

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Strategic Planning & Annual Review Policy	Effective Date	14/06/2026
	Category	Institutional Effectiveness	Last Review date	
	Policy Number	IE-003	Next Review date	14/06/2029
	Responsible Entity	Institutional Effectiveness	Approved By	President

Overview

Strategic planning is the institutional mechanism through which AIU translates its mission into organized, evidence-based action. A university that has a mission statement but no strategic plan is announcing what it aspires to be without committing to how it will get there. A university with a strategic plan that sits in a document without annual monitoring, budget integration, or faculty governance endorsement has a planning artefact, not a planning process. Accrediting agency requires the latter: a genuine, integrated planning process that involves multiple constituencies, is monitored against measurable evidence, and is revised when circumstances change.

This policy establishes AIU's strategic planning and annual review framework. It governs who participates in plan development, what the plan must contain, how the Faculty Council's endorsement role is operationalized, how the plan connects to the budget and the institutional effectiveness cycle, how annual progress is reported to the Board, and how the plan is reviewed at mid-cycle and revised where evidence warrants. IE-003 is the integrating policy for the IE series, IE-001 (Student Learning Outcomes and Assessment) and IE-002 (Institutional Research and Data Governance) generate and manage the evidence; IE-003 defines how that evidence drives planning decisions, how plans connect to budgets and governance, and how progress is monitored and reported.

Scope

This policy applies to all planning activities at AIU, the development, adoption, implementation, monitoring, revision, and public communication of the institutional Strategic Plan. It applies to all academic and administrative units that develop operational plans aligned with the Strategic Plan, to all governance bodies whose roles intersect with planning, and to the IR function that provides the data infrastructure for planning decisions. It governs the annual planning and review cycle, the budget integration requirement, and the external reporting of strategic progress to Accrediting agency, PUC, and the public.

Purpose

The purposes of this policy are to:

- Establish the governance framework for strategic planning at AIU, defining the roles of the Board, President, Faculty Council, and institutional community in plan development, endorsement, and oversight
- Define the required content of the five-year Strategic Plan, ensuring every plan is mission-aligned, evidence-based, financially feasible, and connected to Kuwait Vision 2035
- Establish the twelve-step plan development process, from environmental scan through Board approval, with timelines and responsible parties at each step
- Establish the Annual Strategic Progress Report as the primary plan monitoring instrument, with eleven required sections providing the Board and Accrediting agency with comprehensive evidence of planning effectiveness

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- Define the KPI threshold-based response framework distinguishing routine variation from situations requiring formal corrective action at Board level
- Define the Year 3 mid-cycle review process and the conditions under which material plan revisions may be made
- Establish the integration framework connecting strategic planning to budgeting (FIN-002), financial sustainability (FIN-001), assessment (IE-001), institutional research (IE-002), Program review (ACA-004), and faculty governance (FAC-001)
- Demonstrate compliance with ongoing institutional effectiveness, strategic planning alignment, monitoring, and revision, anticipating and responding to change, and educational effectiveness indicators and Accrediting agency core commitments

Definitions

Strategic Plan: The five-year institutional roadmap adopted by the Board of Trustees establishing AIU's strategic priorities, objectives, KPIs, initiative register, and resource commitments. The Strategic Plan is the primary evidence document for Accrediting agency.

Strategic Priority: A broad area of institutional focus organizing the Plan's objectives. Each priority is directly traceable to the institutional mission and to evidence from the environmental scan and prior-period performance data.

Strategic Objective: A specific, measurable institutional goal within a strategic priority. Objectives are written as outcome statements, not activity descriptions, and are the primary unit of planning accountability.

Key Performance Indicator (KPI): A quantitative measure tracking progress toward a strategic objective, with a defined baseline, annual targets, and a five-year target. KPIs are drawn from or formally added to the IE-002 KPI framework.

Annual Strategic Progress Report (ASPR): The formal report produced by the President and IR Director each year documenting progress against the Strategic Plan's KPIs and objectives, submitted to the Faculty Council by 15 November and to the Board of Trustees by 30 November.

Integrated Planning: The systematic connection of strategic planning to the annual budget cycle, IE-001 assessment findings, IE-002 institutional data, ACA-004 Program review outcomes, and FAC-001 faculty governance.

