

Governance, Mission, Vision, Our adopted School of Thoughts, Strategic Objectives, Educational Policy, Society, Economy and our University Council.

Institutional Context: In the beginning of the nineties, Lebanon faced the challenges of rebuilding the country. The Higher learning in Lebanon had eleven universities, some of them of international reputation.

The need was to introduce the technological learning in Lebanon in order to accompany the rebuilding of the country and the development of the regions.

Two decrees in 1996, fixed the rules and norms of higher education in Lebanon, and in this context our university was established and licensed, in the same year, as a university institute of technology.

Our task was to develop technology learning and research, to build bridges with companies and labour market, in order to deliver competencies, bachelor diplomas for our students to be capable of finding work in the marketplace. To this regards, our university institute developed study degree diplomas in the fields of industrial maintenance, industrial computer, telecommunication and network management, marketing, etc. The training of the students at companies in the marketplace through our internship programme was, and still is considered as important (5 months' internship duration at least for our bachelor degrees' students).

An emphasis was put on works in laboratory and on practical projects corresponding to the needs of production companies and with the institutions of regional development such as chamber of commerce, Municipalities, etc.

At the time, there was no solid tradition of collaboration between the market and the academic sector.

The context of globalization was important specially to accompany the scientific and technological developments. These orientations were to be amplified by universities, and we observed this in France and Europe (Bologna process, ECTS, etc.)

The University of Technology and Applied Sciences Lebanese French was established by French and Lebanese Professors in 1996 (The French Association for Higher Education Development-AFDES) as an independent, private, not for profit and nondenominational Lebanese higher education institution with undergraduate and graduate degree programmes, licensed by the Lebanese Ministry of Education and Higher Education, adopting the ECTS education system. Dedde, Koura, North Lebanon is where the main campus of the University.

AFDES which is a group of university professors and thinkers with an innovative approach in the fields of Education and research. Among AFDES members, the Honorary president to ULF professor François Dagognet who was also the Dean of Faculty of philosophy at the University of Lyon and in charge of the programmes in Paris I University. The philosopher Jean-Claude Beaune

is also member of AFDES mainly interested in techniques and technology and has published important relevant books in this domain. Therefore, ULF entrusted AFDES for the development of its Academic programmes, for example, Professor Dominique Chabert who is a professor in economics and responsible for the Master in Banking at the University of Lyon was designer of our management studies, Professor Gilbert Menguy, supervised the industrial programmes fields. ULF obtained its license in 1996 on this basis. In 2007 we became a University with three faculties and in 2012/3 we launched the faculty in engineering.

ULF established by AFDES influenced the university operations at all levels to include academic programmes developments, pedagogy and on the selection of the university's academics as well as administrative staff. In order to fulfil the mission of the University. Most of our academic staff are doctorate degrees graduates from French universities and are in close cooperation with university of Lyon, Montpellier, Saint Etienne, Belfort and others where exchange of students, faculty joint research and joint degrees' programmes are secured all of them have an important experience with leading organisations and in the field applied research.

The top management of the university is composed from authors and thinkers that are very influenced by the French School of Epistemology from the period of August Comte, Émile Durkheim, Gaston Bechelard, George Canguilhem to François Dagognet in the 20th Century who was until 2015, the honorary president of our university, to Jean- Claude Beaune, Daniel Parrochia, and Mohamad Salhab who is the current president of the University; other members such as the Minister Ahmad Fatfat, professor Massara and Dr. Saade have good knowledge of social, economic and workplace developments.

In order to accompany the evolution, regular scientific conferences have been organized by the university since its establishment for instance a conference on solar energy in 1999. Of these conferences, our 2007 on the education and evolution of scientific knowledge were exceptional. Our conferences included the reliance on the history of education, methods and curricula from the period of Aristotle to Locke, Rousseau, von Humboldt, Dewey...

We aim to associate fundamental scientific formation and the acquisition of the practical skills of the vocational training. We recognised that the pluridisciplinary was also necessary in order to accompany the evolution.

On the management side ULF administrators influenced by Mintzberg adopted a creative approach

ULF has four faculties: Engineering, Sciences, Technology and Business Studies. ULF main campus in Deddeh, its study centre in Tripoli and Maten branch can receive up to 2200 students. We currently have 189 academics, 32 administrative staff and 782 full-time students a dramatic drop from the September 2018 was observed by the withdrawal from our programmes and the masters' programmes and was indicator to us that the country is facing a critical phase in the economy, after having reached 1450 students. The objective of placing students in workplace and internships all motivated us to take adequate number of students that match the number of

internship available and we can secure, we noticed that internships in industry and central bank and main banking sectors was fruitful. We made a conference in 2002 on the jobs of the future/tomorrow and participated a large number of organisations and the Ministry of Education and Higher Education (MoEHE) and the Ministry of Economy and it was an opportunity to bring together the corporate and industry sector with the University and students and assure them of trust in us and the students. In 2005 we decided with the University of Saint-Étienne to hold a fair in Tripoli for the products in Saint-Étienne in France in Tripoli fair, the war of 2006 obliged us to take another approach. From the Lebanese revolution at the beginning of the 2019 academic year, the collapse of the economy and the COVID-19 pandemic late 2019 and beginning of 2020 had an impact on all sectors in Lebanon as well as the HE sector.

