Those majoring in Engineering programs follow guidelines established in the Engineering Internship Manual. All other degree seeking students follow the internship information in the General Internship Manual.

6. **JOB OPPORTUNITIES:** Current and former AURAK students receive job postings through email. Job postings are also accessible through Student Affairs and the Student Success office.
The Student Life Office (SLO), a unit in the Office of Student Affairs, provides services to students as they navigate academic life at AURAK. The staff in the SLO provides comprehensive, impartial, and confidential guidance for all AURAK students. SLO personnel can assist students with personal, academic, and financial issues by referring students to the appropriate personnel.

The SLO staff provides assistance with student academics, activities, athletics, clubs and organizations, major events, health services, and disability services and international student support services. SGA and SLO work closely together to establish new clubs, and to put forth the “voice” of the student as regards academic affairs and campus life. SGA’s central point of contact is SLO.

1. Counseling Services: AURAK provides counseling services for students requiring assistance with a variety of issues. All counseling services are provided confidentially. Students are provided the opportunity to discuss matters causing them concern or stress. The objective of counseling services is to provide needed assistance and support so the students can reach their potential personally and academically. The counselor can also offer referral services, when needed, to qualified and experienced professionals or organizations for further diagnosis and treatment.

2. Health Services: AURAK provides students with general care and health supervision. A health professional provides treatment for minor health emergencies and conditions, dispenses medication for minor health problems, and proves individual with medical referrals as needed. Additionally, students are provided with physical health and emotional health related information, such as proper hand washing techniques, basic first aid treatment, and how to deal with stress during exams.

3. Disability Assistance Program: AURAK provides support to assist individuals with disabilities in receiving differentiated instructional services and accommodations which promote success and integration into college and college related activities. Additionally, all AURAK students are provided with free educational diagnostic services to determine their strongest learning modalities and provide strategies and techniques to strengthen their learning experience.

4. Crisis Management: AURAK is committed to providing a safe environment for our students, faculty, and staff. Twenty-four hour security services are provided and all campus buildings are regularly monitored through closed circuit television surveillance cameras. Each residence hall has a security guard posted to insure the safety of AURAK students.

5. Student Residence Halls: AURAK provides two male and two female residence halls for students living on campus. Resident students are provided with safe, comfortable living quarters and an atmosphere which promotes academic and personal growth. The residence halls are operated by EDRAK.

6. Student Activities: AURAK Student Life Office provides a number of activities for students including movie nights, day trips, cultural events, cook-outs, lectures and various other student activity opportunities.

7. Ladies Lounge: AURAK provides a ladies-only lounge. The lounge provides ladies with the opportunity to rest, reflect, study and socialize in a safe, friendly atmosphere.

8. Student Government Association (SGA): AURAK has an active SGA established to represent the student body, provide opportunity for students to demonstrate leadership and to serve as a liaison between students and the AURAK administration. SGA assisted in planning and sponsoring student campus activities and events such as Global Day.
STUDENT ACTIVITIES REPORT FOR THE MONTH OF AUGUST 2013

- NEW STUDENTS ORIENTATION FOR FALL SEMESTER (29TH AUGUST 2013)
  The New Orientation took place on 29th August 2013 in the AURAK Auditorium. The Provost Prof. John Ryder welcomed all new students and gave his best wishes for the semester to come. The Provost also took this opportunity to launch the new Student Handbook 2013-2014, and the new Student Workbook.

  The students were divided into 12 groups. Each group was guided by a student orientation leader during the remainder of the orientation. Events included:
  - Visits to different booths set up for different schools
  - Campus tour
  - Group games like "Scavenger Hunt"
  - Presentation of UAE through New Student eye
  - Registration for classes,
  - AURAK Email ID and password

  The idea of student orientation leaders was an initiative taken by student life for the first time on campus; all agreed that the leaders did a wonderful job.

  Finally, the students were given refreshment before proceeding to meet their respective guides in the respective schools.

STUDENT ACTIVITIES REPORT FOR THE MONTH OF SEPTEMBER 2013

- NEW STUDENTS WELCOME PARTY (26TH SEPTEMBER 2013)
  The program was organized by SGA in collaboration with Student Life in the AURAK Auditorium.

  From 3:30 - 3:45 (Host Raniya)
  - Students got in and were quickly seated
  - President Prof. Hassan Hamdan Al Alkim arrived

  From 3:45 - 4:30 (Speeches)
  - AURAK President welcomed the new students
  - SGA
  - Clubs (Art club, Business club, Biotechnology club, and Engineering club)

  From 4:30 - 6:30 (Games)
  - Introduction
  - The groups found team leaders and got to know each other
  - Picked the challenges
  - Human Knot
  - Mine Field
  - Karaoke from 6:30 - 7:30

  Performances
  - Dinner

STUDENT ACTIVITIES REPORT FOR THE MONTH OF OCTOBER 2013

- EMERGENCY CONTACT FORM FILLING WEEK (20TH TO 24TH OCTOBER 2013)
  The event took place in Building B and the duration of the event was one week, from 20th October to 24th October 2013. The Student Life Office arranged this event in order to collect all contact details to use in emergency cases

- GITEX TRIP (14TH OCTOBER 2013)
  The Student Life Office arranged a trip to Gitex 2013 on 14th October 2013. There were around 60 students that participated in the trip. The students spent 3 hours in the Gitex shopping, looking at the latest electronic gadgets. They later had dinner in Dubai’s Festival Mall before returning to the campus

- MOVIE EVENING (24TH OCTOBER 2013)
  To break the routine, the Student Life Office organized a "Moving Evening" in the conference room in building D

- HEALTH TALK (27TH OCTOBER 2013)
  The Career Development section organized with Arabian Health Care Center a health talk: “Rules of Good Health”. The main aim was to educate students on how to stay healthy

- FILLING HEALTH SURVEY FORM (7TH NOVEMBER 2013)
  So as to fully address their health and medical needs, all students were required to complete and submit the Student Health History Form to Ms. Jenny in the Health Center. All information on the form remains confidential with Student Life

- 1ST AURAK TALENT SEARCH (13TH NOVEMBER 2013)
  The event took place in the Auditorium. The program began by welcoming the judges, the 20 participants, and the audience. There were six different cultural categories of talent including:
  - Singing (Solo, Duet and Group),
  - Dancing (Solo, Duet and Group),
  - Instrumental Music (Solo performance, Group performance),
  - Acting (Comedy act, Mimicry, Standup comedian, play),
  - Photography / Videography (5 minutes and below PowerPoint presentation)
  - Poem recitation.

  With a beautiful singing voice, Ms. Nawar won the Talent Search.

STUDENT ACTIVITIES REPORT FOR THE MONTH OF DECEMBER 2013

- 1ST MUSIC CONCERT & LAUNCH AURAK BAND 2013 (11TH DECEMBER 2013)
  Accompanied the winner of inaugural 2013 AURAK Talent Search Competition, Ms. Nawar. The Student Life Office organized the 1st Music concert and the AURAK President Prof. Hassan launched the AURAK music band.
ANNUAL REPORT 2013 - 2014

STUDENT ACTIVITIES

STUDENT ACTIVITIES REPORT FOR THE MONTH OF JANUARY 2014

• NEW STUDENTS ORIENTATION FOR SPRING SEMESTER (23RD JANUARY 2014)

For the second time the New Student Orientation was conducted by the SGA, who did a wonderful job introducing the students to different aspects on academic policy and student life activities. Prof. John Ryder welcomed the new students and spoke to them about the rising academic standards at AURAK. The SGA also initiated a number of entertaining and educational games, through which they learned about the conduct expected of them on campus, while simultaneously getting to know each other better. The orientation concluded with a campus tour, and snacks and juice for all participants.

