PHOENICIA UNIVERSITY

Goals and Strategies

Phoenicia University (PU)
Goals and Strategies

Goal 1: Strengthening A Holistic Perspective: Academic, Liberal Education

To align with PU's commitment to "A Holistic Perspective" in education, the emphasis is placed on enhancing academic, liberal education.

A holistic perspective in academic, liberal education encourages students to explore diverse fields of knowledge, make connections between different subjects, and appreciate the broader implications of their learning. It often involves exposure to a variety of disciplines, including the sciences, humanities, social sciences, and the arts, aiming to provide students with a broad intellectual foundation.

This approach aims to give students a well-rounded education that goes beyond just specific knowledge. It combines academic and liberal education to develop various skills like critical thinking and communication. It focuses on good teaching, a supportive learning environment, and modern teaching methods to prepare students for a changing world. The main goal is to produce graduates who can think critically, solve problems creatively, and contribute positively to society. To achieve this goal, we will employ the following strategies:

Strategies

- **Highlighting the excellence of staff and faculty members,** the proficiency, dedication, and expertise of both academic and staff members directly impact the overall effectiveness of an educational system. By allocating resources to actively recruit and retain the most qualified faculty and staff, institutions can attract high-caliber candidates through competitive salaries and benefits. Additionally, fostering a positive work environment, providing continuous training, and recognizing outstanding performance contribute to retaining a skilled and dedicated workforce. Prioritizing recruitment and retention efforts enhances an institution's prosperity and efficacy, cultivating a capable and committed team.

- **Expanding and diversifying the curriculum** constitutes a strategic endeavor encompassing the expansion of available courses and educational opportunities within an institution. This approach seeks to elevate the overall standard of education by

affording students a more extensive and diverse learning experience. This initiative supports the holistic perspective by encouraging interdisciplinary thinking, cultivating critical skills, and fostering a deeper understanding of the world. In doing so, it contributes to the overarching aim of preparing graduates who are adaptable, critical thinkers, capable of making meaningful contributions to society in a complex and interconnected world.

- **Enhancing student centered services and support units** is crucial for enhancing the overall educational journey and fostering holistic student growth. Each support unit has a unique function, providing resources, assistance, and opportunities for students to excel academically and personally. This pivotal endeavor aims to enhance the overall support and experience for students throughout their academic pursuits. The outlined student-centered services in the table below play essential roles in ensuring students receive the necessary resources and guidance for academic success, personal growth, and career readiness.

- **Securing and improving the learning and living spaces on campus** involves a comprehensive approach to ensure the safety, comfort, and well-being of students, faculty, and staff. This initiative encompasses various aspects, such as upgrading residential halls, creating modern common areas, and integrating innovative technologies for academic purposes. The goal is to foster academic growth and overall well-being, including the development of recreational spaces, sustainable features, and improved amenities for a positive community atmosphere. Ultimately, the aim at PU is to provide students with an optimal and enriching environment that supports both academic and personal needs within the campus setting.

Strategic Priority 1: Highlighting the excellence of staff and faculty members	
Activities	**Metrics and KPIs**
1. Staff recruitment: Invest in the recruitment and retention of the most qualified faculty and staff	• Student Success Rates: graduation rates, retention rates, academic performance of students (i.e. average GPA) • Teaching Effectiveness: result of student feedback surveys or evaluations

Activities	Metrics and KPIs
- Staff training (i.e. IT, procurement, finance) - Approved proposals for external funding - Collecting feedback from students (i.e. Instructor and Course evaluation, Alumni Survey, and Exit Survey)	- Degrees and Certifications: number of faculty members with relevant degrees or certifications - Professional Development: number of faculty participating in workshops, conferences, or training programs - Faculty research output: Number of research publications per faculty member. - Advancements in Education and Innovation: measuring the adoption of technology in teaching, development of new courses, or incorporation of experiential learning

Strategic Priority 2: Expanding and diversifying the curriculum

Activities	Metrics and KPIs
- Expanding curriculum: Organizing regular meetings at the college level specifically dedicated to reviewing and enhancing the curriculum of core courses - Integrating interdisciplinary approaches - Promoting critical thinking and creativity through workshops and seminars	- Course Offering Diversity: measure the number of new courses introduced - Enrollment in new courses: percentage of students enrolled in newly elective courses - Student Feedback on Course Diversity: results of surveys or evaluations gauging student opinions on course variety - Global Perspectives Integration: percentage of the curriculum that includes international or multicultural content

