AME University
Annual Report 2016

The Future
We Desire
Greetings All:

It has been correctly stated that each of us stands on the shoulders of those who preceded us. Nowhere is this truth more evident than at AME University, Monrovia, Liberia. Bishop C. Garnett Henning Sr. and a small group of ministers and laypersons from the 14th Episcopal District, met in Ghana in 1992 during the “war years,” for the purpose of coming up with an alternative for young men and young women in Liberia other than rebellion and destruction. “Education” was the answer that was overwhelmingly embraced. Hence, AME University was the outgrowth of that summit.

Since that meeting, under the administrative leadership of four Presidents, in just twenty years, AME University has emerged as the largest private University in Liberia, with a 2016 enrollment of 4,088. Today it offers baccalaureate degrees in four disciplines – Business; Theology; Social Work; and Education. It now boasts of partnerships with several multi-national corporations. And it provides specialized training to meet the ever expanding public and corporate sector needs of Liberia, which is experiencing unprecedented development.

On behalf of the Administration, the faculty and Students, to all those on whose shoulders AME University stands, THANK YOU for your unwavering support as we embrace our bright hope for the future.

Sincerely,

Clement W. Fugh
Chair, Board of Trustees
AME University
A fter reading this 2016 Annual Report, you will agree with me that AME University is truly in the Pursuit of Excellence. We achieved this during the period under review by taking incremental steps to enhance student success; invest in faculty, staff and infrastructure; strengthen and expand the use of technology; expand outreach and community service; promote research and scholarly activities; and grow and steward resources to expand the university. While we believe that “quality” is the hallmark of competitive advantage, we know that quality is driven by external demands and internal actions. So, in order to accomplish quality, we have opted to focus on excellence; because Excellence drives Quality.

During one of my regular forums with students at the University, I spoke consistently of the need for excellence. After my remarks, a student walked up to me and asked, “I noticed your comments today were more about Excellence and less on quality education, what is the difference?” After a moment to gather my thoughts, I told the student that Quality can be what you see and feel, but Excellence is what you plan and do in order to produce quality; they are not the same. The demand for quality can influence a university to develop better standards, and implement best practice, and that can ultimately lead to a quality product or service. On the other hand, Excellence is the University’s desire to deliver superior opportunities; that includes providing relevant programs and services in a favorable learning environment. Therefore, at AME University, we have made Pursuing Excellence a worthwhile objective.

A separate report on the three-year accomplishments of the University’s Academic Strategy, (2013-2016 Strategic Plan) is forthcoming; but this annual report provides some highlights of our key successes for this period. Chief among the accomplishments are five partnerships we achieved with F.M. Reid Schools, Lead College of Management, University of Baltimore, Obafemi Awolowo University, and Liberia Telecommunications Corporation (Libtelco). I invite you to please read on...

Sincerely,
Joseph T. Isaac, Ed.D.
Division of Academic Affairs

The Division of Academic Affairs is responsible for the oversight of all degree granting academic programs at AMEU. At present, there are four colleges which offer degrees in 19 disciplines and tracks. For the year under review, Academic Affairs was involved with strengthening the capacity of faculty and staff to improve outcomes, and facilitating the start-up of new academic programs. The College of Education and the Department of Counseling in the Bryant Theological Seminary were launched. In all, the University has expanded its academic offerings from 10 degree programs to 19 degree programs and tracks, with 74 full-time and 66 part-time faculty. Other key accomplishments for the report period include:

- Production of a uniformed template for all syllabi, and ensuring that each student receives a syllabus for each course;
- Facilitating an improved vetting process for prospective graduates;
- Conducting annual faculty training retreats for each college;
- Employment of a Coordinator for the Counseling Department;
- The production of a new University catalog (2015-2018);
- Partnership with the F. M. Reid School as a pilot site for Early Childhood Development Program (ECD);
- Expansion of external partnerships for scholarships and internships;
- Working with Institutional Research to produce a system for 360 degree professional evaluation of academic staff;
- A Concept to establish the Jarena Lee Chapel was completed and an initial amount of USD $2,500.00 was donated by the Connectional Women in Ministry of the AME Church towards refurbishing two classrooms as a Campus Chapel; and Concept developed and submitted to the National Commission on Higher Education for the establishment of a master’s degree Program.

