PHOENICIA UNIVERSITY

Strategic Plan 2024 - 2029

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A Determined Foundation

Since its establishment in 2012 by the Lebanese Welfare Association for Handicapped (LWAH), Phoenicia University (PU) has rapidly evolved into one of Lebanon's most dynamic higher education institutions. As a non-profit, private, and nonsectarian university, PU is committed to providing quality education that is accessible to all, fostering innovation, leadership, and societal impact.

The University's 110,000 square meter campus in Zahrani, just 40 minutes from Beirut International Airport, serves as a hub for learning, research, and community engagement. PU comprises six colleges: Architecture and Design, Arts and Sciences, Business, Engineering, Law and Political Science, and Public Health. It offers thirteen undergraduate programs and the MBA program, marking a deliberate step toward becoming a research-driven institution.

Transforming Higher Education

PU is a student-centered university adhering to the American educational system. It prepares graduates who are job-ready, globally aware, and ethically responsible. Through innovation in learning and teaching, PU empowers students to become future leaders, innovators, and contributors to society both locally and globally.

Guided by its vision and mission, PU has initiated forward-looking programs and remains committed to continuously advancing them to meet evolving global and technological trends. The University's Artificial Intelligence program exemplifies this approach. Developed in collaboration with industry experts, benchmarked against leading international curricula, and supported by ongoing faculty development, the program equips students with practical, ethical, and cutting-edge AI skills.

Vision
PU aims to be recognized as one of the student-centered higher education institutions in Lebanon and the region, highly regarded for its commitment to excellence in learning and teaching.

Mission
The University is committed to preparing PU students to become job-ready graduates and professionals, capable of competing at national, regional, and international levels.

Commitment to the Sustainable Development Goals (SDGs)

Phoenicia University embraces the United Nations' Sustainable Development Goals (SDGs) as a global framework for creating a better, more equitable, and sustainable future. These 17 goals address pressing global challenges, including quality education, health, gender equality, climate action, and reduced inequalities.

PU integrates SDGs into its education, research, and community engagement to:

- Ensure students gain awareness of global challenges and ethical responsibility.
- Promote sustainable practices within the campus and community.

- Align institutional priorities with global standards of social, economic, and environmental responsibility.
- Strengthen partnerships with international organizations, local communities, and civil society to contribute positively to the region and beyond.

By embedding SDG principles in its strategic priorities, PU not only prepares graduates to compete globally but also empowers them to become responsible citizens who contribute to sustainable development locally and internationally.

Core Values

At the heart of PU's mission are its core values, which guide all decisions, actions, and interactions within the University. These values reflect the institution's commitment to creating a safe, inclusive, and empowering environment for students, faculty, and staff while fostering innovation, leadership, and societal impact.

- **Justice, Equity, Diversity, and Inclusion (JEDI):** Promoting fairness, equality, and respect for all.

- **Transforming Students' Lives:** Empowering students through holistic education and transformative experiences.

- **Empowerment:** Cultivating leadership, creativity, and initiative.

- **Innovation and Agility:** Encouraging adaptability, experimentation, and forward-thinking solutions.

- **Sustainability:** Integrating environmental, social, and economic responsibility.

- **Integrity and Diligence:** Upholding transparency, accountability, and excellence.

- **Respect and Belonging:** Ensuring an inclusive and psychologically safe community.

Strategic Priorities 2024 - 2029

Strategic Priority 1: Global Engagement

SDG Alignment: SDG 4 – Quality Education | SDG 16 – Peace, Justice and Strong Institutions | SDG 17 – Partnerships for the Goals

Goal: Foster global citizenship and international exposure for students, faculty, and alumni.

Activities:

- Facilitate study abroad and student exchange programs with international universities.

- Build partnerships with global cultural platforms (e.g., British Council) and international businesses (e.g., CISCO).

- Collaborate with civil society organizations and join international academic associations.

- Expand alumni connections and their involvement in international professional networks.

Metrics and KPIs:

- Number and significance of international partnerships.

- Student participation in exchange programs.

- Diversity of nationalities represented on campus.

- Participation of students and faculty in international conferences.

- Integration of international perspectives in curricula.

- Growth and engagement of the global alumni network.

- Student and faculty language proficiency in globally relevant languages.

Strategic Priority 2: Community Engagement

SDG Alignment: SDG 1 – No Poverty | SDG 3 – Good Health and Well-being | SDG 4 – Quality Education | SDG 8 – Decent Work and Economic Growth | SDG 11 – Sustainable Cities and Communities | SDG 12 – Responsible Consumption and Production

Goal: Strengthen PU's role as a driver of societal progress through education, community service, and sustainable initiatives.

Activities:

- Provide quality education with affordable fees and financial support.

- Offer majors aligned with local and regional job markets.

