



ULF 2020-21 Annual Report

Prepared by

The Director of Quality Management of the University

The Academic Council of the University

The Quality Council of the University

The Committee for Quality Assurance of the University

Approved by

The President of the University

Presented to

The Board of Trustees of the University

01/12/2021

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I. Introduction

This Annual Report embraces the University's operations and activities for the 2020-21 academic year and a synopsis of the new 2021-22 academic year as planned. The Annual Report Data was gathered through review of our various reports, University Council documents as well as a result of in-depth interview and meetings with the University Academic Council, University Quality Council, University Quality Assurance Committee, University Standing and Non-Standing Committees, Head of the University Finance, Administrative Affairs and Students Services.

We approached this annual report the reasons that it assesses our academic and administrative operations for the concerned year in order to build on its findings into contributing to the advancement of our strategic management and organisational development, independence and autonomy with reference to quality teaching and learning, research, budgetary and financial matters, organisational planning, and in the establishment of its management structures and valid infrastructure support and arrangements for teaching and research.

The annual report pointed out that our founders vision and philosophy and our Strategic Council (BOT) directions continued to shape our purposeful, quality profile, identity, academic developments, and our international links remain a strong cultural and academic influence on the University.

The annual report showed that ULF maintained its reputable image in the community and among its partners and continued to be recognised as a sound HEI providing valid knowledge, skills and competencies needed in the marketplace.

The annual report showed that our quality practices continued to be successful following the path we begun in 2007 and has included quality measures at the University, external quality recognitions, institutional evaluations by European Universities Associations-Institutional Evaluation Programme in 2017 (still valid) leading to the Full 6 years Institutional Accreditation from FIBAA in the EU.

We found that our four faculties and sixteen active academic departments, remain effectively operative in accordance with our mission, plans and quality standards.

II. Governance

With relevance to governance, institutional decision-making vision, mission, and general context, we remain within the BOT and in accordance with its set University's mission, vision, and strategic goals, aiming to continue offering equitable, valid and quality education as well as our position as a sound higher education institution in Lebanon. Our management structure remains standing strongly to include the roles of our strategic council (BOT), University council, University academic council, University quality council, University quality assurance council and the various University standing, non-standing and ad hoc committee in addition to faculty management structures and its relevant integration, co-ordination and procedural practices in a holistic efficient cycle.

Our analysis on the reviewed academic year indicated that we remain to be a non-denominational higher education institution with emphasis on equitable, academic excellence in an accommodating environment designed to enable faculty and students to work together. It is evident from our findings that the University maintains its democratic values, and continue to contribute to the promotion of freedom of enquiry and intellectual curiosity as in the vision of our founders and BOT. We also found out that our faculty, staff and students continue to understand our mission of liberal scientific education, and this mission is still being reflected in the educational objectives of faculties and departments and in their service to the wider society.

We concluded from our review for the reviewed academic year, that our stakeholders continue to value and recognise our local and regional role and for building strong connections with the region and local community especially where one of our strategic objectives is in meeting the needs of the national and regional employment market by educating employable students.

Our review identified that the University's community continued to be open to the problems and needs of external bodies, official institutions' for the needs of environmental and renewable energy solutions, factories, businesses, banking and transport organisations.

The review and evaluation exercise surfaced propositions to work on diversifying the University's research, students' scholarship, academic development funds to also include external sources, agencies, governmental and international programmes to secure these sought study grants for students, research funds and developmental resources.

With relevance to governance and management, our review identified the effectiveness of our operations to include matters such as future directions, finance and resources, research, students' services, equitable opportunities for learners to enter our University and the future directions on our education policy and strategy. We noted that the University remain able to make its own effective choices and take the right decisions in timely manner. Our review demonstrated that the central elements of our decision-making processes within the University: the BOT (Strategic Counsel); the President; the University Council; and the Academic Council, the University Quality Council, were effective and within the set plans. These bodies remain interlinked through our calendar of meetings and through the deliberations on matters of institutional importance. We found that this degree of integration in the functioning of these bodies had a significant posture on the effectiveness of the

University's decision-making and its capacity for managing change. Our review also showed that the leadership and governance arrangements, including the positions of President, Vice-President, Deans of Faculty, and the operation of the University Council and Academic Council, are well established institutionally for the decision-making purposes. The evaluation also indicated that the operation of these arrangements is generally well understood within the University, the degree of central control and direction from senior management and higher-level governance bodies is quite strong.

The review also surfaced the content of students with the University management practices and that their voices remain to be heard especially through the open door policy to all from faculty, chairpersons, deans, top management and with the introduction of students' representation in the University council, committees, quality council and the academic council.

Our review showed that our staff and faculty as well as top management remain very satisfied despite the 2020 catastrophic economic, social and political turmoil and the severe challenges it produced in the country, and their implications. Morale and motivation remained to be high as well as the sense of belonging to the University and its mission.