• Broadening the scope of offered general education courses • Regularly revising and updating the curriculum to reflect industry trends and academic advancement • Adoption of technology in teaching, development of new courses, or incorporation of experiential	• Employment Outcomes for Diverse Programs: percentage of graduates from specialized programs securing employment in relevant fields

Strategic Priority 3: Enhancing student centered services and support units

Activities	Metrics and KPIs

• Strengthening student support units to encompass the following:
   o College assistants and advisors
   o Office of the Registrar
   o Career Center
   o Alumni Office
   o Financial Aid Office
   o Student Affairs Office
 	
• Reinforcing Student Centered Services to incorporate the following:
   o Peer Support
	• Retention Rates: percentage of students who continue their enrollment from one academic term to the next
	• Academic Performance Improvement: track the academic outcomes or grades of students utilizing support services actively
	• Graduation Support: monitor the number of students utilizing services designed to facilitate timely graduation
	• Student Satisfaction Surveys: regular administration of surveys to gather feedback on the quality and effectiveness of student support units and services

- University library - Experimental labs and computer labs - Mock Court, Drilling Simulator - Advanced learning system - Field visit courses (i.e. Architecture and Law Courses) - Internship/Practicum Courses - Clubs and societies - Sports varsity teams • Collecting feedback from students	• Response Time to Student Inquiries: average time taken to respond to student inquiries • Utilization Rates: tracking the number of students accessing counseling, career guidance, academic advising, and other support services and units and the effectiveness of these sessions in supporting students' academic and personal goals • Completion of Administrative processes: monitoring the time taken for tasks such as course registration, transcript requests, and financial aid processing • Personalized Advising and Counseling: monitor the number of individualized counseling sessions and academic advising appointments conducted • Diversity and Inclusion in Services: assessment of whether services cater to the diverse needs of the student population • Student Engagement in Campus Activities: monitoring student involvement in clubs, events, and community service • Feedback and Improvement Mechanisms: analysis of feedback received from students and the subsequent adjustments made to enhance services • Career Placement Success: success rates of students in securing internships, co-op opportunities, and post-graduation employment. Feedback from employers on the preparedness of students who utilized career services

	• Accessibility and Inclusivity Metrics: assessment of services' accessibility to students with diverse needs and backgrounds

Strategic Priority 4: Securing and improving the learning and living spaces on campus

Activities	Metrics and KPIs
• Renovate and establish new learning facilities • Modern Facilities: Interactive halls, smart room, computer labs and fully equipped laboratories • Dormitory services • Sports Center and courts • Student Health Care Center • Green Landscape, commercial area • Accessibility to special needs • Environmental Sustainability: implementing eco-friendly practices enhance the institution's reputation and instill the sense of responsibility among students • Collaboration with local business (commercial area) enhances the connection between the campus and local community. • Implement a robust communication system • Surveillance Systems Installation	• Facility Utilization Rates: percentage of space utilization in academic and residential facilities • Student Satisfaction with Facilities: results of surveys or feedback mechanisms gauging student opinions on facility quality. • Maintenance and Upkeep: measure the timeliness and effectiveness of maintenance activities. • Technology Integration: assess the level of modern technology integration in classrooms and study areas • Green Spaces and Recreational Areas: percentage of campus designated as green or recreational space • Safety and Security Measures: tracking the number of reported incidents and assessing the effectiveness of security measures • Accessibility and Inclusivity of Facilities: evaluate the extent to which facilities accommodate the diverse needs of the student population • Environmental Sustainability Metrics: measurement of sustainable features and practices in construction, energy use, and waste management • Collaboration Spaces: tracking the utilization of spaces designed for group study, teamwork, and collaborative projects

Goal 2: Innovation and Research

In the context of PU, fostering an innovative research culture is integral to the University's commitment to academic excellence and societal impact. PU recognizes the close intertwining of innovation—creating and applying novel ideas—with research, serving as the foundation for generating new knowledge across diverse disciplines.

The synergy between innovation and research forms a dynamic cycle of continuous improvement at PU. Emphasizing rigorous research as a catalyst for innovative ideas, the University propels advancements in academic domains and broader areas like science, technology, social sciences, and humanities. To nurture this relationship, PU prioritizes creating an environment supporting curiosity-driven exploration, providing resources for researchers, and encouraging interdisciplinary collaboration.

