

(2024-2028)

# AAU Strategic Plan



ADDIS ABABA  
UNIVERSITY

“REIMAGINING OUR FUTURE”



# Message From the President

I am honored to present to you 'Re-imagining Our Future', Addis Ababa University's (AAU) Strategic Plan of 2024 -2028. Throughout its existence, AAU has remained Ethiopia's premier higher learning institution. The Vision, Mission, and Values are a succinct statement of AAU's fundamental purpose, the institution we want to become, and the ethical principles that guide us in our work. The strategic plan articulates a shared vision and aspirations for AAU, shaped with the input of many voices through an inclusive process based on careful research and assessment of past and current initiatives and catching the vision of an incredible future at our university. The Strategic Plan provides the framework and a five-year road-map for our university enhance and play a role in Ethiopia's social, economic, political & cultural development and transformation.

The Strategic Plan contains Nine Strategic Themes and initiatives, namely

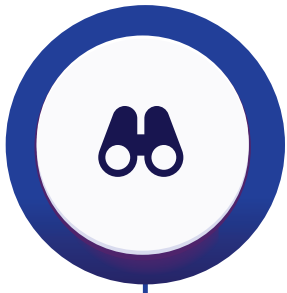
- 1 Develop effective and accountable governance and organizational culture, structure, and system.
- 2 Provide an exceptional educational experience that prepares students for learning, completion, employability, and job creation.
- 3 Attract, engage, and retain a talented community of faculty and administrative staff, focusing on creating a best-in-class workplace culture and environment in which excellence and opportunity thrive.
- 4 Be a leader in developing transdisciplinary solutions to social, economic, political, technological, climate, and environmental challenges.
- 5 Strengthen knowledge-based community engagement for sustainable socio-economic transformation and improved livelihoods of the community.
- 6 Advance strategic and impactful partnerships and sustainable international collaborations, enhancing academic networks and research and strengthening academic exchanges and global engagements.
- 7 Increase resources generation and diversification in support of academic, research and community engagement activities.
- 8 Harness advanced digital technologies to effectively deliver university missions and transform core functions of the university.
- 9 Provide efficient stewardship of institutional resources to foster the long-term sustainability of AAU.

Our strategic plan - 'Re-imagining Our Future' – will capitalize on opportunities, collaborations, and experiences of the university community and our partners towards establishing our role as a leading research university in advancing national needs, regional and global development.

Please join me in achieving the stated goals of the plan and transform our university.

**Samuel Kifle Kidane, PhD**  
**Interim President**

# Vision ,Mission and Core Value



## Vision

To become a leading research university in Africa, to advance national needs and be responsive to global development



## Mission

To pursue transformative education, cutting-edge research and innovation, and impactful services and engagement in advancing socio-economic, cultural, and technological needs and interests.



## Core Value 1: Excellence

AAU commits itself to advancing the highest standards in its academic, research, professional engagements and other endeavours

## Core Value 2: Academic Freedom

AAU upholds the rights to and principles of academic freedom to enable its community to exercise open and free expression of thoughts and inquiry and the exploration of diverse perspectives without fear, intimidation or interference

## Core Value 3: Integrity and Accountability

AAU adheres to ethical principles and moral codes of conduct and high levels of accountability, credibility and transparency in the planning and management of all its academic, research and community services

## Core Value 4: Diversity, Equity, and Inclusion

AAU strives to advance principles and practices of diversity, equity, and inclusion to pursue social justice and fairness in all its endeavours

## Core Value 5: Collaboration

AAU pursues innovation, research, and development through team spirit and partnership within the institution, with the communities it serves and with its global partners

## Core Value 6: Care

AAU commits to advancing the interest, dignity, well-being, and aspirations of all of its constituencies and the broader society's history, traditions, languages, cultures, and indigenous knowledge and ensure environmental sustainability

The AAU community has endorsed a bold vision for its future, and this vision can only be achieved through thoughtful, coordinated, and collective action across all the campuses. The 2024-2028 Strategic Plan provides the roadmap and is grounded in nine broad and mission- centered strategic directions:

1. Governance, Leadership, and Accountability.
2. Student Success.
3. Talent Acquisition and Development.
4. Research and Innovation for Excellence and Impact.
5. Outreach, Extension, Service,& Engagement.
6. Strategic Partnership and Internationalization.
7. Resource Mobilisation and Diversification.
8. Technology and Digitalisation.
9. Stewardship and Sustainable Infrastructure and Facilities





## Strategic Theme One:

Governance, Leadership and Accountability

### Strategic Goal:

Develop effective and accountable organisational culture, structure, and system.

