

AMERICAN UNIVERSITY OF IRAQ – BAGHDAD

Annual Report

Strategic Accomplishments & Institutional Progress

Academic Year 2025 – 2026



FROM THE PRESIDENT

To the AUIB Board of Trustees, Community, and Friends of the University,

Academic Year 2025–2026 marked one of the most significant periods in the history of the American University of Iraq – Baghdad. Throughout the year, the university continued its transition into a more mature, internationally aligned institution guided by strategic planning, operational discipline, innovation, and long-term ambition.

This year also demonstrated the extraordinary resilience of the AUIB community in the face of war, regional instability, and operational uncertainty. During one of the most complex periods the university has experienced, AUIB rapidly transitioned to online learning while coordinating the temporary relocation and evacuation of expatriate faculty and staff. Through the dedication of faculty, staff, students, leadership, and government partners, the university maintained continuity of instruction and operations while implementing a phased and carefully managed return-to-campus framework. The experience tested the institution profoundly, but it also demonstrated the professionalism, adaptability, and commitment that increasingly define AUIB.

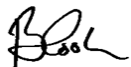
A defining milestone this year was the launch of **AUIB's Strategic Plan 2026–2031**, organized around four core themes: Student Success, Academic and Operational Excellence, Community Impact, and Innovation. The plan now serves as the framework guiding institutional planning, governance, academic development, budgeting, and operational decision-making across the university.

"Today, AUIB stands at an important moment in its history. While still a young institution, it is increasingly defined by strategic purpose, resilience, institutional discipline, international engagement, and long-term ambition."

Across these strategic themes, the university achieved substantial progress. AUIB strengthened academic quality, governance systems, financial planning, operational modernization, and accreditation readiness while advancing preparations for international accreditation through the **WASC Senior College and University Commission (WSCUC)**. Enrollment demand and institutional visibility continued growing across Iraq, while the university expanded graduate education, strengthened research and innovation planning, modernized operational systems, and expanded partnerships. The university also continued investing in students and institutional identity through expanded academic support systems, new campus facilities, student health initiatives, and the university's second commencement ceremony, which celebrated approximately **150 graduates** before distinguished national leaders including the **President and Prime Minister of Iraq** and other senior public officials.

Our mission remains rooted in Iraq and in the future of Iraqi youth, while our aspirations remain global. None of this progress would be possible without the vision and commitment of our **Founders**, the dedication of our Board of Trustees, and the extraordinary work of our faculty, staff, and students. Together, we continue building an institution that we believe will serve Iraq for generations to come.

Respectfully,



Bradley J. Cook

President

American University of Iraq – Baghdad

Institutional Vision, Strategy, Accreditation, Governance, and Financial Sustainability

During Academic Year 2025–2026, American University of Iraq – Baghdad continued advancing its transition from a developing institution into a mature, internationally aligned American-style university guided by strategic planning, institutional effectiveness, participatory governance, and international quality standards.

A defining institutional milestone was the finalization and operational launch of the university's **Strategic Plan 2026–2031**. The Strategic Plan established a unified institutional framework centered on four strategic themes:

STRATEGIC THEMES



Institutional Sustainability serves as a foundational principle supporting all four strategic priorities.

Under the theme of **Student Success**, AUIB strengthened systems supporting student learning, academic progression, advising, retention, co-curricular engagement, and overall student wellbeing. The university increasingly focused on helping students succeed academically, professionally, and personally through integrated support systems and student-centered institutional design.

Under **Academic and Operational Excellence**, AUIB prioritized strengthening governance systems, academic quality assurance, faculty development, institutional assessment, operational coordination, financial planning, and accreditation readiness. Significant effort was devoted to modernization of policies, procedures, and administrative systems aligned with international university standards and best practices.

Under **Community Impact**, the university expanded partnerships and public engagement initiatives supporting Iraq's educational, professional, cultural, and institutional development. The university continued positioning itself as a platform for leadership development, civic engagement, educational modernization, research collaboration, and national capacity building.

Under **Innovation**, AUIB emphasized entrepreneurship, educational technology, AI integration, experiential learning, applied research, and innovation-focused institutional culture. New initiatives increasingly focused on preparing students and the institution itself for rapidly changing technological and global environments.

WSCUC Accreditation

A major institutional priority during the reporting period also involved continued advancement toward international accreditation through the **WASC Senior College and University Commission** (WSCUC).

Following acceptance of the university's Expression of Interest, AUIB made substantial progress in governance development, institutional policy modernization, quality assurance systems, assessment infrastructure, and evidence development aligned with international accreditation expectations.



- WSCUC Vice President Dr. Maureen Malony at the WSCUC offices in Alameda, CA, December 2025

KEY DATE

- *Application for Eligibility submission: July 1, 2026*
- *Upon approval, AUIB enters candidacy status and begins preparation of its institutional Self Study process.*

AUIB Policy Project & Institutional Governance Modernization

During Academic Year 2025–2026, the American University of Iraq – Baghdad Policy Project became a major institutional initiative supporting governance modernization, operational effectiveness, institutional accountability, and accreditation readiness aligned with international higher education standards and expectations associated with the WSCUC.

Substantial work was undertaken across the university to review, revise, develop, standardize, and formalize institutional policies, procedures, handbooks, and governance frameworks in collaboration with academic leaders, administrators, faculty, and institutional stakeholders. These efforts strengthened institutional systems while supporting the university's broader transition toward a mature, internationally aligned American-style university.