To attain this objective, we will implement the following methods:

Strategies

- **Encouraging a Creative Culture:** Fostering an environment that values and encourages creativity. This includes promoting open communication, idea-sharing, and a willingness to explore new and unconventional approaches.

- **Establishing and Enhancing the Center for Research and Advancement:** In addition to the initial establishment, the ongoing enhancement of the Center for Research and Advancement encompasses continuous improvement and development. This involves refining operational processes, expanding research capabilities, staying abreast of advancements in the field, and optimizing the overall efficiency and effectiveness of the center.

- **Launching New Graduate Program(s)** that align with the specific needs and relevance of the region involves a strategic and responsive approach to higher education. This initiative goes beyond the conventional creation of academic offerings, aiming to address the unique challenges, demands, and opportunities prevalent in the local or regional environment.

- **Advancing with Technology:** By continually enhancing technological capabilities and implementing a suitable structure, PU aims to provide stakeholders with modern tools essential for education, research, and service. In line with the evolving landscape of

information and communications technology, universities, including PU, must adapt to enhance administrative efficiency, manage finances, process admissions, and operate various units. Universities also have unique needs like specialized laboratories and advanced learning systems to support research and educational goals.

Strategic Priority 1:Encourage a Creative Culture	
Activities	**Metrics and KPIs**
- Provide a supportive environment where all ideas are welcomed and explored without judgment (Academic Freedom) - Host events or competitions - Encourage students to express themselves through various forms of art, such as music, or writing or through forming clubs and societies according to areas of interest - Designate areas where students can go to brainstorm, collaborate, or simply take a break and recharge their creative energy - Pair students with mentors who can provide guidance, support, and encouragement in nurturing their creative potential - Develop students' outcomes Related to creativity - Share success stories of alumni who have demonstrated exceptional	- Student Engagement in Creative Activities: - Percentage of students participating in extracurricular creative activities such as clubs, workshops, or competitions - Number of student-led creative projects initiated each semester - Innovation in Curriculum and Teaching Methods: - Student satisfaction with the degree to which courses encourage creative expression and exploration - Adoption rate of innovative teaching methods (e.g., flipped classrooms, project-based learning) - Student Creativity Outcomes (Through alumni surveys) - Number of graduates pursuing entrepreneurial ventures or innovative projects post-graduation

creativity and innovation in their careers	- Partnerships and Collaborations with Industry and Community:
	   o Number of partnerships established with industry partners, community organizations to promote collaborative projects and experiential learning opportunities
	- Feedback from industry partners and community stakeholders on the relevance and impact of University-led creative initiatives
	- Diversity and Inclusion in Creative Initiatives
	   o Representation of diverse perspectives, backgrounds, and disciplines in student-led creative projects and initiatives

Strategic Priority 2: Establishing and Enhancing the Center for Research and Advancement

Activities	Metrics and KPIs
- Secure the physical and technological infrastructure required for research activities. laboratories, equipment, and technology necessary for research - Assemble a team of qualified and experienced researchers and staff	- Research Output: Number of research papers, articles, or other publications - Funding Acquisition: Amount of research funding secured through grants, sponsorships, or collaborative research projects - Research Collaboration: Measurement of partnerships established with other

• Collaborations and Partnerships: Establishing collaborations with other research institutions, industry partners, and governmental agencies • Funding and Grants: Securing financial resources through grants, funding opportunities, and partnerships • Publication: Developing mechanisms for sharing research findings through publications and conferences	research institutions, industry, or governmental bodies • Faculty and Researcher Recruitment: Number and expertise of recruited faculty and researchers • Infrastructure Development: Progress in building and upgrading research facilities • Publication Impact: Analysis of how frequently the center's research outputs are cited by other researchers • Research Impact Assessment: Evaluation of the societal or industry impact of research

Strategic Priority 3: Launching New Graduate Program(s)