### Objectives:

- 1) Attract and retain highly qualified and skilled leaders and managers commensurate with the requirements of a flag ship research university.
- 2) Overhaul the system, process, and structure of the university to uphold and sustain autonomy and ensure accountability.
- 3) Develop and implement comprehensive policies and systems for effective financial, budget, procurement, human resource and other administrative matters in line with strategic priorities and autonomy of AAU.



## Strategic Theme Two:

Student Success

### Strategic Goal:

Provide an exceptional educational experience that prepares students for learning, completion, employability and job creation.

### Objectives:

- 1) Transform the learning experience of students towards success and completion.
- 2) Enhance improved student performance and achievement.
- 3) Establish a robust quality assurance and enhancement system at all levels of the academic, research and service structure.
- 4) Develop, review, and reorganize academic programs and curricula.



## Strategic Theme Three:

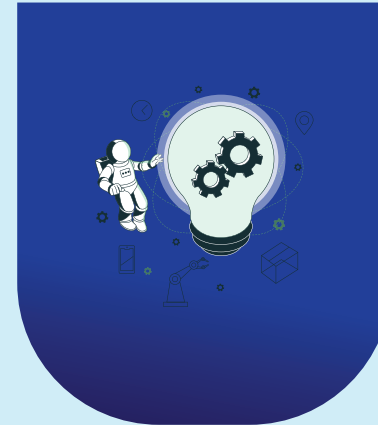
Talent Acquisition and Development

### Strategic Goal:

Attract, engage and retain a talented community of faculty and administrative staff, focusing on creating a best-in-class workplace culture and environment in which excellence and opportunity thrive.

### Objectives:

- 1) Recruit and retain competent teaching, research and administrative staff.
- 2) Invest in the capacity development of teaching and research staff.
- 3) Invest in the capacity development of administrative and management staff.



## Strategic Theme Four:

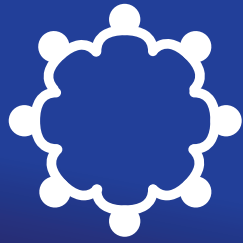
Research and Innovation for Excellence and Impact

### Strategic Goal:

Be a leader in developing transdisciplinary solutions to social, economic, political, technological, climate, and environmental challenges.

### Objectives:

- 1) Enhance research and innovation program coordination at AAU.
- 2) Facilitate dissemination and translation of research findings to local, international stakeholders.
- 3) Ensure relevance of research conducted at AAU.
- 4) Invest in infrastructure of research and innovation.



## Strategic Theme Five:

Outreach, Service, & Engagement

### Strategic Goal:

Strengthen knowledge-based community engagement for sustainable socio-economic transformation and improved livelihoods of the community.

### Objectives:

- 1) Enhance and promote scholarly and multidisciplinary community engagement programs and projects.
- 2) Strengthen and expand linkages between the university and industry, business, government, and non-government entities.
- 3) Modernize clinical services strengthening partnership between AAU College of HealthSciences and Tikur Anbesa Specialized Hospital (TASH) through “AAU Health.”



## Strategic Theme Six:

Strategic Partnership and internationalization

### Strategic Goal:

Advance strategic and impactful partnerships and sustainable international collaborations, enhancing academic networks and research and strengthening academic exchanges and global engagements.

### Objectives:

- 1) Promote a comprehensive and integrated internationalisation effort and global partnerships.
- 2) Develop an institutional policy and a plan for partnerships to co-create opportunities for research, education, outreach and Marketing.



## Strategic Theme Seven:

Resource Mobilisation and Diversification

### Strategic Goal:

Increase the amount and type of resources generated/mobilised for academic research and community engagement activities.

### Objectives:

- 1) Develop and plan a comprehensive plan to mobilise and diversify revenue sources.
- 2) Promote innovative and business enterprises.
- 3) Enhance and promote expanded alumni and diaspora engagements.



## Strategic Theme Eight:

Harness Technology and Digitalisation

### Strategic Goal:

Expand use of advanced digital technologies to transform university functions, services and business processes.

### Objectives:

- 1) Create institutional policies, standards, space, facilities, and support system that enhance the use of ICT and digitalisation.
- 2) Enhance ICT and digitalization for innovative teaching and learning, research, and community services.
- 3) Deliver secured, efficient, and cost-effective services using technology.



