STRATEGIC PLAN 2021-2026

high quality education. The newly established Office of Advancement, Office of Grants Management, and Center for Academic and Professional Advancement collectively aim to diversify the current revenue stream while enhancing quality education through research and community partnerships via research grants, commercial projects, fundraising, an endowment, increased scholarship support, life-long learning workshops/trainings for the public and private sectors, etc. These new revenue streams will not only assist in the funding of new initiatives and programs, but allow the University to rethink its tuition support and scholarships to ensure that no student is financially left behind.

1. **To develop a university campus that meets the needs of current and future students, faculty, and staff as well as serves as a model for higher education across Kurdistan**

   - Once funding is identified, begin the design of the interior spaces of the new buildings to ensure maximum efficiency and optimum usage

   - Conduct a feasibility study and cost analysis for the addition of sports facilities

   - Conduct a feasibility study, cost analysis, and a predictive analysis on revenues relative to the establishment of labs dedicated to R&D (e.g. trends in multi-disciplinary areas like AI, nanotechnology, health science, biomechanics, bioinformatics, biochemistry, biotechnology, optimization)

   - Establish a plan for the accommodation of male students on campus or within a designated building in the community

   - Ensure that all female students have access to affordable housing on campus

   - Construct a warehouse for the storage of commodities and assets to ensure proper maintenance and inventory control

   - Improve the IT infrastructure and phone network

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- Study the feasibility and make recommendations on the establishment of a College of Education and College of Law

- Review current curricula to ensure they reflect up-to-date d   iewww of a

- Establish a radio station and video production lab to broadcast English language lessons across Kurdistan as well as other educational programming and entertainment

- Design outreach programs targeting children, students, and adults throughout Iraq

- Develop the infrastructure to implement summer institutes and camps for children, students, and adults of all ages, professions, and demographics

- Support local government in creating policies for good governance, promoting education and healthcare, and proposing models for the betterment of communities

- Grow CAPA's product line of courses, workshops, and trainings to meet the needs of a diverse population at the AUK campus and at the site in Zakho in the areas of tourism & hospitality, education, business administration, etc.

- Implement the "adopt a school program" in Semel with the aim of setting a model for the region in elementary school teaching and learning

- Devise a system for the measurement of AUK's impact on the community Iherespect to economic, educational   al   e   a m   A —   he   F a car

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- Implement an online payment platform

- Ensure systems for the efficient completion of institutional audits with Ernst & Young

9.

streams to the University and ensure resources to sustain and grow the

- Continue the establishment of the infrastructure for the Office of Advancement, institutionalize fundraising and implement a number of fundraising programs; increase revenue, pledges, and giving to the University priorities.

- Assess current scholarship programs and recommend funding opportunities to donors that cover needs not being met

- Strengthen financial assistance for students with computer, accommodation, transportation, and other needs that impact their ability to continue at AUK

- Develop an alumni engagement plan including email lists, newsletters, alumni networks, alumni reunion, etc., and which analyzes the effectiveness of these platforms in improving alumni levels of engagement

- Establish Friends Chapters in the U.S. and Europe to increase the awareness of AUK and provide support

- Establish the Friends of AUK Foundation in the U.S. to facilitate donor giving and provide support to international Advancement activities

- Establish the infrastructure for the endowment

- Conduct the first academic and non-academic program reviews and assess the process

- Establish frameworks for the regular benchmarking with peers and aspirational peers on a variety of key performance indicators

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- Ensure that all units have timer   nal
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