We developed our relation with the Chamber of Commerce, Industry and Agriculture in Tripoli and North Lebanon (CCIAT), Tripoli and North Lebanon Municipalities and directed our students to do research on development needs in these areas and held several conference to this regards and addressed the educational aspects as we did in the conference we held on essential education in 2016. The importance of this conference gave us the required competencies, needs and acquired skills for students and professionals, before entering the Higher Education, Vocational Education or the Work Place. Also we held in the past near years many studies with these Municipalities of Tripoli and North Lebanon in addition to other municipalities, on the problems facing society such as waste, waste management, drinking water and the production and distribution of electricity, we also worked closely with the association of the Syndicate of Engineering in Tripoli and North Lebanon on these studies.

Norms and values, mission, policy, goals and strategic objectives

Our mission: is to promote human and ethical values. ULF is focused on developing and enhancing intellectual inquiry, critical analysis and creative thinking. We strive for valid and quality higher education. We constantly strive to make a significant contribution to society by delivering quality education that empowers the future workforce and builds a culture of good local and global citizenship. We always strive to identify the problems of the industry and try to cooperate with them in research with the University faculty and or students research to help them solve such challenges.

Mission elaborated: We, therefore, emphasise on academic excellence in an effective environment, which provides quality and valid higher education based on its traditional renowned liberal and sciences education, but in an innovative manner based on modern educational technology, that is commensurate with the demands and requirements of our local and global process of change. ULF welcomes students from all backgrounds regardless of their religion, social background handicap and gender. ULF is a learner-oriented institution that provides an academically challenging and dynamic medium of learning in a moral community for all seekers of consciousness, self-betterment and human achievement from diverse backgrounds who will be the role players in this constantly changing world. Our courses in languages, general culture, civilisations, epistemology,

history of science, ethics, social behaviour and the basics of deontology are an essential part of the University general requirements for all our students pursuing studies at ULF.

Our values at ULF are to promote humane and ethical values that are accepted universally. The University values intellectual inquiry, critical thinking, human integration, cultural dialogue, integrity and solidarity. The pedagogical processes at ULF are aimed at assisting learners to become effective, multifunctional, multi-disciplinary, lifelong educates, and servants of humanity now and in the future. Strong vocational training is associated with a human and general culture and ethics.

ULF strongly upholds and is committed to democratic values and is founded on the traditions of academic independence, freedom of inquiry and expression. At ULF, intellectual curiosity, innovation is well established, and this was clear in the vision of its founders.

To strengthen the dedication to the values of liberal education and sciences education, to ensure that such continue to serve its core philosophy in our changing times, ULF invited prominent members of the community in Lebanon, France and Canada to join its Board of Trustees.

We encourage students to cooperate with the social work organisations and we encourage them and direct them at the University to work in social development context; to support this, we established a specific office at the University to promote, engage and motivate students to do work in the social development aspect.

Our strategic objective is to participate in fulfilling the mission in rebuilding the country and developing the regions and the underdeveloped regions especially. We emphasise on quality education, quality knowledge and competencies of scientific and technological developments and on ethics.

ULF has four faculties: Engineering, Sciences and Arts, Business Studies and Technology. Academic excellence, diversified academic programmes and growing students' populations, what characterises ULF. We select students from all areas and backgrounds, gender and practically most our students from the middle income class and less fortunate income segments of the society and we provide them with considerable financial and academic assistance to educated them; ULF has a special office for social and financial aid and this office is in constant contact with external organisation for external funding to our students as well.

In order to ensure the opening of our student to the globalised world, French and English are the languages of instructions at ULF; students choose in what language to receive their degree instructions. Students at ULF are also engaged in a wide range of extracurricular activities to contribute to the society, such as youth parliament, various social activities and sports to raise funds to needy members in the society.

Because of its academic programmes, knowledge based culture, teaching and learning techniques; ULF is recognised as a higher quality institution with high norms learning, teaching, educating, freedom of thinking and ethics.

Through partnership agreements with other educational and developmental institutions in Lebanon, the Middle East and Europe, develops its capabilities, contributes to the development of its local society, builds relationships with the community and seeks to integrate itself in business, technology and academic societies, especially through its partnership with developmental agencies such as: the Chamber of Commerce Industry and Agriculture of Tripoli and North Lebanon, the Arab Economic Council of the Arab League and the Arab Sea Ports Federation and promote its ideals to the public by advancing the cause of openness and freedom in the region and the world.

With reference to ULF educational goals and objectives, and pursuant to the generally understood mission of liberal education as a process of seeking "...knowledge for its own sake as well as for the good it brings to self and society, cultivating thoughtful, responsible persons and citizens, preparing young men and women for the world of work...".

Funding Agencies: The University relies on the tuitions and fees of its students to its funding. The University also works with local social agencies to provide partial funds towards students' tuitions and fees see Students External Funding Agencies. Recently the University was approached by the French Association for Development, a public organ of the French government, to explore possibilities of long term funding to support its scholarships offered to students and future expansion plans.

National, European and International positioning: The University sought and established numerous agreements with universities in France that includes research collaboration, exchange of students and faculty members as well as joint degrees' programmes. Through such academic cooperation, ULF will ensure the advancement of quality and valid education and will offer a better teaching and learning opportunities to its community. In this area, our cooperation with French universities was from the day of establishment, especially Lyon, Saint-Etienne, Montpellier, Belfort-Montbéliard, Toulouse, etc.

