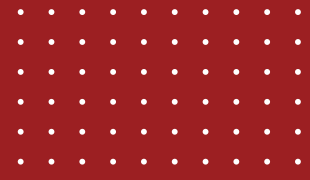


STRATEGIC PLAN

2023 - 2027



“Sharing Knowledge...Shaping Future”

INTRODUCTORY



Eng. Azzam Shweihat

The American University of Madaba (AUM) was licensed in 2005 as a Non-for-Profit University under the auspices of the Latin Patriarchate of Jerusalem (LPJ). In 2011, the Jordanian Higher Education Council approved changing the name of the university to AUM, which is the first not-for-profit American University in the Hashemite Kingdom of Jordan. In 2011, AUM received the first batch of its students in various fields. In 2012, AUM was accredited by Accreditation and Quality Assurance Commission for Higher Education Institutions in Jordan and was incorporated in the State of New Hampshire-USA in 2013. Although quite young in the larger University landscape, AUM is proud to play an important role in the development of the higher education sector in the Hashemite Kingdom of Jordan. AUM aspires to further build on this role going forward as it continues to introduce graduates that are responsible and capable in further developing our beloved country. This was and continues to be the purpose of LPJ, the founder and sponsor of AUM, a strong participant in the development of the education sector in the Kingdom for many years. At its core, AUM forms and educates graduates who will demonstrate the values of peace and justice and have a deep sense of service to others. To achieve that and based on the strategic intention of the University, AUM has established its five-year Strategic Plan that starts with a newly crafted Mission Statement, Vision Statement, Strategic Goals, Strategic Objectives and a set of values that will guide the University as five a "North Star". The strategic plan includes a comprehensive execution plan that details out the Key Performance Indicators (KPIs) to translate the Strategic Goals and Objectives to reality. The plan has identified the following key three strategic goals for the University:

- 1.Promoting the integral human development of students and their academic excellence to graduate talented students equipped with the relevant needed knowledge and skills.
- 2.Recruiting and retaining quality faculty members and supporting their research and professional development.
- 3.Building the capacity for institutional sustainability.

Each of these goals is discerned through a set of objectives; 12 in total, including continuous enhancement of the quality of learning, promoting faculty development, and obtain an American institutional Accreditation through the New England Commission of Higher Education (NECHE). It is worth mentioning that AUM became eligible in 2021 by NECHE. The Strategic Plan of AUM for the years 2023-2027 aims to achieve these strategic objectives paying special attention to monitor and evaluate the progress of each objective. This will be built on teamwork and the spirit of cooperation that exist between the three pillars of governance at AUM, the Board of Trustees, the Executive Team of the University, and the Board of Regents.

Eng. Azzam Shweihat
Chairman
Board of Trustees

PRESIDENT'S SPEECH



Prof. Dr. Mamoun Akroush

The future of AUM relies on a sound strategic plan that tackles unprecedented changes facing the higher education industry in Jordan and abroad. AUM's strategic plan is developed through a well-designed process of strategic planning that sets the strategic direction for AUM to successfully compete in the fiercely competitive and dynamic higher education market to achieve AUM's strategic goals and objectives on the long-term. AUM's strategic plan is orchestrated based on AUM's distinctive competencies and resources, which sets the path for a successful university in the coming five years. In short, this is a "turnaround strategy" that will create a different future for AUM on the higher education map in Jordan, potentially, elsewhere.

This strategic plan has been developed based on fundamental pillars of LPJ's vision and its strategic intentions as well as a deliberate process conducted key stakeholders of AUM's senior academic staff, faculty members, administrative staff, students and alumni. The outcomes were discussed and fine-tuned through meetings and brainstorming sessions that were held during August 2022-January 2023 between AUM's executive team, members of BoT and representatives from LPJ. AUM's strategic plan is the roadmap to revamp the competitive position of AUM and is a platform to realize AUM's mission and its strategic goals and objectives in reality in light of highly ethical practices.

I have always been keen to create a long-term strategic plan for AUM through which major ten milestones are taking place including: first, leading a massive strategic change management process to create a vigilant institution; second, performing a smooth process of academic and administrative reform to create an agile institution; third, restructuring AUM's faculties and departments to match the strategy requirements and employability rates; fourth, building a sustainable system of governance to achieve autonomy; fifth, practicing Management by Objectives on all administrative levels; sixth, "putting strategy into practice" through commencing the process of strategy execution with SMART KPIs; seventh, enhancing transparency and accountability; eighth, realizing international accreditation and quality assurance; ninth, encouraging community and student engagement, and ethical practices; and tenth, seeding a platform for building a "smart" university in the future. These milestones will act as enablers to achieve the intended American institutional Accreditation through the New England Commission of Higher Education (NECHE) and facilitate international accreditation on programs level. That's how I recognize AUM's "turnaround" strategy to achieve a sustainable competitive advantage for AUM and realize LPJ's long-held vision about AUM.