Bryant College of Theological

The Bryant Theological College added a third degree-granting program in Counseling which offers courses along three tracks: Psychosocial Counseling, Guidance Counseling and Pastoral Counseling. The department was launched in September 2015 with 23 students under a Coordinator who holds a terminal degree. The College seeks to create a community where worship forms an integral part of the campus experience.

Bryant College is also in the process of producing a concept document to establish a graduate program in Theological Studies. This will become the first graduate program at AMEU. There is a 2% enrollment increase in Bryant compared to last semester.
As the Liberal Arts College focuses on increasing enrollment in low-enrolled programs through various approaches, including the appointment of a new Chair for the Department of Mass Communication, the results are beginning to show progress. Student internship for Mass Communication majors has expanded to local Radio/Television stations. The Liberal Arts College is also focusing on increasing enrollment in other low-enrolled programs. The Department of Political Science, in collaboration with the Dean of the College initiated partnerships with members of parliament and obtained scholarships for political science students. Students from the Department of Sociology are serving as interns at the Ministry of Health. Most over, the Liberal Arts College experienced 5% enrollment increase between first semester and second semester 2015-2016.

Manning College of Business

The Business College executed a SE (Small Enterprise) pilot with business students managing the SE in November 2015. Funds raised from the SE venture have been set aside to provide financial aid to deserving students in the college. In the spirit of entrepreneurialism, the University President is considering the idea of soliciting proposals from Business College students to fund small ventures and start-ups in the future. The Dean of the Business College is pursuing her terminal degree with some financial assistance through the University’s Staff Development funds. The College experienced 4% enrollment increase in Second Semester 2016.

College of Education

Education is the newest college at AMEU, offering 9 degree tracks in 3 departments. The curriculum for all tracks of study is fully developed; and the first group of students enrolled during the second semester 2015/2016.

In October 2015, the Dean of the college traveled to Obafemi Awolowo University in Nigeria to network with Faculty of Education and obtained professional advice on the Education College at AMEU. COE offers three academic departments (Early Childhood Education, Elementary/Primary Education and Secondary Education), with degrees in the following disciplines:

- Early Childhood Education
- Language Arts & Social Studies (Elementary/Primary)
- Mathematics & Science (Elementary/Primary)
- Biology (Secondary Education)
- Chemistry (Secondary Education)
- History (Secondary Education)
- Language Arts (Secondary Education)
- Mathematics (Secondary Education)
- Physics (Secondary Education)
Division of Academic Support Services

At AME University, Academic Support is defined as the "educational services and resources" provided to students to help them accelerate their learning; that include services and resources to assist students catch up with their peers and meet university learning standards. Leadership for Academic Support Services is provided by Dr. Dawn Cooper Barnes, Associate Vice President. The University's version of Academic Support Services range from campus life activities; to admission, registration, graduation; and library services. Specifically, Academic Support Services comprises the following areas: Admissions, Records and Registration; Student Services; the Coca-Cola Institute for Innovation; Institutional Research; University Library; and Enrollment Management. For the period under review, the Division of Academic Support Services accomplished a number of major milestones that are tied to the following strategic priorities of the University: to enhance student success; to invest in faculty, staff, and infrastructure; to strengthen and expand the use of technology and to expand outreach and community service. The division is pleased with the level of performance, productivity and accomplishments over the past year.

Admissions, Records and Registration

The department of Admissions, Records and Registration experienced a period of turbulence over the past year culminating in the separation of the head of the department on September 1, 2015. From September 2015 to November 2015, the Associate Vice President for Academic Support Services (AVPASS) served as Acting Dean of Admissions. A number of serious challenges within the department were identified based on interactions with personnel including problem with of certain digital records prior to 2004; difficulty in communicating with the IT consultant in order to generate letters for students who passed the entrance exams and to make approved changes to students' records; and inability to easily retrieve records.

A new Dean of Admissions, Records and Registration Mrs. Rose Kingston was hired, with the immediate task of assessing the state of the department, and developing a shared vision, and mission. When asked to describe their individual hopes and dreams for the department, among other comments, staff said indicated the following:

- We want to work in a place that is decent and well organized - a cool place.
- We would like to walk into a student -centered office each day.
- We want parents and the public to receive information easily.
- We want a system that will make us more efficient; allowing us time to grow professionally.
- We want the process of admission and graduation to be smooth - more computerized.