Activities	Metrics and KPIs
• Customization of Programs: Designing graduate programs that are specifically tailored to meet the identified needs of the region. This may involve incorporating specialized courses, industry-specific training, and practical experiences that align with the region's economic sectors and emerging trends • Curriculum Relevance: Regular reviews and updates to ensure the curriculum aligns with the evolving demands of the local job market	• Market Demand Analysis: Conduct a thorough examination of market demand for specific graduate programs • Employability Rates: Percentage of program graduates employed in relevant fields • Industry Partnerships: Assess the efficacy of partnerships with nearby businesses in customizing programs to align with industry demands • Student Enrollment: Monitoring the number of students who enroll in the newly launched graduate programs

• Research and Innovation: Integrating research components into the programs to foster innovation and contribute to the region's intellectual and economic development. This can involve encouraging students and faculty to engage in applied research projects that directly impact the local community • Recruitment of Expert Faculty: Attracting and retaining faculty members with expertise and experience relevant to the region's priorities • Community Engagement: Involving the local community in education through internships, service learning, and projects	• Program Completion Rates: Percentage of students completing the program within the expected timeframe • Alumni Success Stories: Tracking the accomplishments of program alumni in their careers and contributions to the region • Student Satisfaction: Results of student surveys or evaluations regarding their satisfaction with the quality and relevance of the program

Strategic Priority 4: Advancing with Technology

Activities	Metrics and KPIs
• Utilizing advanced technologies in classrooms. This includes interactive whiteboards, videos, and other tech tools. • Development of Cutting-Edge Laboratories provide students with hands-on experience and practical skills • Advancing Online Learning Platforms	• Percentage of classrooms equipped with advanced technologies • Average number of students utilizing laboratory facilities per semester • Feedback from students on the usefulness and relevance of laboratory experiences in enhancing practical skills • Student satisfaction rates with the usability and effectiveness of online learning platforms

	- Feedback from students on the convenience and accessibility of online learning platforms - Feedback from faculty and students on the impact and effectiveness of emerging technologies in enhancing the learning experience - Student participation rates in interactive activities facilitated by advanced technologies in classrooms and laboratories - Surveys assessing student satisfaction with the overall learning experience, including the use of technology tools and resources - Percentage of students reporting improved understanding and retention of course materials due to technology integration

Goal 3: Community and Global Engagement

Commitment to Community and Global Engagement reflects a dedication to actively participate, contribute, and connect with local communities and the broader global landscape. This principle involves diverse interactions that extend beyond institutional or organizational boundaries, emphasizing a collective sense of responsibility and collaboration.

At the community level, engagement encompasses initiatives focused on understanding, supporting, and positively impacting the local environment. Such involvement may entail community service, partnerships with local organizations, and projects addressing specific community needs. The goal is to cultivate meaningful relationships, foster mutual understanding, and create tangible positive changes in the lives of those in the immediate vicinity.

On a global scale, engagement broadens involvement to the international arena. It entails establishing connections, collaborations, and partnerships with entities worldwide. This global perspective underscores interconnectedness and shared responsibility for addressing challenges like climate change, poverty, and healthcare disparities. Global engagement often involves international research collaborations, educational exchange programs, and initiatives contributing to the global community.

In academic institutions and organizations, community and global engagement form integral components of a comprehensive approach to social responsibility. This approach transcends conventional boundaries, encouraging a mindset that considers the impact and interconnected nature of actions both locally and globally. Through active engagement with communities and the world, institutions aim to instill social consciousness, cultural awareness, and a commitment to making positive contributions to society on a broader scale.

The following strategies will be employed to accomplish this goal.

Strategies

- **Global Engagement:** For PU, Global Engagement signifies active involvement, collaboration, and interaction on a global scale, emphasizing connections, partnerships, and a shared commitment to addressing challenges and opportunities that transcend geographical and cultural limits, reflecting the University's commitment to a comprehensive, interconnected approach to addressing global issues.

- **Community Engagement** is a comprehensive and dynamic approach that fosters a sense of collective responsibility, social unity, and sincere dedication to the overall welfare and success of the community. It recognizes the community as an integral collaborator in decision-making and initiative execution, reflecting the University's commitment to shaping resilient and flourishing local environments through collaborative efforts.

- **Internationalization:** Essentially, for PU, internationalization signifies a dedication to equipping individuals and the institution itself to excel in a globally connected environment. This commitment involves embracing diversity, promoting collaboration on a global scale, and tackling worldwide challenges through the exchange of

knowledge and mutual understanding. It entails an ongoing journey of adaptation, learning, and active involvement with the intricacies of an ever-evolving global landscape.