Prof. Dr. Mamoun Akroush

President

American University of Madaba



EXECUTIVE SUMMARY



Our strategic plan highlights the commitment to AUM's mission, strategic goals, strategic objectives and core values of diversity, tolerance, justice, enterprising and creativity. It acknowledges and emphasizes the excellence in higher education to advance student success, employability and social transformation.

AUM foresees a strategic plan as a comprehensive picture of current state and future opportunities to articulate action plans to achieve the strategic goals. AUM's strategic plan lays down the University's strategic goals and objectives for the next five years. This plan is owned collectively by the entire University, it has been developed by a University's special committee in partnership with all faculties and departments, by gaining the views of BoT members, seniors, faculty members, staff members and students. Also, the Strategic Planning Committee, which included members of AUM's Executive Team, Board of Trustees, and Board of Regents, has made vital contributions to AUM's strategic plan. Therefore, the strategic objectives in this plan are the ones that have been developed and agreed on by the members of the committee and key stakeholders, we can be proud of this collective effort, however; now the collective effort is to be approved and implemented to create success.

AUM will focus on a number of areas that will be key to our future success, including excellence in teaching and learning, advancements to research through American and international collaboration and building the capacity for sustainability. AUM is currently focusing on obtaining the prestigious international accreditation from New England Commission of Higher Education (NECHE), the United States of America. This prestigious accreditation will help in advancing students' success through updated study plans, modern learning opportunities with high-impact teaching practices. Recruiting, developing and retaining the high quality of faculty members are integral to our strategic goals. It goes hand in hand with excellence in research and teaching while maintaining a high level of commitment to the University and the broader community. These goals align with the standards for accreditation and the self-study outcomes that the university is implementing as part of the requirements for applying for candidacy.

Accomplishing these goals will require a high level of organizational effectiveness in the areas of administration, communications, resource development, utilization and deployment. Development and fundraising efforts will be critical to supporting student success, research and new programmatic opportunities. The reach of AUM's brand will be expanded through increased and targeted communication regarding AUM's outstanding programs and people.



AUM AT GLANCE



AUM started providing its academic services with a decision by the Latin Patriarchate of Jerusalem. A license to establish a new university was granted by the Higher Education Council of Jordan in 2005. In this occasion, Pope Benedict XVI stated that: "AUM is a stepping stone for personal and community advancement, and as a place, where ethics, values and moral integrity are pursued at the same time as knowledge and scientific skills are acquired". In 2009, HH Pope Benedict XVI blessed the cornerstone of the university in 2009. In his blessing, the Pope confirmed the role of AUM as a place of understanding and dialogue. He added that students, while assimilating their own culture, will be led to a deeper knowledge of human cultural achievements, will be enriched by other viewpoints and will be formed in comprehension, tolerance and peace. In 2013, AUM is incorporated by New Hampshire Higher Education Commission, USA and registered in the state of New Hampshire, as an American University. In 2021, the New England Commission of Higher Education (NECHE) considered AUM eligible to apply for candidacy and accreditation.

AUM is a traditional American-style four-year university located on a stand-alone campus (more than 100 acres) approximately five miles from the city of Madaba, a historic region in the country of Jordan. AUM offers 19 bachelor degree programs and 2 master's degree degree programs in seven faculties: Engineering, Science, Health Sciences, Information Technology, Art and Design, Business, Languages and Communication. On the campus, 11 buildings are currently in operation. AUM has a state-of-the-art, environmentally friendly campus that utilizes renewable energy sources, including the largest geothermal heating and cooling system in the Middle East and North Africa. The indoor and outdoor spaces are designed to accommodate those who are mobility challenged. In addition, smart infrastructure includes a Building Management System (BMS) to control the heating and cooling for various buildings; lighting; automatic control of the distribution of water from the reservoir for various buildings; recycled water from the wastewater treatment plant to supply the irrigation requirement of trees and plants; and access control cards.

Through the unique combination of established excellence and the rich cultural heritage present in Madaba, AUM produces graduates with unique perspectives and capabilities and greater opportunities for future employment. AUM is providing the next generation with the skills they need to lead and the goal of building a stronger Jordanian, regional and international communities.

