



**Executive Summary**  
**Renewal of Licensure**  
**American University of Ras al Khaimah**

**April 11-14, 2021**

An External Review Team (hereafter RLRT) visited the American University of Ras al Khaimah (AURAK) from 11 to 14 April 2021, to evaluate the *Self-Study* (hereafter the *Self-Study*) for Renewal of Licensure of the AURAK. The exit interview was held on 14 April 2021.

AURAK is a developing university with an ambitious Vision and plans for significant growth and accreditations. These plans are being supported by investment in marketing that is having a positive impact on student numbers for the Fall and by the plans for the physical development of the campus. However, the growth and perhaps rapid growth raises concerns about faculty and staffing capacity to deliver the learning experience and excellence expressed in the vision and mission. The lean organizational structure means that in some areas of the AURAK's operation the limits of capacity have been reached. Planning for growth now, to ensure that appropriate resources are in place, is critical to avoid the risk of missed KPIs and reputational damage.

A structured planning process is in place, which the RLRT is pleased to observe involves bottom up and top-down input. The RLRT was impressed by the robust approach to risk management.

The RLRT was unable to visit the campus but viewed campus plans and AURAK's website. Whilst the campus appears to be well maintained, some areas may need refurbishment. Feedback from faculty and students indicates that some key equipment needs to be upgraded to ensure that students are fully prepared to operate effectively in the workplace.

There are areas of AURAK's operation that must be addressed to ensure that the university is in full compliance with the *Standards*, and in a position to achieve its goals. AURAK's commitment to addressing issues is evident.

The *Self-Study* gave many examples of community engagement activities, some with reputational benefits. However, AURAK is not compliant with the *Standards* as there is not a

separate strategic and operational plan for community engagement that should address issues of sustainability and the environment. The activities are dispersed across various units and although under the umbrella of the Office of Research and Community Engagement, where the focus is on research. The absence of a strategic and operational plan means that there is a lack of systematic planning, KPIs and monitoring specifically of community service, meaning that the detail is lost.

The RLRT acknowledges that AURAK are reviewing policies and procedures and that this is work in progress. Many policies are weak in terms of procedures. Some areas required by the *Standards* seem to be missing and policies and procedures will need to be developed and approved to ensure that AURAK fully complies with the *Standards* Annex 3.

Overall, the picture is positive, but AURAK'S future plans require an evaluation of the resources and timescales to put in place the resources required to ensure that AURAK can deliver its mission and vision.

The RLRT makes its requirements in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid the AURAK in its desired objective to license the institution.