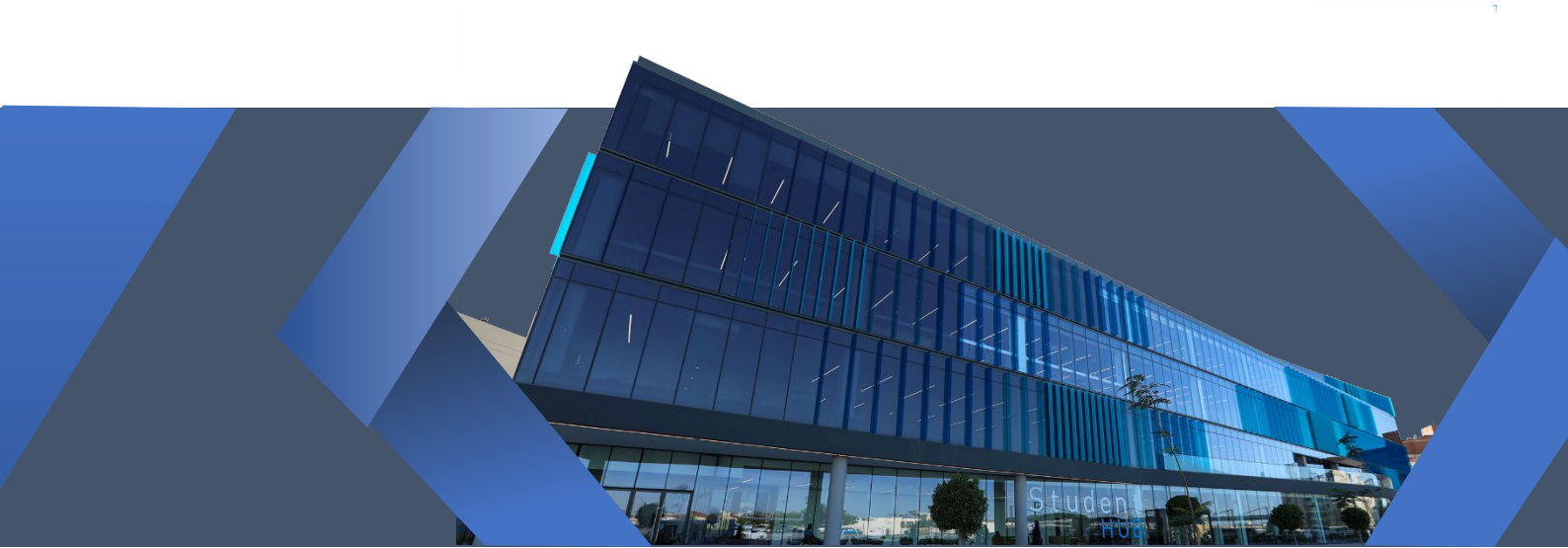




جامعة عجمان
AJMAN UNIVERSITY

ANNUAL REPORT

Academic Year 2021-2022



Prepared by

Office of Institutional Planning and Effectiveness

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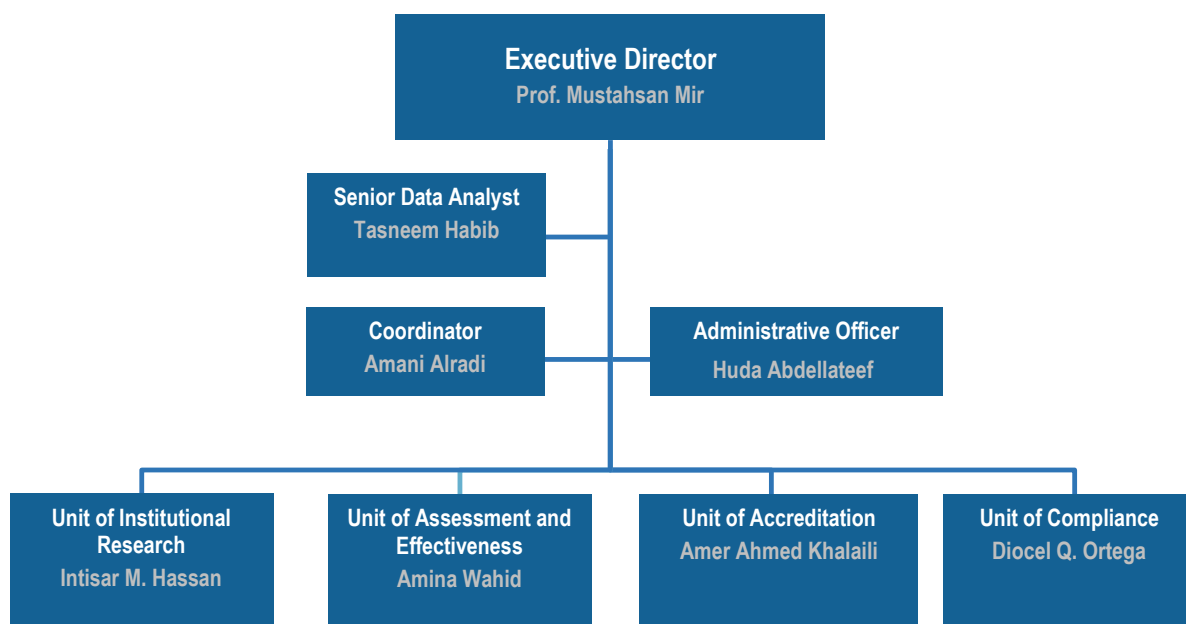
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Introduction

