

*Our University, Our Time,
Our Future*



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2024-2029 Strategic plan

REIMAGINING OUR FUTURE

Our Vision

AUN seeks to become a center of learning and research for Nigeria and Africa and a catalyst for development in the entire world. In the words of its Founder, it sees its role as a “Development University.” Thus, the University will honor the traditional university roles of repository and transmitter of culture and knowledge and center for the creation of new knowledge. As a “Development University,” it will also focus on the practical roles that a university must play in the development of a great nation and continent.



REIMAGINING OUR FUTURE

Our Mission

To these ends as a “Development University,” AUN will foster the creation of leaders committed to sustaining a democracy in which diverse people share in the rights and responsibilities of citizenship, are proficient in creating and applying technology to wise purpose, and are dedicated to securing a humane and prosperous world. AUN will become a place where students' dreams become Africa's future. At AUN, lives will be transformed for service and leadership to lead Africa and the world in what will surely be the challenging years ahead.



Dear Friends

The first time as a child I heard about Nigeria and Africa, it seemed like a distant land that was not only far away but a place that would be out of reach for me. Turn almost four decades and today, I am not only living in Nigeria, but I have the blessing of serving as the president of one of the best universities in the entire continent, the American University of Nigeria (AUN).

Being a first-generation university student from the Appalachian region of the United States, I could have never dreamt of the opportunities that education would provide for me as it changed the complete trajectory of my family's life. It is because of my own life experiences that I have dedicated my life and career to serving in this important field of education. It is with great pride I serve as the sixth president of our prestigious university and I plan to help the university reach heights that never before has been obtained.

As we move forward into this new era, I plan to find more ways to partner with an increasing number of United States colleges and universities, serve alongside important governmental organizations from Nigeria and the world (i.e. WHO, UNFP, USAID), and continue the legacy of service that makes AUN the only developmental university in Africa. The best days are lying ahead and the future is what each of us make it. Together, we are poised for an educational renaissance that our continent has not had the opportunity to experience before and AUN will be the leader in building a global education platform for the region.

DeWayne P. Frazier, Ph.D.
President,
American University of Nigeria



Strategic Themes

1

Organizational Sustainability
Increase The University Financial base

2

Academic Entrepreneurship and Innovation

3

Invest in Human Resources

4

Capital and Infrastructure Improvements

5

Community Engagement, Development
and Improved Brand Awareness

6

Expand opportunities for student
engagement and development



Theme One

Organizational Sustainability Increase The University Financial base

Increase the university financial base: A solid financial base provides stability and long-term stability to an institution. It allows a university to weather economic downturns, adapt to changing education landscapes and invest in longer-term strategic initiatives. Improving the financial base at a university is crucial for its overall growth, academic excellence, student support, research capabilities, and long-term sustainability. The AUN will reach financial stability through focusing on a robust enrollment plan coupled with building of comprehensive fundraising strategy. The university will continue to be creative in its approaches to generating revenue.

Goal 1 *Enrollment*

- Initiative 1.1 Develop a comprehensive enrollment plan
- Initiative 1.2 Plan will include admissions and review of targets
- Initiative 1.3 Plans for Retention and Persistence will be incorporated

Goal 2 *Launch an international student recruitment and retention program*

Goal 3 *Establish a Center for Distance and Short-Term Learning*

- Initiative 3.1 Online education emphasis on full degree programs
- Initiative 3.2 Launch short-term certificate programs
- Initiative 3.3 Executive programs for leaders across the country and region
- Initiative 3.4 Establish a Consulting arm of the University

Goal 4 *Fundraising*

- Initiative 4.1 Create a giving system for American citizens
- Initiative 4.2 Leverage connections with American government
- Initiative 4.3 U.S. based grants and appropriation
- Initiative 4.4 Establish and foster relationships with Nigerian businesses in the region and across the country
- Initiative 4.5 Local and regional fund raising

Goal 5 *Prioritize and assist faculty with grant applications*

Goal 6 *Explore and evaluate creative opportunities for increasing revenue*

Goal 7 *Increase earned income from grants and contracts through the Atiku Institute for Development*

Goal 8 *Improve efficiency*

- Initiative 8.1 Streamline services
- Initiative 8.2 Streamline academic programs and drop unviable ones





Theme Two

Academic Entrepreneurship and Innovation

An AUN education will reflect our commitment to providing a personalized university education that is rigorous, practical and valuable for all our students. As a liberal arts university, our academic programs embody innovative concepts through which we prepare future leaders capable of addressing national and global challenges with integrity and professionalism. As an institution prepared to meet the needs of the region, academic programs will be relevant to the economy and creative in approaches through entrepreneurship and development orientation. The AUN will shine as the preeminent university in the country and region for implementation of American general education

- Goal 1** *Producing entrepreneurially oriented graduates for industry and especially, self-employment*
- Goal 2** *Producing graduates with community orientation*
- Goal 3** *Launch programs leading to the establishment of Medical School*
- Goal 4** *Launch academic programs in Building Sciences*
- Goal 5** *Review graduate programs for enhancement and expansion*
- Goal 6** *Comprehensive review of general education program/ liberal studies courses*
- Goal 7** *All-inclusive review of market for establishing new academic programs to meet the demands*