The establishment of the **University Council** represented an important advancement in participatory governance and institutional policy review. By creating a structured mechanism for input and consultation from across the university community, the Council has helped foster stronger institutional alignment, broader engagement in decision-making processes, and more effective enterprise-wide governance



➤ **AUIB Board of Trustees**

Key areas of policy development and revision included:

- ◆ faculty governance and participatory governance structures,
- ◆ graduate studies and research policies,
- ◆ academic integrity and assessment procedures,
- ◆ academic program development and quality assurance,
- ◆ faculty promotion, professional development, onboarding, and workload systems,
- ◆ student conduct, accessibility, grievances, mobility, and support services,
- ◆ scholarship and financial aid procedures,
- ◆ institutional effectiveness and learning outcomes assessment,
- ◆ online and virtual learning policies,
- ◆ artificial intelligence use in teaching and coursework,
- ◆ employment and administrative procedures,
- ◆ employee conduct, disciplinary, and grievance systems,
- ◆ conflict of interest and senior leadership recruitment policies,
- ◆ diversity, non-discrimination, and sexual harassment policies,
- ◆ governance and committee structures,
- ◆ and broader institutional compliance and operational procedures.

A particularly significant milestone was the development and refinement of the **Faculty Council** Charter and Bylaws, establishing a more formalized framework for faculty participation in institutional governance aligned with international university practice and shared participatory governance principles.

The university also updated institutional policy review and approval processes to ensure clearer approval pathways, improved transparency, and governance structures aligned with international university standards and accreditation expectations.

As part of this initiative, the AUIB website expanded its institutional policy library to include more than 100 officially approved university policies available in both English and Arabic, significantly improving institutional transparency, accessibility of governance documents, and clarity of institutional processes for faculty, staff, students, and external stakeholders.

POLICY PROJECT: Collectively, the AUIB Policy Project has become foundational to the university's institutional maturation, strengthening governance, operational consistency, accountability, accreditation readiness, and long-term institutional sustainability.

Financial Planning & Governance

Significant progress was also made in long-term institutional financial planning and governance. The university developed and presented a comprehensive FY2026 operating budget, multi-year financial forecast, and structured budget development cycle aligned with international higher education best practices.

The proposed financial framework integrates:

- ◆ annual operating planning,
- ◆ three-year financial forecasting,
- ◆ strategic resource allocation,
- ◆ enrollment-driven revenue modeling,
- ◆ position control,
- ◆ capital planning,
- ◆ and institutional risk management.

The FY2026 budget process represented an important step forward in institutional planning and management discipline. AUIB implemented a comprehensive budget development process that combines bottom-up input from colleges and departments with top-down executive review and prioritization. This model ensures that operational needs are identified at the unit level, while final financial decisions remain aligned with institutional priorities, affordability, accountability, and long-term sustainability.



In parallel, the **Operational Excellence** team advanced institution-wide process mapping and optimization initiatives to improve efficiency, clarify responsibilities, and support the continued standardization of university procedures as AUIB matures institutionally. Finance also engaged BDO to assist with the preparation of multi-year financial statements, strengthening the University’s financial reporting foundation in support of WSCUC review, external audit readiness, and long-term institutional accountability. Financial management capacity was further strengthened through the recruitment of two senior certified accounting professionals, while Finance continued supporting accreditation efforts through policy development, financial reporting, and compliance documentation.

CONTROLS

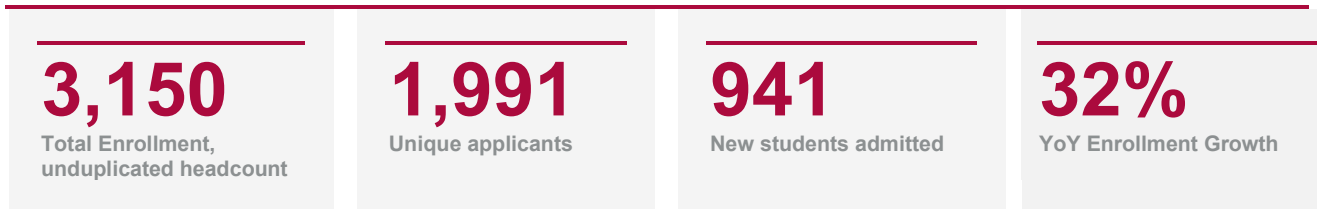
- *Procurement formally established as a standalone department — improving separation of duties, strengthening vendor discipline, and reducing risk of fraud, waste, and abuse.*
- *AUIB advanced controls aligned with the three-way match, widely recognized as a gold standard in procurement and payment control.*

SAVINGS

- *Procurement achieved cost reductions of up to 35% in selected high-value categories through competitive vendor evaluation and structured consultancy contracting.*
- *Cross-functional technology efforts redesigned the SIS architecture, reduced annual recurring costs by more than \$100,000, and advanced additional savings across Canvas, firewall services, document management infrastructure, and software licensing.*
- *The in-house SIS-Canvas integration further automated data flow between core academic systems while avoiding external vendor costs.*

ADMISSIONS & ENROLLMENT

Enrollment Growth, Admissions, and Student Demand



AY 2025–2026 reflected continued enrollment growth, expanding institutional visibility, and increasing student demand across the American University of Iraq – Baghdad. Despite regional instability during portions of the year, the university maintained strong recruitment and admissions momentum across undergraduate, graduate, Academic Success Program (ASP), and English language programs. **Total unduplicated headcount enrollment for the university was 3,150, a 32% growth over the prior year**

According to the university's Annual Admission Statistical Report, AUIB received 2,831 applications through the Ministry of Higher Education and Scientific Research admissions portal during the 2025–2026 admission cycle. After accounting for duplicate program selections, the university recorded 1,991 unique applicants selecting AUIB as a university choice, resulting in **941 admitted students** across the university, a **34% growth from the prior year**.