STUDENT ACTIVITIES REPORT FOR THE MONTH OF FEBRUARY 2014

• BBQ ON CAMPUS (6TH FEBRUARY 2014)

On February 6, the Student Life Office conducted a BBQ on Campus for all students, faculty and staff. The BBQ began at 3:00pm with BBQ chicken, grilled lamb, salads, humus bread, and juices and soft drinks to add flavor to the festive mood. Students also danced to the DJ’s Music. Everyone had a great time.

• GIRLS KARAOKE EVENING ON CAMPUS (20TH FEBRUARY 2014)

AURAK girls with Student Life organized an all Girls Karaoke Evening on Campus with music and dance. Plenty of food, soft drinks, and fun was had by all. The program was organized in the AURAK Auditorium from 3:00 pm to 8:00 pm. More than 40 girls participated.

• BOWLING EVENING FOR BOYS (20TH FEBRUARY 2014)

Student Life organized a Boys Bowling Night off-campus in the Super Bowling Center in RAK on 20th February from 7:00 pm to 9:30 pm; more than 60 students participated in the bowling. All the students were divided into 8 teams and the team that had the highest score was declared the winner and awarded film tickets for the evening. All participants had a great time.

STUDENT ACTIVITIES REPORT FOR THE MONTH OF MARCH 2014

• TRIP TO SHARJAH MUSEUM AND AL MIMZAR IN DUBAI PARK AND DUBAI MALL 1ST MARCH 2014

SGA along with Student life organized an off-campus educational tour. 80 AURAK students went on a trip to Sharjah Museum and Al Mimzar in Dubai Park and to Dubai Mall.

• SGA ELECTION PROCESS 2014-15

1. Flyer (Could be changed): 25 March 2014
2. SGA Application, deadline: 21 April 2014
3. SGA Application, verification: 22 April 2014
4. Signature campaign: 23 and 24 April 2014
5. Signature campaign Deadline: 4:00pm, 24 April 2014
6. SGA Candidates presentation: 4 May 2014
7. SGA voting and Results: 5 May 2014

• FESTIVAL OF UNIVERSITIES THEATRE IN SHARJAH UNIVERSITY ON 13TH – 17TH APRIL 2014

AURAK students participated in the third Festival of Universities Theatre on April 13, 2014, which took place under the patronage of the Ministry of Culture and in collaboration with the Theatrical Association. In total, 10 university theatrical teams from the UAE participated. The Festival aimed to raise the level of theatre activity in the UAE by preparing a new generation of young theatrical talent. The Festival was a great opportunity for AURAK students to gain valuable experience. AURAK students performed a play in English called “Hear Me Out” – the play dealt with the theme of children with special needs. It was directed by Ms. Safeyya, Assistant Dean of Student Affairs.

• 2nd AURAK Student Recognition Award Ceremony 15 May 2014

AURAK had its Student Recognition Award Ceremony on 15 May 2014 at 7.00 pm in the AURAK Auditorium. All students, faculty, staff and particularly parents of award winners were invited to attend.

The awards categories included:
• Academic Awards
• Non-Academic Awards
• Sports Awards

STUDENT ACTIVITIES REPORT FOR THE MONTH OF FEBRUARY 2014

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STUDENT ACTIVITIES REPORT FOR THE MONTH OF MARCH 2014

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The awards categories included:
• Academic Awards
• Non-Academic Awards
• Sports Awards
Sports activities aim to develop and maintain physical fitness among all members of the university community by offering a variety of sports programs.

**SPORTS REPORT**

**AURAK Team Selections:**

**SOCCER TEAM SELECTION:**
- Soccer team selection took place on September 8, 10, 15, 17, 22, 24, 29, 2013, and on October 1, 2013. We had a very good response from students who love soccer to join AURAK soccer team on campus. As many as 35 students showed up on various days of selection.

**BASKETBALL TEAM SELECTION:**
Basketball team selection took place on September 9, 11, 16, 18, 23, 25, 2013. Between 8 to 10 students showed up on various days of selection.

**CRICKET TEAM SELECTION:**
AURAK cricket team comprises students and some staff. For interested students the selection took place on October 17 and 31, 2013 and November 7, 14, 21 and 28, 2013. The team also played many friendly matches among themselves.

**TABLE TENNIS TEAM (BOYS):**
The students were selected for the table tennis team purely on the basis of their performance in the pool tournament conducted in the fall and spring semesters 2012-13. New students were given a chance to challenge the existing team and be part of the team.

**GIRLS POOL TEAM:**
The students for the girls pool team were selected purely on the basis of their performance in the pool tournament conducted in the fall 2013.

**GYM WORKOUT:**
The gym held regular workouts with different timings for girls and boys, from 8:30 am to 7:30 pm, during the semesters. During the month of March, it was extended until 8:00 pm.

**SPORTS ACTIVITIES**

**BOYS FOOSBALL TEAM**
The AURAK Boys foosball team was selected purely on talent and based on performance in the foosball tournament in the spring semester 2012.

**SWIMMING TEAM**
For the first time on campus AURAK has a swimming team. The trials for the swimming team took place on December 8, 9, 10, 11 and 12 in the RAK hotel swimming pool. There were 10 students who took part in the swimming trials.

**BOYS POOL TEAM**
The students were selected for the Pool Team purely on the bases of their performance in the pool tournament conducted in the fall and spring semesters 2012-13. New students were given a chance to challenge the existing team.

**BOYS POOL TEAM**
The students were selected for the Pool Team purely on the bases of their performance in the pool tournament conducted in the fall and spring semesters 2012-13. New students were given a chance to challenge the existing team.

**GIRLS POOL TEAM**
The students for the girls pool team were selected purely on the basis of their performance in the pool tournament conducted in the fall 2013.

**SOCCER MATCH: 10TH SEPTEMBER 2013**
A friendly soccer match played between the senior students and freshmen. The freshmen were given the chance to challenge the existing soccer team. The seniors proved too strong for the freshmen winning the match 6—1.

**GYM WORKOUT:**
The gym held regular workouts with different timings for girls and boys, from 8:30 am to 7:30 pm, during the semesters. During the month of March, it was extended until 8:00 pm.

**SPORTS ACTIVITIES REPORT FOR THE MONTH OF OCTOBER 2013**
- Soccer training sessions took place on every Sunday and Tuesday of the month from 6:45 pm to 8:30 pm, with the soccer team preparing themselves for various friendly and inter university tournaments.
- Basket training sessions took place on every Monday and Wednesday of the month from 6:30 pm to 7:30 pm, with the team preparing themselves for various friendly matches and the RAK Medical Sports festival.
- Likewise the Table Tennis boys and girls, Pool boys and girls and Chess boys and girls, and Foosball boys and girls teams prepared themselves for the RAK Medical Sports festival.
- AURAK Pool Championship for the fall semester 2013: October 6, 2013
- Began on October 6, 2013 with more than 64 male students signing up for the tournament. The students were divided into two pools through a draw system.
- AURAK Table Tennis Championship for the fall semester 2013: October 6, 2013
- Began on October 6, 2013 with more than 44 male students signing up for the tournament.
- The students were divided into two pools through a draw system.
- AURAK participated in the fourth RAKMHSU Inter-collegiate Sports Competition from October 28 to October 31, 2013 in: Football (boys), Basketball (boys) Table Tennis (Boys & Girls) Chess (Boys & Girls) and Foosball (Boys & Girls)
- Results of the fourth RAKMHSU Inter-Collegiate Sports Competition: October 27 - 31, 2013
- AURAK were the winners of Foosball boys.
- AURAK were runners up in boys Basketball
- AURAK were runners up in boys chess, and took third place in girls chess.
- AURAK were the second runners up in the boys and girls table tennis competitions.

