Strategic Goals, Objectives and KPIs

Strategic Goals

Our strategic plan, goals, policies and objectives were carefully based on our continuous environmental analysis because of the turbulent and highly unstable environment in Lebanon; accordingly, our business plan for the 2021-2022 academic year was prepared in July 2021, observing FIBAA's Accreditation Conditions to have a formalised process for annually elaborating it and endure that it is integrated into the strategic planning; the business plan discussed and approved by the University Council, since the 5 years strategic plan, strategic goals and policies were already approved by our Board of Trustees for 2019-2023.

ULF strategic plan 2019-2023 which 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, was reviewed to be in line with FIBAA's Accreditation Conditions, actions are organised the installed to achieve our set goals and is supported and connected to structured timeline, the plan is formally linked and included the University strategy. Such link to our strategic goals as well as the process installed, support and guide our efforts to continue approaching our community in Lebanon and abroad, in a steady and strong manner during the forthcoming five academic years. The 2021-2022 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, effective teaching and learning methods. We continue to believe that despite the political, economic and health challenges facing the country, holding on to our position in the education sector in Lebanon is a key priority and challenge. We continue in our plan to hold and fulfil the University's 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. Our plan draws from the University strength as supported and protected by our sound financial position and stability.

We anticipated current crises in Lebanon in 2018, made provisions and plans accordingly; our 2021 plan takes such conditions into considerations and forms its strategies accordingly.

Hence, our five years' strategic plan which included the following strategic goals, were addressed in our business plan and linked to the University strategy for the 2021-2022 academic year:

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.

KPIs and measuring instruments / methodologies were developed to help us understand and ensure that our business plan strategic priorities are on the correct path to help us achieve our strategic goals. Therefore, specific KPIs were constructed per year for our 5 years' strategic goals.

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.

KPIs: *We will measure this by ensuring that the distribution of students intake and population remain to include 50/50 of gender distribution and to endure that female students percentage of students' population does not drop below 33-40% be giving this the needed attention in students orientations, marketing and recruitment efforts; that sought majors are freely accessible to all students and that their numbers and distribution towards study majors represents our overall past performance where engineering and scientific majors represents at least 66% of our students population; measurement will be also applied to ensure that there are at least 2 major annual reviews for development and improvement of the different curriculums offered at the university, engaging deans of faculties, faculties councils, the university curriculum and pedagogy committee, the university academic council, the university quality council and the university council; we will measure the 3 course offering per academic year (fall, spring and summer semesters) to ensure 0% of repetitive offered courses in different semester, 0% of unavailable courses for graduating students, 100% compliance with students study paths and courses availability per semester; ensure that at*

least 5% of the University revenue continue to be allocated for research and that at least 2 research publications are generated per faculty to ensure that we have at least 10 research publications by faculty members per academic year.

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.

KPIs: *We will measure this by maintain 15%-20% annual graduating students; measurement will be applied to the number of work orientation workshops of at least ensuring that graduating student will receive at least 2 work/career orientation sessions during their final academic year; measuring whether 100% of qualified students are placed in their designated internships programmes; measuring student self-assessment of preparedness for employment and ensuring that evaluation feedback is within 80% plus; measure employer ratings of our graduate employability and ensure achieving 4/5 approval rating; measure graduate outcomes Survey to ensure that we receive 80% approval rate; measuring the percentage of employment after graduation to ensure that 80% plus of our students are employed locally and or internationally, increasing student exchange to achieve at least 1 agreement internationally with our partners; add at least 1 new agreement annually to the current and standing agreements we hold with highly ranked universities; secure at least 1 articulation agreements with reputable HEIs regionally and internationally; increase external funding for student mobility by at least 5% over past performances; such of course will remain pending country, regional political, economic and health conditions.*

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.

KPIs: *We will measure this by the number of new registered students; ensuring that there is at least 15% annual increase; measuring the number of students with quality work experience matriculating at our graduate programmes to remain exceeding 66% of the graduate students' population; measurement to ensure that their will continue to be 1 academic advisor for every 30 undergraduate students and 1 academic advisor for every 10 graduate students for academic studies guideless; ensuring that undergraduate students are required to do at least 5 research activities for their course every academic year aside from the final research project upon graduation, and that graduate students are engaged in at least 5 research activities and 5 case studies work for their courses every academic year aside from their final degree theses;*

measuring to ensure that graduate students receive at least 2 research workshop on methodologies, statistical tools over and above their set courses within their curriculum.

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.