STRATEGIC PLANNING PROCESS

In June 21st, 2021, Prof. Mamoun Akroush was appointed as President of the American University of Madaba. Since his appointment, he insisted on having a comprehensive Strategic Plan for AUM to set a clear strategic path for AUM's success on the long term. The new President of AUM formed a Strategic Planning Committee in July 2021 from faculty members and administrative staff. The committee established Think Tank Groups related to Governance, Students and Alumni, Education, Facilities, Resources and Staff, and Industry Networking to set the strategic plan based on multiple brainstorming sessions with the Deans, Faculty Members, Administrative Staff and Students in addition to interviews, focus groups, questionnaires to analyze the current strategic position of the University and identify the pillars, goals, objectives, areas for developments and key performance indicators.

The outcome of the "Think Tank Groups" has been delivered to the Strategic Planning Committee to strategically analyze the identified data and issues. As a result, a revised vision, mission and core values were identified followed by a set of measurable strategic goals and strategic objectives. Then, the strategic analysis were shared, discussed and followed by several meetings to identify and set the needed budget and the time frame for executing the strategic plan. Finally, a Strategic Planning Coordinating Committee was formulated which included three members from AUM's Executive Team, two members from the Board of Trustees, and two members from the Board of Regents. The purpose of the coordinating committee is to review AUM's strategic plan.



VISION, MISSION AND VALUES

VISION



AUM will be an internationally renowned university for its holistic education and its dedication to using wisdom and science to build a better world.

MISSION



AUM is dedicated to integral human development through Catholic higher education with the values implied by this—such as integrity, ethical conduct, dialogue and justice; and generating knowledge, competencies, skills through its academic endeavors of teaching, research, international and industry partnerships and community engagement.

AUM is committed to the unique academic and transformative experiences of the American-style education. AUM fosters excellence in higher education through exposing students to curricular activities and extracurricular experiences that embark them on a journey of learning for employability and social transformation. AUM strives to graduate leaders guided by the light of truth in a highly changing society through outstanding faculty members, competent state-of-the-art campus and modern learning resources.

VALUES



To achieve AUM's mission, we are dedicated to integral human development in line with catholic values and the American-style higher educational system by nurturing and promoting:

- Diversity among students, faculty and staff from different backgrounds, races, genders and religions.
- Tolerance and justice.
- Emotional wellness.
- Ethical conduct.
- Enterprising and creativity.
- Productivity and efficiency.
- Corporate social responsibility.
- Transparency and good governance.

STRATEGIC GOALS AND OBJECTIVES

AUM's main strategic plan focuses on three key strategic goals which include:

First Strategic Goal

Promoting the integral human development of students and their academic excellence to graduate talented students equipped with the relevant needed knowledge and skills. This goal is attained through the following strategic objectives:

1. Adopt a rigorous learning and teaching strategy with stated key indicators of success and progress (including monitoring retention, progression and completion rates of students).
2. Promote the quality of the offered academic programs and students' services strategy in Jordan, MENA region and internationally.
3. Continuously improve all plans related to students' experiences, students' services, employability of graduates and support students' initiatives and innovative ideas.

Second Strategic Goal

Recruiting and retaining quality faculty members and supporting their research and professional development. This goal is attained through the following strategic objectives:

1. Require engagement with high quality research and innovative projects by faculty members.
2. Promote faculty development through annual plans and objective settings to evaluate performance and encourage engagement in various university activities and to support and serve local community and societies.
3. Promote internationalization through academic collaboration, international partnerships and increasing the recruitment of international students and faculty.

Third Strategic Goal

Building the capacity for institutional sustainability. This goal is attained through the following strategic objectives:

1. Obtain the American institutional accreditation and several reputable international accreditations to AUM's academic programs.
2. Develop and implement a staged approach to create an up-to-date infrastructure, physical and technological resources to provide students with state-of-the-art facilities and support services.
3. Develop financial management capacity to set and track the strategic financial targets and growth rates.
4. Build long-lasting competent relations with alumni through continuous career development plans to enhance graduate attributes and industry links.
5. Adopt and practice ethical practices, with a special emphasis on corporate social responsibility, that are at the heart of AUM's core values.
6. Achieve financial stability and sustainability through growth of the number of new students, fundraising and non-tuition fees revenues.