**SPORTS ACTIVITIES REPORT FOR THE MONTH OF NOVEMBER 2013**
- Soccer training sessions take place on every Sunday and Tuesday of the month from 6:45 pm to 8:30 pm, with the soccer team preparing themselves for various friendly matches and the BITS Pilini Sports festival.
- Basket training session took place on every Monday and Wednesday of the month from 6:30 pm to 7:30 pm, with the team preparing themselves for various friendly matches and the BITS Pilini Sports festival.
- Soccer team selection took place on October 6, 2013 with more than 64 male students signing up for the tournament.
- The students were divided into two pools through a draw system.
- The students were divided into 2 pools male students signing up for the tournament.
- The students were divided into two pools through a draw system.
- AURAK participated in the fourth RAKMHSU Inter-collegiate Sports Competition from October 28 to October 31, 2013 in: Football (boys), Basketball (boys) Table Tennis (Boys & Girls) Chess (Boys & Girls) and Foosball (Boys & Girls)
- Results of the fourth RAKMHSU Inter-Collegiate Sports Competition: October 27 - 31, 2013
- AURAK were the winners of Foosball boys.
- AURAK were runners up in boys Basketball
- AURAK were runners up in boys chess, and took third place in girls chess.
- AURAK were the second runners up in the boys and girls table tennis competitions.

**SPORTS ACTIVITIES REPORT FOR THE MONTH OF DECEMBER 2013**
- Soccer training sessions take place on every Sunday and Tuesday of the month from 6:45 pm to 8:30 pm, with the soccer team preparing themselves for various friendly matches and the BITS Pilini Sports festival.
- Basket training session took place on every Monday and Wednesday of the month from 6:30 pm to 7:30 pm, with the team preparing themselves for various friendly matches and the BITS Pilini Sports festival.
- Cricket team selection:
- AURAK cricket team began playing regular matches every Thursday, from 5.00pm to 8.00 pm. AURAK played a friendly match with Staff AURAK team VS Student Aurak Team on November 28, 2013 with the students’ team winning the match very comfortably.
- Red Bull Football Tournament, the winning 5 Qualifiers at AURAK: November 5, 2013
- The Red Bull Qualifiers for the grand finals in Dubai took place for the Ras Al Khaimah emirate in AURAK’s Auditorium, with more than 18 teams from various RAK based colleges and universities. Two AURAK team reached the finals and qualified for the grand finals in Dubai.
- AURAK takes 3rd Place in whole of UAE in REDBULL winning 5: November 15, 2013
- AURAK Eagles Soccer Team won the third position in UAE Red Bull Winning Five in Dubai.
- AURAK in BITS Pilini Sports Festival Dubai 2013: November 24-28, 2013
- AURAK participated in Soccer in the BITS Pilini Sports Festival Dubai 2013 and reached the quarter finals.
- AURAK took third place in girls chess.
- AURAK were the second runners up in the boys and girls table tennis competitions.
conducted the third AURAK Mini Marathon for all students’ studying in the schools, colleges and universities of Ras Al Khaimah. Staff and faculty were also invited for the Mini Marathon. More than 300 students signed up for the mini marathon in six different categories for both male and female. AURAK President Prof. Hassan Hamdan Al Alkim presented the trophies, medals, cash prize and certificates to the winners.

SPORTS ACTIVITIES

REPORT FOR THE
MONTH OF DECEMBER
2013

• Soccer training sessions took place on every Sunday and Tuesday of the month from 6:45 pm to 8:30 pm, with the soccer team preparing themselves for various friendly, Inter college match and Sports festival.
• Basket training sessions took place on every Monday and Wednesday of the month from 6:30 pm to 7:30 pm, with the team preparing themselves for various friendly Inter college matches and the Sports Festival.
• Cricket team training: AURAK Cricket team began playing regular matches every Thursdays from 5:00pm to 8:00 pm. AURAK played friendly matches among themselves, preparing for inter university cricket league 2013.
• Swimming Training: AURAK for the first time participated in inter college swimming competition. The students had one week of swimming training at RAK Hotel from 6 to 8 under the guidance of the Swimming Instructor of RAK Hotel.
• AURAK Pool Championship Semi Finals 10th December 2013: AURAK Pool Championship which started in October, 2013 reached the semi-finals stage in the second week of December. Winners of the semi-finals were Mohammed Abidou and Omar Al Shehhi. Omar Al Shehhi Wins AURAK Pool Championship.
• AURAK Table Tennis Championship Semi Finals December, 11 2013: AURAK Table Tennis Championship which started in the month of October 2013 reached the semi-finals stages in the second week of December. Winners of the semi-finals were Omar Khalsa and Amro Abidou. Omar Khalsa Wins AURAK Table Tennis Championship.
• 4th AUS Men’s Intercollegiate Swimming Competition 2013-14: 15th December 2013: On 15th of December 2013 3 member swimming team along with Mr. Perry participated in inter university Swimming competition in Sharjah, conducted by the American University. The team didn’t win any medal but the university was honored with a certificate of participation.