Ajman University (AU), in accordance with the CAA *Standards*, and particularly Stipulation 2.1.7, produces an annual report concerning the effectiveness of its quality assurance system, and the performance and effectiveness of its quality assurance unit, the Office of Institutional Planning and Effectiveness (OIPE).

The Office of Institutional Planning and Effectiveness (OIPE) is entrusted with the responsibility of conducting institutional research, planning, and monitoring university-wide outcomes-based assessment activities that promote a culture of quality and effectiveness as well as to provide valuable support in the strategic planning process of the University. Refer to *Appendix 1* for more details on Ajman University (AU) and OIPE history and goals.

The OIPE is composed of four units, namely: Institutional Research, Assessment and Effectiveness, Accreditation, and Compliance. The following OIPE Organization Chart presents the positions, responsibilities, and reporting lines in the office. All staff mentioned in this organization chart are full-time employees of AU working at OIPE.



The main functions of the OIPE are listed below:

1. Stand as a liaison between the University and the CAA on all academic and non-academic issues.
2. Prepare and submit CHEDS data to the Ministry of Education.
3. Organize the inspection visits of the Ministry of Education.
4. Coordinate with Colleges for the preparation of academic programs' self-study documents and site visits for the CAA's ERTs.
5. Provide support to academic departments in preparation of international accreditation of programs.
6. Organize all activities for international accreditation of Ajman University, prepare and submit the required documents and evidence for this purpose.
7. Monitor the performance of the University academic programs, support units and administrative departments to ensure the achievement of the specified goals, objectives and outcomes.

8. Organize workshops to enhance expertise in assessment and accreditation related tasks.
9. Assist in carrying out feedback surveys for academic and non-academic units of AU.
10. Determine and implement comprehensive plans for educational outcomes assessment.
11. Prepare balance scorecards for the assessment of KPIs of non-academic units and assess the achievement of specified targets for all KPIs.
12. Coordinate with academic departments in formulation and implementation of student learning assessment plans.
13. Assist in determining the suitability of the needs assessment for new academic programs.
14. Centralize the database of institutional documents and reports.
15. Gather data, analyze it, and prepare AU Fact Book on annual basis.
16. Prepare and submit Annual Report to the CAA.
17. Provide institutional research support for the University management.
18. Ensure that assessment results are used in subsequent planning activities.
19. Coordinate global ranking activities at the University and submit appropriate data required by the ranking agencies.
20. Perform other duties as required by the Chancellor.

OIPE Entrusted Committees

Strategic Plan Monitoring Committee (SPMC)

The SPMC is mandated to monitor the achievement of AU's Strategic Goals (SGs) based on yearly scorecards analysis, and making recommendations to various committees based on institutional research for future planning. The progress of SGs is determined by analyzing the achievement scores of strategic KPIs that are mapped to corresponding SGs. The committee's scope of work covers all offices, including the Offices of the Cabinet members, Academic Deans, Directors and Managers.

Assessment Planning Committee (APC)

This is the main committee responsible for planning, directing, and monitoring the assessment, continuous improvement, and evidence-based planning and budgeting across all academic and non-academic units in the University. It is comprised of the Executive Director of OIPE and two co-chairs of Institutional Effectiveness Committee (IEC).

Institutional Effectiveness Committee (IEC)

This is a central committee responsible for coordinating and monitoring the implementation of assessment plans and operations and setting policies, procedures and timelines for assessment of all entities and units in the University.

Assessment and Continuous Improvement Committee (ACIC)

The ACIC for each academic department is responsible for carrying out the assessment, suggesting improvement actions, monitoring the implementation of suggested actions, and ensuring continuous improvement for each program offered by the department. The ACIC shall get its reports approved by the HOD and submit the approved reports to the College Effectiveness Committee (CEC).