   KPIs: *We will measure this by students' survey (students' faculty evaluation) conducted per semester, carefully analysed to ensure 90% plus approval; measuring the conformance of courses syllabi, ensuring that not less than 70% of faculty are Ph.D. holders with satisfactory teaching experience as set per their respective faculties, areas of studies and that the remaining 30% of faculty are of qualified masters degrees with reputable professional and teaching experience; measurement to ensure that research and publications for all full-time faculty members achieves 1 research publication in international recognisable journal every two academic years and 1 research publication in local journal in addition to the participation in at least 1 local/international conferences and workshops; measurement to ensure that allocated research funds, study abroad, exchange of faculty and international academic missions do not fall below 5% of the university's annual revenue; measuring research infrastructure to ensure that computer equipment, connections, internet services, e-libraries are available to faculty members; measuring laboratory workshops by analysing students' attendance ratios that should not fall below 80% of schedule activities; ensuring that students and faculty absenteeism does not exceed 5% of all scheduled classes and laboratories, by measuring faculty and students' attendances sheets per semester; measure the readiness of teaching and learning infrastructure, equipment by maintaining faults/breakdowns below 5% of total annual operations; measuring the degree of faculty research integration in teaching and learning processes through syllabi evaluation, students research projects quality that must conform with international criteria and standards. To enhance our teaching excellence evidence-based performance metrics for inclusion in staff promotion cases is developed and we will measure its accomplishment by establishing robust teaching performance metrics to help us recognise the degree of satisfaction which should not fall below 90% of the overall evaluation; increasing successful staff promotions*
with learning and teaching as the primary focus measurement will depend on students' evaluation, peer evaluation and administrative/ academic evaluation that should indicate excellent performance not achieving results lower than 90% of satisfaction.

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.

KPIs: *We will measure this by the level of satisfaction on our students, graduates, stakeholders (this will be done in surveys and their overall satisfaction level should not be below 4/5 or higher) and our satisfaction to the local higher education rules, regulations and requirements (this is measured by the degree of compliance to such regulations that should be 100% where necessary; we also measure the industry satisfaction with our interns aiming at 4/5 and higher overall results through direct surveys and or interviews. We also measure the feedback of our international partners from reputable higher education institutions, such is measured by the degree of retention of such agreements and the establishment of new agreements. Measurements will also apply on the academic chairpersons and deans of faculties semester and annual evaluation reports of study programmes, research conducted at their faculties (supervised students research projects and faculty publications) the target for faculty is 1 local research publication per academic year and 1 international publication every 2 academic years, for students research projects we must maintain at least 95% of completion supported by supervised research of faculty to students.*

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.

KPIs: *We will measure this by semi-annual SWOT analysis conducted by the Academic Council and the University Quality Council for the University Council. Measurement will also be made by annually surveying our stakeholders and the industry players where our students are placed for their internship.*

The key performance indicators of success stated above will also contribute to our understanding on ULF's graduates employability and the type of organisations they work, while ensuring that measurement results and data to remain high and over 80% of our graduates. The above also will help understand the degree to ULF's research in meeting academic, industry standards and requirements. This will also ensure that research overall satisfaction remain good and that research challenges, obstacles or problems that are raised received within six months of a complainant are addressed and resolved. The above KPIs will also assist in mapping the route for research income receipt from international organisations and the development of our researchers' potentials through working to secure successful research grants.

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.

KPIs: *We will measure this by our curriculums are partially reviewed semi-annually and totally reviewed annually by academic heads of departments, deans of faculties, academic council and the university quality council for the university council. Our teaching, pedagogy and learning feedback from students' faculty evaluation are analysed and reviewed every semester and that the overall teaching, pedagogy and learning is partially reviewed semi-annually and totally reviewed annually by academic heads of departments, deans of faculties, academic council and the university quality council for the university council. Measurement will also be made to identify successful completion of our students' study programmes that should remain above 85% of students being promoted from one academic year to another and from senior year to graduation.*

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.

KPIs: *We will measure this by the semi-annual reviews conducted by academic heads of departments and deans of faculties; measure will also be made by the students' academic evaluation conducted every semester on academic programmes, pedagogy, teaching and learning, research and study services as well as study infrastructure at the university.*

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.

KPIs: *We will measure this by the semi-annual reviews conducted by academic heads of departments and deans of faculties; measure will also be made by the students' academic*

evaluation conducted every semester on academic programmes, pedagogy, teaching and learning, research and study services, academic advising, career orientations and workplace workshops.