SPORTS ACTIVITIES

REPORT FOR THE
MONTH OF FEBRUARY
2014

AURAK Team Tryouts:
• The first two weeks of the month of February were used for tryouts for new students joining in the spring semester 2014 for various teams on campus namely soccer, basketball, cricket and newly introduced Volley Ball. The tryouts took place in the evening from 6:00pm to 8:00pm through all the working days from Sunday to Thursday. All interested new students with existing AURAK teams participated in the training and tryout sessions on campus.
• Soccer Training sessions every Monday and Wednesday to prepare the university soccer team for tournaments for universities and colleges in UAE.
• AURAK Pool Championship Semi Finals 2nd March 2014: AURAK Pool Championship which started in October, 2013 reached the semi-finals stage in the second week of December. AURAK Pool Championship.
• AURAK Table Tennis Championship Semi Finals 2nd March 2014: AURAK Table Tennis Championship which started in the month of October 2013 reached the semi-finals stage in the second week of December. Winners of the semi-finals were Omar Khalsa and Amro Abidou. Omar Khalsa Wins AURAK Table Tennis Championship.
• 1st Skyline Inter-University Sports Festival-2014
• Soccer: AURAK first soccer team reached the semi-finals match on October 24, 2013 against Emirates Aviation College Dubai. AURAK lost the match in 3-2.
• Basketball: The first match was played on February 22, 7:00pm against Wollongong University Dubai. AURAK lost the match.
• Table tennis: AURAK played their first match with Wollongong University Dubai and lost.
• Training matches with the RAK Hospital cricket team.
• The Table Tennis Team: the table tennis team practice for the upcoming inter collegiate tournament.
• Likewise the Table Tennis boys and girls, Pool boys and girls and Chess boys and girls, and Foosball boys and girls teams prepared themselves for the RAK Medical Sports Festival.
• RAK Half Marathon 2014 (February 14 2014): an acclaimed International event, the course is famously fast. AURAK played an important role as part of the volunteering group: 30 of our students and staff contributed to this event, turning up to help the organizers from 5.00am onwards. AURAK students under Mr. Perry Fernandes supervision coordinated the runners at various stations as race marshals to see that no rules were violated by the athletes.
• Terry Fox Run (February 28, 2014 9:00 am): the community of Ras Al Khaimah came together to support the RAK Terry Fox Run 2014 and Cancer Research. Several AURAK students and staff participated in the charity run along the corniche.
• 13th Gulf Medical University Ajman Sports Competition on 2nd March 2014: for the first time on campus, the sports desk introduced the AURAK Maximum Weight Loss Competition, with 29 students, faculty and staff signed up for the program. The weight loss program lasted for two months, in which the contestants did their best to lose as much weight, by working in the gym and adopting a healthy diet, as possible. It was a successful program and helped raise awareness of the benefits of healthy living on campus.
• 15th Gulf Medical University Ajman Sports Festival (March 9-13, 2014):
• Soccer: AURAK played its first soccer match on March 10 at 6:00pm against Skyline University Sharjah. AURAK won the match in a penalty shootout, after a 1-1 draw at full time.
• Basketball: the first match was played on March 10 at 8:00pm against RAK Medical University. AURAK won the match which earned them a place in the semifinals against the defending champions, the University of Sharjah. The match was played at 5:30pm,
SPORTS ACTIVITIES

SPORTS ACTIVITIES REPORT FOR THE MONTH OF APRIL 2014

- Training sessions
- Soccer Training sessions were held on every Monday and Wednesday to prepare the university soccer team for inter university tournaments and/or friendly matches against other universities and colleges in the UAE.
- Basketball Training: the basketball team also trained on Mondays and Wednesdays for various tournaments against UAE-based universities and colleges.
- Cricket Training: the cricket team practiced on Thursdays for the 5th Inter university cricket league for Universities and colleges in Ras Al Khaimah. The cricket team also played practice matches to prepare themselves for the upcoming Indoor cricket league 2014.
- The Table Tennis Team: the table tennis team practiced for the upcoming inter collegiate tournament.
- AURAK Inter university Indoor Cricket league matches April 22-24, 2014
- AURAK organized Indoor Cricket league matches from 22nd April to 24th April in AURAK Auditorium. Teams from various universities in RAK participated among whom were included: AURAK, RAKMHSU, Bolton University, BITS Ranchi RAK campus, Business Wisdom School RAK (College), and Madonna University RAK Campus.
- In the finals, Bolton University won the match to lift the AURAK Indoor league Cup for the first time.

SPORTS ACTIVITIES REPORT FOR THE MONTH OF MAY 2014

- The AURAK Maximum Weight Loss competition, having commenced on March 2, 2014 came to an end on May 11, 2014. Hameed Kaouche was declared the winner of the challenge with a loss of 9 kilos in 2 months.
- Soccer matches for schools May 15, 16, 2014: RAK hospital, Arabian Wellness & Lifestyle Management LLC conducted a soccer tournament for all schools in Ras Al Kamiah. AURAK acted as host. The tournament saw various schools teams compete at three levels: sub-junior, junior and senior. The atmosphere was exciting as 17 teams overall took to AURAK’s soccer pitch.
- 2nd AURAK Student Recognition Award Ceremony 15th May 2014
- AURAK had its Student Recognition Award Ceremony on May 15, 2014 at 7:00 pm in the AURAK Auditorium. All students, faculty, and staff were invited. The parents of award winners were particularly eager to attend.
- The various categories of awards were:
  • Academic Awards
  • Non-Academic Awards
  • Sports Awards
- The Inter Corporate Football Tournament was successfully conducted by RAK Hospital and Arabian Wellness and Life Style Management with AURAK as the host on Friday May 23, 2014 from 4.00pm to 9:30pm. On the AURAK soccer field, more than 7 teams participated in a knock-out tournament of 13 games. AURAK did very well in the league stages, with its team reaching the semi-finals then the finals. In the finals, AURAK’s team displayed great team spirit, beating ARC International (Middle East), to take the title and lift the trophy for the first time.
The American University of Ras Al Khaimah (AURAK) celebrated the graduation of 60 students at the university's 3rd Graduation Ceremony. The Ceremony was held at the Ras Al Khaimah Medical and Health Science University auditorium. The Guest of Honor was His Highness Sheikh Saqr bin Saud bin Saqr Al Qasimi.

Prof. Hassan Hamdan Alalkim, President of AURAK, hailed the university’s steady march towards improvement. In particular, he noted the expansion of its academic programs. Guided by the vision of His Highness Sheikh Saud bin Saqr Al Qasimi, Supreme Council Member and Ruler of Ras Al Khaimah, the President predicted that AURAK will soon match the highest international standards in higher education.
FACULTY AND PROFESSIONAL

There has been a great deal of faculty recruiting and hiring for and during the 2013-2014 academic year. The total number of faculty for Spring 2014 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>39</td>
<td>10</td>
<td>49</td>
</tr>
<tr>
<td>Part-Time</td>
<td>8</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>13</td>
<td>60</td>
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</table>

FULL TIME FACULTY BY RANK

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>8</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>10</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>24</td>
</tr>
<tr>
<td>Instructor</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
</tr>
</tbody>
</table>

FULL TIME FACULTY BY QUALIFICATION

- 88% Doctorate
- 12% Master

FULL TIME FACULTY BY GENDER

- 80% Male
- 20% Female

FULL TIME FACULTY BY NATIONALITY

- 14% American
- 6% Australian
- 2% Bahraini
- 6% British
- 10% Canadian
- 2% Deutsch
- 2% Ethiopian
- 4% French
- 17% Indian
- 2% Iraqi
- 29% Jordanian
- 2% Lebanese
- 2% Libyan
- 2% South Korean
The diversity of professional staff at AURAK reflects the diversity of the emirate of Ras Al Khaimah and that of the United Arab Emirates. That staff hail from so many countries is a testament to the progressive hiring practices at AURAK and the desire on the part of professional staff to be part of a developing institution of higher education in a rising emirate. The largest groups of expatriate staff are from India, Philippines, and the third largest group are Emirati nationals.

The ratio of male to female staff is a healthy percentage. Women are a valuable part of the workforce at AURAK and the percentage reflects this understanding. The ratio is proof of progressive hiring practices and recognition that both genders are important for the success of the institution.

The distribution of educational degrees of the staff at AURAK highlights that 50% hold a bachelor's degree while 15% hold a master's degree and 5% have a doctorate. This means that 70% of staff hold university degrees, which is a strong benchmark for professional staff in terms of educational qualifications. It should be emphasized that this graph excludes faculty degrees and is only reflective of administrative staff.
POLICIES AND PROCEDURES
The Finance Department restructured the fiscal resources policy as per the business requirement. The restructuring was approved by the President.

SUPPLIER PAYMENT OPTION
The Finance Department successfully added one more option in the payable section: purchases can now be done through credit card payments for online purchasing and annual renewals.