Unit Operational Plan: An annual unit-level planning document developed by each Dean and Director, aligned with the Strategic Plan, specifying the unit's contribution to strategic objectives in the coming year.

Environmental Scan: A structured analysis of the external higher education environment, labour market trends, competitive landscape, regulatory changes, demographic shifts, and technological developments, used as a foundation for strategic priority setting.

SWOT Analysis: A structured institutional self-assessment identifying institutional Strengths, Weaknesses, Opportunities, and Threats, used as a participatory planning tool drawing on institutional data and constituent perspectives.

Mid-Cycle Review: A formal, comprehensive review of the Strategic Plan in Year 3 of the five-year cycle, examining progress, continued relevance of objectives, and the need for material revisions in the final two years.

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Faculty Council Endorsement: The Faculty Council's formal majority vote endorsing the Strategic Plan's academic components and the Annual Strategic Progress Report before submission to the Board.

At Risk KPI: A KPI whose performance is more than fifteen percentage points below the annual target, or Behind Target for three consecutive years without improvement, triggering a mandatory Board-level corrective action plan.

Behind Target KPI: A KPI whose performance falls between five and fifteen percentage points below the annual target, requiring a documented response in the ASPR but not yet a formal Board corrective action plan.

Policy

Article 1: Governing Principles

The following principles govern all strategic planning activity at AIU:

- Evidence-based:** The Strategic Plan is grounded in data. Priorities emerge from the evidence, the environmental scan, prior-period KPI performance, assessment findings, Program review outcomes not from administrative preference. A strategic plan that cannot be traced to evidence of institutional need is not a genuine planning instrument.
- Participatory:** Faculty, staff, students, employers, and the Board contribute perspectives during development. Faculty Council endorsement of academic components is a governance requirement, not a courtesy. The quality of AIU's strategy depends on the quality of constituent input.
- Mission-aligned:** Every strategic objective must be traceable to the institutional mission. A priority that serves a commercial interest or personal agenda but cannot connect to the mission has no place in an accreditation-compliant strategic plan.
- Integrated:** Strategic planning is meaningful only when connected to budgets, assessments, and governance. A Strategic Plan that exists in isolation from the budget cycle, the IE cycle, and Faculty Council governance is a compliance document, not a planning tool.
- Monitored:** Plans are only as good as the monitoring systems that track them. AIU's commitment to Accrediting agency requirements is satisfied by demonstrating, through the Annual Strategic Progress Report, that the plan is genuinely implemented, monitored, and revised on the basis of evidence.
- Transparent:** The Strategic Plan and the Annual Strategic Progress Report are public documents. What AIU tells Accrediting agency, its students, and the Kuwaiti public about its strategic direction is consistent with what it tells its Board.

Article 2: Governance Roles in Strategic Planning

The following roles hold defined responsibilities in AIU's strategic planning process:

Role	Strategic Planning Authority	Primary Accountability
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Board of Trustees	Approves the five-year Strategic Plan and all material mid-cycle revisions; receives the Annual Strategic Progress Report; approves changes to mission or strategic direction	Annual KPI review; mission alignment; financial sustainability of plan commitments
President	Leads plan development; ensures cross-unit integration; presents the Annual Strategic Progress Report to the Board; may make operational adjustments within approved Plan parameters	Achieving strategic objectives; ensuring the Plan is implemented and monitored
Vice President for Academic Affairs	Leads academic components of plan development; ensures alignment with curriculum, faculty, and assessment planning; presents academic progress to Faculty Council	VPAA-owned academic strategic objectives; Faculty Council endorsement; ACA-004 and IE-001 integration
Vice President for Administration	Leads operational, financial, and infrastructure components; integrates Plan with budget cycle per FIN-002; ensures HSE and facilities plans align with strategic objectives	VP Administration-owned objectives; budget integration; FIN-001 financial sustainability alignment
Faculty Council	Reviews and formally endorses all Strategic Plan components with academic implications (binding jurisdiction per FAC-001); monitors progress on academic strategic objectives annually	Faculty Council endorsement is a governance requirement for Plan adoption; without it, the Plan does not satisfy Accrediting agency requirement
Deans and Directors	Develop unit-level operational plans aligned with the Strategic Plan; submit annual performance data to IR; participate in environmental scanning and planning consultation	Unit-level operational plan implementation; KPI data accuracy within their domain