- Goal 8** *Advanced training in online teaching pedagogy for faculty*
- Goal 9** *Support and promote scholarship and research*
- Goal 10** *Develop and evolve the New Foundation School to assist with pre-college curriculum for students in academic need as well as English as a Second language courses for primarily international students.*
- Goal 11** *Development in research to help solve issues of local, regional, and global significance. Also, creating more faculty collaboration through international partnerships.*
- Goal 12** *Establishment of AUN Consultancy Program. The program will be a cost for service that the university will be able to earn income.*





Theme Three

Invest in Human Resources

Investing in faculty/ staff demonstrates the value and importance placed on their contributions, which boosts morale and overall job satisfaction. When faculty/ staff feel valued and supported, they are more likely to go above and beyond to support their students and contribute to the overall success of the university. By recognizing and supporting the value of team members, universities can create an environment conducive to learning, growth and success. The AUN will focus on professional development, faculty/ staff recognition programs and salaries.

- Goal 1** *Implement salary scales and position structures*
- Goal 2** *Improving campus communication across the entire university*
- Goal 3** *Cost of living adjustments built into annual budgets*
- Goal 4** *Professional development for faculty and staff*
 - Initiative 4.1 Series of lectures and trainings for faculty/ staff on American style teaching pedagogy
 - Initiative 4.2 Lectures and trainings on personal growth, self-care and professional competency
- Goal 5** *Review of onboarding process for employees*
- Goal 6** *Implementation of award and recognition programs*
- Goal 7** *Performance Management Appraisal Program (PMAF) for all staff*
- Goal 8** *Refine the faculty evaluation program with opportunities for improvement*

Theme Four

Capital and Infrastructure Improvements

Investing in capital and infrastructure plays a vital role in fostering a sense of community and belonging. Well-designed and accessible spaces, such as student centers, recreational facilities, residence halls and communal areas, encourages social interaction, collaboration, and extracurricular activities. These types of spaces are essential for creating a vibrant campus life and building a strong sense of community among students, faculty and staff. The university will also focus on obtaining energy independence and improving the technology across the campus.

Goal 1 *Modernize campus facilities with efforts focused on deferred maintenance*

Goal 2 *Improve technology infrastructure*

Goal 3 *Develop an all-inclusive energy plan for the AUN campus*

Initiative 3.1 Green initiatives to be explored

Goal 4 *Explore athletic enhancements for campus to increase opportunities for student engagement*

Initiative 4.1 Launching of sports academies for outreach

Goal 5 *Additional facilities to be built based on capacity and growth needs*

Initiative 5.1 New residence hall/ hostel

Initiative 5.2 Academic teaching building

Initiative 5.3 Student Center Complex

Initiative 5.4 School for International Studies

Theme Five

Community Engagement, Development and Improved Brand Awareness

Helping develop community engagement is important to a university because it fulfills its social responsibility, facilitates knowledge transfer and collaborations, enhances students learning and development, influences public perception and reputation, and provides research and applied learning opportunities. The American University of Nigeria development arm comes through the Atiku Institute for Development and the area will be strengthened. Improving university brand awareness is important for attracting top students and faculty, building alumni loyalty, fostering partnerships and collaborations, increasing funding opportunities and differentiating from competitors. Overall, the AUN will focus on being an instrumental player in the country, region and continent.

Goal 1 *Expand our marketing scope*

- Initiative 1.1 Social media emphasis to reach young people
- Initiative 1.2 Increased funding annually for new markets and expanding in Nigeria and beyond the Northeastern Zone

Goal 2 *Further Grow and Improve the Atiku Institute for Development*

- Initiative 2.1 Programs aimed at assisting in Internally Displaced People camps
- Initiative 2.2 Empowerment of marginalized groups in the Borno, Adamawa and Yobe Zone of Nigeria
- Initiative 2.3 Further strong relationships with international government organizations (i.e. USAID, WHO, UNICEF, UNFPA, etc) as well as local non-government organizations for potential collaboration and funding

Goal 3 *Reestablish the Adamawa Peace Initiative Program*

Goal 4 *Continue to be creative and fostering a security program that provides a safe campus conducive for education*

Goal 5 *Involve the university in world ranking programs by participating and providing data to organizations*

Goal 6 *Work closely with external stakeholders in local and traditional governments for potential collaboration and support of the region*

Goal 7 *Develop short certificate course in development program areas including Monitoring and Evaluation (M&E), Gender Based Violence (GBV), etc.*



Theme Six

Expand opportunities for student engagement and development

Expanding the opportunities for student engagement and development is crucial for fostering a well-rounded education and preparing students for the future. These experiences not only enhance the students academic learning but also help them develop important life skills such as teamwork, leadership and problem solving. Engaging students in meaningful ways can also increase their motivation and passion for learning and leading to their overall personal growth.

Goal 1

Develop a comprehensive student engagement strategy that addresses integrated student learning outcomes.

Goal 2

Expand opportunities for study abroad experiences for students

Goal 3

Increase student engagement in community service learning

Initiative 3.1

Collect data on student community service hours

Goal 4

Expand retention initiatives that support students during their first two critical years at AVN through the realignment of the support service delivery system

Goal 5

Create additional opportunities for students to be engaged in experiential learning activities that enhance student development

Goal 6

Establish a multifaceted student leadership development experience that engages students in leadership development strategies that are transitional throughout matriculation