- **Health Engagement and Environmental Connectivity:** The idea behind "Health Engagement and Environmental Connectivity" revolves around visualizing a mutually beneficial connection among individual and community health and the environment. This concept emphasizes the significance of proactive participation, heightened awareness, and cooperative endeavors to establish a harmonious equilibrium that promotes well-being for both individuals and the planet.

Strategic Priority 1: Global Engagement	
Activities	**Metrics and KPIs**
- Facilitate study abroad and exchange program: Collaboration and affiliation - Agreement and exchange programs with international universities - Networking with business sectors through the career center - Partnerships with international cultural platforms (e.g. British Council Partnership) - Partnership with international businesses (e.g. CISCO Partnership) - Collaboration with civil society organizations	- International Partnerships: Number and significance of partnerships with international institutions - Student Exchange Programs: Number of students engaged in exchange programs - Cultural Diversity in Campus: Assessment of the diversity of the campus community in terms of nationalities represented - Participation in International Conferences: Number of faculty or students and students participating in international conferences - Language Proficiency: Language proficiency of students and faculty in globally relevant languages - Global Alumni Network: Assess the growth of alumni connections

Activities	Metrics and KPIs
o Membership with international associations (e.g. Membership in the Association of Arab Universities and International Association of Universities) • Expansion of alumni connections and their involvement in international professional networks	• Student Satisfaction: Feedback from students on their satisfaction with the University's global engagement • Internationalization of Curriculum: Measurement of the extent to which the curriculum incorporates international content and perspectives

Strategic Priority 2: Community Engagement

Activities	Metrics and KPIs
• Providing quality education with affordable fees, along with financial support • Offering Majors that are relevant to the job market • Collaboration with non-profit national organization (e.g. LWAH Medical Center and the National Democratic Institute) • Community service activities and projects include waste management, solar panel installation, and water testing • Public services provided by the clubs and societies include volunteering activities and student elections • Support the development of incubator projects in areas that can	• Community Outreach Events: Number and diversity of community events organized • Volunteer Participation Rates: Tracking the level of engagement in community service and volunteer programs • Community Partnerships: Number and significance of partnerships with local organizations • Community Feedback and Satisfaction: Regular feedback and surveys to assess community satisfaction with engagement initiatives • Student Involvement in Local Projects: Number of students participating in local community projects • Social Inclusion and Diversity: Measure the success to promote social inclusion

strengthen regional economic opportunities • Regularly update PU guidelines and procedures to improve energy management and conversation to reduce waste production and promote recycling	and diversity in community engagement initiatives

Strategic Priority 3: Internationalization

Activities	Metrics and KPIs
• Global Education and Curriculum Integration: Incorporating global perspectives, themes, and content into educational programs and curricula • Student Exchange Programs: Facilitating opportunities for students to study abroad, participate in exchange programs, or engage in cross-cultural experiences • Diverse and Inclusive Learning Environment: Creating an inclusive and diverse educational setting that welcomes students, faculty, and staff from various cultural backgrounds • Cross-Border Research Collaboration: Encouraging collaborative research efforts across borders and involving international partners' experiences	• Faculty and Staff Diversity: Measurement of the representation of international faculty and staff in the overall workforce • International Research Collaborations: Number and significance of international research partnerships • Study Abroad Programs: Tracking student engagement in international exchange programs and semesters abroad • International Alumni Network Growth: Monitoring the expansion of alumni connections globally • Global Campus Diversity: Measurement of campus diversity in terms of nationalities represented • Internationalization of Curriculum: Measurement of the extent to which the curriculum incorporates international content and perspectives

- Language Programs and Multilingualism: Offering language programs and promoting multilingualism to facilitate effective communication in a global context. - Global Partnerships and Networking: Establishing strategic partnerships and networks with institutions, organizations, and stakeholders globally - International Recruitment and Admissions: Actively recruiting students and faculty from different countries - International Conferences and Events: Hosting or participating in conferences and events that attract a global audience - Global Alumni Engagement: Maintaining connections and engagement with alumni worldwide	

Strategic Priority 4: Health Engagement and Environmental Connectivity

Activities	Metrics and KPIs
- Offering the Public Health major to encourage engagement in health and foster environmental connectivity - Sustainable Practices in Healthcare: Encouraging the adoption of eco-friendly practices, waste reduction, and energy efficiency	- Community Health Participation: Tracking engagement in fitness classes, health workshops, and preventive care initiatives - Preventive Health Measures: Monitoring the community's adherence to