With the major task of establishing a vision and mission statement firmly in place, the department:
1. Developed a new filing system that allows for the preservation and protection of University's history; The system allows students to have immediate access to their records in a timely manner.
2. Developed a new graduation vetting policy that reduce the burden on students, including their level of involvement in the process; and to reduce the number of steps.
3. For the first time, the requirements for all degrees were made available to all students on a form along with their control sheets during registration; making it easy for students to plan their courses with accuracy.

4. Revised most forms to collect more data, make it easy for staff to file and to provide students and faculty with clear directions on how forms should be used.

5. How transcripts are issued and the policy surrounding the handling of records is under review and subject to revision.
The Department of Student Services has been quite active during the review period. As part of its responsibilities, the department works closely with registering and tracking all student activities, clubs and organizations. The Director of Student Services, Mr. Abraham Bility was also asked to “champion” the registration process in the absence of a dean of admission, and insure the smooth operation of the process as a service to the student population. In September 2015, the department supervised the re-organization of the AMEU choir through the conduct of an audition process utilizing AMEU staff members (with knowledge of music) as judges. As a result of formalizing the process, 30 choristers were selected and are receiving scholarships for serving on the University Choir. They have been actively rehearsing and performing.

The AMEU Anyenkon Performing Arts Company was established through a similar audition process in October 2015. Through the efforts of Student Support Services, AMEU entered into an agreement with Flomo Theatre Productions (FTP) allowing FTP to provide traditional dance, drama and music instructors for AMEU students culminating in at least one major concert per semester. In December 2015, the University presented its first “Christmas Extravaganza”; a festive event which began with a cocktail reception for VIP guests where a jazz band was featured. The reception was followed by musical selections performed by the AMEU Choir with the novelty of a modern dance interwoven within the choir’s performance. The evening climaxed with an original dance/drama entitled, “Paradise Lost” performed by AMEU Anyenkon. The entire event received high praise from audience members as well as one of the daily newspapers. The University hopes that this will become an AMEU tradition.

In addition to purchasing materials for the choir and costumes for the performing arts group, the department of Student Support Services purchased new sporting gear for the athletic teams, first used on Sports Day (November 21, 2015) during a friendly series of games with teams from United Methodist University (UMU). AMEU performed well, winning the soccer game and losing the basketball by an extremely small margin. The Department hired two new athletic coaches, and provided support for all sporting events during the review period.

On November 7, 2015, the University’s award winning Debate Team won a historic victory and brought home the trophy of a tournament sponsored by the Liberian Bank for Development and Investment (LBDI). The team was not so fortunate when they faced the challenge of Cuttington University as AMEU played host later in the month of November; notwithstanding, the AMEU team represented well in front of a panel of independent judges. The Debate Team had a key role in the selection of the Mongoose as AMEU’s official mascot. The Team divided itself into three groups and presented three possible choices for university mascot. The department conducted ballot box and online voting by students, and the “mongoose” was the overwhelming choice.

Under the Student Services leadership, Freshmen and Senior Class Officers were elected without incident. The department helped students to carry on a formal installation ceremony, planned and conducted an inaugural ball. All activities the election of the cadre of officers were very well executed, well attended. Student Support Services has been asked to work with the department of Enrollment Management in the planning and execution of this year’s Vacation Bridge Program which will be conducted July – August 2016. A work plan has been approved; and, thus far, letters soliciting sponsorship have gone out.
The Coca-Cola Institute for innovation is a source of great pride at AME University. CII was presented as a concept with the challenge of developing and making the concept into a reality. With this mandate, the Concept Document and the Criteria for the Selection of 16 scholars was expanded and executed by the previous director of the Institute. Potential mentors were invited as key component of the concept, and many accepted the challenge. Selecting the initial sixteen scholars; identifying and securing mentors for the scholars; as well as planning and implementing the first six guest lectures were all actualized by Ambassador M. Nathaniel Barnes, who served extremely well as a proxy for Dr. Dawn Cooper Barnes, during the period of her convalescence from April to July 2015.