College Effectiveness Committee (CEC)

The CEC is a higher-level committee that will review the documents prepared by ACICs and write reports about the effectiveness of each program and determine if the college goals are being achieved. The CEC shall submit its reports to the College Dean for review and approval. The approved reports shall be submitted to OIPE.

General Education Assessment Committee (GEAC)

The GEAC for General Education Program is responsible for carrying out the assessment, suggesting improvement actions, monitoring the implementation of suggested actions, and ensuring continuous improvement for all courses offered by the General Education Program. The GEAC shall get its reports approved by the Program Coordinator and submit the approved reports to OIPE.

Highlights of OIPE Activities

ACTIVITY	RESPONSIBILITY
<ul style="list-style-type: none"> Submitted Institutional data to the Center for Higher Education Data and Statistics (CHEDS), for Fall and Spring 2021-2022. Navigated the complex process of collecting and submitting the documentation for QS Stars audit related to the following 8 categories: <ul style="list-style-type: none"> Teaching Employability Internationalization Academic Development Facilities Program Strength Social Responsibility Inclusiveness Gathered institutional data required for QS World University Ranking. Gathered and compiled institutional data required for AU Fact Book. Analyzing the institutional data and submitting key findings. Submitting institutional data/evidence for Times Higher Education (THE) University Ranking. Gathered institutional data required for WASC Senior College and University Commission (WSCUC) Submission. Submitting data, including cohort studies, that contributes to Academic Programs initial/renewal accreditation. Developed and customized Ajman Police satisfaction survey per stakeholder and provided a comprehensive report of the results. Submitting annual institutional data to Statistics and Competitiveness Center – Ajman. 	Unit of Institutional Research
<ul style="list-style-type: none"> Delivered workshop on "Preparing for WSCUC Accreditation" for academic and non-academic units. Delivered workshop on "Developing course syllabi and assessment tools and methods in accordance with the CAA standards" for academic units. 	Unit of Assessment and Effectiveness

<ul style="list-style-type: none"> • Conducted three workshops to specifically support assessment and effectiveness of academic programs for AY 2021-2022. • Updated the Quality Assurance Manual (QAM) to incorporate CAA-ERT suggestions for improvement. • Conducted periodic assessment and internal audit for academic and non-academic programs. • Conducted Courses and Instructors' Evaluation, Services and Facilities Evaluation, Student Evaluations, Faculty Evaluations, and Administrative Staff Evaluation. • Developed additional surveys and measuring tools to support institutional planning, accreditation, and ranking. • Generated Analysis Reports for the conducted surveys. • Developed corrective/improvement action plans to Improve services. • Produced the Annual Report 	
<ul style="list-style-type: none"> • Directed and supported initial and reaccreditation of academic programs. • Conducted workshop on "How to Minimize Requirements in Program Accreditation" for academic units. • Conducted workshop on "Preparing the Self-Study Document and Standard 2019" for academic units. • Obtained International Accreditation of various academic programs. • Developed complete Self-study Report Template for Initial Program Accreditation. • Developed complete Self-study Report Template for Renewal of Program Accreditation • Obtained CAA approval of Substantive Change Applications for various academic programs. 	Unit of Accreditation
<ul style="list-style-type: none"> • Developed a comprehensive tracking form tailored from the Ministry of Education Framework for Compliance Inspection of HEIs to monitor AU's policy development/revision, and in compliance with MOE and CAA Standards. • Ensured that all institutional documents including Policies and Procedures Manual, Catalogs, and Handbooks, among others are in full compliance with the CAA Standards, and relevant international accreditation agencies that AU is associated with. • Developed the WSCUC Eligibility Report on Criterion 3. Public Information, and Criterion 6. Mission and Purpose which contribute to the successful achievement of the WSCUC Eligibility. • Ensured that the institutional documents published on the University website are consistent with those available in the electronic or hard copy formats. • Provided support to all units of the University in developing and updating policies and procedures. 	Unit of Compliance

Annual Performance Evaluation of OIPE

As part of continuous improvement efforts, Ajman University (AU) conducts an annual survey to determine the extent to which OIPE objectives have been achieved. The survey also assists in planning the future line of actions to further improve the services offered by OIPE to all stakeholders of AU. The survey started on May 27, 2022, and continued till June 6, 2022.

A 5-point Likert scale was used to determine the level of agreement of respondents for the following statements. The weighted average agreement score was determined for each statement. The minimum acceptable score is set to be 3.5 (percentage agreement score of 70%).

A summary of the feedback received from the cabinet members, college deans and heads of departments, and office managers on their agreement of achievement of OIPE objectives in Academic Year (AY) 2021-2022 is provided below.