E-PAYMENT GATEWAY
The Finance Department extended the additional option in the merchant account via E-Payment Gateway for collecting online application fees from the students. The pipeline in-house module will be developed for the students to pay their tuition and other fees using E-Payment Gateway.

ANNUAL BUDGET
The annual budget was planned and prepared according to the AURAK Policies and Procedures Manual within the acceptable deadline and was further approved by the Board of Trustees. Moreover, the Finance Department has effectively managed its funds flow in order to keep the expenditure within the budget for the year 2013-2014.

EXTERNAL AUDIT
The Finance department was successfully audited by an external auditor for the year 2013 - 2014.

FINANCIAL MODULE (ERP - MICROSOFT DYNAMIC NAV 2009 CLASSIC)
The Finance Department staff tested the software and accepted the challenge of producing the MIS reports. In the Student Information System, the refund policy was deployed and synchronized with MS NAV for an automatic adjustment in the student’s ledger, if courses were dropped or withdrawn. In such cases, the student’s tuition fees were reimbursed. AURAK’s scholarship and discount policy was deployed in the Student Information System and synchronized with MS NAV for the automatic calculation of discounted fees, as per the policy fixed percentage.

REVISED DEPRECIATION RATE
The Finance Department proposed the revised depreciation rate for fixed assets in line with the IAS and IFRS standards, as part of continuous improvement and enhancement. The revised proposal was approved by the President and Board of Trustees.

FINANCIAL PLANNING
The Finance Department achieved and managed, in coordination with other departments, the better planning of cash flow and management of cash requirement.

INTERNAL AND BUDGETARY CONTROL
Through effective internal control and better management of Human Resources in line with the authority matrix, policies and procedures, close monitoring and auditing of business operational expenses, the Finance Department managed to save AED 5 million from the approved budget. This department developed a mechanism for the reporting of budget reconciliation with the trend percentage for monitoring the business operational and capital expenditures.

We developed the new and revised forms for ease of purchasing and requesting process. In coordination with the VP-Admin we developed the FIS (Financial Information System) to monitor the day-to-day activity of the Finance Department.

ROAD AHEAD
The Finance Department is working towards complete digitization and computerization of the accounts and records. The focus is on improving the process, payment procedures and reducing the time taken to complete tasks.
Information Technology is such a routine and reliable part of university life that it is often seen as a basic utility. Simultaneously, it is viewed as a transformative force for advancing innovative thinking and tools to help solve the world’s most difficult problems.

Looking at the past year, the IT Department provided IT resources to meet both views – delivering daily, and often overlooked, services necessary to achieving the university’s mission, as well as establishing exceptional solutions to support teaching and learning. AURAK IT supplied value-added cost-effective services to help faculty, staff and students succeed.

The IT department achieved the following:
- Provided audiovisual support for 47 events and 35 interviews, e.g. Open Day, Global day, SACSCOC Business Lunch, Ambassador’s visit, job candidate presentations and Skype interviews, CAA visits, Etisalat Academy and TOEFL exams.
- Created IT manuals for self-paced learning and provided end user training and workshops for Blackboard, faculty and student portals, network and the website.
- Prepared IT Standard Operations, Procedures, and Policies Manual as well as budget and cash flow plans, action plan, strategic vision and goals, and IT risk management.
- Deployed Symantec centralized antivirus system to all AURAK computers to provide campus-wide network protection.
- Upgraded the email system to Microsoft Office 365 Online Exchange and increasing user mailbox size from 10GB to 50GB.
- Centralized user logon credential creation through integration of Active Directory and Microsoft Office 365 Exchange.
- Successfully established new onsite backup and hosting site at E-Hosting Datacenter, Dubai.
- Deployed Windows Deployment Server centralized desktop imaging to improve the operation of setting up and replacing computers.
- Installed Virtual Server Backup Solution using Veeam Backup and Replication Software to establish daily and weekly backup procedures for all virtual servers.
- Upgraded the Domain Controller from Server 2003 to Server 2012 and successfully set up backup procedures for all virtual servers.
- Increased number of physical servers from 7 to 10 and the virtual servers from 10 to 17.
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- Increased number of physical servers from 7 to 10 and the virtual servers from 10 to 17.

**AURAK DATA CENTER**

The campus data center hosts many mission-critical systems including ERP, eLearning, Student Information System and the AURAK portals and in-house applications. These systems and many others in the data center are vital to university functions; ensuring they stay running without interruption is necessarily an important priority.

This year saw the successful migration of the data center from Building A to Building D with minimal network downtime for the campus. Established an electrically redundant data center with UPS and generator power to reduce downtime due to power failure, and installed a smoke detector, fingerprint door access machine, CCTV cameras, and a data center monitoring system to secure our data and protect it from environmental failures.

- Introduced 86 new IP telephones with voice mailboxes.
- Increased number of physical servers from 7 to 10 and the virtual servers from 10 to 17.
SUPPORT SERVICES

HUMAN RESOURCES

HR MISSION
Support the achievement of all departments and schools’ goals through provision of innovative HR services which are valued, consistent, responsive, and supportive to faculty and staff. Our core services and competencies include recruitment and staffing, employee relations, organizational and employee development, risk management, compensation and benefits, payroll, HR information management, and regulatory compliance.

LOGISTICS MISSION
The Logistics Department is dedicated to supporting the academic process at AURAK by providing the most expeditious, safe, and friendly procedures. The receiving and dispatching of materials management, equipment inventory, event setup, mail services, purchasing services and other customer related services. The Logistics Department’s main mission is to provide superior quality, efficient and cost effective services to all of the university’s schools and departments.

OFFER THE BEST
• Human Resources offered over 20 AURAK employees, at all levels, a wide range of training opportunities throughout the year in order to build on their professional competencies, increase their knowledge, and improve their skill set so as to contribute to AURAK’s mission and enhance their individual opportunities for future growth
  • Communications skills
  • Advanced Excel training
  • Job analysis training
  • Leadership training
  • First AID training
  • Fire warden training
  • Writing skills and editing in Arabic
  • Spokesman workshop training program

This past year was one of significant change as the HR team began its work in re-inventing the department to become a true enabler for academic and administrative departments in the achievement of AURAK’s goals. Key changes included the need to implement a new customer service operating model in both HR and logistics, to increase and rebalance the departments workforce with a focus on improving existing services, and clearly defining roles and responsibilities. We increased the number of the facility supervisors, Payroll officer, and Storekeeper.
  • The HR Dept has re-defined and streamlined most processes (recruitment, payroll, and employee relations) and made it clear and available in a manual for all employees’ easy access and understanding.
  • AURAK also activated a pension system for all UAE nationals.
  • HR and Logistics combined to recruit 40 employees during the 2014–2015 academic year (faculty and admin). HR discusses the needs of a department and advises on recruitment strategies during the selection of candidates through to the checking of references, the making of job offers, and finally in the successful candidates’ arrival at the university and their settling in within RAK. Our team is committed to the recruitment of strong candidates, both internally and from outside AURAK. Our presence at 3 recruitment fairs and in other recruitment channels provided a further opportunity for us to attract candidates to AURAK, as well as to promote the university as a potential employer of choice.
1. University of Texas at Arlington in the United States and the American University of Ras Al Khaimah (AURAK) signed a cooperation agreement to promote teaching and research between the two institutions as well as exchange of students and awareness of cultural and economic issues. Professor Hassan Al Alkim, President of AURAK, and Dr. Vistasp M. Karbani, President of the University of Texas at Arlington, signed the document on October 4th, 2013. Additionally, AURAK and University of Texas at Arlington discussed the possibility for signing an agreement for the Bachelor of Science transfer articulation in Civil and Mechanical Engineering for the degree program. This articulation enables students enrolled at the AURAK and the University of Texas at Arlington to obtain an additional B.S. degree in Civil or Mechanical engineering, which is referred to as the ADB plan. This arrangement is often referred to as a Dual Degree.

