



# AURAK

الجامعة الأمريكية في رأس الخيمة  
AMERICAN UNIVERSITY OF RAS AL KHAIMAH



## **AURAK Strategic Plan** **2019 - 2024**

Version Two - May 2021



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### Prof. Hassan Hamdan Al Alkim President

AURAK has had an exciting few years.

We enjoy licensure through the Ministry of Education to operate all our educational programs which are all accredited through the Commission for Academic Accreditation.

In 2018, our year culminated with the institution gaining international accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). This is a prestigious award granted to very few in the Middle East and only one other in the UAE.

AURAK recognizes the value to our students of international program accreditation, and to this end all of our current Engineering Programs are accredited through the Accreditation Board for Engineering and Technology (ABET).

Over the coming years we plan to build on our success in gaining international accreditation for our programs. In particular, the School of Business has reached a significant milestone in the process toward acquiring accreditation from the Association to Advance Collegiate Schools of Business (AACSB) in that our initial self-evaluation report has been accepted. Similarly, the School of Engineering is in the initial stages of acquiring National Architectural Accrediting Board (NAAB) accreditation for the Bachelor of Architecture. Other programs like the Bachelor of Science in Biotechnology and Bachelor of Arts in Mass Communication are also planning to acquire international accreditation.

As an institution we strive to excel, and our plan for the next five years is exciting. AURAK does not lose sight of its core mission to educate students and enhance their learning experience - as such our students will be engaged in activities designed to maximize learning while contributing to the wider community in Ras Al Khaimah and beyond.

Supported by excellent and experienced faculty, AURAK embraces the future and looks forward to working with local and international partners to prepare graduates who can change the world.





## Our Vision



Through inspired teaching, research, creative work, and community engagement, AURAK sets a new standard in the Gulf Region for student-centered excellence that empowers graduates to change the world.

## Our Mission



Our Mission is to be a leading institution in the Gulf Region, the American University of Ras Al Khaimah:

- Provides a transformational, student-centered learning experience based on the North American model of higher education, enriched by attention to the culture of the region.
- Engages students, faculty, and staff in innovative undergraduate and graduate programs and high-impact research.
- Prepares future leaders and entrepreneurs through community outreach and creative initiatives involving local, regional, and global partners.

The American University of Ras Al Khaimah pursues this mission as an independent, public, state-owned, non-profit, coeducational institution.

## Our Core Values: Guiding our Actions ↗



## Our Goals ↗





## Strategic Goal 1

Implement exemplary governance and organizational processes that ensure student excellence.

Objective 1.1	Improve governance and organizational agility to promote academic and student excellence.
Objective 1.2	Enhance AURAK's reputation as a first-choice university.
Objective 1.3	Promote sustainable growth of the university through integrated academic and financial planning.
Objective 1.4	As part of the university's asset management, increase external resources through comprehensive fundraising and development strategies.
Objective 1.5	Develop strategies for academic and service excellence utilizing the university's institutional effectiveness and quality assurance system.

## Strategic Goal 2

Attract talented students from around the world through a student-centered culture of success.

Objective 2.1	Engage the entire AURAK community in enrollment management.
Objective 2.2	Revamp and increase scholarship options.
Objective 2.3	Increase employability of AURAK students through enhanced career services.
Objective 2.4	Improve retention of AURAK students.
Objective 2.5	Develop vibrant campus life programming that engages the diverse AURAK student body.

## Strategic Goal 3

Offer leading-edge academic programs and community engagement initiatives that meet local, regional, and international needs and generate high-impact research.

Objective 3.1	Enhance the rigor of academic programs through the use of high-impact educational practices.
Objective 3.2	Seek most prestigious international accreditation for all existing academic programs.
Objective 3.3	Introduce new, innovative academic programs that respond to local, regional, and international demand.
Objective 3.4	Promote high-impact research.
Objective 3.5	Expand and coordinate community engagement initiatives and consultation services that address societal issues.

## Strategic Goal 4

Enhance faculty and staff excellence through improved recruitment, retention, and professional development.