The following table shows the response rate for the survey:

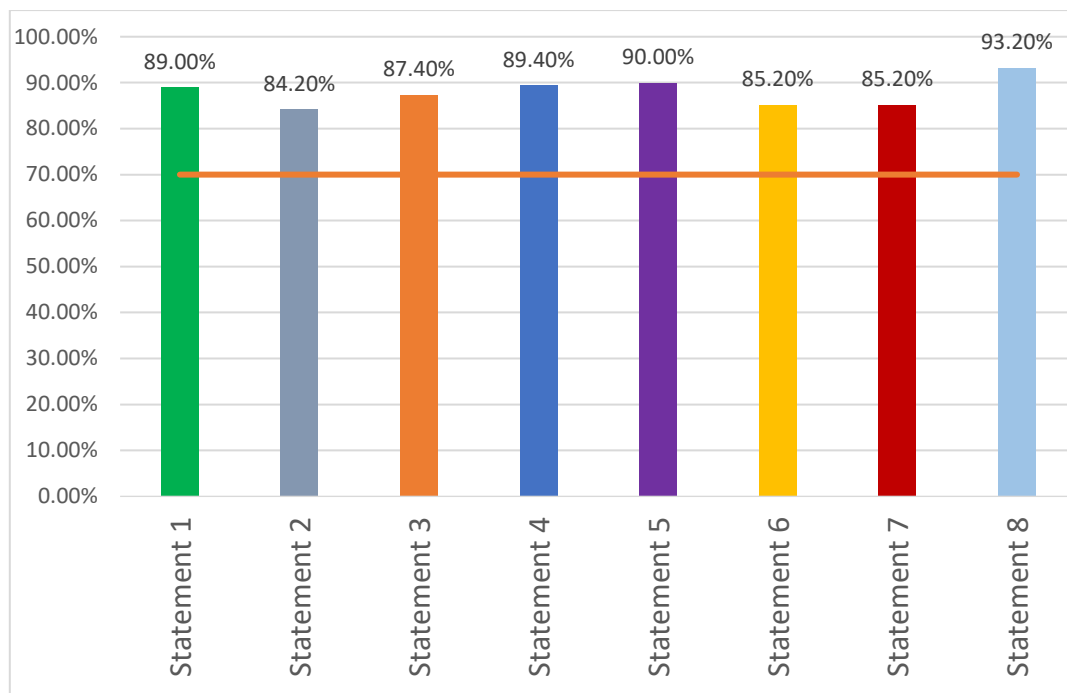
AY 2021-2022	
Survey Population	74
Responses Received	38
Response Rate	51.35%

Analysis of the obtained results

The below table displays the Weighted Average Agreement Score and the Percentage Agreement Score for each statement:

#	Statement	Weighted Average Agreement Score (out of 5)	%age Agreement Score (Agreement Score/5 *100)
1.	OIPE provides reliable and authentic institutional data.	4.45	89.0%
2.	Effectiveness reports prepared under the supervision of OIPE assist in achieving the goals of your college/office.	4.21	84.2%
3.	OIPE is gradually establishing at AU a culture of evidence-based assessment, evaluation, and continuous improvement.	4.37	87.4%
4.	OIPE makes valuable contribution in improving the quality of institutional documents.	4.47	89.4%

5.	OIPE makes valuable contribution in improving the quality of documents prepared for initial accreditation and re- accreditation as well as response reports submitted to the CAA.	4.5	90.0%
6.	OIPE makes evidence-based recommendations for continuous quality enhancement.	4.26	85.2%
7.	Assessment workshops organized by OIPE are helpful.	4.26	85.2%
8.	OIPE has assisted in improving the QS ranking of AU.	4.66	93.2%
Average		4.40	
Average Percentage		88%	



As shown in the above chart, all statements addressing the OIPE objectives are remarkably beyond the acceptable threshold, with an average value of 4.4 (88%). The highest score goes to statement # 8; OIPE has assisted in improving the QS ranking of AU, with a value of 4.66 (93.2%).

OIPE Achievements

Unit of Accreditation

Ajman University is globally accredited at the institution level by the Quality Assurance Agency (QAA) in the United Kingdom. All the programs offered at Ajman University (AU) are accredited by the Commission for Academic Accreditation, UAE's Ministry of Education.

Additionally, a growing number of programs are being accredited internationally. AU is globally ranked by QS World University Rankings. Below are the details for all rankings and accreditations:

Quality Assurance Agency

Ajman University is globally accredited by the Quality Assurance Agency (QAA), the UK's independent body and a global leader in quality assurance for higher education. The accreditation was granted in March 2020 and is valid for five years. The mid-cycle review was successfully completed in November-December 2022.