2. On October 7th a general Memorandum of Agreement and a more specific Agreement for study abroad was finalized between a US institution of higher education, Lincoln University, and AURAK. Professor Hassan Al Alkim, the President of AURAK and Dr. Robert R. Jennings, the former President of Lincoln University, signed the Agreement. Collaboration is to occur in areas of joint research, sharing of library resources, exchange, and study abroad. The Manager of the Office of International Programs initiated the proposed MOU and has worked with the Director of International Relations at La Rochelle Business School to implement the above mentioned goals of the Agreement.

3. Professor Hassan Al Alkim, President of AURAK signed a Memorandum of Understanding with Universiti Teknologi Malaysia’s Dean of the Faculty of Electrical Engineering, Professor Mohd Nasir Talib, on June 12, 2014. Universiti Teknologi Malaysia (UTM) has 6 schools, including the UTM International Business School, the UTM Perdana School of Science, Technology and Innovation Policy, and the Razak School of Engineering and Technology. The university is accredited by the Ministry of Higher Education and its Accreditation Programme. The areas of cooperation include exchange of faculty and staff, admission of undergraduate and graduate students, organization of symposia and conferences, and exchange of information in teaching and research.

4. On July 3rd, 2014 a Memorandum of Understanding (MOU) was signed between La Rochelle Business School in La Rochelle France and AURAK. Professor Hassan Al Alkim, President of AURAK and Dr. Daniel Peyron, Director General, ESC La Rochelle were the signatories of the MOU, which is designed to promote student exchange and study abroad, faculty exchange, and research cooperation and collaboration. La Rochelle Business School is accredited by the Association to Advance Collegiate Schools of Business (AACSB), which is the premier business accrediting body in the US. The Manager of the Office of International Programs instigated the proposed MOU and has worked with the Director of International Relations at La Rochelle Business School to implement the above mentioned goals of the Agreement.

5. Karlshochschule International University (Karlshochschule), a German institution, signed a Memorandum of Understanding (MOU) with AURAK on August 6th, 2014. Professor Hassan Al Alkim, President of AURAK, and Professor Michael Zerr, President of Karlshochschule, were the official signatories of the Agreement between the two institutions. Karlshochschule offers eight degree programs accredited by the Wissenschaftsministerium Baden-Württemberg & FIBBA: International Business, Intercultural Management & Communication, International Marketing Management, International Energy Management, International Tourism Management, International Event Management, Arts and Cultural Management, International Media Management, and a Master’s Program in Management. This MOU was instigated by the Office of International Programs to provide a German partner with a business focus for AURAK faculty and students.

6. On March 3rd, 2014, Professor Hassan Al Alkim, President of the American University of Ras Al Khaimah (AURAK) and Prof. Hashem Ali Mohamed Salim, Vice Chancellor of the University of Sudan of Science and Technology, signed an agreement to promote student exchange, faculty exchange, and to cooperate and collaborate in shared fields of research. This agreement reflects AURAK’s commitment to serve the larger community of the Arab world.
1. **RAK Chamber of Commerce and Industry**
   On November 25th, 2013, the American University of Ras Al Khaimah and RAK Chamber of Commerce and Industry signed a partnership agreement under which the Chamber of Commerce and Industry at the Chamber’s headquarters. As per the agreement, RAK Chamber of Commerce will provide scholarships for a number of its employees to pursue their higher education at AURAK. The agreement also covers the cooperation in providing professional development training courses to the Chamber’s employees through specialized courses conducted by the University’s Center for Continuing Education. Moreover, RAK Chamber of Commerce and Industry will accommodate AURAK students in their internship program at their offices to allow students to obtain the required experience in the government sector.

2. **General Directorate of Residence and Foreigners Affairs- Ras Al Khaimah**
   On December 12th, 2013, the American University of Ras Al Khaimah (AURAK) and the General Directorate of Residence and Foreigners Affairs- Ras Al Khaimah signed an agreement to explore avenues of cooperation, in which the University will provide opportunities for the staff of the Residence and Foreigners Affairs and their dependents to complete their university studies by taking bachelor’s and master’s degrees as well as professional courses for a reduced fee. The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of the university, and Brigadier General Sultan Yousef Al Nuaimi, Director General of the General Directorate of Residence and Foreigners Affairs- Ras Al Khaimah.
   As per the agreement, the university will provide support to the employees of Residence and Foreigners Affairs by offering them specialized courses delivered by the Center for Continuing Education at the University, and the General Directorate of Residence and Foreigners Affairs will display copies of its official publications at the University’s library, as well as facilitate exchange of visits between representatives of the two parties to identify and coordinate further cooperation.

3. **RAK Court Department**
   On January 7th, 2014, the American University of Ras Al Khaimah (AURAK) and the Department of Courts in Ras Al Khaimah signed an agreement to explore avenues of cooperation, in which the University will provide opportunities for the staff of the Court Department and their dependents to pursue their higher education and do professional courses as well for a reduced fee. The agreement was signed by Prof. Hassan Hamdan AlAlkim, President of the University, and Mr. Ahmed Mohammed Al Khati, Chairman of the Department of Courts in Ras Al Khaimah.
   As per the agreement, the University will provide support to the employees of Department of Courts by offering them specialized courses delivered by the Center for Continuing Education at the University. The Department of Courts will display copies of its official publications at the University’s library, as well as facilitate exchange of visits between representatives of the two parties to identify and coordinate further cooperation.

4. **Ras Al Khaimah Free Trade Zone Authority**
   On February 24th, 2014, the American University of Ras Al Khaimah (AURAK) and Ras Al Khaimah Free Trade Zone Authority signed a partnership agreement to boost mutual cooperation, in which the University will provide opportunities for the staff of the free zone and their dependents to complete their higher education on undergraduate and graduate levels as well as professional courses for a reduced fee. The agreement was signed by Sheikh Mohammed bin Humaid Al Qasimi, Managing Director, RAK Free Zone, and Prof. Hassan Hamdan AlAlkim, President of AURAK.

5. **RAK Investment Authority (RAKIA)**
   On May 11th, 2014, the American University of Ras Al Khaimah (AURAK) and RAK Investment Authority (RAKIA) signed a cooperation agreement under which the employees and dependents of RAKIA will be able to pursue academic programs as well as non-academic programs at the university at discounted fees. The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of the university, and Mr. Rino Sabatino, CEO of RAKIA.
   As per the agreement the university will provide support to the employees of RAKIA by offering them career-related courses delivered by the Center for Continuing Education at the university and RAKIA will accommodate a number of AURAK students in the internship program at its offices and in RAKIA’s investor companies. Moreover, RAKIA will undertake, starting from January 1st 2016, to sponsor part- or full-tuition scholarships for national students under the RAKIA Scholarships program.