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.

KPIs: *We will measure this by the semi-annual reviews conducted by academic heads of departments and deans of faculties; measure will also be made by the students' academic evaluation conducted every semester on academic programmes, pedagogy, teaching and learning, research and study services, academic advising, career orientations and workplace workshops; measurement will be made on students participation on our digital platforms, libraries, laboratories, use of library all that should conform with the ECTS and our courses syllabi and requirements.*

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.

KPIs: *We will measure this by the distribution of our admitted and matriculated students, reports generated by the admissions and registrar offices per semester and annually; numbers should correlate with past 3 years' student's population and demographics.*

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.

KPIs: *We will measure this by the semester, semi-annual and annual reports generated by faculty council, deans, academic council, university quality council and the university council; we also measure by semi-annual internal audits to our practices and process to ensure 0% major non-conformities to our quality and academic policies and not more than5% recommendations for improvement on all processes applies, its documents and procedures.*

The above key performances indicators for success included also 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 and to continue to make it possible for the less fortunate students from humble socioeconomic class have equal chance to matriculating at the university. ULF recognition by employers as a sound higher education institution providing qualified and good citizens students and that the employment rate of our students will be 85% or higher.

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.

KPIs: *We will measure this by the provision of well designed, ventilated, climate controlled for allocated workplace, that each academic, administrative and full-time faculty member has a designated work place; that general faculty room for part-time and contracted faculty members are equipped with the appropriate furniture as well; that maintenance is scheduled monthly for the workplace to ensure compliance and appropriate function ability and that IT support and maintenance is provide by semester and on call, and that such calls and requests are addressed within 48 hours, this will be measured by the maintenance call request and the maintenance report. Measurement will be made to the adequacy of all safety equipment, products, sanitations, such will be reviewed on a weekly basis by analysing the related reports. Hold at least 2 meetings per semester to bring together faculty, staff, administration and students representative in order to encourage shared values and collaborations; measurement will be also made to the 2 general assembly meetings held by the university; measurement will be made by surveying participants with their level of such meetings satisfaction. Measurement will also be made to ensure that all standing committees and councils have met at least monthly and that all non-standing and ad-hoc committees are met at least once a semester. Measurement will also be made to the qualifications, credits teaching loads, research records of faculty and gender distribution to ensure that they exceed the targets and achievements of the previous year with emphasis on growth in percentage of female professoriate. (Exhibit 1 ULF Committees)*

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.

KPIs: *We will measure this by the number of general meetings, general assemblies, councils meeting, faculties committees, standing and non-standing committees meetings and the university council meetings and the surveys of such participants per semester; we will measure to ensure at least 2 general meeting and 2 general assembly meetings are held per academic year; councils and standing committees meetings once a month; faculty committees meetings twice per semester and the university council meeting once every three weeks throughout the academic year. Measurement will also be made on that status of the maintenance and hygiene services reports that is generated once per month throughout the academic year; measurement will also be made*

on the status of laboratories reports provided on monthly basis during the teaching academic semesters.

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.

KPIs: *We will measure this annually by the analysis of our faculty and staff profiles to ensure valid qualifications, credits teaching loads, research records of faculty and gender distribution to ensure that they exceed the targets and achievements of the previous year with emphasis on growth in percentage of female professoriate. Measurement will be made, per semester, to ensure that the 1-30 professor to students' ratio are observed, that we exceed such ratios as per our past performances; measurement will be made to ensure credits teaching loads are within our by-laws and requirements and that reducing such load in favour of research and academic management are made. Measurement will be made on annually to the number of exchange of professors, participations on workshops locally and internationally to ensure that all faculties secure at least one activity per academic year.*

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.

KPIs: *We will measure this annually by how our 5% of university revenue research funds have been utilised by our researchers and faculties; measurement will also be made to identify valid research output on at least a total of two research publications and or research projects per faculty members in local and international journals and or with the industry in case of research industry oriented projects. Future measurements will encompass the quality and validity of such research, its contribution to the body of knowledge and the number of citations such research achieves; future research KPIs will also include the analysis of total external income received and the percentage of early- or mid academic faculty career researchers on Successful grants from relative international organisations and initiatives.*

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.

KPIs: *We will measure this annually by infrastructure reports that shows separate equipment, internet access, office facilities, climate control, digital and electronic equipment in classroom, adequate equipment in laboratories are provided, kept in good operational conditions; ensure access to digital libraries are available for all our faculty and staff on and off campus by requesting reports on such issues per semester.*

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.