QS World University Rankings

1. QS World University Rankings 2023 lists AU in the top 700 universities worldwide, which is among the top 2.25% globally;
2. AU is ranked by QSWUR 2023 as having the world's 4th most international students and 7th most international faculty;
3. QS Arab World Rankings 2023 lists AU as 27th overall;
4. QS Rankings 2021 "Top 50 Under 50" names AU as one of the top 150 young (under 50 years) universities in the world;



QS Ratings (2022)

1. Five QS Stars overall.
2. Five QS Stars in 8 different categories; Teaching, Internationalization, Facilities, Employability, Academic Development, Online Learning, Social Responsibility, and Inclusiveness.

EXCELLENT



Employability



Inclusiveness



Online Learning



Social Responsibility



Teaching



Facilities



Internationalisation



Academic Development



College of Architecture, Art & Design: Bachelor of Science program in Architectural Engineering

The Architecture Program at Ajman University (AU) has earned Validation status from UNESCO-UIA, the International Union of Architects. Recognition of architecture program by the UNESCO-UIA Validation System represents an internationally benchmarked assessment of quality in architectural education.

UNESCO-UIA Validation advances the creation of a global network of recognized architecture programs, including their faculty and students. The College of Architecture, Art and Design (CAAD) received unconditional accreditation for 5 years for the Bachelor of Architecture from International Union of Architects UIA/UNESCO.



College of Business Administration

The College of Business Administration has received the AACSB International accreditation in April 2022. Association to Advance Collegiate Schools of Business (AACSB) is one of the largest and most specialized b-school accreditations in the academic world. Earning AACSB accreditation signifies a business school's commitment to strategic management, learner success, thought leadership, and societal impact.



Ajman University's Bachelor of Science in Accounting has been accredited by the Association of Chartered Certified Accountants (ACCA). The ACCA is a global professional body issuing highly respected and valued international qualifications in business.



On May 29, 2020, AU's Accounting Program in the College of Business Administration received full accreditation from CPA Australia (Certified Practicing Accountant).



The Chartered Institute of Management Accountants® (CIMA), founded in 1919, is the world's leading and largest professional body of management accountants.



College of Engineering: Bachelor of Science programs in Biomedical Engineering and Electrical Engineering

Ajman University's Bachelor of Science programs in Biomedical Engineering and Electrical Engineering have been accredited by the Engineering Accreditation Commission of ABET, the global accreditor of college and university programs in applied and natural science, computing, engineering, and engineering technology. The process for their reaccreditation has been recently initiated.



Engineering
Accreditation
Commission

ABET accreditation assures that programs meet standards to produce graduates ready to enter critical technical fields that are leading the way in innovation and emerging technologies, and anticipating the welfare and safety needs of the public.

College of Law

The Bachelor of Law program at Ajman University has been awarded “Five-Year Unreserved Accreditation” by the High Council for Evaluation of Research and Higher Education (HCERES), a French agency with a broad reach across Europe and around the world. HCERES is a full member of the European Association for Quality Assurance in Higher Education (ENQA) and is listed in the European Quality Assurance Register for Higher Education (EQAR).



College of Mass Communication

The College of Mass Communication’s Bachelor of Art degree program –with specializations in Radio and Television; Public Relations and Advertising; and Graphic Design – has earned the prestigious AQAS (Agency for Quality Assurance through Accreditation of Study Programs) accreditation. AU is part of an elite network of 6,600 institutions around the world with a program holding this coveted accreditation



College of Pharmacy: Bachelor of Pharmacy Degree Program

The Bachelor of Pharmacy degree program of Ajman University, College of Pharmacy and Health Sciences, has been granted Certification by the Accreditation Council for Pharmacy Education (ACPE), United States of America.



College of Humanities and Sciences

The Bachelor of Sociology & Social Work program at Ajman University has been awarded a five-year accreditation by the High Council for Evaluation of Research and Higher Education (HCERES). Fewer than 5% of the world’s Sociology & Social Work programs have achieved this prestigious distinction. AU is now one of only 8 universities in the MENA region to have met the rigorous evaluation standards and review processes set forth by HCERES.



Progress towards WSCUC Initial Accreditation

On 18 April 2022, Ajman University successfully qualified the Eligibility Stage of WASC Senior College and University Commission (WSCUC) in USA. The University is now proceeding with the Candidacy Stage for which it is required to submit its Institutional Report (or SSR) by September 5, 2023.