## Strategic Theme Nine:

Stewardship and Sustainable Infrastructure and Facilities

### Strategic Goal:

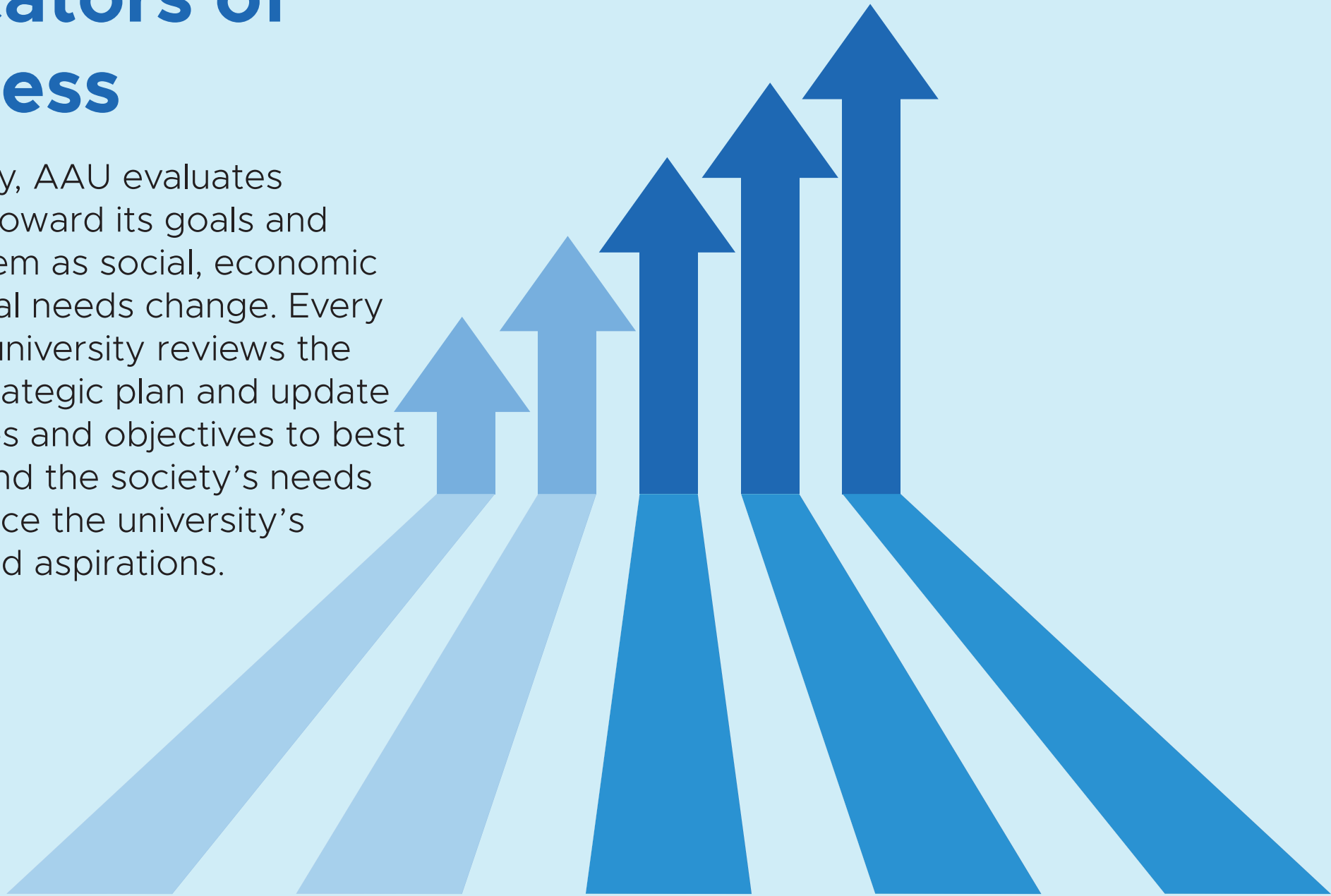
Provide efficient stewardship of institutional resources (finance, infrastructure, facilities, etc.) to foster the long-term sustainability of AAU and its high-quality education, research and engagement programs.

### Objectives:

- 1) Develop and implement a comprehensive financial model and budget process that align resources with strategic priorities, university-wide effectiveness, and efficiency
- 2) Create a new University Comprehensive Property Use Plan
- 3) Develop a Sustainable Information Technology (IT) plan to power academic enterprise, innovation, and sustainable business operations.

# Indicators of Success

Periodically, AAU evaluates progress toward its goals and adjusts them as social, economic and cultural needs change. Every year, the university reviews the current strategic plan and update its priorities and objectives to best meet its and the society's needs and advance the university's mission and aspirations.