With reference to strategic planning, organisational development and resource allocation, our review showed that the University's capacity for managing the change and the severe challenges and for monitoring progress against strategic goals remains valid and effective. The results show that the University remains agile in making decisions. The review also showed that due to its dependency on tuition fees the University had to effectively handle financial constraints and delays by the sensitive, accurate and valid financial re-engineering plan adopted the reviewed academic year.

Our review also showed that translation of the University's plans and objectives into actions was effective.

Despite the catastrophic conditions and severe serious challenges of 2020 at the economic, political and social fronts, the aftermath of the revolution and fall of government, the collapse of the Lebanese Economy, the collapse of the Monterey system in the country and the total loss of the Lebanese Lira value as well to the mega/hyperinflation exceeding 700%, the University sustained a profile of financial stability, and that the use made of financial resources was supportive of the University mission. The review indicated that University policy of zero debt that has been pursued historically has protected the University from the turbulent year of 2020 and the years before. However, due to limited access to additional finance for new developments, the review acknowledged the need to explore new possibilities. The review indicated that the University's plans to identify opportunities for diversifying our income sources by approach international organisations, such as ERASMUS, AUF for development grants to be used for infrastructure development and expansion plans were very welcomed in order to develop an Academic Programme Development Fund, a Physical Infrastructure Fund, and a University Development Fund.

ULF Governance, Deans and Chairpersons 2020

Vice-President

Director of Quality Management/Quality Council/Quality Assurance

Dr. Joudallah Bey

The University Council

Prof. Dr. Mohamad Salhab, President, Chairman of the Council,

Dr. Joudallah Bey El-Mourhabi, Vice-President,

Dr. Ahmad El Rafhi, Chairman of the University Academic Council, Dean of Engineering,
Acting Dean of Faculty of Science

Dr. Khaled Hajar, Dean of Faculty of Technology

Dr. Noujoud Baroudi, Dean of Faculty of Business Administration

Mr. Elias Issa, IT Coordinator

Mr. Lamaa Mikati, University Secretary General

Chairperson of the University Academic Council

Dr. Ahmad El Rafhi

Deans

Dr. Ahmad El Rafhi, Dean of Faculty of Engineering; Acting Dean of Faculty of Science and
Chairperson of the University Academic Council.

Dr. Khaled Hajar, Dean of Faculty of Technology.

Dr. Noujoud Baroudi, Dean of Faculty of Business Administration.

Chairpersons

Dr. Chadi Jarkas, Chairperson of Civil Engineering.

Dr. Dr. Bilal Taher, Chairperson of Mechanical and Energy Engineering.

Dr. Marwan Jarkas, Chairperson of Mechanical and Energy; Industrial Maintenance.

Dr. Khaled Hajaar, Chairperson of Telecommunication and Bio-Medical Instrumentation.

Dr. Majida Chaarani, Chairperson of Sociology.

Mr. Molhem Adra, Chairperson of Arts (in progress-pending).

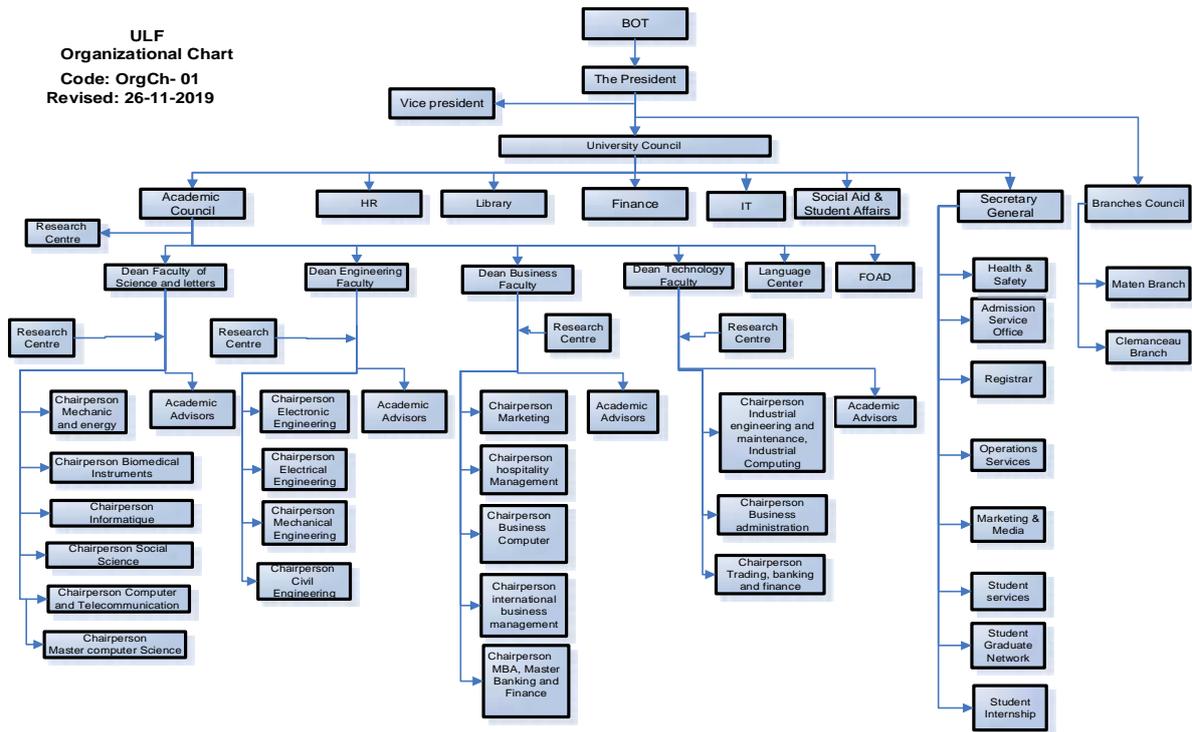
Mrs. Marie-Belle Franjeh, Chairperson for Business Studies, Finance and Accounting.