Unit of Assessment and Effectiveness

1. OIPE has succeeded in completing the assessment of all academic programs as per the Rubrics for Assessment of Annual Effectiveness Reports (AERs) in AY 2021-2022 to fairly evaluate the colleges' AERs. The OIPE is responsible for reviewing and auditing the submitted reports, and monitoring the implementation of remedial (corrective) and improvement actions and closing the loop by comparing these sections with what was mentioned in the previous cycle's AERs and verifying whether they were implemented or not. OIPE either approves the AERs or sends these back to CEC with comments and recommendations for further improvement. As such, OIPE has completed the review process for all academic programs in nine colleges as well as the General Education program for AY 2021-2022.
2. OIPE took complete charge of conducting surveys during the academic year 2021-2022 to improve the services and facilities offered at AU for students, faculty, and administrative staff, wherein OIPE prepared the results and presented them to address successes and areas for improvement in their achievement tied to University's objectives and make recommendations.

The following table summarizes the results of different Student Satisfaction Surveys in AY 2021-2022. It displays the Response Rate and the Weighted Average Agreement Score (out of 5):

Table 1: Student Satisfaction Surveys' Results

#	Survey Name	AY 2021-2022	
		Response Rate	Overall Weighted Average score (@5)
1	Student Course Assessment Survey (SCAS)	60.15%	4.66
2	Academic Advisor Survey (AAS)	48.34%	4.41
3	Student Satisfaction Survey on AU Services and Support Offices	46.34%	4.05

The following table summarizes the results of Student Satisfaction Survey on AU Services and Support Offices in AY 2021-2022. It displays the Response Rate and the Weighted Average Agreement Score (out of 5) for various types of services:

Table 2 Student Satisfaction Survey on AU Services and Support Offices Results

#	Survey Name	AY 2021-2022	
		Response Rate	Overall Weighted Average score/5
1	IT-related services	46.34%	4.17
2	Library Services		4.06
3	AU website content & accessibility (www.ajman.ac.ae)		4.14
4	Social Media content and engagement		4.07
5	AU Infrastructure Facilities		3.94
6	Services provided by the Office of Medical Services(emergency medical care, promptness from medical care office)		4.05
7	Services provided by the Office of Admission & Registration		3.95
8	Services provided by the Office of Community Engagement (Community & PR services like Visa & ID card process, DPI & PCR test, COVID-19 vaccination drive)		4.04
9	Financial services provided by the Office of Finance(fee payments, other financial payments etc.)		3.86
10	Careers services (Career Guidance, Career workshops & webinars, CV review sessions, internship and placement assistance, Career events such as Career fair and mockup interviews)		3.94
11	Peer to Peer tutoring program (under the Student Success Centre)		4.01
Average			4.02

The following table summarizes the results of different Faculty and Administrative Staff Satisfaction Surveys in AY 2021-2022; it displays the Response Rate and the Weighted Average Agreement Score (out of 5):

Table 3 Faculty and Administrative Staff Satisfaction Surveys' Results

#	Survey Name	AY 2021-2022	
		Response Rate	Overall Weighted Average score/5
1	Annual Performance Evaluation (APE)	60.38%	4.06
2	Professional Development Plan (PDP)	60.38%	3.98
3	Faculty Satisfaction Survey	70.23%	3.73
4	Administrative Staff Satisfaction Survey on the Working Environment	79.12%	3.74

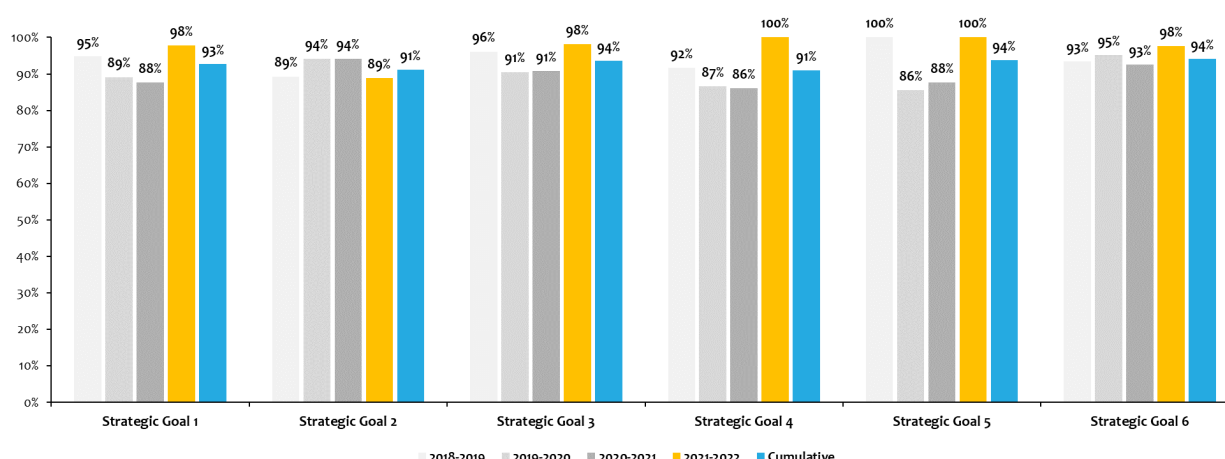
3. The unit of Assessment and Effectiveness has implemented the revised achievement criteria of the Program Learning Outcomes (PLOs) assessment that incorporates the indirect assessment with direct assessment, as explained in the Quality Assurance Manual.
4. The unit of Assessment and Effectiveness has conducted a workshop on the Course Assessment for new faculty during AY 2021-2022. The workshop was organized to share with them the CAP program that supports their understanding to the assessment instruments and the alignment between them and the Course Learning outcomes (CLOs).