## Summary Chart of the AAU Strategic Plan(2024-2028)

Strategic Themes	Strategic Goal	Objectives	Strategic Initiatives /Actions
1.Governance, Leadership, and Accountability	Develop effective and accountable organizational culture, structure, and administration	1. Attract and retain highly qualified and skilled leaders and managers commensurate with the requirements of a flagship research university.	i. Develop competitive leadership selection, appointment, and reward policies to attract competent and enterprising leaders and administrators at all levels. ii. Develop and implement competitive salary and benefit package for institutional leaders and managers. iii. Provide increased opportunities for sustained professional and leadership training programs for capacity development and grooming future leaders. iv. Develop effective performance management system and implement Key Performance Indicators (KPIs) and Critical Success Factor as quantifiable indicators of progress and performance of leaders and the institution.
		2. Overhaul the system, process, and structure of the university to uphold and sustain autonomy and ensure accountability.	i. Review and revise the current organizational structure of AAU to align with the mission, values, and vision of a flagship university. ii. Develop a system that empowers academic, research, and administrative units to effectively execute their duties and mandate. iii. Establish an effective, efficient, and pragmatic governance system operating with transparency and accountability for optimal operation and long-term success. iv. Design and implement performance-guided and meritorious recognition system. v. Establish or strengthen Quality Enhancement Office with appropriate policy, internal regulations and directives governing institutional systems of quality. vi. Nurture and sustain institutional culture that promotes high performance, capacity to change, equity in operations, processes, and governance, and accountability of university leaders and administrators.
		3. Develop and implement comprehensive policies and systems for effective financial, budget, procurement, human resource and	i. Develop university-wide policies and systems for effective financial, budget, procurement, human resource and other administrative matters to effectively implement autonomy of AAU. ii. Enhance the use/application of technology for all university services/processes (see Theme #8). iii. Create and use unit-level financial and administrative management dashboards that provide up-to-date data to support strategic decision-making.

		<p>other administrative matters in line with strategic priorities and autonomy of AAU.</p>	<ul style="list-style-type: none"> <li>iv. Establish efficiency standards and expectations across the various sections and functions of the university.</li> <li>v. Strengthen the in-house vehicle maintenance garage to efficiently utilize the car pool</li> </ul>
<b>2.Student Success</b>	<p>Provide an exceptional educational experience for all students that prepare them for success, completion, employability and job creation.</p>	<p>1. Transform the learning experience of students towards success and completion.</p>	<ul style="list-style-type: none"> <li>i. Develop student admission policy, criteria and guidelines that are responsive to diversity, equity, and inclusiveness, guided by competence and merit.</li> <li>ii. Develop systematic enrolment strategy that ensures complementarity between enrolment and university resources (including student financial aid) to guide enrolment management plan.</li> <li>iii. Recruit a competent, talented and diversified student body nationally as well as internationally.</li> <li>iv. Improve and implement Student Success programs institutional policies and practices of orientation and transition, guidance and counseling, and access and retention.</li> <li>v. Create enabling, flexible and interactive learning environments that foster the intellectual and personal development of students.</li> <li>vi. Enhance the student experience through a variety of co-curricular and extra-curricular activities, programs and engagement opportunities</li> <li>vii. Review policies, processes, and operations to enhance responsiveness to student needs.</li> <li>viii. Develop mechanisms for monitoring and reporting on success and completion towards designing improved learning experience for future students.</li> </ul>
		<p>2. Enable students towards improved performance and achievement.</p>	<ul style="list-style-type: none"> <li>i. Assist students develop the capacity to address their academic and life challenges through strengthened advising, learning assistance, guidance and counseling services</li> <li>ii. Establish an institutionally recognized and well-defined assessment and evaluation system at university and academic unit levels to which all academic staff should adhere.</li> <li>iii. Ensure that course and program structures include appropriate and adequate methods and procedures of assessment.</li> <li>iv. Develop and implement Learning Assessment as a key element of teaching-learning at the university.</li> <li>v. Establish an efficient and expeditious system of handling complaints related to assessment and evaluation methods, exams, grading systems and results.</li> </ul>
		<p>3. Establish a robust quality assurance and</p>	<ul style="list-style-type: none"> <li>i. Establish or strengthen “Educational and Research Quality Enhancement Office” at academic units to ensure the quality and relevance of academic programs.</li> </ul>