Enrollment demand remained particularly strong in strategic academic areas. The **College of Engineering** received the **highest number of applications**, with **Computer Engineering and Artificial Intelligence** emerging among the university's fastest-growing programs. The Colleges of Business, Dentistry, and Pharmacy also continued demonstrating strong student demand.

The university additionally demonstrated increasing geographic reach and national visibility, attracting students from nearly every major Iraqi governorate. Recruitment and outreach efforts expanded substantially during the admission cycle through school visits, open-house events, and national student engagement initiatives reaching thousands of prospective students across Iraq.

The Information Support Center (ISC) also played an important role in sustaining recruitment momentum and expanding AUIB's public visibility. Throughout the admissions cycle, ISC served as a primary communication point for prospective students and families, helping convert interest in the University into completed applications.

The Information Support Center (ISC) supported students through admissions, scholarships, tuition payment, student records, HEPIQ, graduation, and MoHESR portal processes. By providing timely, coordinated, and consistent communication across these areas, ISC strengthened the student recruitment pipeline, improved the prospective student experience, and reinforced public confidence in AUIB's responsiveness. Ongoing call center



modernization and improved communication tracking are expected to further strengthen enrollment support and service responsiveness in future admissions cycles. AUIB also continued strengthening access and affordability through institutional scholarships and MoHESR-supported scholarship pathways, including support for high-achieving students, martyrs' families, and students with disabilities and special needs.

OUTCOME

These trends reflect growing public awareness of AUIB, expanding national reach, and sustained confidence in the university's American-style educational model.

HUMAN RESOURCES

Human Resources and Workforce Development

The university continues to strengthen administrative coordination and organizational effectiveness through clearer operational structures, increased professionalization of administrative systems, and improved integration between academic and administrative planning.

381

Active employees, 35 departments

24

Nationalities represented

61

New hires Jan–May 2026

During AY2025–2026, the American University of Iraq – Baghdad continued strengthening its institutional workforce and organizational capacity. As of April 2026, AUIB employed **381 active employees** across **35 departments** and colleges, representing 24 nationalities and reflecting the university's increasingly international workforce profile.

The university workforce included **231 local employees and 150 expatriate employees**, with faculty, teaching staff, administrators, and management personnel supporting the university's expanding operations. AUIB also recorded 61 new hires between January and May 2026 and maintained active recruitment pipelines across academic and administrative units.

The English Language Academy (ELA) and College of Arts & Sciences (CAS) represented the university's largest workforce units, while recruitment and workforce planning systems continued maturing in alignment with international university practices.

AUIB also advanced a broader organizational development and human capital planning agenda designed to better position the University to achieve its 2026–2031 Strategic Plan. This work includes a comprehensive compensation study, development of a new grading structure, refinement of organizational charts, review of job descriptions, and improved alignment between workforce planning, institutional priorities, and management accountability. Together, these initiatives are helping the University move from ad hoc position-by-position staffing towards strategic organizational design and talent planning.

HR also advanced major workforce accountability initiatives, including development of a new Disciplinary Policy and related procedures, as well as establishing performance evaluation frameworks for staff and faculty. These policies are intended to empower line managers to address conduct and performance issues promptly, fairly, and

consistently, while also supporting a more transparent and development-oriented performance culture. This strengthens institutional resilience by helping the University recognize strong performance, correct deficiencies, and promptly address poor performance through defined legal procedures.

SYSTEMS

- *Standardized faculty and staff employment contracts drafted and under final review.*
- *HR analytics dashboard deployed within Oracle to support workforce visibility.*
- *Onboarding process restructured with Oracle workflows.*
- *Leadership and professional development training program scheduled to launch mid-June.*
- *Updates to job descriptions, internal SOPs, and the Employee Handbook underway in alignment with the broader policy modernization effort.*

ACADEMIC INNOVATION

Academic Innovation, Student Success, and Teaching Excellence

Consistent with the Strategic Plan's Student Success and Innovation themes, AUIB undertook several major academic and organizational initiatives designed to strengthen teaching quality, student support, academic progression, and institutional effectiveness.

A significant strategic restructuring involved the university's English language and transition programs. Under the revised structure, the Academic Success Program (ASP), including Levels 3A through 6, transitioned to the Office of Student Affairs, while the English Fundamentals Program (EFP) remained within CEID.

This restructuring reflects the university's broader student-success strategy focused on supporting students across the full educational journey — from admission and placement through academic progression, advising, retention, and graduation.

The university is also undertaking a significant restructuring and expansion of the Division of Student Affairs designed to create a fully integrated student success model spanning the entire student lifecycle from admission to career preparation and placement. This emerging structure aligns closely with the Strategic Plan's Student Success theme and reflects AUIB's increasing commitment to holistic student development, retention, wellbeing, and career readiness. The redesigned division integrates enrollment and registration services, advising, academic support, first-year experience, student wellbeing, co-curricular engagement, career development, and graduation support into a coordinated framework intended to improve student persistence, academic achievement, and post-graduate outcomes.

A key component of this restructuring included the transition of the Academic Success Program (ASP) into Student Affairs, strengthening the university's ability to support students from initial language placement through full academic integration and progression. The model increasingly reflects international best practices emphasizing seamless student support systems, data-informed intervention strategies, and a student-centered institutional culture designed to enhance both educational experience and long-term success.



Center for Teaching Excellence and Learning Innovation (TELI)

The university also approved the establishment of the Center for Teaching Excellence and Learning Innovation (TELI), a major strategic initiative aligned with the Innovation theme of the Strategic Plan. TELI is intended to strengthen:

- ◆ teaching excellence,
- ◆ faculty development,
- ◆ outcomes-based assessment,
- ◆ continuous improvement,
- ◆ scholarship of teaching and learning,
- ◆ and responsible integration of educational technologies and artificial intelligence.