KPIs: *We will measure this per semester by an internal audit of all process (academic, co-academic and administrative) and documentations of our quality management system that is ISO accredited and certified are functioning well and as per policies and standards; we measure to*

ensure that two internal audit reports of conformities non-conformities, process function ability, processes risk matrixes analysed and recommendations for improvements are made and that 2 management reviews are made by the university quality council, raised, discussed for approval and implementation / actions by the university council.

The key performances indicators of the above also included how ULF will be better served when our academics are recognised for their teaching and research qualities, including those with our international partners. The above KPIs showed how the development and investment in management systems and technology to enhance performance and productivity contributes to such success. The above KPIs indicating investment in the development of our faculty, researchers, staff and support to achieve their best outcomes and goals, contributes to the growth and development of the University. The Above KPIs were based on our learning and experience from FIBAA, the EUA-IEP, ISO and the QMS functioning at the university, approved and certified international by the ISO organisation.

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 strengthen their connection with other fellow alumni.

<u>KPIs</u>: *We will measure this by the formation of a legal separate entity (association) for the university alumni, established by graduate students as board of management before end of December 2021; measurement will be made to ensure that students from all the university faculties are represented in the board of management and membership; measurement will be made to identify at least 1 annual alumni event is held for networking and study support fund raising; measurement will also be made to list of alumni that includes at least the past 3 academic years graduates and that its constantly updated annually with new and past graduates. Measurement will be made to ensure that the alumni association has a location on the university webpage, number of visit to the page will be monitored by semester and reported to the university council.*

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.

KPIs: *We will measure this by the annual retention rate of our current international and local partners, a rate should not be lower than 95%; measurement will also be made on the percentage of securing new partnership agreements that should exceed 10% annually; measurement will also be made to the performance of our stakeholders' council that should hold meetings and produce recommendations semi-annually.*

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.

KPIs: *We will measure this annually by securing at least 5% of the university students in our campuses have cross-registered at the university main campus; measurement will be made to ensure that at least 50% of our full and par-time faculty have taken teaching assignments at different campuses of ULF. Measurement will also to be made to ensure that at least 50% of our full and par-time faculty have taken research / teaching assignments at different universities abroad among HEIs we hold agreements with.*

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.
KPIs: *We will measure this annually by ensuring that 33% of our supervised research, projects and professional / consulting activates with the industry is secured by our graduating students research projects and that at least 1 industry based research project / consultancy is delivered by each of our faculty on an annual basis.*
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.
KPIs: *We will measure this annually by ensuring that the distribution of students demographic and socio-economic background is within the past 3 years' averages; measurement will be made to ensure that at least 40% of our students are accepted and matriculated at the university from low socioeconomic status and that at least 10% of our students population come from regional and remote areas; measurement will be made to ensure that at least 33% of our students' population are females and that there is at least 5% increase in their population annually. Measurement will be made to the orientations efforts of the university with the local schools, technical schools / institutions to ensure a coverage of at least 90% in key and targeted areas for the university.*
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.
KPIs: *We will measure this annually by number of social and community activities held, organised, co-organised with concerned institutions, NGOs for social responsibility; 2 annual events should be secured by the university in aspects of social responsibility, environment sustainability and good citizenship.*
The above KPIs indicated measurements for success and also included our current positon in the market, campuses and partnerships that are considered assets to reach the above goals. The KPIs also indicated measure to ensure adequate formation and structure of our Alumni and Community services for better strengthening, ensuring 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.
KPIs: *We will measure this annually by ensuring that our operational expenses remain within 85-87% to generate enough surplus for university modernisation projects and provisional funds expansion; measurement will be made annually to ensure that our surplus remain between 13-15%; measurement will be made to determine compliance with annual budget and to maintain 95% conformity. Measurement will be made to ensure that the required 1-30 professors to students' ratios are maintained and exceeded by the number of professor as per average past performance indicated 10-15% surplus over and above the required ratio. Measurement will be made to campus, facilities and laboratories readiness to its specifications with 100%; measurement will be made to ensure that all positions at the university has its designated job description and that compliance with the job requirements exceeds 90%, such analysis will be performed annually.*
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.
KPIs: *We will measure this semi-annually to ensure 90% budget compliance; measurement will also be made to audit the billing and collection department and ensure 100% compliance with required tuitions and fees scheduling and that students' payments of tuitions and fees remain within 30 days' maximum delay period on dues; measurement will also be made that not more than 15% of students' tuitions and fees are transferred to forthcoming semesters/academic year. Measurement will be also made to ensure that assets are maintained to the full capacity by monitoring the monthly maintenance reports and that rate of response to remedy problems remain within 2-14 working days depending on the nature of the problem. Measurement will be mad to ensure compliance with set procedures and processes for good operational practices, through semi-annual audits and implementation reports.*
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.
KPIs: *We will measure this on semester by semester basis and identify the rate of good operations that should not fall below 95% of normal good operations conditions for work and teaching and learning facilities and conditions; measurement will be made to the research facilities available to our researcher on and off campus enduring 100% access to our e-libraries, internet and network; measurement will be made to identify that the rate of innovation in our research projects, teaching and learning and students participation by analysing stakeholders, industry and our partners feedback that should exceed 90% overall satisfaction. Measurement will be made to the state of readiness of our sport facilities (on and off campus) for students that should be 100%, this will be conducted on a semester by semester bases. Measurement will be also made to identify the rate of our university community with the grounds and facilities of our campus through annual comprehensive surveys of our students, faculty and staff.*
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.
 KPIs: *We will measure this on semester by semester basis to identify the rate of industry related research projects and consultancies provided by the university and its students (supervised), the*