• Green Spaces and Mental Health: Recognizing the mental health benefits of access to green spaces and a healthy environment (e.g. University Counselor) • Health Education and Awareness: Providing information and resources to promote health literacy and awareness • Preventive Health Measures: Taking proactive steps as vaccinations, screenings, and early detection, to prevent health issues before they occur • Social Connectivity and Health Support: Recognizing the role of social connections in promoting mental and emotional well-being	vaccinations, screenings, and other preventive healthcare practices • Participation in Fitness Activities: Monitoring attendance at fitness classes, sports events, and wellness programs • Healthcare Partnerships: Evaluation of collaborations with local healthcare institutions to enhance community health • Mental Health Awareness: Number of individuals participating in mental health awareness programs • Green Space Utilization: Usage rates of community green spaces • Waste Reduction and Recycling Rates: Monitoring the volume of waste produced and the effectiveness of recycling programs • Clean Energy Adoption: Assessment of the use of renewable energy sources and energy-efficient technologies • Natural Habitat Restoration: Assessment of initiatives aimed at restoring local ecosystems and natural habitats

Goal 4: Diversity, Equity and Inclusion

PU is dedicated to the concept of inclusive excellence, recognizing that intentional engagement with a variety of people, perspectives, and knowledge is vital for realizing our vision of excellence and a transformative impact. This commitment aligns with our mission, reflects core values, and fulfills overarching goals. We understand that the diversity contributed by our community, including faculty, staff, students, and alumni, enhances our teaching, strengthens research and

practice, and serves both local and global communities. As part of this commitment, the University will endeavor to honor the diverse identities, backgrounds, and perspectives of its community members, fostering an educational and working environment that is not only equitable and inclusive but also welcoming to all.

The following approaches will be utilized to achieve this objective:

Strategies

- **Affordability:** At PU, our dedication to affordability in education underscores a deliberate endeavor to render tuition costs and related expenses reasonable and within reach for a diverse array of students. This commitment is founded on the principle that financial limitations should not impede access to a high-quality education. The pursuit of affordable tuition at PU involves deploying a range of strategies to alleviate the financial strain on students and their families, ensuring that educational opportunities are accessible to individuals from various backgrounds.

- **Embracing Diversity and Acknowledging Differences:** PU promotes diversity by fostering an inclusive environment that values individuals' diverse backgrounds and perspectives. PU acknowledges and appreciates differences, aiming to create a welcoming atmosphere where every member feels respected and valued. This commitment to diversity enhances innovation, creativity, and understanding within the University community. Additionally, PU ensures inclusivity by addressing systemic barriers and providing fair opportunities for all individuals to thrive and contribute to the University's collective richness.

- **Respect and Freedom of Thoughts and Expression**: At PU, the essence of "Respect and Freedom of Thoughts and Expression" lies in upholding foundational principles that acknowledge and value the diverse viewpoints, opinions, and expressions of individuals within our academic community. This commitment is firmly rooted in the belief that every member of the PU community is entitled to freely articulate their thoughts, ideas, and beliefs without the concern of censorship or any form of reprisal. Within the PU community, we promote open dialogue, constructive debate, and critical thinking, considering them crucial components of a vibrant intellectual environment.

We celebrate the cultural and intellectual pluralism that characterizes our University, acknowledging that diverse perspectives contribute to the dynamism of our academic pursuits. PU is committed to creating a safe and inclusive space where individuals feel empowered to express themselves without fear of discrimination or harassment.

Strategic Priority 1: Affordability	
Activities	**Metrics and KPIs**
- Ensuring affordable tuition to make quality education accessible to a diverse range of students - Tuition Costs: Implementing pricing structures that consider the financial capacities of students - Financial Aid Programs: - Increasing the financial assistance to needy student (Merit Program) - Scholarships (ex: LWAH and other donors) - Work and Study Program - Transparent Fee Structures: Maintaining clear and transparent fee structures, including tuition fees and additional expenses - Flexible Payment Options: Offering flexible payment plans	- Tuition-to-Income Ratio: Formula: (Total Annual Tuition and Fees) / (Median Household Income) Measures the proportion of a family's income needed to cover tuition costs, providing insights into the financial burden on students and their families - Percentage of students receiving aid indicates the extent to which financial aid programs are reaching students and the average level of support provided - Percentage of students participating in work-study programs to support students' financial needs - Affordability Index: Formula: (Cost of Attendance) / (Median Household Income) provides a comparative measure of how affordable education is for the average household in relation to the total cost of attendance - Cost of Living Index: Assesses the impact of living expenses on overall affordability,