When it became apparent that many scholars in the Institute did not have the financial resources to pay their tuition, the University engaged its major sponsor the Liberia Coca-Cola Bottling Company (LCCBC) who referred the matter to the Cummings Africa Foundation (CAF); and CAF provided scholarships for needed students in the Institute. LCCBC has been committed in presenting the CII scholars with their first major research project – a real-life problem requiring actual research and an innovative solution. CII was tasked with responding to the research problem of: “How to significantly improve LCCBC’s marketing and distribution of Coca-Cola products in rural parts of Liberia.” For the purpose of the Coca-Cola research, Scholars were grouped into two teams. The teams were highly competitive as they were told a significant prize was at stake. They completed and delivered a first draft of the research projects in December 2015, thereby successfully meeting the first deadline.

Subsequently, an Assistant Vice President for Institutional Research and Coca-Cola Institute for Innovation was hired in January 2016, and the Scholars’ research project was transferred to the new AVP. Based on feedback from LCCBC management, the scholars were redirected with a rigorous process of revising and refining their research projects. The final products were a major improvement over the first draft and were delivered to LCCBC in February 2016. A panel of judges, which accounted for 70% of the overall ranking of each group, was comprised of two members of the LCCBC team and three AMEU administrators/faculty observed final presentation of the student research project. The general feedback from judges and other guest observers was that CII scholars were impressive in spite of the many challenges they still face in the pursuit of excellence. The final research papers were entitled, “Consumers’ Buying Behavior of Coca-Cola Products in Liberia: Basis for Marketing Strategies Intervention” (Team A); and “Consumers’ Awareness on Acceptability, Availability and Affordability of Coca-Cola Products Up Country: Basis for Marketing Strategies Improvement” (Team B).
Institutional Research

In addition to her capacity as Assistant Vice President for Institutional Research, Dr. Rosemarie Santos has secured MBA Scholarships under the terms of a Memorandum of Understanding between AMEU and LEAD College of Management of Kerala, India. AMEU will receive two (2) scholarships each year for the 5 years duration of the MOU.

The Assistant VP also made ocular visits to various offices and departments across AMEU for the purpose of recrafting and revising forms for data collection. The departments and documents revised thus far are: BCEC (Unified/Standardized Registration Form; Crafted Training Evaluation form; Crafted Computer Laboratory Utilization Form); AMEU Library (Daily Library Utilization Form); Student Support Services (crafted Students’ Organization Registration forms for both internal and external use); Human Resources (revised Performance Evaluation form for Employees and Staff, revised Work Plan Template, crafted Training Evaluation Form, crafted Strategic Review Assessments Forms, did workshop with Human Resource Department on Work Plans). In addition, the AVP crafted and organized a University Research Council, similar to a research review board (Functions and Compositions), a body which will oversee all research activities conducted by faculty and staff.

University Library

The AMEU Library has been engaged in a number of strategically important projects since April 2015. Mrs. Pshorr, Director of the Library organized the donation of excess books from the library overstock to faculty, staff and students, as well as to Grand Gedeh Community College, Grand Bassa Community College, Bong County Technical College, African Methodist Episcopal Zion University and United Methodist University. These gestures are consistent with our university’s strategic goal of expanding community outreach and service. Recipients of the books, in particular, those from other colleges and universities, expressed sincere gratitude when they came on campus to receive the donations.

The Library Director also used her affiliation as a former staff librarian at the U.S. Embassy in Monrovia to organize several groups of AMEU staff on visits to the U.S. Embassy Library for eLibrary training, and exposure to the rich resource in research materials uniquely available through the government of the United States. In January 2016, three laptop computers with internet access, including one donated by the U.S. Embassy were installed in the library for the convenience of students, faculty and staff. The Library is new textbook program began with ordering of 60 books from Amazon.com based on specific list of requests from academic department chairs at the University. The first batch of books arrived in Liberia in April 2016, and subsequent orders are being processed.

The Links Reading Room, on the second floor of the BAM Library building, was made possible by a generous donation from Links, Incorporated, an organization of African American women in the US. The room was renovated in October 2015, and stocked with books and magazines of diverse titles. The room is now online for hosting of small meeting and quiet reading.
As part of the 2015-2016 strategic priorities, the Library received a new printer for use by faculty, staff and students. Library staff implemented a process of daily login to use the library, and students are required to complete forms for recordkeeping. A review of six months records of the Library for first and second semesters 2015-2016 revealed that male students (76%) versus female students (24%) used the Library. This gender disproportion in how the University Library is used is being further reviewed by university authorities for appropriate actions.