rate should identify at least 1 research / consultancy project to the industry per one of our four faculties.

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.

KPIs: *We will measure this on semester by semester basis by reviewing the annual marketing plan in place and the orientations / activities generated; we aim at covering 80% plus of the target market that includes technical schools, highs schools, colleges; we also measure our social media campaign and promotional tools to ensure that there is at least daily coverage and dissemination of information, promotional tools 3 months before the beginning of the new academic year and 1.5 months before the beginning of 2nd semester; we measure the distribution of our print promotional material on prospective students' to include at least 1000 prints per semester; we measure the visiting rate to our webpage to ensure at least 10% increase over past performances. Measurement will also be made to the number of visitors attending our open day at campus, aiming for at least 200 participants from various educational and geographic backgrounds; we measure the participation of our students in the university's day social recreational activity and the rate of such attendance aiming at least 75% of our students' population. We also measure our participation in specialised fairs (schools, colleges and book fairs held locally, nationally and those of international dimension) we should participate in at least 2 fairs per year.*

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.

KPIs: *We will measure this on semester by semester basis by the retention rate of our local, regional and international agreements and partnerships which should remain above 95%; we also measure the rate of increase of such collaboration to include at least 10% increase on an annual basis.*

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.

KPIs: *We will measure this on semester by semester basis by keeping our capacity (can receive up to 2200-2500 students) available to students' intakes and ensuring that current 12,000 sqm are further developed by new 1200 m2 for teaching, learning, and administrative offices to accommodate for an added 500 students by 2023, if needed. Measurement will also be made to the rate of increase of our IT laboratory equipment and networks by 25% in 2023 over past performances.*

The KPIs should help map the success path for the university and they also embraced, the indicators to maintain an increase of income over past performances, driven by student numbers, and to be at or above the long-term trend. These indicators also included capital expenditure plans on a gradual and proportional increase as a result of students' intakes (current and forecasted) 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.

KPIs: *We will measure this annually by the rate of new agreements we hold with the local community, stakeholders and partners (locally and internationally) that should exceed 10% on current ones. Measurement will be made to the number of consultancies / research projects directed at the industry need by ensuring an annual 2 research / consultations activities are secured by each of our faculties. Measurement will be made to the number of agreements and projects jointly held with government, NGOs and international organisations for local community development at a rate of at least 1-2 projects on an annual basis.*

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.

KPIs: *We will measure this annually by the rate of environment and social responsibility oriented project initiated by our students and supervised by our faculty or initiated by our faculty involving students, 1-2 projects should be secured on an annual basis.*

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.

KPIs: *We will measure this annually by the results of surveys conducted to identify and measure such needs; measurement will be made also to the rate of response to such needs identified by consultancy and research projects (1-2) annually.*

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

KPIs: *We will measure this annually by the rate of access to our database on such projects through our webpage determined by the number of visits made and the speed of delivering research outcome through orientations and material (print, electronic) that should be made within 4 weeks from concluding the research / consultancies.*

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

KPIs: *We will measure this annually by the rate of retention of our current partnerships agreements that should remain above 95% and by the new rate of generating new agreements that should exceed 10%. Measurement will also be made to the degree of our partners' integration*

with our sought research projects and consultancies which should exceed 33% of the total requirements for such.