	especially for students coming from different regions

Strategic Priority 2: Embracing Diversity and Acknowledging Differences

Activities	Metrics and KPIs
- Increase marketing and recruitment efforts to target prospective students - School visits: Local and abroad/ School fairs/ School exhibitions. - Freshman program: Attracting international students - Summer camp program: Exposing PU and its campus to a wide range of local students - Student Engagement in Diversity Programs: measure the attendance and participation of students in events, workshops, and programs related to diversity and inclusion - Inclusive Curriculum: Regularly review and update educational curricula to ensure that they are inclusive, representative, and culturally responsive - Diversity in job opportunities for both faculty and staff - Attracting and engaging a campus community of learners and scholars that reflects diversity including	- Enrollment Diversity: Track the representation of various demographic groups (e.g., race, gender, ethnicity) among enrolled students to ensure a diverse student body - Faculty and Staff Diversity: Monitor the diversity of faculty and staff to ensure representation from different backgrounds - Student Retention Rates: Analyze retention rates to identify any disparities and assess the inclusiveness of academic and support programs - Course and Curriculum Diversity: Measure the inclusion of diverse perspectives in academic programs and curricula to provide a well-rounded education - Diversity in Administrative and Leadership Positions: Monitor the diversity of individuals in administrative and leadership roles to ensure representation at all levels - Inclusion of Diversity in University Policies: Evaluate the presence of diversity considerations in University

constituents from different regions and cultures, financial levels and with special needs (physical disability and learning disabilities) • Equitable Recruitment and Hiring Practices**:** Develop procedures that ensure fair and unbiased recruitment and hiring processes, promoting diversity in candidate pools and decision-making	policies, ensuring that they reflect a commitment to inclusivity • Student Satisfaction Surveys: Include questions related to diversity and inclusion in student satisfaction surveys to gauge the perceived inclusivity of the University • Cultural Events and Celebrations: Measure student and staff participation in events that celebrate different cultures, traditions, and diversity • Accessibility of Facilities: Assess whether all facilities are accessible to individuals with different abilities, creating a physically inclusive environment • Feedback and Inclusivity Surveys: Include questions related to inclusivity and the recognition of differences in faculty, staff, and student surveys to gauge perceptions • Representation in Marketing and Communications: Assess the representation of diverse individuals in promotional materials, websites, and communications
Strategic Priority 3: Respect and Freedom of Thoughts and Expression	
Activities	**Metrics and KPIs**
• Organize activities, lectures, workshops, and seminars that	• Student and Faculty Surveys: Include questions in surveys to gauge the perceptions of students and faculty

- promote freedom of expression within our PU community.
- Arrange activities to raise awareness on the harm of incitement and hate speech.
- Establish explicit policies prohibiting discrimination (e.g. Discrimination and Harassment Policy)
- Host diverse guest speakers from diverse backgrounds to encourage critical thinking and to ensure exposure to a broad range of perspectives through discussions and debates (through clubs and societies)
- Participate in civic activities that promote freedom of expression and civic engagement.
- Integrate topics related to freedom of thought into the curriculum through general courses or specialized courses.

regarding their freedom of expression and the overall climate for diverse viewpoints.
- Participation Rates in Dialogue and Debate Events: Monitor student and faculty engagement in events that encourage open dialogue and constructive debate on various topics
- Percentage of Diverse Speakers: Evaluate the diversity of external speakers and lecturers invited to the University
- Inclusion of Freedom of Expression in Event Policies: Assess whether event policies explicitly support freedom of expression and open dialogue
- Monitoring of Online Platforms: Monitor online platforms associated with the University for respectful discourse and identify any potential areas for improvement
- Incident Resolution Timelines: Evaluate the efficiency and effectiveness of the University's response to reported incidents related to freedom of expression
- Engagement in Civic Activities: Measure the University community's participation in civic activities that promote freedom of expression and civic engagement
- Feedback from alumni regarding their experiences related to freedom of

	expression during their time at the University

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