Enrollment Management

The Department of Enrollment Management is a new addition to the Division of Academic Support Services. Thus far, clear terms of reference have been developed for this new function and the Coordinator, Mr. Anthony Kimba, who recently worked in the Coca-Cola Institute for Innovation piloted the first on campus Open House and student recruitment event in January 2016. The activities were targeted at providing exposure for low-enrolled academic programs. The event was well organized and presented; given a less optimum budget. Each area program was represented. The strategic location of the Open House in the Intellectual Hall was a bonus in terms of wide exposure for low enrolled programs. Based on the results of the Open House, staff is developing program brochures and planning visits to local high schools.

Enrollment Management launched a major innovative initiative in December 2015; the first paperless entrance examination by a major institution of higher learning in Liberia was conducted. As a pilot, the eTesting activities were coordinated with the system consultant. A data bank of questions and answers with the correct answer key were drafted and uploaded into the system. The test was conducted on 10" tablets that had to be fully charged, and reset for each use. Support staff, including IT staff and IT consultants served as proctors for the pilot eTest. Students who fail, pass, or require remediation were notified of their status, and the results shared with IT staff, consultants and Admissions staff who are responsible for generating Letters of Admission. While there were many glitches in the first foray into eTesting, based on interviews with participants from all aspects of the exercise, the AMEU entrance exam will remain digital and will undoubtedly move from strength to strength.
Division of Administration

During this review period, the Division of Administration planned, developed and implemented various mission critical activities related to the University campus and operating units in support of current strategic priorities. Administration assists in advancing AME University’s teaching, research, and outreach mission by providing outstanding services to all stakeholders. The division is comprised of seven departments: procurement, general services; human resources; security; information technology, BCEC, and the auxiliary services unit. Members of the division provided exceptional services in keeping the University functional, safe and attractive:

Human Resources

During the period under review, the Department of Human Resources increased the efficiency, effectiveness, and value of the human resources systems, processes and practices at the University: First, by identifying missing HR policies which were excluded from the faculty and staff handbook. In continuance, several of the missing HR policies have been formulated, crafted and aligned with the existing labor law of Liberia.

Notably, as there continues to be paradigm shifts in the legal requirements and government reporting regulations, the Department of Human Resources has been following closely and did revise some policies to be in compliance. In addition, the department recommended to senior management on needed actions to provide protection for the University. In view of the foregoing, inquiries have been responded to adequately in reference to policies and programs.

Secondly, in continued fulfillment of the University’s rebranding initiatives, four new positions were added, with proper term of references developed to enhance University operations: 1) Associate Vice President for Academic Support Services, 2) Assistant Vice President for Institutional Research and Institute for Innovation, 3) Assistant Vice President for Information Technology, and 4), Coordinator of Enrollment Management. These mission critical positions have begun to add values to the University. It is also worth mentioning that the University added 41 new employees, many of whom were security officers and custodial workers, during the review period.
Business & Continuing Education

The Ezzat Eid Business & Continuing Education Center (BCEC), another first in the Republic of Liberia, is leading the way in providing integrated solutions and customized training to meet the evolving needs and priorities of businesses, NGOs, government ministries and industries. The Center provides certificate programs that are customized and scheduled on demand.

For the review period, BCEC trained more than 180 employees at several businesses and organizations, including staff at Monrovia City Cooperation, Royal Hotel; and Jandy’s Little Paradise. BCEC also began to offer computer training programs in networking, website development, Microsoft Suite, among others.

Information Technology

The following projects were completed by the Information Technology Department: collaboration with other stakeholders in ensuring that the computerized Entrance Examinations was successfully implemented. IT provided expertise in ensuring that the necessary hardware and software platforms were available during this exercise. Moreover, the IT department provided support for the Registration process and resolved issues stemming from the Registration Software.

The Internet Service Migration from Novafone to LIBTELCO was a challenging but successful undertaking, as IT Department Resources were stretched to the maximum. However, the team stood-up to the challenge, and within 48 hours, a complete migration was successfully executed. Today, AMEU has one of the fastest internet services among institutions in the country.