- Collaborate with national NGOs and organizations for community development.

- Engage in community service projects (waste management, solar panel installation, water testing).

- Support incubator projects that enhance regional economic opportunities.

- Promote energy management, recycling, and sustainable campus operations.

Metrics and KPIs:

- Number and diversity of community events organized.

- Student participation in volunteer and service-learning activities.

- Significance of partnerships with local organizations.

- Community satisfaction and feedback through surveys.

- Student involvement in local projects.

- Monitoring sustainability initiatives (waste reduction, energy efficiency).

Strategic Priority 3: Internationalization

<u>SDG Alignment: SDG 4 – Quality Education | SDG 5 – Gender Equality | SDG 10 – Reduced Inequalities | SDG 17 – Partnerships for the Goals</u>

Goal: Integrate global perspectives into teaching, research, and campus life.

Activities:

- Incorporate global content into curricula.

- Facilitate student and faculty exchange programs.

- Promote diverse and inclusive learning environments.

- Encourage cross-border research collaborations.

- Offer language programs to enhance multilingual communication.

- Establish strategic global partnerships and networks.

- Actively recruit international students and faculty.

- Participate in and host international conferences and events.

- Develop and expand Artificial Intelligence programs to align with international standards, fostering research collaborations and preparing students for the global AI-driven economy.

Metrics and KPIs:

- International research collaborations and publications.

- Student engagement in study abroad and exchange programs.

- Growth of global alumni connections.

- Diversity of campus nationalities.

- Integration of international perspectives into curricula.

- Representation of international faculty and staff.

- Number of AI-focused workshops, research, and student/faculty participation in AI programs.

Strategic Priority 4: Health Engagement and Environmental Connectivity

<u>SDG Alignment: SDG 3 – Good Health and Well-being | SDG 6 – Clean Water and Sanitation | SDG 7 – Affordable and Clean Energy | SDG 11 – Sustainable Cities and Communities | SDG 13 – Climate Action | SDG 15 – Life on Land</u>

Goal: Promote community health, wellness, and environmental responsibility.

Activities:

- Offer Public Health programs to foster health literacy and environmental awareness.

- Implement sustainable practices in healthcare, energy use, and campus operations.

- Encourage use of green spaces to enhance mental and physical well-being.

- Organize health education, preventive screenings, and awareness campaigns.

- Support social connectivity and mental health initiatives.

- Advance Artificial Intelligence applications in healthcare and environmental monitoring, enabling data-driven solutions, predictive analytics, and enhanced decision-making for community well-being.

Metrics and KPIs:

- Participation in fitness classes, workshops, and preventive care programs.

- Adherence to preventive health measures (vaccinations, screenings).

- Utilization rates of green spaces.

- Volume of waste reduction and recycling rates.

- Adoption of renewable energy and eco-friendly technologies.

- Community engagement in environmental initiatives.

- Development and implementation of AI-driven tools for health and environmental initiatives.

Strategic Priority 5: Diversity, Equity, and Inclusion

SDG Alignment: SDG 4 – Quality Education | SDG 5 – Gender Equality | SDG 10 – Reduced Inequalities | SDG 16 – Peace, Justice, and Strong Institutions

Goal: Foster an inclusive and equitable academic and working environment.

Activities:

- Ensure affordability and accessibility of education for diverse populations.

- Promote diversity in recruitment, enrollment, faculty, staff, and leadership positions.

- Celebrate cultural differences and encourage dialogue.

- Uphold freedom of thought, expression, and academic debate.

- Review and update curricula to reflect inclusive and culturally responsive content.

Metrics and KPIs:

- Student, faculty, and staff diversity statistics.

- Participation rates in diversity programs and cultural events.

- Retention rates across different demographic groups.

- Integration of inclusivity and equity in curricula and policies.

- Student and faculty feedback on inclusivity and freedom of expression.

- Accessibility of facilities for individuals with disabilities.

Implementation and Monitoring

Goal: Ensure continuous progress and accountability in achieving strategic priorities.

Approach:

- Develop an annual monitoring framework tracking activities, KPIs, and SDG alignment.

- Conduct regular reviews by the Strategic Planning Committee to adjust priorities and allocate resources.

- Engage stakeholders including students, faculty, staff, and alumni in assessing outcomes.

- Report on progress in annual strategic reports to promote transparency and institutional learning.

- Encourage a culture of continuous improvement, innovation, and responsiveness to emerging challenges.

Conclusion

Phoenicia University's Strategic Plan 2024–2029 reflects its unwavering commitment to excellence, innovation, and societal impact. By aligning its priorities with global standards, Sustainable Development Goals, and the needs of its students and community, PU prepares graduates who are not only job-ready but also capable of making meaningful contributions locally and internationally.

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