AUM'S POSITIONING STRATEGY



AUM has a better chance to achieve a strong market position in the higher educational sector when it has a strategy with a brand around it which establishes a single “theme” to be recognized in the mind of the students and parents. Based on the analysis provided in the previous sections and AUM's strategic intention and goals, AUM must establish itself apart from its competitors. To be successful, AUM must promote itself as an American university that graduates only distinguished in the twenty first century. Consequently, AUM identifies and promotes itself as a differentiator provider of higher educational programs in Jordan and in the region. AUM should adopt the following basics of positioning and branding strategy:

- Establish a position for its brand, graduating students, in minds of stakeholders as an American university offering high quality of academic programs supported by best students' counseling in different disciplines.
- AUM’s positioning should be distinctive, providing one simple, consistent message; the best place to gain knowledge to benefit humanity.
- AUM’s positioning should set its brand, programs and services apart from competitors through utilizing its unique strengths and competencies.
- AUM can not be all things to all people. AUM focuses on providing academic services and future opportunities within a vibrant and inclusive communities.

AUM’s positioning and branding strategy is:

“AUM’s high quality of academic programs, sharing knowledge and commitment to enhance students’ creative thinking and develop their personal transformation to provide opportunities for success in life”



AUM'S STRATEGY – PILLARS



AUM's core strategy is “Best Cost Provider Strategy (High Quality-Reasonable Tuition Fees)”, which is designed to achieve AUM's strategic goals and objectives. Every activity in AUM's value chain should be of the highest quality that serves the target market segment. This quality is achieved by utilizing AUM's unique skills, experiences and competencies. The fundamentals of the best cost provider strategy is to provide our target customers segment, students and parents, with the highest quality of academic and students' services. The following are the components of AUM's strategy of Best Cost Provider:

First: Learning and Teaching Services

The below listed attributes are the core differentiation components of academic services of AUM:

1. Clear identification of each of AUM's program learning outcomes, up to date benchmarked courses' specifications, practical learning and great focus on achieving graduate attributes.
2. Set a flexible mode of study that includes conventional, blended and online options that would differentiate AUM from other academic institutions and perceived as a modern learning environment by students and other stakeholders.
3. High quality of national and international faculty members throughout AUM's academic programs.
4. Examination and moderation processes to validate the achievement of courses' learning outcomes and ensure students' fair treatment and grades.
5. Rigorous students' advising procedures and academic support through advisors' continuous monitoring of students' achievements.
6. Continuous institutional improvement through complying with the American standard for accreditation; NECHE.
7. Incorporating the American element of higher education in the study programs and throughout academic cooperation and exchange programs.
8. The investment in an elaborated networking with international academic institutions.
9. Incorporating research aspects into the study programs and courses to enhance students' ability to conduct and review scientific research.



Second: Students' Services and Support

Students' support is a core issue of AUM's business plan. Given the limited sources of new investments, AUM needs to focus on developing a set of students' services that create value to students, those are:

1. AUM's tuition fees are set on the basis of the differentiated educational value provided for students in return of their investment. As part of its social responsibility, AUM has set a clear merit-based scholarship policy to support students who would like to pursue their higher education at AUM.
2. Develop AUM campus to become a center of students' life through activities that would encourage students to enhance their academic and non-academic capabilities and integrate them in the students' community.
3. Students' services and counseling before, during and after completing their studies are crucial part to build a competitive advantage. AUM should offer unique opportunities for enrolled students to have professional training, industry links and counseling to build their professional future careers. This should be a differentiated edge of AUM compared to other universities.
4. Encourage curricular and extra-curricular activities that can be done in the city of Madaba and related historical and ancient places in cooperation with local authorities and companies. These activities would build a tailored network that attracts student groups.
5. Capitalizing on the Latin patriarchate of Jerusalem (sponsor entity) networking and associations to generate funds that would enable AUM to deliver better students' services and support and also to build bridges of long-term partnerships that would promote AUM's Best Cost Strategy.
6. AUM's human resources should be trained towards adopting students orientation approach and they should work towards giving them the best education and services. The most important indicator for Best Cost Strategy is having AUM students touch a positive difference and a newly created value during and after they complete their studies.

Third: AUM Outreach and Engagement

AUM's outreach channels include:

1. Mass media which includes advertising, brochures, broadcasting and display social media.
2. Develop student groups to promote AUM on different platforms and through social, sport and other activities on and off campus.
3. Faculty members' participation in conferences' and workshops on both national and international levels.
4. Develop a special communication strategy targeting private and Christian schools as well as international ones operating in Jordan.
5. Use personal communication channels through AUM's senior management and staff to sustain its image and promote its programs in the educational marketplace.
6. Establish and enhance AUM's alumni network and club.



Phone: +962 5 3294444

Fax: +962 5 3294440

Email: info@aum.edu.jo

P.O. Box: 2882 Amman 11821 Jordan

www.aum.edu.jo