These agreements still involved in joints programmes, joint research, joint degree programmes, students and faculty exchange as well as research. In 2019 with entered into an agreement with AUF, the Paris Sorbonne Pantheon University and the Chamber of Commerce, Industry and Agriculture of Tripoli and North Lebanon, focused at the mechanism of employment and monitoring students in the workplace. The agreement leads to the establishment of an office for this regards at ULF: "Bureau de stage et d'insertion professionnelle" as in the French universities. This office is to be a link between Tripoli businesses and students' internship allowing students to find jobs after graduation. The office is co-financed by ULF and AUF. The Sorbonne University is to send a team to study the situation and to help implementing the mandate of the office in 3 steps: (1) Visit of the team to Tripoli, meeting again the university personnel in charge and the key local concerned parties in Tripoli, (2) Evaluation of the situation and finally (3) The formal launching of the office. Due to the deteriorating conditions in Lebanon, political instability,

revolution and COVID-19 the two steps were completed pending the final step for finalisation when conditions in Lebanon, permits again.

Specialisation and focus in teaching

Based on our mission we focused the teaching of applied sciences and technology and educational philosophy stated in section 1 above, our degree programmes and teaching focus, were designed accordingly and in relation to the current and future market place needs. We focused the University on applied sciences and technology, a crucial direction regionally and internationally. Regardless of the content and level of any particular programme, all degree candidates are, therefore, expected to reach a relative adequacy of proficiency to utilise the following:

Acquiring professional know-how and attitude we therefore divided our teaching to three levels: University requirements; faculty requirements and speciality requirements. The teachable and learnable materials we built according to our didactic concept (see our didactic concept in section 3 of this report) our students will have to take the university requirements that includes languages, general culture, civilisations, epistemology, history of science, ethics and social behaviour and the basics of deontology. A centre of language was established at the University.

Our academic council knows that applied research requires to be able to acquire basic essential scientific principles as well as general knowledge of scientific, logic and imagination. In each faculty we pay attention for preparations of the acquisition of professional attitudes and behaviours in relation with deontology.

General requirements: For all our degrees' programmes, our general requirements include computer courses for all students and the number of courses increases as per major, languages, civilisations and ethics. These course represent approximately 15-20% of the general requirement courses of the degrees' programmes curriculum.

Faculty requirements: Our degree programmes consist of faculty requirement courses that must be taken by all students at the faculty despite their specialisations. These courses are common faculty courses and represent approximately 50% of the curriculum. The remaining 30-35% of the curriculum are dedicated to the areas of specialisation in the faculty taken by the student.

However, at the Engineering Faculty, the General requirements remain the same as it is for all students studying at ULF. The engineering common faculty requirements of the degree programme are 30-35%. The remaining 50% of the curriculum courses are dedicated to the speciality courses taken by the student.

Science faculty: The teaching and learning of basic concepts in science; The methods of researching and applied research; The designing of projects; The roles of demonstration, scientific and logical proof; Augmenting objectives and means according to each faculty and speciality; Applied mathematics in relation with the taught syllabi.

Technology faculty: The teaching and learning of basic concepts in science; The designing of projects; The roles of demonstration, scientific and logical proof; Augmenting objectives and means according to each faculty and speciality; The process of working and training at organisations in the workplace.

Engineering faculty: The teaching and learning of general mathematics, physics and the method of critical thinking and good conduct; The management of engineering projects; The different methods of industrial maintenance; The problem identification and research methods for the graduating research project.

Business Administration: The teaching and learning of basic concepts in business administration-management; Understanding the economic theories and practices; understanding the management theories and concepts as applied in organisations; The designing of business, marketing and plans; The management of projects; Identification of business problems and the critical thinking methods in solving it; The means of business communications; The management concepts for varying organisation; Behavioural understanding of people within and outside the organisation; The problem identification and research methods for the graduating research project; The process of working and training at organisations in the workplace

ULF provides the following specialisations in our degree programmes:

Engineering- Civil, Electrical, Electronic, Mechanics and Energy.

Sciences- Computer Science, Mechanics and Energy, Telecommunication, Biomedical Instrumentation, Sociology and Master in Computer Science.

Technology- Business Administration, Commercial Banking and Insurance, Industrial Maintenance and Industrial Computers.

Business Administration- International Business Administration, Business Computer, Marketing, Hotel-Management. Master in Business Administration, Master in Banking and Finance.

We aim to apply our professional orientation for identification of factors, values and policies for successful, responsible, intellectually and professionally honest performance of roles, and for the recognition of personal responsibilities and potential contributions to society, and of the ethical and moral issues which arise from social interaction and in the capacity of providers of services to human community. We also have a special office at the university to ensure placement and internships at organisations.

ULF information system and materials corresponds to its mission and objectives The promotional information mediums are well understood and shared by both the students and Faculty/Administration through making appropriate materials published, disseminated, and available.

To ensure effective reasoning: the balance between teaching and learning, ULF encourages two way learning in a healthy dialogue between the instructors/mentors and their students; ULF

pedagogical approach includes students' interaction, triggering critical thinking and brainstorming sessions on studied subjects and various real-life issues, the application of systematic quizzes and presentations aiming at thinking, analysing and reflecting on different aspects of subject disciplines. All our staff are always invited to use open dialogue in their teaching and courses.

ULF believes that its students' learning skills that were acquired at their schools will be better developed and strengthened by continuous assessment on regular assignments, critiques, quizzes, and mid-term projects, with the final examinations playing a minor role in the entire process in line with the ECTS education system. ULF believes that such methodology will help develop the learner's a sound understanding and expertise in what has been studied, learnt, and experienced. ULF pedagogy encourages students to also communicate the learning experience effectively in written and presented manner, and to interact not only with instructors/mentors, but also with the peers within and outside the boundaries of a subject matter. In our ECTS system, we apply it in its three forms: Class instructions, works in the University laboratories and library, homework; this ECTS system allows other HEIs to evaluate the development of students' progress and their overall development when transferring to other Universities.