The department provided immense expertise support in structuring BCEC information computer technology Courses. Several courses ranging from basic to intermediate and advanced computer classes were developed and reviewed by the department. Predicated upon the aforementioned, IT department staff successfully configured and install sixteen (16) laptops in the newly furnished BCEC Computer Lab. The computers are now installed and in use for providing training. In addition, the IT department staff collaborated with BCEC in reviewing and redeveloping curriculum for the Lions Club Computer Institute for the Visually Impaired located on campus.
General Services Office

General Services Office worked exceptionally in maintaining the University’s facilities and equipment despite several challenges. Some highlights on the achievements of the department for the period under review are:

- Purchase of a 110 KVA generator;
- Renovation of the Auditorium, including installation of A/C units;
- Renovation of the Intellectual Hall and grounds;
- Replacement of damaged white boards in all classrooms;
- Painting the exterior of all AMEU owned buildings;
- Implementation of two shifts for the department by employing additional custodians;
- Purchase of uniforms for all custodians;
- Refurbishing of Computer Lab #2;
- Procurement of 18 Laptops for the BCEC Computer Lab;

The following initiatives have been funded and are underway for completion before the end of FY 2015-2016:

- Furniture for chairpersons’ offices;
- Computers for desiring staff;
- Painting the interior of Hatcher Hall;
- Renovation of Hatcher Hall restrooms;
- Restore Internet service in Hatcher Hall for staff offices;
- Plastering and painting of power house;
- Free WIFI for students in Hatcher Hall;

Department Of Security

The AME University Private Security Service was established on September 1, 2011 for the purpose of providing a safe working and learning campus for students and employees. The Department runs a three-shift 24 hour operation with a capacity of forty five (45) security personnel headed by a director and assisted by 3 shift Supervisors. The University provided Insurance coverage for Security Officers at no cost for employee-only coverage, and reasonable premium for employee and dependents coverage. The Purchase of Uniforms and Foot Wears for Security rejuvenated the momentum; and all officers received some type of salary increase when the minimum wage was increased by administration. The University has experienced a reduction in crime during this period despite some operational impediments. The security force has been promised, at least one motorcycle for mobility, for supervisors to conduct periodic patrol, particularly during the night shift. Representatives from the National Fire Service conducted a campus-wide fire inspection, and provided recommendations for additional exits to Hatcher Hall; subsequently, the NFS planned and executed fire drills on the University campus.
Division of Financial Services

For this period, there were several advancements in Financial Services, ranging from improved methods of revenue collection to better expenditure tracking and reporting. The Comptroller is working with the University’s Internal Auditor in modifying and implementing the Finance Manual. In addition to several improvements, in July 2016, AMEU migrate to OMNI, a customized web-enabled front-end application which allows for electronic fund transfer transactions and approval securely over the internet from any location in the world, with reliable, real-time access to core banking application to effect independent direct view, download and debit accounts. OMNI by Ecobank offers simple payroll processing with direct transfers, local and internal transfers, and bulk payments. Also, the University’s partnership with International Bank, Liberia Limited (IBLL) has yielded an IB Branch on campus; with Branch banking, registration is now truly a one-stop shop activity.

Felicia Washington, MBA
University Comptroller

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### Mid-Year Revenue
**FY 2015-2016**

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Scholarships Programs

The University’s scholarship and financial aid programs were developed primarily to assist awards for merit and need-based scholarships, and help students meet their financial obligations to AME University. Each semester, approximately 20% of students benefit from some type of financial aid or scholarship. Scholarship revenues account for nearly 11% of receipts, but payment of scholarship bills by donors are often delayed, in some cases, as much as 8 months. This type of delayed payments poses major challenge to the University’s ability to operate. The graphs below show the number of students that received scholarships in academic year 2015-2016; the second graph shows that 63% of scholarship revenues were delinquent in May 2016, including 40% of scholarship balance bills that were passed due for more than 12 months.
The Planning and Budget Office, which is located in the office of the President, also coordinates the activities of University Foundation Board and Alumni Association. The Fiscal Year 2015-2016 Budget was based on a projected enrollment of 3,000 students (current, freshman, transfer and re-admitted students); and a total projected revenue of US$ 2,025,424.00. This amount inculcates tuition and fees as well as subsidies and grants revenues. However, there was an alternative projection for possible higher enrollment set for 3,350 students for the fiscal year. The budget is based on enrollment figures for registered students only, for First and Second Semester, excluding “stop-out” students. Stop-out at AME University is estimated at approximately 8% of total enrollment. Historically, the latter projection is used to provide for adjustments in case of any turbulence during the budget year.