Unit of Institutional Research

1. Prepared successful reports requested by the Center for Higher Education Data and Statistics (CHEDS) and the Supervision Authority of the Ministry of Education, in addition to the annual Fact Book.
2. Completed scorecard analysis all KPIs for 43 Units of the University. Collaborated with all Units to define corrective action plans for unachieved KPIs.
3. Provided recommendations to higher management based on analysis of institutional data.
4. Gathered institutional data required for QS World Ranking.
5. Gathered and compiled institutional data required for AU Fact Book and utilized new indicators such as student to faculty ratio, completion rate, retention rate and continuation rate.
6. provided the required Institutional data and evidence required by Times Higher Education for the following Sustainable Development Goals:
 - a. Good Health and Wellbeing (SDG 3)
 - b. Quality Education (SDG 4)
 - c. Reduced Inequalities (SDG 10)
7. Developed and customized Ajman Police satisfaction survey per stakeholder and provided a comprehensive report of the results.

The OIPE has contributed to determining the Achievement Score for the academic year 2021-2022 and the Cumulative Achievement Score, including the results of previous years, of each Strategic Goal defined in the Strategic Plan by collecting and analyzing the required institutional data.

The graph below shows the Achievement Score and Cumulative Achievement Score for AU Strategic Goals in AY 2021-2022. It may be noted that the cumulative score for each one of the six strategic goals has exceeded the achievement threshold of 90%. The KPIs for the next strategic plan (2022-2027) have also been assigned, after approval by the Chancellor, and the new Performance Contracts (PCs) have been issued to all Cabinet members, Deans, Directors, and Managers.



Unit of Compliance

1. The Unit of Compliance (UoC) has developed a comprehensive tracking form tailored from the Ministry of Education Framework for Compliance Inspection of HEIs to monitor AU's policy development/revision, and in compliance with MOE and CAA Standards.
2. The UoC has developed a mapping of all institutional documents to the respective CAA Standards annexes and provided the Institutional Documents Update Tracking Report and PPM Compliance Audit and Policy Update Tracking Report. The PPM Compliance Audit also include the WSCUC required policies. These reports indicate full compliance with the CAA Standards and as well as WSCUC.
3. The UoC and the Unit of Institutional Research has completed the report Institutional Research Findings and Recommendations. This report aims to provide data about key Institutional Research (IR) indicators- enrollment, attainment, and employability, and evidence-based recommendations that will assist in the decision-making process of the senior management, colleges/offices as well as various committees, including the planning committees at different levels.

Appendix 1: Ajman University (AU) and OIPE History and Goals



جامعة عجمان
AJMAN UNIVERSITY

Ajman University (AU) and OIPE History and Goals

Ajman University was founded in 1988 as Ajman University College of Science and Technology (AUCST) by virtue of an Emiri Decree issued by His Highness Sheikh Humaid Bin Rashid Al-Nuaimi, Member of the Supreme Council and Ruler of Ajman. AUCST received its first intake of students on 15 September 1988. On May 3, 1994, it was licensed by the Ministry of Higher Education and Scientific Research (MOHESR) as Ajman University of Science and Technology (AUST). The most recent renewal of licensure was granted by the Commission of Academic Accreditation (CAA), Ministry of Education, in 2019. Since then AUST has continued its growth by expanding programs, diversifying the student population and faculty, strengthening ties with the community, improving positioning on the global map of higher education, and fostering a culture of shared governance and continuous improvement.

In order to better reflect the importance of diversity of offered programs, the University's name was changed to Ajman University (AU) in October 2016. All undergraduate and graduate programs offered by AU are accredited by the Ministry of Education, UAE. These programs aim at providing the community with competent graduates who are capable of meeting the demands of an ever-changing job market and contributing to the development and prosperity of the UAE. Faculty members from 40 different countries, and a student body that hails from more than 75 countries, strengthen the diverse intellectual environment of AU.