ULF faculty continuously assign their students practical projects, written essays and critiques in order to train their minds logically and to encourage them consistently to write down their learned concepts and material.

To communicate effectively, ULF students must also do well in oral expression. ULF faculty work hard on developing the mastery of oral communication of their students, so that they can pose arguments and counter-arguments in numerous class discussions, critical thinking, brain storming sessions, critiques, debates and presentations.

To complement class room learning ULF faculty encourages students to regularly search the internet supported through the facilities at the University's computer laboratory, library and its broadband connections. The University faculty assigns their students with tasks to complete in laboratories, by searching the World Wide Web and is also directed to various websites necessary to help complete their tasks effectively. The objective of the Web exercises is to encourage research, independent search for new information that can be integrated into the University system of learning and general as well as specific knowledge development. All our students have access to Agence Universitaire de la Francophonie (AUF) e-library.

ULF Curriculum is designed to accommodate for the challenges of technology, sciences, mathematics, the broader scope of humanities and moral values in a well-balanced form (see section 3 on our didactic approach). Such thoughts and techniques in the curricula are transformed to our students where they are encouraged to implement what is praised in their real life as well to help them through their identification, analysis and the learning from challenges, work and social issues that they will constantly face now and in the future.

One of our university objectives is to encourage students to engage in dialogue on subjects and conference and to communicate among each other, for example we held several open lectures on drinking water in Lebanon by the head of authority of the water in the region to bring attention to

the students and faculty especially at engineering and sciences to the challenges facing the community and Lebanon.

With reference to the Faculty of Arts (Presidential Decree, Licenses obtained and we will choose the right time and conditions for launching it in the future in response to the students and workplace needs.

a) Graduates' employability

Traditionally, Lebanon is a country of emigration and our citizens go to world-wide. Our students are distributed at all continents. The Gulf remains an important destination and American countries and the presence of Prof. Christopher Malone plays an important role in this in Canada. We regularly visit to Gulf countries and the travel distance is very short and the approximately of these countries is attractive to our students.

We consider that an evaluation of our university is also rich by the magnitude of accepting our students to train in local leading organizations is good and the excellent feedback we get from them is largely favourable. Our students' employability success is also a good indicator to the effectiveness and quality of our programmes and we relied on this indicator in our past self-assessment since it came from organizations, professionals from outside the university. We also add our students who continue at HEI in France, is very successful because most of them either remain as teachers at these French universities or in the French and the international workplace.

Aspects of balanced valid programmes are considered and their suitability to the marketplace through reviewing employability feedback and students' internships performance. Our relationship with chamber of commerce and other work institutions is very useful and beneficial and help to the contribution of development and success. Companies in Lebanon are very selective in accepting internship and the fact that we have a very successful internship programme with leading public and private organisations in Lebanon demonstrates their satisfaction with our programmes, students' competencies and skills. Teaching and learning are assessed by reviewing students' evaluation of their faculty as well as by faculty peers and dean's evaluation.

The office of Career Guidance under the General Secretary Department handles all internships and employment advice as well as students' employability statistics we are building our data base and strengthening our Alumni which should play its role in this area, as a feedback and as support for helping students find jobs.

b) Reasons for choice of study formats

The reason of adopting the ECTS education system is to integrate our students in the European University Systems facilitating their exchange and continuing education and that their curriculum and study programmes are easily assessed and evaluated for continue of studies.

Since work distribution between class teaching, applied studies, laboratories and homework's we adopted through ECTS complements in our opinion with the requirements of teaching and learning which we adopted, since it allows the professor to follow-up and monitor students work outside the classroom.

ULF support its students by academic advisors and require for faculty members to observe students support office hours for tutoring, counselling and directions. ULF students come from various parts of the country and different walks of life, they include: full-time, part-time, professionals and regular schools' students. Most of ULF classes are equipped with teaching and learning equipment to promote effectiveness. ULF students are also supported by the Secretary General Department for internship allocation and job finding. Students are also required to engage in high order learning activities such as graduation projects to contribute to the employability opportunities. ULF offers financial support to its students through a transparent and fair procedures and policies, also ULF ensures that they also develop their soft skills.

As a result, ULF offers a range of engineering, telecom, computer, industrial maintenance, business and social studies founded on objectives and learning outcome to equip students with suitable, quality and valid education. This is sought through balanced degree contents and by stimulating student intellectual capacity controlled by continuous assessment as applied in the ECTS.

We review our degree programmes every three years for validity, suitability and development needs. As a result, we formed five faculties as shown below:

Faculty of Engineering

- Electrical Engineering
- Electronic Engineering
- Civil Engineering
- Mechanical and Energy Engineering

Faculty of Sciences and Letters

- Mechanics and Energy
- Biomedical Instrumentation
- Telecommunications
- Computer Science
- Sociology
- Master in Computer Science

Faculty of Technology

- Industrial Engineering and Maintenance
- Business Administration
- Trading, Banking and Insurance
- Telecommunication and Networking
- Industrial Computer