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IR Director (IE-002)	Provides data infrastructure for the planning cycle; produces KPI performance reports; maintains the institutional dashboard; produces the Annual Institutional Effectiveness Report	Data integrity for all strategic planning evidence; benchmarking; KPI calculation methodology
Office of Institutional Effectiveness	Coordinates the integration of assessment, Program review, and IR findings into the planning cycle; supports the President in preparing the Annual Strategic Progress Report	Connecting IE-001 and IE-002 outputs to strategic planning evidence
Faculty, Staff, and Students	Participate in environmental scanning consultations, SWOT workshops, and draft plan reviews; perspectives are documented and reflected in the final plan	Contribution of constituent expertise to plan quality and institutional buy-in

Article 3: Strategic Plan Content Requirements

Every AIU Strategic Plan must contain the following elements. A Plan submitted to the Board or Accrediting agency that is missing any element is incomplete. The VPAA and IR Director confirm completeness before the Plan is submitted to the Faculty Council for endorsement:

Plan Element	Minimum Content Requirement
Mission and vision statement	The institutional mission statement as approved by the Board; the vision statement; affirmation of alignment with Kuwait Vision 2035. Any mission change requires Board approval per GOV-001.
Environmental context	Summary of the key environmental scan and SWOT findings that informed strategic priority selection; the planning horizon; the institutional context at the time of Plan adoption.

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Strategic priorities	Three to six broad strategic priorities, each directly traceable to the institutional mission and to evidence from the environmental scan or prior-period data.
Strategic objectives	For each priority: two to five specific, measurable strategic objectives written as outcome statements, not activity descriptions.
KPIs and targets	For each objective: at least one KPI with a defined baseline, an annual target, and a five-year target. KPIs must be from the IE-002 KPI framework or formally added to it before Plan adoption.
Initiative register	Specific institutional initiatives planned to achieve each objective; responsible executive owner; estimated resource requirement; implementation timeline; connection to the annual budget cycle.
Kuwait Vision 2035 alignment	Explicit statement of how at least two strategic objectives contribute to Kuwait Vision 2035 national development priorities — particularly in workforce development, technology, and quality of education.
Faculty Council endorsement	Documentation of the Faculty Council endorsement vote — the date, vote count, any conditions, and the response to any conditions.
Financial sustainability confirmation	A statement from the Director of Finance confirming that the Plan's financial commitments are consistent with the three-year rolling financial plan in FIN-002 and the 90-day reserve requirement in FIN-001.
Risk assessment	Identification of three to five material risks to Plan achievement — enrolment, regulatory, faculty capacity, financial — with a mitigation strategy for each.
Communication plan	How the Plan will be communicated to faculty, staff, students, and the public; the timeline; the channels; and the mechanism for ongoing stakeholder updates on progress.

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Review and revision schedule	The dates of scheduled annual progress reviews and the Year 3 mid-cycle review; the process for material mid-cycle revisions.
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Article 4: Strategic Plan Development Process

The Strategic Plan is developed through a structured twelve-step process. The full cycle takes approximately six months. Where the incoming Plan period begins immediately following the expiry of the prior Plan, development begins in Year 4 of the expiring Plan so that the new Plan is Board-approved before the prior Plan's final year concludes:

Step	Activity	Timeline	Lead
1	Environmental scan, analysis of the higher education landscape, Kuwait labor market, competitive position, demographic trends, and regulatory environment	Months 1–2	IR Director with VPAA and VP Administration
2	Internal data review, analysis of three years of KPI performance, enrolment trends, student success data, financial position, assessment findings, and Program review outcomes	Months 1–2	IR Director with OIE
3	SWOT analysis, facilitated workshops with Board representatives, faculty, staff, and student representatives	Month 2	President with VPAA
4	Mission and vision reaffirmation, Board-led review of whether the institutional mission remains current and appropriately stated	Month 2	Board Academic Affairs Committee
5	Strategic priority identification, synthesis of environmental scan, data review, and SWOT into draft strategic priority areas	Month 3	President