STUDENT ASSESSMENT

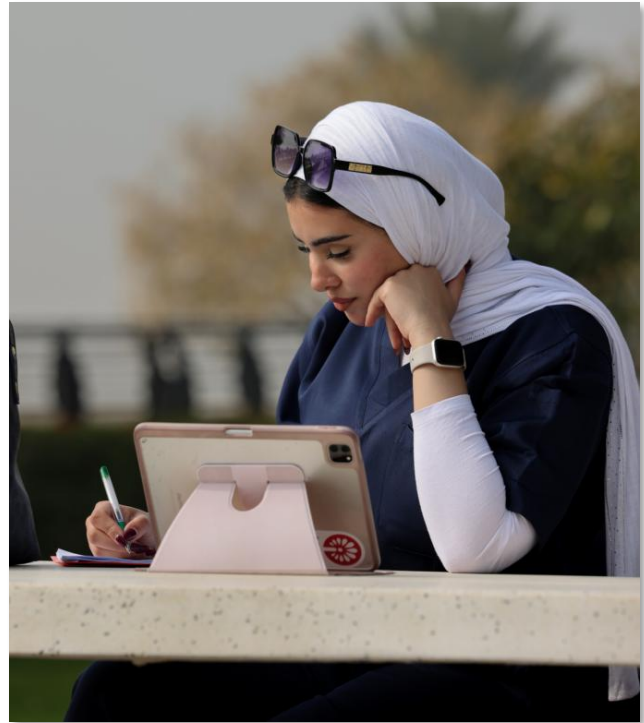
In support of institutional quality assurance and academic integrity, AUIB implemented Inspira examination software and installed secure testing systems across approximately 200 computer workstations, significantly strengthening assessment security and examination administration capacity.

The university also continued expanding graduate education and professional program offerings aligned with Iraq's emerging workforce and development needs.

The university continued significant progress in graduate education, research development, entrepreneurship, and innovation planning in alignment with the Innovation and Academic Excellence themes of the Strategic Plan. The hiring of a dedicated Dean of Graduate Studies and Research provided the needed leadership and expertise for the university to reach the next level.

Research and innovation activity expanded substantially through:

- ◆ external grant initiatives,
- ◆ policy center development,
- ◆ research partnerships,
- ◆ entrepreneurship planning,
- ◆ innovation ecosystem initiatives,
- ◆ and applied research development.



Particular emphasis has been placed on developing AUIB's identity as a university increasingly focused on applied research, innovation, entrepreneurship, public policy engagement, and long-term contribution to Iraq's economic and institutional development.

Commencement, Traditions, and National Recognition

AUIB celebrated its second commencement ceremony, graduating approximately 150 students representing the next generation of Iraqi leaders, professionals, and innovators.

The ceremony was attended by distinguished national leaders, including the **President of Iraq, current Prime Minister, former Prime Ministers**, senior public officials, and members of the judiciary, reflecting the university's growing national prominence and institutional importance.

A historic highlight of the ceremony was the awarding of an Honorary Doctorate in Public Service and Leadership to **Dr. Faik Zaidan, President of the Supreme Judicial Council** of Iraq, who also delivered the commencement keynote address.



In conjunction with commencement activities, AUIB established a new institutional tradition through creation of the Class Legacy Grove, where each graduating class plants a commemorative tree symbolizing: continuity, growth, resilience, and enduring connection to the university community.

These traditions reflect the university's continued development not only as an academic institution, but also as a growing intellectual and cultural community with a distinct institutional identity and long-term legacy.

GLOBAL ENGAGEMENT

International Partnerships, Public Engagement, and Global Visibility

In alignment with the Strategic Plan's Community Impact and Academic Excellence themes, AUIB significantly expanded its global engagement portfolio through new international partnerships, study abroad initiatives, diplomatic engagement, and academic collaboration agreements.

Major developments included:

- ◆ a Memorandum of Understanding with **Hiroshima University** supporting future academic and research collaboration initiatives;
- ◆ a graduate transfer agreement with **George Mason University** supporting international legal education pathways;
- ◆ development of a Global Leadership Study Abroad Program connected to the **University of Cambridge** ecosystem;
- ◆ a study abroad experience with **Constructor University** in Germany in Fall Semester;
- ◆ MBA students studied at partner university **Lawrence Tech University** in Detroit Michigan where they achieved a Certificate in Project Management.



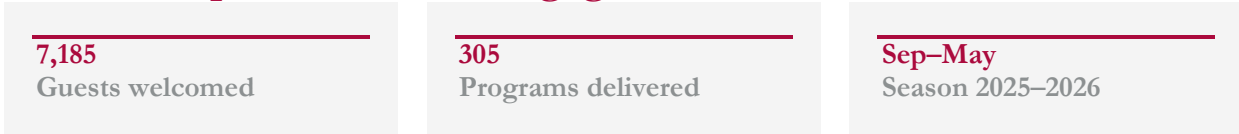
The university also expanded engagement with Iraqi ministries, diplomatic institutions, international organizations, and public-sector leaders.

Among the notable engagements:

- ◆ meetings with senior officials from the Iraqi Ministry of Foreign Affairs;
- ◆ expanded discussions with the Ministry of Health;
- ◆ engagement with military and public-sector institutions;
- ◆ and growing collaboration with international diplomatic missions and educational partners.