Faculty of Business

- International Business Management
- Marketing
- Hotel Management
- Business Computing
- Master of Business Administration (MBA)
- Master Finance and Banking

c) Specialisation and focus in research

Our research activities reflect the institution's overall mission, goals and objectives. The pluridisciplinary and trans-disciplinary courses taught at ULF, we pay great attention to pluridisciplinary and trans-disciplinary items in addition to specialisation areas. There are three levels of research at our university: researches done by the members of Strategic Council (BOT) that looks into areas of epistemology, pedagogy, history and philosophy of science and ethics, our BOT researches begin with international conferences and published in books; second level of researches of our professors and researchers, which is done in coordination with taught courses or with ongoing research at the University and these researches is published in research journals and we are planning to have an annual research journal for the publication of such research and selected students research as well, which is in cooperation with our HEI partners or in the areas of general research with ERASMUS, etc., our students who go to France to complete their doctorates studied and return to teach with us, their research is also included in this level of research; generally speaking, these researchers rely on the laboratories we have at the University and attempts to answer the development in organisations and industry in the marketplace in compliance with the latest scientific and technological developments; the third level is the graduating projects especially at our Masters and our Engineering faculty and this is under the administration of the University Academic Council which supplies the general themes to these researches which requires from the student a precise identification to the research topic to be researched, the research methodology and the data that will be used.

All students graduating projects are printed and archived at the University and could be supplied to needed stakeholders. For further information.

Target groups (students, corporations, HEIs and other educational and scientific institutions).

For our undergraduate degree programmes, ULF target students holding Lebanese Baccalaureate, Baccalaureate Technical and Higher Technical Diploma with good results from licensed and recognised educational institutions; for our graduate degree programmes, ULF targets students and professional holding Bachelor Degrees in related study fields with good results. Students will have to sit for entry exams in languages, math and physics depending on the area of study applied for. We reiterate our students come from all over Lebanon.

We attract students from all over Lebanon and from varying social backgrounds. We deliver our degree programmes teaching in French or English as chosen by the students. In general, we target students from all income level backgrounds but mainly from all social backgrounds, middle income class in line with our mission, values and purpose to develop our community as believe that developing this segment will have a sound impact on the community at large.

With reference to corporations, ULF work with its business community closely and established remarkable ties with them which facilitated the placement of our students for their internships and then employment. These companies are major players in the Lebanese private and public sectors. ULF is also cooperating with the Chamber of Commerce, Industry and Agriculture of Tripoli and North Lebanon and the Syndicate of Engineers in the North on various developmental projects. ULF is also in cooperation with the Arab League-Economic Unity Council and the Arab Transport Council for development in Lebanon and the Middle-East and a study and consultancy regional centre was established at ULF to serve the Federation of Arab Transport and Ports in the region.

With reference to HEIs, educational and scientific institutions ULF cooperation policy was born with the University upon its foundation some more than 24 years ago. Emphasis was made to engage in international projects such as ERASMUS and the projects of the Agence Universitaire de la Francophonie (AUF) as well as cooperation and partnership agreements with other universities.

With ERASMUS the University won a joint project with the University of Montpellier on the exchange of students and faculty as well as research programme. ULF is a member of AUF since 1998 and has engaged in projects such as French language teaching and learning, funding conferences and study abroad for our students in France and elsewhere at masters and doctorate levels.

The cooperation and partnership agreements with European universities include students and faculty exchange, joint degree programmes, matriculation agreements, transfer of credits towards degrees in France and joint degrees' cooperation as well as joint research and scientific conferences and publications. Especially for Ph.D. degrees ULF selects students to do their doctorate in France and return to teach at the University.

ULF currently holds long standing cooperation agreements and partnerships with the following universities in France: University of Lyon, University of Saint-Etienne, University of Belfort,

Montbéliard University, University of Grenoble, University of Evry, University of Montpellier, University of Nancy and the University of Sorbonne Paris.

ULF won, and is currently operating and managing, through competitive bidding, the FOAD international project- distance learning programme.

The agreement established a complete distance learning program at the ULF under the auspices of the AUF, and in partnership with the University of Montpellier

This program has started normally in February 2012 after the signature of the framework partnership agreement for the development of projects in the field of digital education.

Participating in international conferences is an ongoing activity for ULF (Scientific Conferences and Books).

ULF internationalisation activities serve to enhance quality valid education of ULF and link its students to the international environment. It also serves to produce a unique experience for faculty and students, building expertise and broadening perspectives. The internationalisation offers ULF students access to knowledge and development as well as high qualifications.

Freedom of research, study and teaching activities

The student at ULF has the right to propose a research subject of importance and is related to the academic programme followed at the University; the University council specifies the direction of research from a scientific and technological perspectives as well as with relevance to the problems and challenges in Lebanon and the challenges concerning the organisations in Lebanon that receives our students and internships, employment later on.

There is a budget for research specified by law to be 5% of the university revenue, but ours exceeds such margins depending on the academic year and entrust the University's Academic Council to guide research in its Faculties. Academics are encouraged to conduct research within a unified research path discussed and approved upon by members of the University Academic Council. Researchers are encouraged to choose their area of research interest and requirements to be provided by the University.

With reference to study and teaching, ULF offers a range of engineering, telecom, computer, industrial maintenance, business and social studies founded on objectives and learning outcome to equip students with suitable, quality and valid education. Courses on the mechanism of research and applied research at the University (see didactic concept) research in general at ULF requires the mastery of academic principles, foundations, rules and the technologies that follows. Special workshops are given to faculty members on research. We emphasise that research requires in addition to the knowledge of the main scientific academic foundations, a degree of general scientific culture, the researcher at ULF must follow very strict rules in research and in the administration of proof and demonstration, ULF also works on the development of the creativity and imagination in the research which is essential in continuing applied research. ULF also develops the spirit of questions and discussion for presenting the issues and subjects which is

addressed in applied research. ULF emphasis on the importance of the design opportunities in order to address subject and issue of challenges presented by organisations into the workplace.