6. **International Center for Professional and Training Studies**
   On May 13th, 2014, the American University of Ras Al Khaimah (AURAK) and the International Center for Professional and Training Studies (ICPTS) signed an Agreement of Understanding to explore avenues of cooperation. The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of AURAK, and Mr. Ibrahim Abdulla Al Shehhi, Group CEO of ICPTS.
   Under the terms of the Agreement, AURAK will execute projects and provide consultation with mutual approval, provide fee discount and develop curricula as per the Center’s training needs in fields of management & leadership; HR management; finance, accounting, cost analysis and auditing; marketing and customer service; soft skills; engineering; chemistry and biotechnology; healthcare management and other areas.
   In turn, ICPTS offers AURAK venues in Abu Dhabi at special rates; executes projects and offer consultation; markets the university’s training courses to corporates, government sectors and oil sector; provides special training to university’s students when required; offers recruitment and headhunting services and develop curricula, assessment criteria and certification requirements for the training programs submitted to the university for accreditation and certification.

7. **Abu Dhabi National Oil Company**
   On June 18th, 2014, the American University of Ras Al Khaimah (AURAK) and Abu Dhabi National Oil Company signed a cooperation agreement under which ADNOC will provide scholarships for 300 outstanding Emirati students for their bachelor’s in chemical engineering or petroleum engineering.
   The agreement also covers the cooperation in providing training courses to ADNOC employees through specialized courses conducted by the University’s Center for Continuing Education. Professional Development Courses could include; English Language, Information Technology, Career Development, Project Management, Engineering and Technical Specialist, ICDL, International Business Administration, or any other specialized courses required by ADNOC. These courses will also be conducted either at the university’s campus or at ADNOC work sites.
   The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of the university, and Mr. Mohammed Shalweeh Al Qubaisi, Director of the Department of Human Resources, ADNOC, and in the presence of Mr. Mohammed Butti Al Qubaisi, Director of Exploration and Production, ADNOC, and a number of senior officials from both sides.

8. **Human Resources Department- RAK Government**
   On June 25th, 2014, the American University of Ras Al Khaimah (AURAK) and Human Resources Department, RAK Government signed a cooperation agreement to train the job seekers in Hospitality and Culinary Arts in order to enable them to join the labor market improved by the government. The candidates were selected by RAK Human Resources Department, and trained through
the Center for Continuing Education at AURAK under the supervision of the Sheikh Saqr Program for Government Excellence. The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of the university, Dr. Mohamed Khalifa, Director General of Shaikh Saqr Foundation for Government Excellence and Mrs. Badryya Al Mazrouei, Deputy Manager of Human Resources Department, RAK Government.

As per the agreement, the HR Dept. at RAK government and American University of Ras Al Khaimah will offer talented UAE national women a chance to obtain training as professional chefs in order support their position in finding job opportunities in the tourism sector.

9. Ministry of Economy

On July 21st, 2014, the American University of Ras Al Khaimah (AURAK) and Ministry of Economy signed a partnership agreement under which the Ministry will provide scholarships for a number of outstanding Emirati students for doing their bachelors in programs in the School of Business at the University. The agreement was signed by Prof. Hassan Hamdan Al Alkim, President of the university and Mr. Abdullah bin Ahmed Al Saleh, Undersecretary of Foreign Trade Sector, Ministry.
DIGNITARY VISITS

CONSULATE GENERAL OF THE REPUBLIC OF KAZAKHSTAN IN UNITED ARAB EMIRATES
On November 5th, 2013, the Consul General of Kazakhstan, His Excellency Askar Shokybayev accompanied by a delegation, visited the American University of Ras Al Khaimah campus as a follow-up to an earlier visit by the university delegation to the Consulate.
The Consul General and university officials, led by Prof. Hassan Al Alkim, the President and Prof. John Ryder, Vice President for Academic Affairs (Provost), discussed a wide range of topics, including the potential for attracting Kazakh students to the university.
At the end of the meeting, the two sides agreed to draft a cooperation agreement between AURAK and the Al Farabi Kazakh National University. It was also agreed that AURAK would extend an invitation to the President of Al Farabi Kazakh National University to visit AURAK and sign the cooperation agreement. It was also agreed that AURAK would send a letter to the Consul General to be forwarded to the higher education authorities in Kazakhstan.

THE CONSULATE GENERAL OF THE REPUBLIC OF SUDAN IN UNITED ARAB EMIRATES
On November 26th, 2013, the Consul General of the Republic of Sudan, His Excellency Dr. Hamdi Hassab Al Rasool, accompanied by a delegation, visited the American University in Ras Al Khaimah. The two sides discussed prospects for joint cooperation and stressed the need to strengthen mutual relations in various fields, particularly in the area of recruiting Sudanese students. The American University of Ras Al Khaimah agreed that it will offer a special discount for Sudanese students.
The visiting delegation also met with the deans of the different schools and was briefed on the academic programs offered by the university. The Consul General also met some Sudanese students studying at the university and urged them to pursue academic excellence and strive to be ambassadors of their country.

THE AMBASSADORS OF ALBANIA, BOSNIA AND HERZEGOVINA AND MONTENEGRO TO THE UNITED ARAB EMIRATES VISIT AURAK
On February 23rd, 2014, a delegation consisting of the ambassadors of three Balkan states: H.E. Mr. Behar Bejko, Ambassador of Republic of Albania; H.E. Alexander Dradicevic, Ambassador of Bosnia and Herzegovina; and H.E. Aleksandar Erakovic, Ambassador of Republic of Montenegro visited the American University of Ras Al Khaimah. The visit introduced the university’s academic programs and professional courses to the visiting delegation and explored potential cooperation between their countries and the university.
The two sides discussed opportunities for collaboration between the university and academic institutions in the Balkans and ways to attract students from these States to study at the American University of Ras Al Khaimah, in addition to promoting student exchange programs.

THE CONSULATE GENERAL OF PALESTINE IN UNITED ARAB EMIRATES
On April 15th, 2014, a delegation from the Consulate General of Palestine visited the American University of Ras Al Khaimah. The visit introduced the university’s academic programs and professional courses to the visiting delegation and explored potential cooperation between the Palestinian Consulate and the university. The delegation consisted of Mr. Khalid Habbash, the Second Secretary in the Consulate, and Mrs. Naima Abu Khussa.
During the meeting, they discussed prospects for joint cooperation between the university and the academic institutions of Palestine and expressed a desire to strengthen relations in various fields, particularly in attracting Palestinian students. As an outcome of this meeting, the American University of Ras Al Khaimah agreed to offer special discounted tuition fees for Palestinian students.
The School of Engineering organized the Computer Vision and Image Analysis Conference (ICCVIA), March 25-27, 2014.
COMMUNITY ENGAGEMENT NEWS AND EVENTS

The American University of Ras Al Khaimah (AURAK) recognizes the importance of community service in the academic development of students and for the betterment of the community. Though a comparatively new institution of higher education in the emirate of Ras Al Khaimah, AURAK has incorporated community service and outreach into the institution’s mission statement, institutional strategic planning, and core values, as well as the student handbook. Events and campaigns are designed and organized mindful of the mission and goals of AURAK and the needs of the community.