		<p>enhancement system at all levels of the academic, research and service structure.</p>	<ul style="list-style-type: none"> <li>ii. Develop quality standards, undertake periodic academic audits, follow up and rectify deficiencies identified through internal and external audits with particular attention to specific recommendations made.</li> <li>iii. Ensure that academic programs are accredited and recognized by appropriate national and international bodies.</li> <li>iv. Establish an internal and participatory system of quality enhancement that shall provide for clear and comprehensive measures of quality covering all university functions and operations.</li> <li>v. Develop and maintain appropriate documentation of the institution's quality assurance and enhancement activities and of the ensuing results for immediate and future use</li> <li>vi. Develop a robust system of monitoring and learning on staff engagement with industry and community, and supervision of students during industry placement and internship.</li> </ul>
		<p>4. Develop, review, and reorganize academic programs and curricula.</p>	<ul style="list-style-type: none"> <li>i. Engage in a comprehensive review of the existing academic programs and curricula to make changes that facilitate the mission fulfillment of AAU as a leading research university</li> <li>ii. Establish or strengthen the University Graduate Office to promote and support excellence in graduate education for the benefit of faculty, students, and academic units where graduate programs exist.</li> <li>iii. Ensure delivery of high-quality undergraduate and graduate degree programs that foster excellence and innovation through regular curricular and program reviews and reorganizations guided by demand, relevance, and international practices.</li> <li>iv. Develop regular, online, and hybrid certificate, diploma and degree programs and learning designs that capitalize on AAU's strengths and aspirations.</li> <li>v. Advance high-impact teaching strategies, best practices, and academic support /co-curricular programs that enhance learning and learning outcomes.</li> <li>vi. Review curricula to incorporate and integrate flexible and technologically enhanced educational delivery</li> <li>vii. Develop institutional policies and practices to promote and implement a range of experiential opportunities such as internships and externships that enhance student competence, learning outcomes and employability.</li> <li>viii. Promote entrepreneurial skills, digital literacy, and career preparation opportunities in programs and curricula to build the skills necessary in securing gainful employment in the world of work.</li> <li>ix. Build distinctive non-degree offerings and micro-credentials, including those that employ and</li> </ul>

			<p>deploy indigenous knowledge.</p> <p>x. Proactively and nimbly develop and deliver demand-driven and market-needed short courses.</p>
<b>3. Talent Acquisition and Development</b>	Support career development and well-being of academic, research and administrative staff at AAU, focusing on creating a best-in class workplace culture and environment in which excellence and opportunity thrive.	1. Recruit and retain competent teaching and administration staff.	<p>i. Put in place a clear, transparent, and competitive recruitment system to attract and retain highly qualified and experienced academic and research staff.</p> <p>ii. Develop and implement competitive salary and benefit packages.</p> <p>iii. Develop a scheme to attract, nurture (recognize and reward) and retain staff.</p> <p>iv. Provide an inclusive, safe, secure, reliable, and stable working environment and conditions.</p> <p>v. Attract and retain the best talent in consideration of diversity, equity, and inclusiveness.</p> <p>vi. Design and implement a comprehensive recruitment and retention plan that attracts diverse faculty, industry professionals and visiting professors.</p> <p>vii. Design and implement a performance-guided reward and recognition system with transparent differential pay and compensation system.</p>
		2. Invest in teaching and research staff capacity development.	<p>i. Enhance academic pedagogical and professional competence / skills for high impact teaching strategies, student assessment, curriculum design, and student-centered services.</p> <p>ii. Improve and sustain the quality and capacity of pedagogical and technological/digital support given to academic and research staff.</p> <p>iii. Develop leadership skills and capacity of academic/teaching and research staff.</p> <p>iv. Expand opportunities for scholarship, research, and creative endeavors of teaching and research staff.</p> <p>v. Support researchers to actively participate in national and international conferences, workshops, and seminars.</p> <p>vi. Develop a plan and provide short-term capacity development programs for researchers.</p> <p>vii. Develop and implement a plan and in-house funding schemes to support and encourage researchers engaged in joint and collaborative research with local industry, business, universities, government, and non-government organizations, as well as international partners and universities.</p> <p>viii. Establish and support local and international research networks.</p> <p>ix. Increase and incentivize research fund raising and publications in reputable journals by AAU and its affiliate researchers.</p>