The dialogue between students among themselves and between them and their faculty is essential and compliments the research process.

ULF has an academic advising system in place that meet students' needs and this advising system always interfered in assisting the student in required research.

At some stages, students research is included in the number of hours allocated in ECTS.

Students are encouraged to work alone and in groups. Students who fail the final examinations are permitted to sit for a make-up exam and those unhappy with their final marks can petition for an appeal and clarifications. All degree programmes require final research project for graduation, where more than a faculty member will be involved in supervision and evaluation of work. Students will need to defend their final projects to the jury who issues final marks. Research project processes are clear, well defined and published to students. Teachers must give clear and well defined processes in research according to the subject pursued the chosen research subject/topic and there is a possibility of publishing such a research. ULF requests the observation of ECTS requirements with reference research.

ULF provide the student research with the library, e-library and the internet and that all our students can communicate in research especially with the e-library of AUF. The organisation and content of students support service are adequate and meets the goals set. We also believe that this could be strengthened by a new e-library.

Strategic objectives

The governance of the University is organised on the objectives defined.

The Strategic Council (BOT) puts the general guidance, University Council ensures the proper implementations of these guidelines and the operations of the University and the Academic Council ensures the correct implementation of the academic rules, process, quality of teaching and learning as well as research; our Deans and chairpersons correctly implement the academic rules, regulation, manage and supervise the academic operations from academic advising, teaching and learning, research and the readiness of facilities, infrastructure and resources for these purposes.

ULF organisational chart is suitable with regards to the current management and operational structures and fits well with the institution's overall mission, goals, policy and objectives. The University is governed by its Strategic Council and its President, assisted by various councils, departments and faculties administrations. ULF formed a number of committees to bring together staff and faculty from the University into focused and aligned purpose and have entrusted the University Academic Council with curriculum & Pedagogy. A students' affairs committee will be established to assist the ULF Social Assistance Office.

Due to the turbulent and highly unstable environment in Lebanon, ULF conducts annual environmental analysis in order to set its goals, policies, objectives and strategic plan; this process

is concluded during the 1st week of July of every Academic Year for the discussion and approval of the University's Board of Trustees before implementation at the forthcoming academic year.

ULF Strategic Plan 2019-2023 is based on our education philosophy, vision, mission, the situational analysis (internal/external) conducted on ULF environment, the planning process and on our previous years' performance, we are geared to continue approaching our community in Lebanon and abroad, in a steady and strong manner during the forthcoming five academic years. This strategy is a continuation of our previous ones and is made on the basis that we are committed to develop the education level of our community through valid research, suitable academic programmes and effective teaching and learning methods. We believe that ULF functions in a relatively stable education sector, despite the political, economic and health challenges facing the country. We believe that holding on to our position in the education sector in Lebanon is a key priority and challenge. ULF must fulfil its mission as defined, hold a differential advantage derived from the vision and qualities of its founders seen in its academic programmes, quality reputation, faculty and staff skills and competencies, resources and locations. Such a strength is supported and protected by the University sound financial position and stability. Our revenue comes from students' fees and assistances from organisations and official parties such as AUF and cultural centres.

ULF went through a growth period from 2007 till 2018 and we reached 1400 student and this number is close to the target we have put to reach 2200-2500 students. We do not aim, at this stage, to attract more than 2200-2500 students because of our objectives requires, laboratories, internships, etc....

Starting November 2018 a major change happened in Lebanon, we noticed students withdrawing their registrations and we saw it as an indicator for the crises that followed in Lebanon. Therefore, our strategic objectives take this into considerations.

This raises additional recommendations such as taking full advantage of opportunities especially for new academic programmes and the campus in Beirut. In order to address the challenge that the workplace in Lebanon is shrinking, raised an urgent pressing need to expand our networks and connections outside Lebanon in the Middle-East, Europe and elsewhere.

The development and modernisation of our academic programmes, laboratories are within our strategic objectives.

We propose that under the 2019-23 strategic plan, we continue to build our capacity as a growing, quality reputable University. We suggest that our goals be focused on the needs of our community, students and our staff, and on enhancing learning and teaching, physical environment, partnerships, reputation, quality, and serving the community in line with ULF vision and mission.

Specifically, our strategic position, purpose, philosophy and values are:

we believe that Universities have a role to play, each at its capacity and areas in facing the social, economic, health challenges we are facing in Lebanon.

ULF will continue to offer quality, personalised experiences and effective learning environments. We aim to ensure that our graduates will be capable, competent and good citizens who have experienced valid education, research capabilities provided by our effective teaching and learning environment, our quality required challenging curriculum.

Despite the uncertainty and the turbulent environment in Lebanon and the region, we believe that the future presents sound opportunities to: – Continue offering required, quality valid education and competencies, develop our research activities and productivity. There is also an opportunity to continue to develop our curriculum and the use of appropriate technology to reflect market need in immediate and future needs which will address students and market demand. We are certain that investing in our people will enhance their collaboration at all levels in order to achieve our goals. To address our opportunities, we will also work on bettering our campuses, and ensure that our infrastructure and facilities are adequate to support our initiatives in delivering valid education and needed research.

ULF will continue to put to work its reputation as a sound and effective higher education institution and to strengthen its international links, partnerships and cooperation with other reputable institutions to enhance our education and research delivery. We will work with our partners to continue to ensure good innovation and impact, and contribute to the creation of valid and strong education. We will engage our alumni come together in order to put the foundations for a valuable network. ULF will continue to ensure that efficiency and productivity remain the core of its operations with the ability to be flexible, adaptable to market conditions while keeping and maintaining sound financial sustainability,

Hence, our strategic plan includes the following strategic goals:

Goal 1 Attending to the Lebanese, regional and international market needs with the appropriate strategic priorities and focus.