Objective 4.1	Improve the quality of faculty and staff recruitment.
Objective 4.2	Enhance the satisfaction and retention of valued faculty and staff.
Objective 4.3	Enhance career and professional development opportunities for faculty and staff.
Objective 4.4	Nurture a culture of collaboration among faculty and staff.

## Strategic Goal 5

Provide stellar support services that contribute to the institution's excellence and maximize benefits to university stakeholders.

Objective 5.1	Ensure the availability of modern, adequately resourced information and communications technology system and services.
Objective 5.2	Plan, construct, renovate, and maintain state-of-the-art campus facilities and provide material resources that contribute to a safe, dynamic, fully accessible, and efficient learning environment.





In addition to setting the strategic direction of the organization, AURAK's Board has developed measures of success. These measures will enable the University to map its journey in delivering this strategic plan and identify necessary course corrections along the way.

## Educational Success



## Reputational & Research Success



## Organizational & Sustainability Success



## Organizational & Sustainability Success



# Goal & Measurement Alignment



Key performance indicator	Goals																							
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	4.4	5.1	5.2			
University ranking - top 8 in UAE		✓			✓									✓										
100% of programs applied / 50% acquired specialized international accreditation by 2024		✓			✓			✓					✓											
2% reduction in cost per student	✓		✓				✓						✓								✓			
5% increase per year in revenue from non-tuition sources (excluding capital funding)				✓											✓									
25% increase in university tuition revenue by 2024						✓																		
80% satisfaction with organizational culture for all employees per year																✓	✓	✓	✓					
Enrollment of 2,000 students by 2024						✓	✓						✓								✓			
80% employer satisfaction with AURAK graduates per year								✓			✓													
60% of graduates employed within 6 months of graduation per year								✓																
30% of 4th year students with internships in multi-national and UAE stock exchange listed companies and selected government entities								✓																
80% fall-to-fall retention rate									✓	✓														
80% student satisfaction with the learning environment and outcomes per year										✓												✓		
10% increase in scholarly peer-reviewed, indexed publications per year														✓										
25% increased reliance on renewable energy by 2024																						✓		





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IMPLEMENTATION

DECISION MAKING

GOALS	EXEMPLARY GOVERNANCE & ORGANIZATION	STUDENT CENTERED CULTURE OF SUCCESS	LEADING EDGE ACADEMIC PROGRAMS & RESEARCH	FACULTY & STAFF EXCELLENCE	STELLAR SUPPORT SERVICES
SUSTAINABLE GROWTH	Improve governance and organizational agility to promote academic and student excellence	Engage the entire AURAK community in enrollment management	Enhance the rigor of academic programs through the use of high-impact educational practices	Improve the quality of faculty and staff recruitment	Ensure the availability of modern, adequately resourced information and communications technology system and services
STAKEHOLDERS	Enhance AURAK's reputation as a first-choice university	Revamp and increase scholarship options	Seek most prestigious international accreditation for all existing academic programs	Enhance the satisfaction and retention of valued faculty and staff	Plan, construct, renovate, and maintain state-of-the-art campus facilities and provide material resources that contribute to a safe, dynamic, fully accessible, and efficient learning environment
OPERATIONAL EXCELLENCE	Promote sustainable growth of the university through integrated academic and financial planning.	Increase employability of AURAK students through enhanced career services	Introduce new, innovative academic programs that respond to local, regional, and international demand	Enhance career and professional development opportunities for faculty and staff	
	As part of the university's asset management, increase external resources through comprehensive fundraising and development strategies.	Improve retention of AURAK students	Promote high-impact research	Nurture a culture of collaboration among faculty and staff	
PEOPLE & LEARNING	Develop strategies for academic and service excellence utilizing the university's institutional effectiveness and quality assurance system.	Develop vibrant campus life programming that engages the diverse AURAK student body	Expand and coordinate community engagement initiatives and consultation services that address societal issues		
VALUES	Integrity	Collaborative Engagement	Scholarship and Research	Academic Freedom	Global Interdependence
	Excellence and Continuous Improvement	Diversity, Inclusiveness, and Cultural Authenticity	Empowerment	Innovation and Entrepreneurship	Sustainability