AUB additionally welcomed numerous national and international visitors to campus throughout the year, further strengthening the university's emerging reputation as a platform for dialogue, innovation, leadership development, and higher education modernization in Iraq. **See Appendix 1.**

American Space — Public Engagement



The AUB American Space continued to expand its role as one of the university's most visible and impactful public engagement platforms during the 2025–2026 academic year. From September 2025 through mid-May 2026, the Center welcomed 7,185 guests across 305 programs, reinforcing AUB's position as a leading convener for academic exchange, cultural dialogue, professional development, and community engagement in Iraq.

Programming reflected the institution's broader mission of fostering cross-cultural understanding, critical thinking, civic engagement, and international collaboration through a diverse range of educational, cultural, professional, and public diplomacy initiatives.

The American Space partnered extensively with the U.S. Embassy Baghdad, diplomatic missions, Iraqi ministries, NGOs, Iraqi academic institutions, U.S. university partners, internal faculty, staff and students, and private-sector and industry stakeholders to deliver programming spanning entrepreneurship; English language learning; workforce readiness; leadership development; women's empowerment; health and wellness awareness; cultural preservation; technology and innovation; and public policy dialogue.

Agreements Signed — AY 2025–2026

Organization	Date	Category
American Space / U.S. Embassy	Aug 12, 2025	Civil Society
Iraqi Women Judges Association	Sep 3, 2025	Government
English International School Baghdad (EISB)	Sep 11, 2025	Academic
Iraqi Academy for Anti-Corruption – Federal Commission of Integrity	Sep 8, 2025	Government
Ministry of Industry and Minerals / Commission of Industrial Research	Oct 8, 2025	Government
Iraqi Competition and Antitrust Council (ICAC)	Oct 15, 2025	Government
Ministry of Construction, Housing, Municipalities & Public Works	Oct 21, 2025	Government
WtERT – Waste-to-Energy Research & Technology Council (USA)	Oct 28, 2025	Academic
House of Wisdom (Bayt Al Hikmah)	Nov 9, 2025	Government
Janaeen Al-Iraq for Sustainable Development (JISD)	Sep 22, 2025	Civil Society
Intercontinental Aviation Enterprise (IAE)	Sep 24, 2025	Civil Society
Iraqi Green Building Council (IGBC)	Nov 27, 2025	Civil Society
French Embassy — University-Level Cultural Collaboration	Jan 25, 2026	Academic
Institute for International Law and Human Rights (IILHR)	Jan 29, 2026	Civil Society
Higher Committee for Education Development in Iraq (HCED)	Feb 16, 2026	Government

Digital Transformation and Operational Modernization

Consistent with the Innovation and Academic & Operational Excellence themes of the Strategic Plan, AUIB achieved several important operational modernization milestones during the reporting period.

Most notably, the university implemented a new online payment system allowing tuition and fee payments via credit card for the first time. This initiative modernizes the student financial experience, improves operational efficiency, and aligns university services with international standards and expectations.

AUIB also flexed its internal capacity to develop practical technology solutions tailored to campus operations. The IT Department created a comprehensive clinical operations application for the AUIB Clinic, supporting electronic patient records, patient check-in, and structured handoffs across the full care pathway: from reception, to nursing assessment and vitals, to physician consultation, and pharmacy fulfillment when needed. By developing this capability internally, AUIB avoided external licensing costs while improving documentation, continuity of care, operational tracking, and coordination within a critical campus service.

The university also continued strengthening:

- ◆ administrative systems,
- ◆ operational coordination,
- ◆ institutional technology infrastructure,
- ◆ AI-enabled systems planning,
- ◆ and data-management capabilities necessary to support long-term institutional growth and scalability.

SIS SAVINGS

- Cross-functional technology operational excellence efforts redesigned the Student Information System (SIS) architecture, reduced annual recurring costs by more than \$100,000, and advanced additional savings across Canvas, firewall services, document management infrastructure, and software licensing.
- The in-house SIS-Canvas integration further automated data flow between core academic systems while avoiding external vendor costs.

Campus Development and Student Support Infrastructure

AUIB continued expanding physical infrastructure and student support services to meet growing institutional needs and support the Student Success and Community Impact themes of the Strategic Plan.

Key developments included:

- ◆ opening of the university's new **Lecture Hall** facility, 11,500 sq/m, 39 classrooms, 2 auditoriums, student capacity 2,785
- ◆ continued advancement of the K-12 **GEMS School** initiative, the American School of Baghdad
- ◆ expansion of campus-based clinical services through establishment of the **VIP Dental Clinic** and AUIB Clinic
- ◆ opening of a **Wellness Center** to take care of mental health counselling of our students and faculty.



The **AUIB Health Clinic** continued providing essential healthcare services to students, employees, and the broader campus community. The clinic recorded more than **2,800 patient visits during the year**, reflecting the growing utilization of on-campus medical services and the university's ongoing commitment to health, safety, and student wellbeing. These services contributed to fostering a healthy and supportive campus environment aligned with AUIB's holistic approach to student success and community care.

The university also continued investing in instructional spaces, technology infrastructure, and campus environments designed to support long-term academic growth and enhanced student experience.

The AUIB Clinic continued operating at scale as an essential campus health and continuity-of-operations service. The Clinic supports students, faculty, staff, and sister-company personnel through routine consultations, chronic illness monitoring, emergency response, referral coordination, electronic medical records, after-hours support, and coverage during academic breaks.



➤ **New Lecture Hall**

Maintenance and Operations (M&O) Department also advanced important space optimization and building repurposing projects to support the university's academic and administrative growth without unnecessary new construction costs. The former College of Business building was redesigned and reopened as a new administrative hub consolidating HR, IT, ISC, Finance, and Procurement under one roof with improved layout, operational

efficiency, and safety. Additional repurposing projects span the Wellness Center, a planned Center of Excellence and Innovation Center, Registrar records storage, College of Arts & Sciences space planning, Pharmacy faculty relocation, and engineering building and laboratory coordination for the new facility. The university's residential inventory now stands at 201 units, with an active enhancement project adding additional bathrooms across two-bedroom units.