		3. Invest in administrative and management staff capacity development.	<ul style="list-style-type: none"> <li>i. Put in place a clear, transparent, and competitive recruitment system to attract and retain highly qualified and experienced administrative and management staff.</li> <li>ii. Develop and implement competitive salaries and benefits.</li> <li>iii. Provide a conducive work environment for admin and management staff.</li> <li>iv. Attract and retain the best talent in consideration of diversity, equity, and inclusiveness.</li> <li>v. Offer professional development programs that foster employee growth, improve performance, and increase employee engagement.</li> </ul>
<b>4. Research and Innovation for Excellence and Impact</b>	Be a leader in developing trans disciplinary solutions to social, economic, political, and environmental challenges.	1. Enhance research and innovation program coordination at AAU.	<ul style="list-style-type: none"> <li>i. Develop a Research Policy identifying priorities for the university research, including focus on research ethics, diversification, cutting-edge areas, and indigenous knowledge, innovation, national needs, and global concerns.</li> <li>ii. Develop a scheme to promote impactful research and innovation based on cross disciplinarily and the need to address relevant socio-economic, political and environmental challenges</li> <li>iii. Develop guidelines for monitoring research activities and outcomes, research translation and dissemination.</li> <li>iv. Develop a university- wide knowledge management system to support research and innovation activities and documentation of indigenous knowledge</li> <li>v. Develop schemes for Technology Transfer, Commercialization of Intellectual Property and Patent Licensing</li> <li>vi. Develop and implement mechanisms for linking research with graduate programs and student researchers.</li> <li>vii. Revise existing and develop new systems for measuring, recognizing and promoting researchers and Principal Investigators.</li> <li>viii. Develop a national indigenous knowledge systems and practices</li> </ul>
		2. Facilitate the dissemination and translation of research findings to local, international stakeholders	<ul style="list-style-type: none"> <li>i. Improve reputability &amp; publishing capacity of existing and launch new local journals</li> <li>ii. Disseminate research results in different local languages</li> <li>iii. Organize university wide events &amp; national /international workshops for the purpose of promoting research and enhancing culture of research &amp; innovation</li> <li>iv. Invest on standardization schemes to meet and obtain ISO certifications and other appropriate accreditations</li> </ul>

		<p>3. Ensure the relevance of research conducted at AAU</p>	<ul style="list-style-type: none"> <li>i. Increase the relative proportion of research projects focusing on local issues</li> <li>ii. Design and implement special incentive schemes for researches fully focusing on local problems with implementable/implemented results</li> <li>iii. Introduce a proposal evaluation system to ensure transdisciplinary research projects</li> <li>iv. Develop /adopt metrics to measure research success /impact</li> </ul>
		<p>4. Invest in research and innovation infrastructure</p>	<ul style="list-style-type: none"> <li>i. Develop and implement a policy for facility and infrastructure use and administration</li> <li>ii. Maintain and equip existing central research core labs (see Theme #8).</li> <li>iii. Invest on state of the art research laboratories, centers of excellence and facilities that are aligned with the university priorities, and accredited nationally and internationally (see Theme #8).</li> <li>iv. Invest on standardization schemes to meet and obtain ISO certifications and other appropriate accreditations.</li> </ul>
<p><b>5.Outreach, Service, &amp; Engagement</b></p>	<p>Strengthen knowledge-based community engagement for sustainable socio-economic transformation and overall development of the community.</p>	<p>1. Enhance and promote scholarly and multidisciplinary community engagement programs and projects.</p>	<ul style="list-style-type: none"> <li>i. Enhance institutional policy and practices for community engagement of teaching faculty and researchers, as a partnership between AAU and the local and surrounding communities to serve, share and disseminate knowledge and resources.</li> <li>ii. Revise existing and develop new systems for measuring and recognizing (including academic promotions) community engagement activities and results of researchers.</li> <li>iii. Enhance institutional policy and practices for community service for students.</li> <li>iv. Provide technical and financial support for community engagement proposals from teaching staff, students, and joint appointees.</li> <li>v. Revitalize existing and establish new community engagement units of colleges and schools.</li> </ul>
		<p>2. Strengthen and expand linkages between the university and industry, business, government, and non-government entities.</p>	<ul style="list-style-type: none"> <li>i. Launch and regularly conduct AAU and industry (business, government, and non-government) forums.</li> <li>ii. Increase the number of collaborative engagements with industry personnel in curriculum development, graduate supervision, teaching-learning, and seminars.</li> <li>iii. Offer demand-driven consultancy and training services to industry (see Strategic Theme #4 above)</li> </ul>