Community/public service at AURAK is defined as those activities in which the expertise of the faculty, staff and students is made available to support community needs and to develop the public and private sectors. AURAK works to address campus and community needs through many units, however two specific units/components are at the forefront: Center for Continuing Education; and the Office of Communications and External Affairs. Community Service activities are also developed through AURAK’s Student Affairs office. The primary objective of the AURAK process is for all Community/Public Support Service units to effectively evaluate progress in achieving the desired outcomes in each area. Through this process, Community/Public Support Service units link their activities to the mission, goals, and objectives of the university, outline expected outcomes, identify specific performance indicators to document and measure progress, conduct evaluation, and demonstrate the utilization of the evaluation findings to improve performance.

Examples of Community Service and Outreach in 2013-2014 include the following:

- The Center for Continuing Engagement assessed the desire of students in Grade 12 schools to take additional English Language classes to prepare them for the IELTS exam. Once this need was identified, IELTS classes were developed and delivered to 450 high school students. Over the duration of the courses, approximately 36 hours per group, students were given a range of exercises to adequately prepare them for the test. The course followed a structure of Listening, Reading, Writing, and Speaking, with each skill set being completed prior to commencement of a new skill set and the strategies required in taking the exam. This program was created in partnership with the Ras Al Khaimah Education Zone.

- CCE has successfully delivered 100 hours of professional training to 19 school librarians in a government initiative through the Ras Al Khaimah Education Zone during the 2013-2014 academic year. The course duration was two months and the training venue was the AURAK Library at AURAK campus. The topics included: Introduction to School Library, Collection Management, Cataloging and Classification, Library Services, Library and Information Technology, and Library Management.

- The Center for Continuing Education (CCE) became an authorized exam center for several well-known international exams. TOEFL ITP, IELTS, Pearson Vue, and Prometric exams may now be conducted at AURAK due to the work of the CCE. These testing services are the first of their kind offered in Ras Al Khaimah. Approximately 516 exams have been given to local community members.

- Community and External Relations (CER) at AURAK organized numerous events for the campus community and the Ras Al Khaimah community as well. One such event was the Tree Planting Day on March 12, 2013. The president of AURAK, Professor Hassan Al Alkim, participated in the event as well as the campus and local communities. The purpose was to plant more trees in Ras Al Khaimah in order to provide more filters of pollution, as well as preventing soil loss and general shade creation.

- The Office of Communication and External Relations organized a trip to the Global Village in Dubai on November 7th, 2013. The trip was organized for faculty and staff and their families. The purpose was to allow people a chance to connect with world cultures by learning about traditional dress, food, and music.

- A First Aid training course was held at AURAK on April 16th, 2014. CER organized this course in cooperation with external partners from Ras Al Khaimah. Education in proper First Aid response is beneficial for the entire community. Faculty and staff received instructions on procedures to assist in the event of certain types of medical emergencies.

- Other events held at AURAK which contributed to community service and outreach efforts include the following: Third AURAK Mini-Marathon on November 28th, 2013 with a participation of 500 people, the RAK Half Marathon on February 14, 2014, and the 3rd Annual Global Day at AURAK with participation of 700 people from the campus and local community.

COMMUNITY OUTREACH EVENTS

- Conducted multiple outreach activities:
  - Blood Donation campaign
  - Visiting local communities
  - Lecture on Traffic Awareness
  - Medical lecture on risks of breast cancer
  - Campaign against Smoking
  - Lecture on DNA and sniffer dogs
  - Diabetes Campaign
  - Lecture on Safety by RAK Civil Defense
  - First Aid Training with RAK Health Department
  - Participated in UAE Flag Day

SUDANESE COMMUNITY GATHERING

CER organized and participated in a Sudanese community gathering through a special booth that introduced the visitors to the programs of the university.

FACULTY COMMUNITY ENGAGEMENT

Because AURAK is a public university with a mission to serve the needs of Ras Al Khaimah, we regard ourselves as having a responsibility to be engaged with the community. That engagement takes a variety of forms, some examples of which are:

- Dr. Philipp Dorstewitz performed on the cello at a benefits concert for a Photo-exhibition at Jufphar Towers spring 2014.
- Dr. Cambria Russell continued service as a Governor for RAK Academy.
- Dr. Cambria Russell gave 4 presentations for breast cancer awareness at hospitals, community gatherings, and film festivals.

- Dr. Wisam Abu Jadayil conducted a training course entitled “Turbo compressors and pumps operations” for TAKREER during the period November 11-13, 2013.

- Dr. Wisam Abu Jadayil conducted a training course in risk management analysis for FERTIL during the period, June 22-23, 2014. The university will continue in the upcoming academic year and into the future to serve the local and regional community in any way that its expertise and capacity enable it to do.
The Center for Continuing Education (CCE) provides quality, affordable continuing education courses and Pre-Licensing courses. It offers individual and packaged courses for Corporate and Individual Insurance Agents, Brokers & Adjusters; and it strives to provide outstanding customer service. If anyone has concerns, they speak to a knowledgeable customer service agent. At CCE, one is never transferred to a call center halfway around the world. CCE values its clients and students.

IELTS PREPARATION COURSE FOR THE SCHOOLS
Students in Grade 12 schools were asked whether they would like additional English Language classes to prepare them for the IELTS test. Over the duration of the resulting course, approximately 36 hours per group, students were given a range of exercises to adequately prepare them for their test. The course followed a structure of Listening, Reading, Writing and Speaking, with each skill set being completed prior to the commencement of a new skill set, and a discussion of the strategies required to take the test. There was some flexibility given in that each of the skill sets were covered; however, in order to keep students interest, skills were integrated.

Statistics of the IELTS program

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Total number of students First Batch (September – December)</th>
<th>Total number of students Second Batch (February – June)</th>
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<tbody>
<tr>
<td>Human Resources</td>
<td>120</td>
<td>109</td>
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<td>Customer Service</td>
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<td>Office Administration</td>
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<td>Finance and Purchasing</td>
<td>18</td>
<td>12</td>
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<tr>
<td>Marketing and Sales</td>
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<td>19</td>
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<tr>
<td>Public Relation</td>
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<td></td>
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<tr>
<td>Entrepreneurship</td>
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<td></td>
</tr>
<tr>
<td>Total Graduates</td>
<td>218</td>
<td>273</td>
</tr>
</tbody>
</table>
FIRST BATCH: (SEPTEMBER – DECEMBER)
Total number of training hours: 156 hours as follows:
Phase 1: English 64 hours – Arabic 8 hours – IT 24 hours.
Phase 2: English 20 hours – Specialty 40 hours.
Total number of graduates: 218 Graduates.

SECOND BATCH: (FEBRUARY – JUNE)
Total number of training hours: 216 hours as follows:
Phase 1: English 64 hours – Arabic 8 hours – IT 24 hours.
Phase 2: English 36 hours – 2 Modules from International Business skills Diploma 24 hours:
Business Communication 12 hours – Personal Development and Self Awareness 12 hours
Phase 3: English 20 hours – Specialty 40 hours
Total number of graduates: 273 Graduates

PUBLIC COURSES
CCE has started to offer different courses to the community in the following topics:
• General English
• IELTS Preparation
• TOEFL Preparation
• TOEIC
• Arabic for non-speakers
• International Business Skills Diploma.

CCE - AUTHORIZED TEST CENTER:
Accreditations obtained in 2013-2014:
• Prometric Authorized Test Center.
• Pearson Vue Authorized Test Center.
• IELTS Test Venue.
• TOEFL ITP Test Center Authorized by AMIDEAST.
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