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6	Stakeholder consultation, draft priorities shared for structured feedback with Faculty Council, Student Council, employer advisory boards, alumni representatives	Months 3–4	VPAA / VP Administration
7	Draft plan development, translates priorities into structured objectives, KPIs, baseline measures, targets, and initiative owners	Months 4–5	President with VP team
8	Faculty Council formal review and endorsement, draft plan submitted to Faculty Council for structured review of academic components; Council votes; non-endorsement is reported to the Board before approval	Month 5	Faculty Council
9	Financial feasibility review — VP Administration and Director of Finance confirm commitments are consistent with the three-year financial plan in FIN-002	Month 5	VP Administration / Director of Finance
10	Board review and approval — final plan presented to the Board with Faculty Council endorsement documentation; Board approves	Month 6	President to Board
11	Public posting and communication — approved plan posted on AIU's website; internal communication to all faculty, staff, students; unit operational plan cycle begins	Within 30 days of Board approval	President's Office
12	Unit operational plan submission — each Dean and Director submits unit operational plan aligned to the Strategic Plan	Within 60 days of Board approval	Deans and Directors

No step may be skipped. Faculty Council endorsement (Step 8) is not a formality, it is a governance requirement. A plan submitted to the Board without Faculty Council endorsement, or with endorsement withheld, is presented to the Board with the Faculty Council's concerns documented. The Board

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determines whether to proceed, request modification, or defer approval pending resolution of Faculty Council concerns. The Board's decision on this point is recorded in Board minutes and in the next Annual Faculty Council Report.

Article 5: Annual Strategic Progress Report

The Annual Strategic Progress Report (ASPR) is submitted by the President to the Faculty Council by 15 November and to the Board of Trustees by 30 November each year, covering the preceding academic year. The ASPR is the primary evidence of planning effectiveness as per Accrediting agency requirement. It is not a summary of institutional achievements, it is a comprehensive, honest account of progress against the Strategic Plan, including what is working, what is not, and what AIU intends to do differently. An ASPR that reports only successes is not credible and does not satisfy Accrediting agency requirement.

Report Section	Required Content	Primary Audience
KPI Performance Dashboard	All KPIs from the IE-002 framework: current-year value; prior-year value; five-year target; status (Above Target / On Target / Behind Target / At Risk); year-on-year trend direction	Board; President; Senior Leadership
Strategic Objective Progress	For each objective: planned initiatives for the year; completion status (Completed / On Track / Delayed / Cancelled); narrative on what was achieved and any barriers	Board Academic Affairs Committee; Faculty Council
Student Success Indicators	Enrolment, retention, graduation rates; comparison against targets and prior years; disaggregated analysis by School and Program	Board; VPAA; Deans
Academic Quality Indicators	Faculty qualification compliance; assessment report submission rate; PLO benchmark achievement; ILO cycle status	Board Academic Affairs Committee; Faculty Council; VPAA
Financial Performance	Operating reserve position; revenue diversification progress; CE revenue as % of	Board Finance Committee; Director of Finance

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	total; cost per student; sustainability assessment against FIN-001 thresholds	
Missed Targets — Analysis and Response	For each KPI or objective not on track: root cause analysis; corrective action taken or planned; revised target or timeline if original is no longer achievable; any Board decision required	Board; President
Budget Alignment Report	Summary of how prior year budget allocations supported strategic initiatives; variance between planned and actual spending on strategic priorities; lessons for the next budget cycle	Board Finance Committee; VP Administration
Risk Assessment Update	Status of risks in the Strategic Plan risk register; new material risks identified during the year; changes to mitigation strategies	Board; President
Environmental Scan Update	Material changes in the external environment since the Plan was adopted, regulatory, competitive, demographic, or labor market, and their planning implications	Board; President; Senior Leadership
Priorities for the Coming Year	President's proposed focus areas for the coming year with resource implications; any proposed adjustments to initiatives or KPI targets within approved Plan parameters	Board; President
Faculty Council Endorsement Status	Confirmation of Faculty Council review; any Faculty Council advisory recommendations arising from the review	Board Academic Affairs Committee

A public version of the ASPR is posted on AIU's website within 30 days of Board presentation. All figures in the public version originate from the official ASPR and may not be selectively presented to create a misleading impression of institutional performance.