Goal 2 Providing a sound learning and student experience: Maximising achievements and success.

Goal 3 Developing our human power and infrastructure: Investing in our human resources and physical environment.

Goal 4 Strengthening and building on partnerships: Continuously improving reputation.

Goal 5 Holding on and sustaining a quality University: Taking advantage of change and opportunity.

Goal 6 Playing a good role in our society to make a difference: Contributing to strengthening and leading the society to value the role of its higher education institutions.

GOAL 1

Attending to the Lebanese, regional and international market needs with the appropriate strategic priorities and focus.

Ensure that our academic quality and graduates remain suitable to meet our national and regional priorities, opportunities arising from our internationalisation framework, relationships and initiatives supported by community, industry and international educational organisations.

To this extent our Strategic Priorities are:

1.1 Take full advantage of opportunities to enhance and differentiate our academic work, investments and contributions through selecting identifying feasible student markets, exploring our curriculum and course offerings, strengthening our research paths and maximising the use of our existing strengths.

1.2 Empower our graduates to be ready for their work and career requirements, contributing to the country, region and the world especially in these difficult times and the changing nature of work complexity and needs by working together to cross disciplinary boundaries.

1.3 Recruit, support and reward high-quality students and undergraduate and graduate level with good intellectual curiosity, learning and research abilities and develop them to ensure their successful journey in academia, and career in the private and public sectors and industry are properly supported, hence also contributing to strengthening ULF academic work and educational outcomes.

1.4 Deliver quality teaching and learning and research work organised by quality educators and researchers who increase the University's delivery of valid knowledge in educational programs as well as research.

1.5 Continue to develop our good standing on quality and valid education as well as useful and effective research through further collaboration in research and education, locally and internationally, to explore and deal with pressing local and global social, environmental, health and economic challenges.

1.6 Continue to scan and analysis the local and international environment in order to understand the type and nature of new and emergent industries, future jobs and required competencies in order to make the necessary preparations and changes to our range of academic programmes, curriculum, academic offerings and research capacity to match these needs and contribute effectively to the needs of our communities.

The key performance indicators of success will include: ULF's graduates employability and the type of organisations they work for data to remain high and over 80% of our graduates. ULF's research meeting academic and industry standards and requirements.

GOAL 2

Providing a sound learning and student experience: Maximising achievements and success.

To provide a student-centred, valid and intellectually challenging quality academic degree programmes to match recognised industry and professional standards with suitable technology environment, and develop our students and their competencies and character for their roles in the industry, society international workplace.

To this extent our Strategic Priorities are:

2.1 Ensure that our curriculums, teaching and learning as well as our pedagogy, methods of delivery and our assessments of such are valid, quality, effective which ensures the best support to our students' success, personal and character development that strengthen their opportunities and roles in future employment and society outcomes, hence nurturing their curiosity, agility and mutual respect.

2.2 Continue to develop and modernise our academic programmes and courses ensuring therefore that they remain valid, attractive, efficient and that they meet our students needs and the demands of the workplace. We will ensure that such efforts contribute to the intellectual curiosity of our students, developing their inquiry-led approach, supported by meaningful technology and that they promote a continuous intellectually challenging learning opportunities.

2.3 Continue to work guiding our students to reach their best potential by providing students centred learning, personalised attention and support to help learn properly, succeed in their studies, develop their characters, while at the University and later into the external marketplace and society.

2.4 Ensure that students learning at our classes, laboratories, library and at their homes is fruitful and supported by continuous advice, digital means and follow-ups by our dedicated faculty and staff as well as of our supportive learning environment.

2.5 Continue to work on attracting students from all the country's social and professional backgrounds to contribute to the education service ULF provide to the society.

2.6 Make sure that the University work, academic quality, policies, standards and academic integrity are deep rooted and enforced our activities as a core mobiliser of continuous development of our academic and administrative functions, practices, process to meet our students, the workplace and society needs.

The key performance indicators for success includes: continuous development of our curriculum enhancements and the completion of this process at adequate periods to benefit our students. Continuous quality oriented academic and administrative management systems to ensure meeting students' needs and efficiency in doing so. ULF recognition by employers as a sound higher education institution providing qualified and good citizens students.

GOAL 3

Developing our human power and infrastructure: Investing in our human resources and physical environment.

Ensure that our focus also remains on our human power and physical environment for better results by continuously improving the skills and management development of our faculty and staff, encouraging innovation and productivity at work, nurturing creativity and performance and providing the appropriate environment for them which embraces relative effective processes and good infrastructure.

To this extent our Strategic Priorities are:

3.1 Continue to provide quality, safe and supportive work environment strengthened by our sound values of collaboration, collective spirit, teamwork, fair and equitable system, diversity and practices to the highest levels of ethics and fairness.

3.2 Stress on the emphasis of positive and collaborative staff engagement, participations, transparent, comprehensive and clear communication which leads to the attitude of partnership, solidarity and teamwork flexible and adaptable the required working conditions and ULF environment.

3.3 Ensure that ULF continue to attract and retain quality faculty and staff due to its reputation and image in the society and for the opportunities of growth and development the University provides to its internal community. Ensure that this culture at ULF remain strong and continue to build dedicated, committed and sustainable human power characterised by the strong and strategic leadership at ULF.