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. **KPIs**: *We will measure this semi-annually by the results of the 2 surveys and interviews held with current employers of our students or prospective ones; measurement will also be made to the effectiveness of disseminating such findings to the university community and our students' especially those senior one on the verge of graduating; measurement will be made to the number of orientations on such, that should not be less than 2 activities per academic year.*

Note:
The KPIs above which will help go into the success path shown to include the university should continue to focus on engaging with industry to drive their business needs and the introduction of valid know-how and competencies. The KPIs also embraced the efforts the university should make to identify and investments in the environment sustainability. The KPIs re-emphasised the value of maintain and developing current strong partnership with the Chamber of Commerce Industry and Agriculture of Tripoli and North Lebanon, Municipalities, NGOs, Regional Organisations and Corporations in the workplace to help us achieve these goals.

ULF Risk Analysis 2021-2023

Risk assessment was needed to be conducted while preparing FIBA Accreditation Required Conditions and while reviewing our Strategic Goals, Business Plan and the Strategic Priorities. The Risk Assessment was deemed necessary by our top management and therefore, integrated into our planning and operational strategies. The table below summarizes our Risk Assessment

	Description of Risk	Likelihood of Risk	Potential Impact of Risk	Risk Mitigation Plans/Actions
Risks Affecting realisation of our Strategic Goals/Objectives	Concerned parties at ULF could be slow in the implementation of the university's goals and objectives	LOW	LOW	Increase cooperation and coordination with all stakeholders; include their vision within the scope of the university's operations.
Risk of the current economic collapse, currency total devaluation and vicious rapid inflation exceeding 650%	Inability of students to pay for the astronomical increase in fuel, gasoline prices and their needs to receive financial aid and financial facilities towards their tuitions and fees	HIGH	MEDIUM	Plans were already made several years in the past for such scenarios; financial aid was extended, financial facilities offered, tuitions and fees remain unchanged despite all. Provision were made for such eventualities and reserves allocated for it. Buses are provided by the University for our students (to and from the University) from central key areas in North Lebanon and Mount Lebanon. Electrical Generators was full capacity to accommodate for the power needs at the University were made available during working hours (08:00-21:00) for all our classes, laboratories, masters evening classes, students' cafeterias and common places; fuel supply agreements were made from

				all available sources in the local market. In addition, we have prepared the infrastructure to switch a major load of our electricity consumption to solar and wind based energy generation, which is now in operation. The operational cost our alternative energy is confined now to basic elements such as renewable batteries since the infrastructure is already installed.
Risks affecting realization of Outcomes/Outputs	Inaccessibility to campus and online teaching: With the absence fuel, gasoline and of a stable electrical power rendering therefore the country's internet connection and transportation very difficult; students will not be able to access classes online and or reach the university. Our campuses will be an under extreme strain to provide power and could suffer repeating and periods total black out.	MEDIUM	HIGH	Registering the classes' video and posting them online for the students to access them at their convenience, when they have electricity and internet. Providing buses for transporting students to and from the University at nominal prices.

	The increased migration of qualified academicians and experts due to the current conditions.	MEDIUM	LOW	The University policy to have an excess of faculty and staff, over and above the national required ratio and its ability to retain its faculty and staff, allows the University to withstand such situation; active procurement for qualified faculty and staff process begun for possible needs in 2023. Mitigation plan is therefore possible.
	Prices inflation: Material/goods and contracting services continue to be unavailable at competitive prices, with a difference between the LBP/ USD official rate that the university is charging for its students and the LBP/USD black market rate which is more than 12 times higher.	HIGH	LOW	The financial engineering prepared 2020 and reviewed and reinforced 2021 academic year made it possible to mitigate exchange rate fluctuation and inflation.
Risks affecting Organization	Political/religious and armed clashes: Political/religious clashes and armed fighting spill over to the university's location thus hampering activities	HIGH	HIGH	Alternative online education which must be ISO certified that is pursued currently; meanwhile continue to strengthen the conduct of work by our quality standards and systems.

Risks affecting Safety and Security of Personnel	Political/religious and armed clashes: The economic turmoil has rendered Lebanon a dangerous ground full of armed robberies, kidnapping for ransom, putting in danger the lives of both the University's students and personnel (teaching and administrative)	HIGH	HIGH	Alternative online education which must be ISO certified that is pursued currently; meanwhile continue to strengthen the conduct of work by our quality standards and systems. Maintain core Academic, Administrative and Students Services in a safe and protected environment and conditions.