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Article 6: KPI Performance - Response Framework

Not all KPI performance deviations require the same institutional response. The following framework distinguishes routine variation from situations requiring formal Board action:

KPI Status	Definition	Required Response
Above Target	Performance exceeds the annual target	Recognized in the ASPR as a positive finding. The President's narrative addresses whether the target should be revised upward for future years.
On Target	Performance meets the annual target within five percentage points above or below	Standard reporting in the ASPR. No corrective action required.
Behind Target	Performance is between five and fifteen percentage points below the annual target	ASPR includes root cause analysis and documented improvement action. President monitors quarterly. Formal Board corrective action required if Behind Target for two consecutive years.
At Risk	Performance is more than fifteen percentage points below target, or Behind Target for three consecutive years without improvement	Formal corrective action plan prepared by President within 30 days of ASPR; submitted to and approved by Board; monitored at each subsequent Board meeting.
Persistent At Risk	At Risk for three consecutive years despite formal corrective action plans	President proposes to the Board either a fundamental strategy revision or a formal target revision based on evidence of what is achievable. Board decision recorded in minutes and communicated to Accrediting agency.

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Article 7: Unit Operational Plans and Budget Integration

The Strategic Plan is implemented through unit-level operational plans. Every Dean and Director submits a Unit Operational Plan to the President within 60 days of Board approval of the Strategic Plan and annually by 15 September thereafter:

- Each Unit Operational Plan specifies: the strategic objectives the unit will contribute to; the specific initiatives and activities planned; the unit-level KPIs tracked; the resource requirements including budget requests above base allocation; expected outcomes; and the unit leader's accountability.
- Budget requests submitted during the annual budget cycle under FIN-002 must reference the relevant strategic objectives and demonstrate how the requested resource will advance plan implementation. Requests without a documented strategic alignment rationale are not processed for priority consideration. This is enforced by the Director of Finance and reported to the President where units do not comply.
- The President reviews Unit Operational Plans for consistency with the Strategic Plan and resolves conflicts between unit plans. A unit that cannot connect its operational priorities to the Strategic Plan is advised to revise before the plan is accepted.
- The ASPR includes a section on budget alignment summarizing how the prior year's budget decisions supported strategic plan implementation, creating the closed loop between planning commitments, resource allocation, and outcomes that Accrediting agency requires.

Article 8: Mid-Cycle Strategic Review

In Year 3 of the five-year Strategic Plan cycle, AIU conducts a formal mid-cycle review examining whether the Plan remains appropriate, achievable, and aligned with current conditions:

- The IR Director produces a mid-cycle data summary covering: KPI performance for the first three years; key changes in the external environment since Plan adoption; and significant institutional changes affecting plan feasibility.
- The President convenes a mid-cycle planning workshop with the senior leadership team, Faculty Council representatives, and the IR Director. The workshop evaluates whether each strategic objective remains achievable in the remaining two years, whether new priorities have emerged, and whether any objectives should be modified or retired based on evidence.
- Material revisions, changes to strategic objectives, addition of new objectives, or changes to KPI targets beyond KPI response framework adjustments, require Faculty Council endorsement and Board approval through the same process as original plan adoption.
- Non-material revisions, adjustments to initiative timelines, reallocation of responsible officers, addition of supporting initiatives within approved objectives, are approved by the President and reported to the Board and Faculty Council at the next regular meeting.
- The mid-cycle review findings are incorporated into the Year 3 ASPR, which serves as both the annual progress report and the mid-cycle review document, presented to the Board at the December Board meeting of Year 3.

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Article 9: Integrated Planning Framework

Strategic planning does not exist in isolation — it is integrated with every major institutional process at AIU. The following integration map specifies how each process connects to the Strategic Plan:

Institutional Process	Connection to Strategic Planning	Integration Timing
Annual Budget (FIN-002)	Budget requests must reference strategic plan alignment; strategic initiatives are costed in annual budget; budget variances from strategic commitments reported to Board	October–January budget cycle aligned with Strategic Plan priorities
Financial Sustainability (FIN-001)	Three-year rolling financial plan developed in parallel with the Strategic Plan; strategic commitments stress-tested against the 90-day reserve requirement	Annual financial plan reviewed alongside Strategic Plan progress in December Board meeting
Student Learning Outcomes Assessment (IE-001)	PLO assessment results inform academic strategic objectives; persistent gaps may generate new strategic initiatives; ILO cycle contributes to student success evidence	Annual Assessment Reports submitted by 30 November feed into the Annual Strategic Progress Report
Institutional Research and Data Governance (IE-002)	IR provides all KPI data; the Annual Institutional Effectiveness Report is the primary data input for the Annual Strategic Progress Report; IR maintains the institutional dashboard	IE-002 Annual Institutional Data Report completed by 31 October; feeds into progress report preparation
Program Review (ACA-004)	Five-year Program review findings inform academic strategic priorities; action plans tracked against strategic objectives; resource needs feed into budget cycle	Program review reports submitted to Faculty Council and VPAA; findings incorporated in next annual planning cycle

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Faculty Council Governance (FAC-001)	Faculty Council endorses Strategic Plan academic components; reviews Annual Strategic Progress Report annually; raises planning concerns to Board Academic Affairs Committee	Faculty Council review in Month 5 of development; annual progress review each October-November
Risk Management	Strategic Plan risk register reviewed and updated annually in the progress report; emerging risks may require mid-cycle plan adjustments; Board Audit and Risk Committee reviews risk management annually	Risk assessment updated as part of Annual Strategic Progress Report by 30 November
Accreditation (Accrediting agency / PUC)	Strategic Plan is primary evidence of Accrediting agency requirements; annual progress reports constitute ongoing planning evidence; plan must demonstrate Kuwait Vision 2035 alignment for PUC	Accrediting agency evidence file updated annually; plan and progress reports included in all accreditation submissions

The IR Director maintains an Integration Evidence File showing the documented connection between each institutional process and the Strategic Plan for the current cycle. This file is part of AIU's accreditation evidence portfolio and is updated annually.

Article 10: Kuwait Vision 2035 Alignment

- Every Strategic Plan must include an explicit alignment statement demonstrating how at least two strategic objectives contribute to Kuwait Vision 2035 priorities, particularly in workforce development, technology, and quality of education.
- The Annual Strategic Progress Report includes an update on Kuwait Vision 2035 alignment, reporting on how AIU's graduates, research outputs, and community engagement activities are contributing to national priorities in the reporting year.
- Where Kuwait's national planning priorities shift, through new legislation, a revised national development plan, or PUC regulatory guidance, the IR Director includes an analysis of implications for AIU's strategic alignment in the next ASPR, and the President considers whether a plan revision is warranted.

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Article 11: Transparency and Public Communication

- The full Strategic Plan is posted on AIU's public website within 30 days of Board approval, including the Faculty Council endorsement record and the Board approval minute reference.
- The public version of the Annual Strategic Progress Report is posted on AIU's website within 30 days of Board presentation, written in language accessible to a general audience.
- AIU does not make selective disclosures of strategic progress. The public ASPR, the Board ASPR, and the Accrediting agency evidence file present the same performance picture.
- Where strategic performance reveals material weaknesses, persistent At Risk KPIs, significant enrolment decline, or financial sustainability concerns, these are disclosed in the public ASPR with the corrective action being taken. Concealing material institutional challenges from the public and Accrediting agency violates Accrediting agency requirement.

Article 12: Documentation and Records Retention

The following strategic planning records are maintained as official AIU institutional records:

- Adopted Strategic Plans - all cycles - retained permanently
- Annual Strategic Progress Reports - all years - retained permanently
- Faculty Council endorsement records and minutes for all plan adoptions and material revisions - retained permanently
- Board approval minutes for Strategic Plan adoption and material revisions - retained permanently
- Mid-cycle review reports - retained 10 years from adoption of the subsequent Plan
- Unit Operational Plans - retained 7 years
- Environmental scans and SWOT analyses - retained 10 years from the Plan cycle in which produced
- KPI historical data and dashboards - retained permanently as part of the IE-002 permanent data archive
- Integration Evidence File - retained for the duration of each accreditation cycle plus 10 years

All records must be retrievable within five working days of any Accrediting agency, PUC, or Board request. The IR Director is responsible for the secure maintenance and accessibility of all strategic planning records in coordination with the President's Office.

