



Strategic Plan 2010-2014 **A Commitment to Excellence**

Summary

A Commitment to Excellence: Strategic Plan 2010-2014 reviews the present position of Al Akhawayn University, outlining the key distinguishing features of the University as well as the principal challenges facing it. It presents the seven priorities of the strategic plan, and affirms the view that the University's original mission and orientation remain valid.

Al Akhawayn University is growing in size, stature, and strength, and is doing so in a responsible and sustainable manner that will assure its stability and its marketability well into the future. It has set out ambitious yet attainable goals for the coming years, and is poised to celebrate its 20th anniversary in 2015 in a strong position both regionally and globally, by giving constant attention to quality so as to sustain an ever-rising international influence, presence, and reputation.

The plan's priorities aim to reinforce the American educational system at the University, grounded in the liberal arts tradition, and to produce graduates ready to play leading roles in an increasingly globalized Moroccan and world economy. It emphasizes human capital development and internationalization and the need to continuously improve the quality of the University's programs, students, faculty, governance, and more. The plan also readies Al Akhawayn University to gain international accreditation, validating its programs and processes in a transparent fashion to recognize and reward excellence, and produce graduates able to enhance Morocco and engage the world.

The plan re-affirms the University's mission as:

An independent, public, not-for-profit, coeducational university committed to educating future citizen-leaders of Morocco and the world through a globally oriented, English-language, liberal-arts curriculum based on the American system. The University enhances Morocco and engages the world through leading-edge educational and research programs, including continuing and executive education, upholds the highest academic and ethical standards, and promotes equity and social responsibility.

Goals of the Plan

Al Akhawayn University has a bold vision for itself by the end of the 2010-2014 plan. By then, it calls for Al Akhawayn to have:

- substantially enhanced its Ifrane campus and strengthened its American-modeled educational system, with English as the language of administration and instruction;
- strengthened its world-class academic and governance practices to enable the delivery of high-quality education to Moroccan and international students;
- expanded its facilities and other resources to maintain a total annual student population of 2,000 by 2015, to deliver high-quality continuing and executive education programs in Ifrane and Casablanca, and to contribute effectively through research and programs to national development;
- enhanced its international profile by attracting and retaining more international faculty, staff, and students
- reinforced its capacity to conduct fundamental and applied research;
- grown while maintaining balanced budgets, developing fund-raising capabilities and new sources of financing, and ensuring financial sustainability;
- gained recognition from a major U.S. accreditation agency, been recognized for quality, and ranked highly nationally and internationally.

Basis for the Plan

- Morocco's national development is resulting in an explosive growth in the demand for highly capable university-educated people with the communications, management, and technical abilities to lead Morocco into the future. Higher education has been strongly re-affirmed as essential for the nation's economic, social, cultural, and industrial development.
- As incomes grow along with economic prosperity, more and more families are seeking excellence in higher education and are willing to pay for their children's education, specifically for degrees that will hold their value in the future. An Al Akhawayn degree is increasingly recognized as just such an investment.
- Al Akhawayn University distinguishes itself by offering a liberal arts program and emphasizing English as the language of instruction. In addition, its location in Ifrane with a unique residential campus allows it to provide a distinctive student life experience and introduce its students to a host of life skills.
- The communication skills, critical thinking, English-language ability, flexibility, and open-mindedness of Al Akhawayn students make them stand out among

Moroccan university graduates. The “transversality” and “inter-disciplinarity” of graduates is often cited by employers as a key strength of Al Akhawayn alumni.

- Considering the state of higher education and economic development in Morocco, admissions trends, and alumni status, the University’s fundamental identity and mission remain powerful forces for advancement. As a globally oriented, English-language, liberal-arts university based on the American system, at a residential campus in Ifrane, Al Akhawayn’s position is clear and strong as it prepares for the next phase of growth.

Priorities of the Plan

- 1. Reinforce the American University Model at Al Akhawayn*
- 2. Gain Accreditation and Pursue Quality*
- 3. Develop and Grow*
- 4. Advance the University’s Internationalization*
- 5. Ensure Financial Sustainability*
- 6. Lead in Educational Innovation*
- 7. Develop the University’s Human Capital*

These strategic goals are achievable, and will elevate the University’s role and position in national development and educational innovation. The plan re-affirms a commitment to providing an excellent, distinctive student experience while embracing the University’s original and still-valid mission.