During the recent regional conflict, the **AUIB Wellness Center** provided critical health, counseling, and wellbeing support to the University community, collectively serving thousands of students, faculty, staff, and sister-company personnel during a period of heightened uncertainty and operational stress. This work reinforced the importance of campus-based health and wellness capacity as part of AUIB's broader commitment to student success, employee wellbeing, and institutional resilience – a true university community.

Throughout AY2025–2026, the university continued strengthening its commitment to mental health, wellness, and inclusive student support services across the university community.

Key initiatives and outcomes included:

- **419 student counseling sessions** and **104 staff counseling sessions** provided by the university's counseling team.
- **46 mental health crisis rapid-response interventions** and **134 urgent stress-management responses** delivered to support students during periods of elevated need.
- **71 mental health training and awareness events** conducted for students, staff, and the broader community.
- **Individualized case management services for 29 students with disabilities**, supporting accessibility, inclusion, and student success.

Collectively, these efforts reflect AUIB's continued investment in holistic student success, employee wellbeing, and the development of a supportive and inclusive campus environment.



CRISIS MANAGEMENT

Institutional Resilience, Crisis Response, and Academic Continuity

During a period of significant regional instability and conflict, AUIB faced one of the most complex operational challenges in its history. In response to evolving security conditions and disruptions associated with the conflict environment and airport closures, the university rapidly activated continuity and crisis-management protocols to protect students, faculty, and staff while sustaining core academic operations.

AUIB successfully transitioned instruction to online learning platforms, allowing the university to maintain academic continuity with minimal disruption to student progress.

Faculty, academic leadership, and operational teams worked collaboratively under compressed timelines to adapt instruction, advising, student services, and administrative operations to remote delivery while maintaining continuity of academic and institutional functions across the university.

- **PHASE 1 — CRISIS ONSET**

- **Online Learning Transition**

- AUIB successfully transitioned instruction to online learning platforms, allowing the university to maintain academic continuity with minimal disruption to student progress.

- **PHASE 2 — EXPATRIATE SAFETY**

- **Large-Scale Relocation Coordinated**

- Through close coordination with government authorities, security partners, and operational teams, AUIB facilitated the safe temporary relocation of expatriate personnel outside Iraq, while maintaining continuity of institutional operations and communication.

- **PHASE 3 — STABILIZATION**

- **Remote Operations Maintained**

- The university implemented phased continuity planning, regular institutional communications, remote operational coordination, modified academic scheduling, expanded online student support services, and daily engagement sessions for faculty and staff.

- **PHASE 4 — RECOVERY**

- **Phased Return to Campus**

- As conditions stabilized, AUIB implemented a carefully phased and safety-focused return-to-campus framework that prioritized the protection of students and employees, flexibility for international faculty, continuity of instruction, gradual restoration of in-person operations, and ongoing monitoring of regional conditions.

The ISC maintained continuous communication coverage for students, parents, faculty, and staff throughout this period, sustaining inquiry response, outbound coordination, and institutional information flow during evacuation, the online transition, and the return-to-campus phase.

"The university's ability to maintain operations, protect its community, and resume campus activity during a period of extraordinary uncertainty demonstrated the resilience, professionalism, and commitment of the entire AUIB community."

Looking Ahead

As AUIB looks toward the future, we do so with confidence, discipline, and a deep sense of purpose. The progress achieved during Academic Year 2025–2026 reflects not only institutional growth, but also the resilience and determination of a university community committed to building something enduring for Iraq and future generations.

The years ahead will continue to bring challenges, but they will also bring extraordinary opportunities. Guided by our Strategic Plan 2026–2031, AUIB will continue strengthening academic quality, expanding research and innovation, advancing international accreditation, deepening community impact, and preparing graduates to lead in an increasingly interconnected and rapidly changing world.

While still a young institution, AUIB is steadily emerging as a university defined by ambition, adaptability, and service to the nation. We remain committed to providing an American-style education rooted in excellence, integrity, innovation, and the belief that higher education can play a transformative role in shaping Iraq's future.

Together, we will continue building an institution that serves not only our students, but also our country, our region, and the broader global community.



Appendices

❖ Appendix 1: Engagement Report of the President —

This report summarizes the external engagement activities of the Office of the President during the inaugural year of the current administration, covering the period from July 2025 through May 2026. Over the course of this first year, the President's Office conducted an intensive program of institutional outreach, partnership development, and high-level diplomacy — positioning AUIB as a recognized partner of the Iraqi government, the international diplomatic community, and a growing network of global academic institutions.

Year One at a Glance:

76 Total engagements conducted	67 Unique organizations represented	15 New MOUs & agreements signed
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Category	Count
Government & ministerial meetings	33
International organizations met	11
Private sector engagements	10
Embassy & diplomatic engagements	9
Civil society & NGO engagements	9

Government & Ministerial Relations

The President held 33 engagements with Iraqi government and public sector counterparts — the single largest category of outreach activity. These meetings spanned the full breadth of government, including: the President of the Republic of Iraq; the Mayor of Baghdad; the Prime Minister's Office (multiple engagements); the President of the Supreme Judicial Council (three separate meetings); Ministers of Oil, Finance, Planning, Agriculture, Water Resources, Foreign Affairs, and Higher Education; the Central Bank of Iraq; and the Higher Committee for Education Development in Iraq (HCED).