Procedures

Strategic Plan Development - Full Cycle

- Eighteen months before the current Plan expires, the President notifies the VPAA, VP Administration, and IR Director that the new cycle planning begins. The IR Director initiates the environmental scan and compiles the internal data review package within the first two months.
- The President convenes a SWOT analysis workshop in Month 2, inviting Board representatives, Faculty Council Chair and Vice Chair, Dean representatives, Staff Council representative, and

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Student Council President. The IR Director presents the environmental scan and data review findings. Workshop outputs are documented by the President's Office.

3. The President drafts the strategic priority areas from the workshop synthesis and circulates them to the VPAA and VP Administration for validation against resource feasibility and operational capacity. Priorities are refined before full stakeholder consultation.
4. The VPAA and VP Administration coordinate structured consultation with: Faculty Council (at a dedicated meeting); Student Council (written submission); employer advisory boards (survey or focus group); alumni representatives (survey). Consultation inputs are documented and summarised by the President's Office.
5. The President's team drafts the full Strategic Plan against all content requirements in Article 3. The IR Director and Director of Finance review for data accuracy and financial feasibility respectively. Legal Counsel reviews the mission statement reaffirmation if any mission change is proposed.
6. The Faculty Council receives the draft Plan at least 15 working days before the meeting at which it is to be endorsed. The Faculty Council debates and votes on endorsement. The Faculty Council Secretary documents the vote count, any conditions, and the Council's formal recommendation in the minutes.
7. The President incorporates Faculty Council feedback (where endorsed with conditions) and presents the final Plan to the Board with: the Faculty Council endorsement documentation; the Director of Finance's financial feasibility confirmation; and the President's recommended implementation timeline. The Board approves and the Plan is published within 30 days.

Annual Strategic Progress Report - Production and Presentation

1. By 1 October each year, the IR Director extracts current-year KPI performance data from the institutional dashboard and the Annual Institutional Effectiveness Report (IE-002), producing a draft KPI performance summary with status ratings for each indicator.
2. By 15 October, Deans and Directors submit unit strategic progress updates to the President's Office, reporting on each initiative - completed, on track, delayed, or cancelled, with a brief narrative on any barriers.
3. The IR Director consolidates KPI data and unit progress updates into the draft ASPR by 31 October, covering all sections in Article 5. The President and VPAA review; factual corrections are made while the IR Director retains sole authority over data accuracy.
4. The finalized ASPR is submitted to the Faculty Council by 15 November. The Faculty Council reviews at its November meeting, issues its advisory observation, and the Faculty Council Secretary records the Council's response in the minutes.
5. The ASPR, with the Faculty Council's advisory observation documented, is submitted to the Board of Trustees by 30 November. The President presents the report; the IR Director presents the KPI dashboard and may answer Board data questions directly.
6. Within 30 days of the Board presentation, the President's Office publishes the public version of the ASPR on AIU's website. The IR Director updates the accreditation evidence file with the ASPR and the KPI historical record.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Strategic Planning & Annual Review Policy	Effective Date	14/06/2026
	Category	Institutional Effectiveness	Last Review date	
	Policy Number	IE-003	Next Review date	14/06/2029
	Responsible Entity	Institutional Effectiveness	Approved By	President

Mid-Cycle Review - Year 3

1. The IR Director prepares the mid-cycle data summary by 1 September of Year 3, covering: three-year KPI performance trend; comparison against targets; environmental scan update; and an initial assessment of whether each strategic objective remains on track for the five-year target.
2. By 1 October, the President convenes the mid-cycle planning workshop with the senior leadership team and Faculty Council representatives. The workshop produces a mid-cycle assessment document identifying: objectives on track; objectives requiring revision; new priorities that have emerged; and resource implications of any proposed changes.
3. Where the workshop recommends material plan revisions, the President prepares a formal revision proposal and submits it to the Faculty Council for endorsement within 15 working days. The Faculty Council endorsement process mirrors the original plan endorsement process in Procedure 1.
4. Board-approved material revisions are published on AIU's website within 30 days. Non-material revisions are reported to the Board as part of the Year 3 ASPR and to the Faculty Council at the next regular meeting.
5. The Year 3 ASPR incorporates the mid-cycle review findings. The IR Director updates the Integration Evidence File and the accreditation evidence portfolio to reflect any approved mid-cycle revisions.

President Signature	Signature: _____ Date: _____
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