**Division of Academic Affairs**

**Strategic Plan 2015-2016**

**The AUA Mission**

As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students and enable faculty and researchers to address the needs of Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, integrity, scholarship, leadership, and service to society.

**Goal 1: Refine assessment practices and institutionalize staffing and resources for educational effectiveness**

**Institutional Research**

* Continue the implementation of the University Management System including the completion of the reporting portal (Institutional Research, Information and Communication Technology Services)
* Administer online course evaluations (IR, Information and Communication Technology Services)
* Align budget cycle with course and schedule building (IR, Registrar, Program Chairs, Deans, VP-Finance, HR)

**Assessment of Student Learning**

* Continue process of strategic planning and assessment to ensure 100% compliance (Accreditation/Assessment, Provost, Program Chairs, Directors of Support Units)
* Continue undergraduate Student Learning Assessment activity as per 2012-2020 plan (IR, Program Chairs)

**Program Review**

* Study and recommend strategies (including those concerning human and fiscal resources) to facilitate the program review process for academic programs and the review process for academic support and student services programs (IR, Program Chairs who have completed process)
* Ensure that program review findings are aligned with institutional planning efforts and the allocation of resources (Provost, Deans, Program Chairs who have completed process)

**Goal 2:** Develop and support academic programs **that prepare AUA students and the non-AUA community to address the needs of Armenia and the surrounding region.**

* Establish the logistics for implementation of senior capstones for undergraduates in 2016-2017 (Faculty Senate: Curriculum Committee)
* Study and recommend strategies to improve the Information Literacy component of the graduate and undergraduate programs (Library, TEFL program, Information and Communication Technology Services)
* Establish and implement standards for writing across the curriculum for graduate programs (TEFL program, Graduate Program Coordinators)
* Increase the roster of course offerings and diversity in the General Education curriculum that promote free inquiry, scholarship, leadership, service to society, environmental sustainability, gender studies, and global awareness (Faculty Senate: General Education Committee)
* Conduct market research on the Armenian and regional education industry and provide research driven recommendations for further development/expansion of University offerings at the main campus, Dilijan and at other rural locations. (Extension, Graduate Program Chairs, Research Centers)
* Ensure resources to support and grow the Extension’s infrastructure to deliver current and proposed future courses/workshops/trainings to local, regional, and national governmental and non-governmental entities (Extension, Provost, VP of Finance)
* Recommend strategies for alumni engagement in program development, assessment, and promotion (Program Chairs, Alumni Development Office)
* Develop an institutional statement on the role of research at AUA and recommend tactics to address structural implications of full implementation (Deans, Research Centers, VP of Finance, Provost)
* Identify and make recommendations on the need for logistical support for research management within the research centers (Deans, Research Centers, VP of Finance, Provost)
* Develop a branding/marketing campaign for the Innovation Technology Incubation Centre (ITIC); define ITIC’s relation to academic programming (Research Center Coordinators, Dean of CES President, Provost)

**Goal 3: Increase the quality and number of applicants, quality of admits, university enrollments and diversity**

**Institution-level**

* Develop institutional recruitment plans for both undergraduate and graduate education (Admissions, Graduate Admissions Committee, Undergrad Admissions Committee)
* Assess recruitment materials for effectiveness with target demographics (Admissions, Communications)
* Develop an institution-appropriate definition of diversity and recommend policies to support its promotion (Admissions, Graduate Admissions Committee, Undergrad Admissions Committee)

**Graduate Education**

* Update and implement admission policies (Admissions, Grad Program Chairs)
* Review current recruitment practices and make recommendations on strategies to improve efficiencies and effectiveness (Admissions, Grad Program Chairs)

**Undergraduate Education**

* Update and implement admission policies (Admissions, Undergrad Admissions Committee)
* Assess recruitment activities for freshman class entering in 2015 for effectiveness (e.g. open houses, informational outreach, social media campaign) and make recommendations for 2016 (Admissions)
* Develop and implement policies regarding credit-by-exam, course transfers for students enrolled in second AUA program/degree, waivers for General Education requirements, and issues relative to students degree-seeking at a second institution (Grad Admissions Committee, Undergrad Admissions Committee, Admissions, Registrar, Provost)

**International Students**

* Conduct cost benefit analysis for international recruitment (Admissions, Program Chairs, VP of Finance)
* Identify and provide logistical support to contacts in other countries to promote AUA for master’s seeking students (Admissions, Communications, Provost, President)
* Develop MoUs with relevant international institutions to promote international students attending AUA and transfer-friendly policies (Admissions, Registrar, Provost, President)
* Study the feasibility of designating an office (e.g. Center for International Education) responsible for 1) international students once admitted to ensure that international students have the adequate support system in place for their psychological, physical and academic wellbeing and 2) AUA students inquiring about study abroad (Admissions, Center for Student Success, Provost)

**Summer Programs**

* Conduct a market study on local and international student demand and expectations for summer programming (Admissions, Center for Student Success, Graduate Admissions Committee, Undergrad Admissions Committee)

**Goal 4: Promote student success and** increase student retention

* Recommend and implement strategies to improve effectiveness in undergraduate academic advising on the faculty, program, college and institutional levels (Faculty Senate, Ad Hoc Group)
* Recommend and implement strategies for academic advising of undergraduates on post-graduation plans/options (Alumni Development Office, Faculty Senate, Ad Hoc Group)
* Ensure the implementation of protocols to audit the degree progress of undergraduates (Registrar)
* Establish a committee dedicated to the First-Year-Experience with focus on orientation programming, interventions for identified students, workshops on learning and transition strategies, and other support systems (e.g. tutoring, DSS, peer mentor programs) (Center for Student Success, Admissions, Registrar, IR, Library, Select Math and English Faculty, Counselor)
* Review and revise procedures and protocols currently in effect at the Center for Student Success to meet the needs of undergraduates (Center for Student Success, Provost)

**Goal 5:** Recruit and retain diverse and talented faculty and staff committed to student learning and University goals.

**Faculty**

* Investigate alternative contract formats to reflect the teaching/research/service obligations and interests of prospective employees (Research Centers, Deans, Provost, HR, VP of Finance)
* Conduct market study and make recommendations on faculty recruitment packages appropriate for AUA and its resources (Faculty Senate, VP of Finance, HR, Provost)
* Establish protocols to ensure logistical support for faculty grant research and grant writing including the study of electronic approvals/forms to facilitate process (VP of Operations, VP of Finance, Provost, Research Centers, Deans, HR)
* Develop a faculty research and scholarship portal (IR, Information and Communication Tech Services)

**Staff**

* Identify strategies to reward and provide professional development opportunities to staff (Deans, HR, VP of Finance, VP of Operations, Provost)
* Review for re-classification the position of administrative student advisor(s) within each undergraduate program/college (Deans, HR, Undergrad Program Chairs)

**Goal 6: Ensure effective communication through the implementation of a collaborative decision-making model**

* Identify venues (e.g. Faculty Senate) and media resources appropriate for the effective dissemination of information from the provost to faculty and staff within Academic Affairs (Provost)