Diplomatic & International Community

The President conducted nine engagements with foreign embassies and nine with international organizations and NGOs. Key relationships established or advanced include: U.S. Embassy Baghdad — American Space MOU signing; Italian, Indian, Spanish, French, British, and Greek Embassies; United Nations (UNAMI and UNESCO); Japan International Cooperation Agency (JICA); Atlantic Council; and AMIDEAST.

Private Sector Engagement



Ten engagements were conducted with private sector counterparts, focusing on applied learning partnerships, student financing, and innovation programming. Notable discussions included the proposed Baghdad Academy

skills program with Bank of Baghdad, the AUIB Innovation Hub concept, student loan mechanisms with the Central Bank of Iraq, and corporate partnership development through CEID.

Pipeline & Forward Priorities

As of May 2026, 28 engagements are in active follow-up status. Two additional MOUs are in the processing stage: one with Al Nahrain Center for Strategic Studies and one with the Prime Minister's Office Training and Development Department.

❖ Appendix 2: Students Success | College of Law

Competition	Result	Distinction
Jessup International Law Moot Court Competition 2026	 1st Place Nationally — Gold Shield	Qualified to represent Iraq at Washington D.C. finals · World's largest international law moot court competition
SIAM7 — International Commercial Arbitration Competition	 2nd Place Globally — Silver Shield	Only Iraqi team in the final rounds. 181 teams from universities worldwide

Bottom line: In the same academic year, AUIB's College of Law claimed 1st place nationally in the world's most prestigious international law competition and finished 2nd globally in international commercial arbitration against 181 competing teams. No other Iraqi institution achieved either result.

Student Success — Athletics

Area	Detail
Total Participants	~ 400 students , staff, and faculty
Sports Offered	Football, basketball, padel, fitness
Corporate Partners	Mercedes, BMW

Key Achievements	Detail
3×3 Basketball — Iraqi University Championship	5th place out of 66 universities (up from 18th the prior year)
High School Football Tournament	6 schools hosted (5 international, 1 local), 70+ prospective students on campus
Facilities	Infrastructure upgrades underway for long-term athlete and community use

❖ Appendix 3: AUIB Press

During the AY2025–2026, AUIB Press continued to make progress toward becoming a well-established platform for supporting intellectual exchange, translation, research dissemination, and cultural dialogue in the Iraqi context and beyond.

Publications at AUIB Press continued to develop in a range of fields and languages, including Arabic translations of major international works and English translations of Arabic-language materials. Some of the publications completed and/or advanced during the reporting period include:

- ◆ Artificial Intelligence and Education in the Global South: A Systems Perspective by Fernando Reimers, Zainab Azim, Maria-Renée Palomo, and Callysta Thony (English to Arabic)
- ◆ Reclaiming a Plundered Past: Archaeology and Nation Building in Modern Iraq, Magnus T. Bernhardsson (English to Arabic)
- ◆ Asia Facing the West, Daryush Shayegan (Farsi to Arabic)
- ◆ Ibn Zaydun, Selected Epistles: Critique and Chronicles by Ibn Zaydun (Arabic to English)
- ◆ Reclaiming Iraq: The 1920 Revolution and the Founding of the Modern State, Abbas Kadhim (English to Arabic)
- ◆ Ali al-Wardi: An Intellectual and Social Biography, Ali Hakim Salih (Arabic)

The Press also began publication of the university's first scholarly journal, entitled the AUIB Middle East Journal of Reflective Practice in Education, published in both English and Arabic, with the aim of encouraging scholarly activity and reflective practice in education within the region.

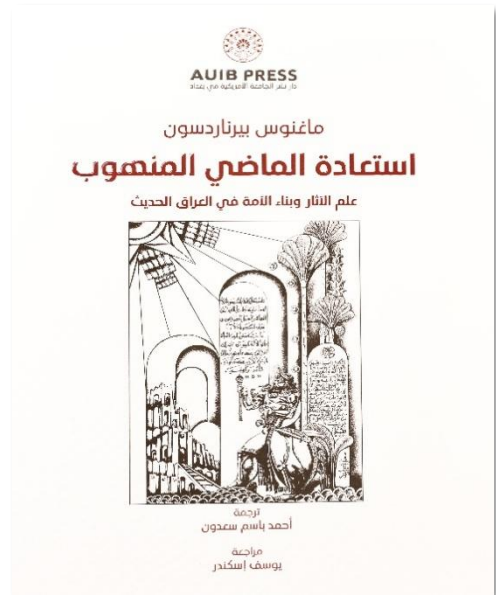
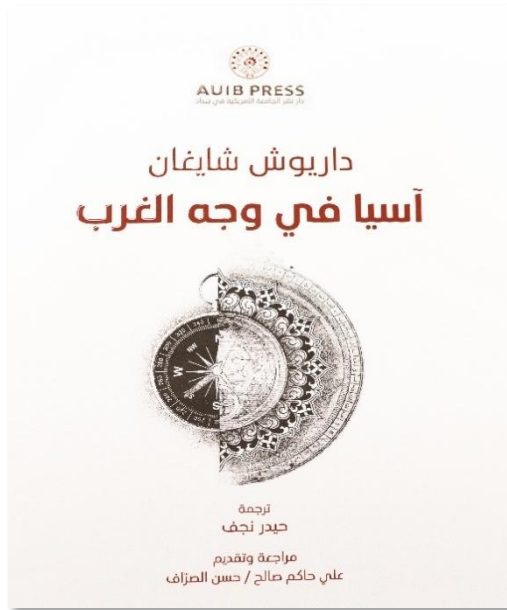
Institutionalization of the Press advanced substantially through:

- ◆ completion of the AUIB Press strategic planning framework;
- ◆ development of a formal publishing workflow covering manuscript submission, expert review, editorial review, and endorsement by the Press Advisory Board (PAB);
- ◆ establishment of copyright and licensing procedures with original publishers;
- ◆ preparation of translator, editor, and author contracts;
- ◆ and coordination of book design, formatting, and printing processes.