Stop-Outs are students who drop out of college for less than two semesters at a time, and then reenter to complete their degree. Studies show that as much as 94% of students at community colleges tend to stop-out at least once before graduating. The rate of stop-out for university students is approximately 13%, according to a study conducted in 2013 by Toby J. Park, Assistant Professor of educational leadership and policy at Florida State University. In Liberia, we assume that the Stop-Out rate is approximately 20%.
At the end of First and Second Semesters registration for academic year 2015-2016, the University successfully maintained an average (actual) enrollment of 3,215 students. Because this report was developed at the beginning of 3rd quarter operations, revenues reported are based on Q3 activities.
Strategic Initiatives

American University is committed to expanding opportunities for student learning, with a focus on scholarship, research and service. In 2013, the University adopted six strategic priorities as its Academic Strategy, with the understanding that achieving excellence and productivity would require commitment and support. The Academic Strategy is currently running its final year of implementation, so this report partially covers fiscal year activities.

In August 2015, the University Council and Faculty Senate met in its annual Planning Retreat and agreed by consensus to implement several new initiatives of quick impact across all departments and divisions of the University. The cost for the selected initiatives was estimated at $73,580.00. During the period under review, the University received the amount $50,000 as Government of Liberia's subsidy, which has been directed to fund the strategic initiatives. The balance funding of US$ 23,850.00 is scheduled to come from university revenues.

To date, the University has accomplished the first phase of implementation of the 2016 strategic initiatives; which has impacted service delivery and logistical support, curriculum development, improvement of syllabi, development of experimental learning activities, expanding the use of technology, improvements to record management, among other accomplishments. The University is presently engaged in Phase 2 of its 2015-2016 strategic initiatives, and shall shortly begin Phase 3. In the scope of the Strategic Priorities of the University, Phase 1 of the strategic initiatives was designed to support the following strategic Priorities of the Academic Strategy:

a. Enhance Student Success
b. Invest in faculty, staff & infrastructure
   c. Grow and steward resources to expand the University
   d. Strengthen and expand the use of technology
Foundation Board

The AME University Foundation was founded in April 2014; and on March 13, 2015, the Foundation, Inc. was chartered as an independent private Not-for-profit (NGO) organization. The 9-member Board of Directors was officially appointed on May 10, 2015. Subsequently, on May 28, 2015, the Foundation Board convened its first meeting and elected a leadership to steer the affairs of the Foundation.

The Foundation formed several working committees to enhance its operations and programs. The Board is chaired by one of Liberia’s prominent women, Madam D. Sheba Brown. On April 29, 2016, the Foundation held its first fundraising dinner with proceeds intended to fund the renovation and equipping a computer lab on campus. Since the official inauguration of the Foundation Board in 2015, it has convened four sittings. The Board meets quarterly; and regularly as necessary for Business.

Alumni Relations

The AME University Alumni Association’s second group of elected officers is experiencing challenges in growing and strengthening the association. The scope of membership and programs activities has been limited. However, the leadership successfully established a scholarship program in August 2015; ten students of the University benefited from the first phase of scholarship program. During the 15th Commencement week activities, the Alumni Association successfully organized a colorful Homecoming Day; characterized by an indoor program, sporting activities, and social evening entertainment. Souvenir T-shirts and Caps were sold to alumni and the graduating class. Funds realized from the sales have been deposited in the Louise C. York Education Endowment fund to promote scholarships.

According the Alumni Association Constitution and By-Laws, the term of office for the current officers expired in April 2016; subsequently, elections of new corps of official shall be held. In an effort to expand the membership and bring graduates back to AMEU, the University President is participating in a ‘Reach out to Them’ plan with visits to strategic organizations, businesses, and institutions to meet and chat with Alumni working in those organizations. Two visits of the President were with alumni employees of EcoBank on Ashmun Street and the National Social Security Corporation, where he met a cross section of Alumni. There will be several other visits made by the President in 2016.

Office of the President

In the past 12 months, the President’s Office has been focused on identifying new outreach opportunities for partnerships and to support its fundraising efforts. While rebranding the University remains an important task, efforts are now more decentralized. Each academic department is now responsible for university image building, and marketing of academic programs. The University Board of Trustees approved the hiring of a part-time Internal Auditor in July 2015, and the auditor’s immediate activities included review of the admission and finance offices. Result and recommendations from the initial audits led to the development of new registration procedures, revision of graduate vetting processes, and installation of new financial software in the Finance Department.