For the past many years, AU was a two-campus institution, with its main campus in Ajman and a branch campus in Fujairah. On 18th March 2019, the Fujairah campus received a license from the Ministry of Education in the UAE to become an independent university, namely the University of Science and Technology of Fujairah (USTF). Accordingly, AU is now a single-campus institution. This change has not affected any of the academic programs or services offered at Ajman University. Another major change was at the start of 2019 Spring semester, when some of the colleges at AU were restructured. The restructuring plan was approved by the Commission for Academic Accreditation (CAA) of the UAE Ministry of Education (MoE) and has been successfully implemented in February 2019. More precisely, the College of Information Technology was merged with the College of Engineering to become College of Engineering and Information Technology, and an independent College of Architecture, Art and Design was established by shifting the departments of Architecture and Interior Design from the former College of Engineering to the new College. The College of Education and Basic Sciences and the College of Mass Communication and Humanities were restructured to form the College of Humanities and Sciences and the College of Mass Communication, respectively. Earlier, in the Fall semester of AY 2018-19, a new College of Medicine was established after obtaining its approval and successful accreditation of its MBBS program from the MoE.

Purpose and Priorities

Mission, Vision and Values

In January 2017, a new Strategic Plan was developed to carry the University forward into the next five years as the previous plan came to an end. AU's Strategic Plan 2017-2022 builds upon past achievements, core strengths and a distinct location as well as recent and forecasted regional developments and global trends. The Strategic Plan outlines the following Goals;

1. ensuring excellence in teaching and learning;
2. enhancing the quality, relevance and impact of research and intellectual contribution;
3. recruiting, supporting, and fostering the development of bright and diverse student body;
4. enhancing the visibility and positioning of the university;
5. building impactful and long-lasting ties with external communities, and;

6. promoting cutting edge and innovative support services.

MISSION

- Ajman University (AU) is a multicultural, dual gender, academic institution that offers a broad range of high quality and relevant undergraduate and graduate academic programs. The University strives to fulfil the needs of students, alumni, employers, and society through quality education, scholarship and community engagement. AU develops well-rounded graduates who are professionally competent, socially responsible, innovative and active contributors to sustainable.

VISION

- Ajman University aims to be internationally recognized as one of the leading universities in the Arab world in terms of cutting-edge learning, impactful research and responsible outreach and community engagement

CORE VALUES

- Excellence
- Integrity
- Inclusiveness
- Social Responsibility
- Innovation

OIPE Mission

The Office of Institutional Planning and Effectiveness (OIPE) shall collect, analyze, and disseminate authentic institutional data. It shall play a vital role in providing the senior management with quality information to support evidence-based planning, budgeting, and decision-making. It shall assist and monitor the assessment and continuous improvement processes of all units of the University, and evaluate their outcomes, with the ultimate aim of achieving the strategic goals and the mission of the University. The OIPE shall continually enhance the quality of institutional documents and assist all colleges in the accreditation of their academic programs. It shall also play a leading role in enhancing the ranking and positioning of the University at regional and global levels.

OIPE Vision

The OIPE shall establish a world-class system of assessment, continuous improvement, and evidence-based planning and budgeting at AU, making significant contribution towards achieving the mission of the University.

OIPE Goals

1. Collect, organize, and disseminate authentic institutional data.
2. Analyze institutional data, prepare effectiveness reports, and suggest actions to achieve the strategic goals.
3. Establish and promote University-wide assessment and continuous improvement processes and monitor their implementation.
4. Substantially improve the quality of institutional documents and their compliance with CAA and international institutional accreditation standards.
5. Facilitate and promote submission of quality documents to CAA for initial accreditation, re-accreditation, renewal of University licensure, and response reports.
6. Support the University higher management in strategic planning and decision and policy making.

OIPE Objectives

1. Improve the process of collecting, organizing, and disseminating institutional data to become the sole provider of reliable and authentic institutional data.
2. Prepare effectiveness reports based on the analysis of institutional data and suggest actions to help achieve the strategic goals.
3. Establish a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University.
4. Thoroughly revise and update University documents to make them consistent and compliant with CAA and international institutional accreditation Standards.
5. Substantially improve the quality of documents prepared for initial accreditation and re-accreditation, as well as response reports submitted to the CAA.
6. Assist in improving the QS ranking of AU.
7. Organize assessment workshops for both academic and non-academic units in order to enhance the understanding of new processes for continuous quality improvement and closing the loop.
8. Make evidence-based recommendations to higher management, deans, and line managers for continuous quality enhancement.

Mapping the alignment of OIPE Goals to the AU Strategic Goals

AU Strategic Goals	OIPE Goals					
	1	2	3	4	5	6
Strategic Goal 1	√	√	√			
Strategic Goal 2	√	√	√			
Strategic Goal 3	√	√				√
Strategic Goal 4				√	√	√
Strategic Goal 5	√	√		√		√
Strategic Goal 6	√	√				√