		<p>3. Modernize clinical services strengthening partnership between AAU College of Health Sciences and Tikur Anbesa Specialized Hospital (TASH) through “AAU Health.”</p>	<ul style="list-style-type: none"> <li>i. Establish an autonomous entity – “AAU Health” – towards quality and accessible health to the community. <ul style="list-style-type: none"> <li>a. Establish “AAU Health” – a comprehensive healthcare system created in partnership between TASH AAU College of Health science</li> <li>b. Standardize care process to assure seamless integrated health service, teaching, and research.</li> </ul> </li> <li>ii. Expand access for integrated people-centered health services, leading-edge medicine, and treatment for the people of Addis Ababa and the nation <ul style="list-style-type: none"> <li>a. Expand and improve new services</li> <li>b. Organize and implement a robust health management information system.</li> <li>c. Fully digitalize health service delivery and customer handling systems</li> <li>d. Modernize the health information management system.</li> </ul> </li> <li>iii. Enhance health service financing and income generation. <ul style="list-style-type: none"> <li>a. Implement innovative resource mobilisation schemes, e.g., community pharmacy, laboratory, private service, rehabilitation centers, etc.</li> <li>b. Establish an efficient utilization of health insurance.</li> <li>c. Revise the hospitals’ service fees to competitively deliver excellent health service.</li> <li>d. Create a conducive environment to initiate public private partnership.</li> <li>e. Establish “AAU Health Foundation” to leverage the power of philanthropy to support the “AAU Health” mission</li> </ul> </li> <li>iv. Invest in capacity building for AAU College of Health Sciences and Tikur Anbesa Specialized Hospital (TASH) <ul style="list-style-type: none"> <li>a. Invest in cutting edge technology to support patients’ care.</li> <li>b. Create a conducive environment to initiate PPP</li> <li>c. Upgrade utility service to create safe , comfortable and caring environment for customers</li> <li>d. Establish national centers of excellence.</li> <li>e. Establish a medical tourism services to accommodate the demand of the region</li> <li>f. Retain and incentivize the best health professionals.</li> <li>g. Strengthen continuous professional development of health professionals.</li> </ul> </li> </ul>
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<b>6.Strategic Partnership and Internationalization</b>	Advance strategic and impactful partnerships and sustainable collaborations enhancing academic networks and research, strengthening academic exchanges, and global engagements.	1. Promote a comprehensive and integrated internationalization effort and global partnerships.	<ul style="list-style-type: none"> <li>i. Establish “AAU Global” or “AAU International” Office, preferably at a vice president level.</li> <li>ii. Establish an external overseas campus to enhance international partnerships</li> <li>iii. Design strategic direction and policy framework for comprehensive internationalization.</li> <li>iv. Enhance, publicize, and increase visibility of the “AAU Global” or “AAU International” branding.</li> <li>v. Support and facilitate student and faculty exchange, and recruitment of best international talent based on institutional need and capacity.</li> <li>vi. Develop a plan to attract international students – focusing on the Region first.</li> <li>vii. Promote the concept of global citizenship through internationalization at home and abroad.</li> <li>viii. Set up and develop efficient information and data management system as regards university internationalization plans and activities.</li> </ul>
		2. Develop an institutional policy/guideline and a plan for partnerships to co-create opportunities for research, education, and outreach.	<ul style="list-style-type: none"> <li>i. Develop an institutional policy/guideline for partnership/collaboration for education, research, and innovation.</li> <li>ii. Develop a plan of implementation to enhance international strategic partnerships.</li> <li>iii. Solicit, establish, and promote networking and partnerships with international (multilateral and bilateral agencies, foundations, etc.) and regional development partners and actors.</li> <li>iv. Engage in and promote networking with local, African, and international universities.</li> </ul>
<b>7.Resource Mobilization and Diversification</b>	Increase amount and type of resources generated/mobilized for academic, research and community engagement activities.	1. Develop and plan a comprehensive to mobilize and diversifies revenue sources.	<ul style="list-style-type: none"> <li>i. Develop a university-wide plan to boost income generation capacity and enhance resource mobilization and diversification.</li> <li>ii. Revitalize and reorganize existing internal units and schemes towards increasing income generation and optimization.</li> <li>iii. Establish “AAU Endowment Fund” – to raise and develop the university’s assets.</li> <li>iv. Create a robust and compelling “Case for Support” and launch fundraising capital campaigns including public events and creative philanthropic activities.</li> <li>v. Implement activities to augment internal resource and income generation – building rentals, monetize assets, attract fee-paying students, outsource non-core services, offer consultancy, need-based trainings and capacity building programs, conduct fee-based conferences, workshops, and seminars, etc..</li> </ul>