AUIB furthered efforts toward governance and academic oversight of the Press by expanding the membership and diversity of the Press Advisory Board (PAB), involving faculty from multiple academic disciplines. Collaboration also commenced with MarCom toward the establishment of an official webpage of AUIB Press, scheduled for release during the coming academic year.

The Press also made progress toward establishing international partnerships through completion of the final draft MOU with **Brill Publishers of Leiden University**, supporting future academic publishing collaboration and international visibility.



Throughout the reporting period, AUIB Press also organized and supported book talks, lectures, and intellectual events designed to strengthen the university's cultural and scholarly engagement with the broader Iraqi community.

AUIB participated in the **Baghdad International Book Fair** (10–21 September 2025), building on its 2024 success, aiming to boost visibility and community engagement. The university focused on promoting its academic programs, attracting prospective students, enhancing brand awareness, and strengthening partnerships with publishers while increasing book sales.

❖ Appendix 4: AUIB UNESCO Chair

The UNESCO Chair supports UNESCO's strategy on education for health and well-being by promoting physical and mental health, improving educational outcomes, strengthening skills development, and advancing knowledge-sharing communities. Its objectives include collaboration with UNESCO and other Chairs, public outreach on health and well-being, support for undergraduate and postgraduate education, and research dissemination in mental health and well-being.

2025 Activities

- ◆ Contributed documentation and procedures related to SDG Goal 4 "Quality Education" for the Ministry of Planning (February).
- ◆ Hosted a meeting bringing together Iraq's four UNESCO Chairholders, Ulster University representatives, and senior officials from AUIB and MoHESR (5 May).
- ◆ Participated in the Public Health Education Roundtable organized by the College of Healthcare Technologies with representatives from WHO, Iraqi ministries, universities, and professional syndicates (8 May).



- ◆ Supported participation in the Iraq Political Science Day, including research on healthcare and representation for people with disabilities in Iraq (29 May).
- ◆ Participated in the American University in Cairo Symposium "Regional Partnerships for Peace" (2–3 June).
- ◆ Contributed to the Continuing Education Institute's "Green Transitions" workshops on sustainability and future-readiness (12 June).
- ◆ Co-organized, with MoHESR, an international conference involving UNESCO Chairs from Iraq, Northern Ireland, and Canada, with participation from 15 AUIB scholars (1–2 October).
- ◆ Supported AUIB participation in the World Justice Forum 2025 in Warsaw, including presentations on civic education, governance reform, and youth disengagement in Iraq (24–27 June).
- ◆ Supported the CIS Summer Camp for aspiring diplomats aged 16–19 (20 August).
- ◆ Supported the Middle East Studies Association Undergraduate Research Workshop, including research on disability healthcare representation in Iraq (22–25 November).
- ◆ Supported a creativity workshop for children organized by the College of Education and Human Development.
- ◆ Joined the scientific advisory board of the journal Education–Training–Work at Université d'Alger 2 (30 November).
- ◆ Participated in a Ministry of Health awareness workshop on HIV/AIDS, viral hepatitis, and sexually transmitted infections among youth (3 December).

Planned Activities for 2026

- ◆ An undergraduate research conference on "Human Rights" in collaboration with several AUIB colleges (22 January).
- ◆ Launching a monthly e-newsletter for UNESCO Chairs in education, training, and learning (January).
- ◆ Convening an additional Chairs' Conference later in the year (1 October).



❖ Appendix 5: Center of Excellence for Innovation and Development

Several milestones this year reshaped the center's evolution, market positioning, and go-to-market model, namely:

- ◆ Evolving from Continuing Education Institute (CEI), a capacity building provider, to the Center of Excellence for Innovation and Development (CEID), the first approved scientific park in private universities.
- ◆ Rebranding of the new center and adopting the new logo.
- ◆ Restructuring of the center and adopting the new PMO model to facilitate operation.

The above changes enabled CEID to leverage its capabilities to attract new clients and resources and to expand its service. The results were excellent in increasing CEID visibility and financial returns.

From a visibility perspective, CEID hosted and participated in more than 110 activities, including conferences, seminars, round tables, and high-level meetings. Those activities targeted or involved public entities, including ministries, the Prime Ministry Office, the Iraqi Army, and others. As for the private sector, it involved premium organizations in the financial, automotive, and communications sectors, among others.

Regarding the number of participants and the number of corporate projects that contributed to the financial return, there are approximately 2,800 participants and 20 corporate projects.

Key Clients & Programs

Client	Participants	Programs
Central Bank of Iraq (+ K2-Integrity strategic partnership)	250+	4 programs
Civil Aviation Authority	270+	3 programs
Intelligence Directorate	80+	5 programs
Ministry of Oil	120+	4 programs
Qi-Card Company	50+	5 programs
English Evening Program	360/term	Grew from 160 to 360 per term

Certifications & Memberships

- ◆ Certified PMI training and testing center.
- ◆ Certified Pearson Vue testing center.
- ◆ IELTS certification renewed as a testing center.
- ◆ Recognized INELT testing center certified by MOSHER.
- ◆ CPD quality partner.
- ◆ Member of government strategic committees, including the Digital Transformation Committee and the Continuing Education Transformation Committee.
- ◆ Recognized Entrepreneurship Hub by the government and a strategic education partner.

AUIB

American University of Iraq – Baghdad

*"Building an institution that serves not only our students,
but also our country, our region, and the broader global community."*

— Bradley J. Cook, President

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