3.4 Continue to support and develop our research academic community of new researchers and research-active academics in order to achieve quality, relevant and valid quality research outcomes.

3.5 Ensure that our faculty and staff are equipped with the right tools and supported with their career paths at ULF so to bring the best of their abilities and contributions, maximise their academic, teaching, administrative and professional achievements and goals in order for them to grow and also help the University progress.

3.6 Foster an environment at ULF that can permit quality performance by reducing simplifying process to be valid, realistic and applicable and to put to force realistic and achievable policies supported by flexible, adaptable workable system and services focused, and strengthen the foundation of the efficient decision-making process at the University.

the key performance indicators for success includes:-ULF to better served when our academics are recognised for their teaching and research qualities, including those with our international partners. The development and investment in management systems and technology to enhance performance and productivity contributes to such success. Investment in the development of our faculty, researchers and staff and support to achieve their best outcomes and goals, contributes to the growth and development of the University. Especially with our experience with experience ISO, QMS and EUA-IEP

Goal 4

Strengthening and building on partnerships: Continuously improving reputation.

Seek all possible means to connect with our academic, business and community partners to ensure that our services and outputs of our students and researchers are properly reached and have a positive impact in our community and beyond.

To this extent our Strategic Priorities are:

4.1 Strengthen our relations with alumni, and appreciating the role and importance of their ongoing relationship with the University, and develop as well as well as strengthen their connection with other fellow alumni.

4.2 Strengthen and develop our academic and administrative network and links with our campuses and international academic and developmental partners to build a strong local and global network of valuable and cooperative peers with shared interests.

4.3 Continue to encourage exchange of students, cross-registration and study opportunities including double diplomas, of our students and staff between ULF's campuses as well as to our partners in Europe and Canada and other priority international destinations.

4.4 Leverage our programs, networks and campuses to partner with industry and social enterprises, particularly technology focused SMEs, to enable them to innovate and thrive in increasingly competitive markets.

4.5 Ensure that students' diversity from all backgrounds in Lebanon are sought by creating mutually beneficial partnerships with schools, technical institutions and broader communities and by enabling all students to develop to their best.

4.6 Continue to serve our communities by ensuring that our academics, staff and students share the common value of mutual benefit in engaging with our communities and continue to reinforce enthusiasm among them to better serve our society.

the key performance indicators for success will include, our current position in the market, campuses and partnerships are assets to reach these goals of the above. The adequate formation and structure of our Alumni and Community services will strengthen such success.

GOAL 5

Holding on and sustaining a quality University: Taking advantage of change and opportunity.

Put our capacity to its maximum in order to deliver our mission by identifying and taking full-advantage of opportunities and continuing to develop, modernise, invest and transform the University through growth, valid and effective processes, sound policies and improved learning and physical environments.

To this extent our Strategic Priorities are:

5.1 Ensure that our financial, human, physical, know-how, and intellectual resources remain sound and adequate through proper effective analysis, planning, accountability and review.

5.2 Strengthen the growth of our income and the value of our assets through efficient operating procedures, strong business assessment and conduct and through sound operational practices.

5.3 Continue to provide a good environment for work, learning, research and creativity through our adequate and good academic and work facilities. Offer our internal community the means of recreational and social amenities on and off campus and maintain the natural beauty of our main campus.

5.4 Ensure that ULF will continue to participate in providing real business solutions in the changing workplace that will enrich all aspects of our academic and professional activities.

5.5 Continue to improve our integrated, evidence-based marketing strategy to competitively manage and position the University and its programmes at the national and international level.

5.6 Lead the University's key performance indicators by promoting local and international collaborations and their visibility in order to optimise our good standing and position in Lebanon and internationally.

5.7. We work to strength our facilities and laboratories to take on the number of students within the limits of our students numbers we aim for.

The key performance indicators for success will include, maintaining an increase of income over past performances, driven by student numbers, and to be at or above the long-term trend. The University's capital expenditure plans should gradually and proportionally increase as a result to ensure that success of the above is achieved.

GOAL 6

To strengthen our ties with the organisations in the workplace and the community in order to play a good role in our society to make a difference: Contributing to strengthening and leading the society to value the role of its higher education institutions.

Provide the necessary environment where academics, staff, students and stakeholders can work together to identify new ideas, know-how, technologies, and their application and impact on social and economic wellbeing.

To this extent our Strategic Priorities are:

6.1 Ensure that our research and scholarship directions have fruitful use and impacts on the community by strengthening existing partnerships and establishing more of such partnerships, cooperation and interactions with industry, government, non-governmental organisations and community organisations, locally, regionally and internationally.

6.2 Direct our efforts to also include health and environmental aspects of our community where academic, staff, students and community have opportunities to start and build or work in industries for local and regional development.

6.3 Identify, follow and contribute to the needed business, industry and technology know-how that can deliver positive use and impact to our economy.

6.4 Ensure that our partners can access and make use of our outputs and research to ensure its use and positive impact.

6.5 Strengthen and develop our regional and international networks of partners to enhance our learning outcomes, research and activities.

6.6 Carefully analyse and build on the changing demands of our society arising from the expectations of those employing our graduates and from the changing trends of employment needs.

The key performance indicators for success includes: ULF focus on engaging with industry to drive their business needs and the introduction of valid know-how and competencies. The University will extend its attention and investments in the health care and environment protection areas.

We have strong partnership with the Chamber of Commerce Industry and Agriculture of Tripoli and North Lebanon, Municipalities, NGOs, Regional Organisations and Corporation in the workplace to help us achieve these goals.