			<ul style="list-style-type: none"> <li>vi. Develop and enrich a strategy and database on funding organizations and AAU alumni, and</li> <li>vii. Develop for resource mobilization to expand and engage in diverse high-value research.</li> </ul>
		<p>2. Promote innovation and business enterprises.</p>	<ul style="list-style-type: none"> <li>i. Establish an “AAU Business Enterprise” – as a profit making “AAU Holding Co.” or entity.</li> <li>ii. Establish and sustain a university-wide “Center (Maker-Space) for Entrepreneurship and Incubation” – focused on assisting AAU students, faculty, staff and alums with advancing high potential new business opportunities.</li> <li>iii. Establish a University Private Partnership to efficiently finance core processes of the university</li> <li>iv. Establish a university-wide “Innovation Commercialization Office” that works closely with faculty, industry and the entrepreneurial community to commercialize AAU’s innovations.</li> <li>v. Expand competency and skills testing centers that administer standard tests, job screening exams and competency certifications for companies and placement centers.</li> </ul>
		<p>3. Enhance and promote expanded alumni and diaspora engagements.</p>	<ul style="list-style-type: none"> <li>i. Develop and adopt an institutional strategy for effective engagement of alumni and the diaspora.</li> <li>ii. Establish a university-wide “AAU Alumni Engagement Office” to reach out to alumni, cultivate belonging, and deepen alumni relations and engagement.</li> <li>iii. Develop alumni and diaspora database and maintains a directory of every graduate’s career, residence, and contact information.</li> </ul>

<b>8.Harness Technology and Digitalization</b>	Expand use of advanced digital technologies to transform university functions, services and business processes	1. Create institutional policies, standards, space, facilities, and support system that enhance ICT use and digitalization.	<ul style="list-style-type: none"> <li>i. Develop an institutional digital and ICT use policy and standards to enhance the use of technology in a planned and organized manner.</li> <li>ii. Improve or upgrade existing buildings, classrooms, and facilities to meet the demands of technology enhanced learning.</li> <li>iii. Establish a Center for Technology Enhanced Learning (CTEL) to coordinate and support university wide efforts on digitalization and ICT.</li> </ul>
		2. Enhance ICT and digitalization for innovative teaching and learning, research, and community services.	<ul style="list-style-type: none"> <li>i. Use ICT to enhance the delivery of lessons and programs at classroom level and through online and distance modalities.</li> <li>ii. Enhance the use of digital technologies for online teaching and learning, research, and institutional management.</li> <li>iii. Review curricula to incorporate and integrate flexible and technology enhanced educational delivery.</li> <li>iv. Develop a Digital Skills Framework for improving faculty, staff and student digital skills and enhancing their competence.</li> <li>v. Deploy systems such as learning management systems (LMS), digital library systems, etc. to support the teaching learning process.</li> <li>vi. Create and develop research e- infrastructure platforms, capacity for data management, archiving and access of research results and community engagement tasks.</li> <li>vii. Play a leading role in promoting open science initiatives and the use of Artificial Intelligence (AI) in education.</li> <li>viii. Use Assistive Technologies to support the needs of students with special needs.</li> </ul>
		3. Deliver secured, effective and efficient technology supported services.	<ul style="list-style-type: none"> <li>i. Promote the use of ICT in various institutional administrative functions including HR management, finance, inventory, payroll, and procurement.</li> <li>ii. Develop and Enterprise Architecture for the university and ensure the use of standardized and shared Campus Management System</li> <li>iii. Manage security threats against the various ICT platforms and services provided by the university.</li> <li>iv. Ensure all AAU employees (teaching, research and administrative staff, and including affiliated academic and research staff) must have an AAU computing account.</li> </ul>

<b>9. Stewardship and Sustainable Infrastructure and Facilities</b>	Provide efficient stewardship of institutional resources (finance, infrastructure, facilities, etc.) to foster the long-term sustainability of AAU and its high-quality education, research and outreach and engagement programs	Develop and implement a comprehensive financial model and budget process that aligns resources with strategic priorities, university-wide effectiveness, and efficiency.	<ul style="list-style-type: none"> <li>i. Establish or strengthen budget autonomy and responsibility of academic and research units of the university.</li> <li>ii. Create and use unit-level financial dashboards that provide up-to-date data to support strategic decision-making.</li> <li>iii. Integrate and streamline administrative systems and processes to gain efficiency and improve the user experience.</li> <li>iv. Optimize operation costs related to all AAU services.</li> </ul>
		Create a new University Comprehensive Property Use Plan	<ul style="list-style-type: none"> <li>i. Develop institutional policy and plan of action for “Green Campus” and sustainability (social, environmental, etc.).</li> <li>ii. Ensure faculty, staff and students can live, work, and learn in buildings and spaces that are clean, safe, functioning, welcoming, and attractive.</li> <li>iii. Plan for and construct/renovate high-priority facilities that support the AAU articulated priorities and values (e.g., multicultural center, recreational sports facilities, greenhouses, engineering facility, etc.).</li> <li>iv. Enhance public art on campus and ensure it includes multiple modalities and diverse perspectives.</li> </ul>