Ms. Toniea A. Monger
Executive Assistant to the President
As the University expands its programs and services, the need to develop new partnerships has become more apparent. During the period of this report, the University created several new partnerships with businesses and organizations, with specific intents. Each partnership was discussed with specific activities and deliverables of benefits to each organization; and the University is taking actions to implement all collaborations; including the following four most recent agreements:

**F.M. Reid Elementary and Junior High School:** AMEU’s agreement with F.M. Reid is the first of series of future collaborations that will create partnerships between colleges at the University and local area schools. At F.M. Reid, the College of Education will provide oversight under the leadership of the Dean, in providing practicum for a competitive first rate early childhood education program. Under the partnership, and with grant funding from the Government of Liberia, AME University will is renovating the existing parsonage at the school into a modern child development center. The College of Education will also provide curriculum review and revision for the existing Early Childhood Development Program at F.M. Reid, and provide training for childcare providers employed at the Center. Subsequently, the renovated Child Development Center will serve as a model for future childcare center initiatives, and become a hub for AMEU’s College of Education students to conduct practicum and internship activities. The renovation project is expected to be completed by July 1, 2016.

**LEAD College of Management:** LEAD is located in Dhoni Palakkad, India; the College provides post graduate education for aspiring managers with state of the arts teaching tools and procedures. The institution molds entrants in Marketing, Finance, Human Resource Management, International Business Studies, and Systems Management. At LEAD, training programs are administered by a team of highly professional faculty, with footprints in educational training. AME University and LEAD agreed to foster collaborations with student and faculty exchange; joint research, conference and workshop activities. As part of the memorandum of understanding, LEAD has agreed to offer two scholarships annually, to employees and students at AME University during the 5-year duration of the MOU. The first two recipients of the scholarships have been identified, pending a formal award in June 2016.

**University of Baltimore:** UB is a constituent institution of the University System of Maryland, USA, and an agency of the State of Maryland. UB provides educational opportunities for working men and women; and as a high-quality public institution of higher education, it also provides innovative education in law, business, the liberal arts and sciences, and public policy to serve the needs of a diverse population with undergraduate, graduate, and professional programs. In March 2016, AME University and the University of Baltimore entered into a memorandum of understanding under which AMEU and UB have agreed to endeavor to take necessary steps to encourage and promote cooperation to advance the academic teaching, research and development, and community outreach capacity and productivity for both Parties in a variety of academic and research disciplines (mathematics, social sciences, business and finance, and liberal arts), and may also include student and faculty exchange programs.

**Obafemi Awolowo University:** The Obafemi Awolowo University (OAU), Ile-Ife, Nigeria is a government-owned and operated University, located in the ancient city of Ile-Ife, Osun State, Nigeria. AME University and the Obafemi Awolowo University entered into a Memorandum of Understanding with commitment to collaborate and coordinate activities for the purpose of carrying out learning objectives to benefit both institutions. Under the agreement, AMEU and OAU agreed to collaborate, where possible, in recruiting, preparing, training, and retraining faculty to combine strong teaching abilities with scholarship, and to strengthen academic programs, curriculum, infrastructure, and support services. The institutions are committed to work in joint efforts for research, grants, students and faculty exchange programs and special funding in the development of both universities in Nigeria and Liberia; and to collaborate in seeking technical assistance for the enhancement of the AME University library.

**Liberia Telecommunications Corporation:** AME University and Libtelco have agreed to join forces to establish an all connected wireless campus at AME University, with Libtelco serving as the primary partner and sponsor for a Center of Excellence. In November 2015, LibTelCo, a wholly owned Government of Liberia enterprise signed a Memorandum of Understanding with AMEU to collaborate in providing opportunities for external learning for students with the use of advanced technological tools by establishing a LibTelCo IMAGINE Computer Lab on the campus of the University.
OUR VISION
“...Pursuit of Excellence”

OUR MISSION
To educate men and women for worldwide leadership and service by integrating academic excellence and Christian values within a caring community.

OUR CORE VALUES
In sync with the vision, mission, and objectives, AME University operates on the following six core values:

- Faith
- Academic Excellence
- Integrity
- Stewardship
- Diversity
- Liberty
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