Dr. Joudallah Bey, Chairperson for Hospitality Management; Marketing.

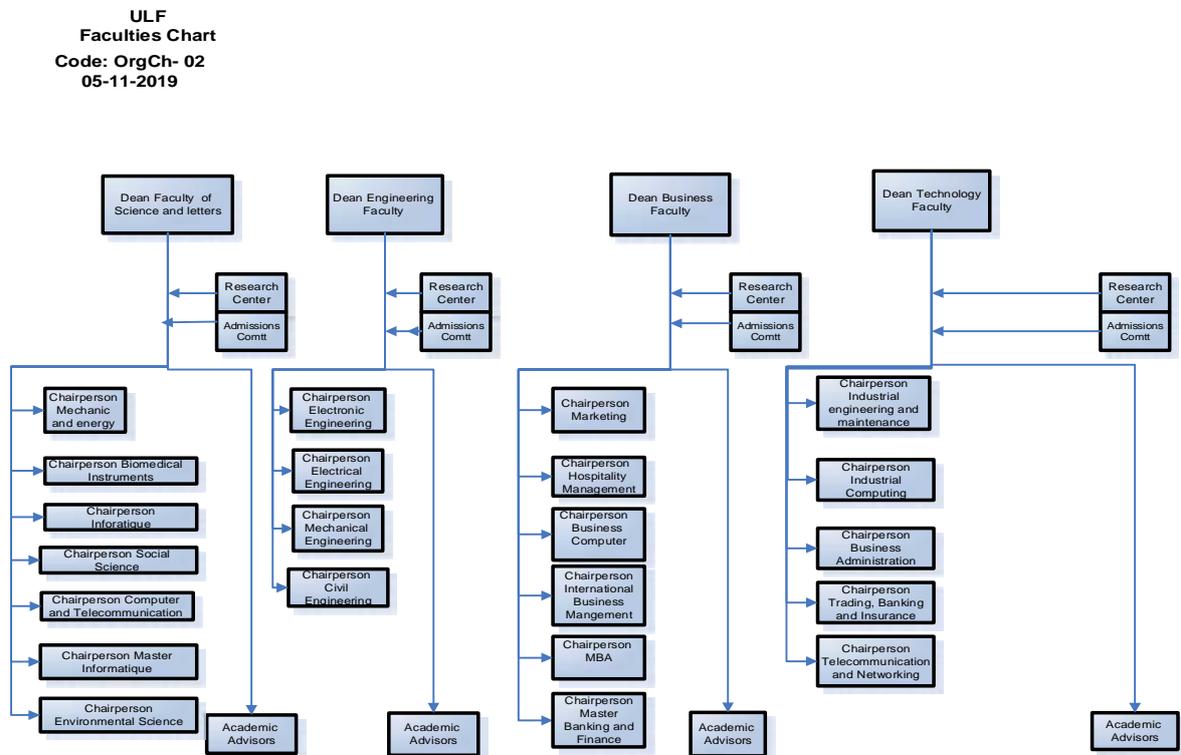
Dr. Mohamad Al Asmar, faculty of Engineering.

Dr. Mohamad Daher, Department of Computer Science.

Our Organisational Chart



Our Faculties Organisational Chart



III. Academic Operations

The review indicated that the University's academic operations were consistent, effective and within our mission. The process of study programmes revisions for improvements continued efficiently; the activities of course management, planning, development and the offering of study courses, academic majors and the preparations for study subject preparations, met students study needs; the appointment, control and supervision of faculty members yielded good teaching and learning outcomes; and the academic advising of students led to the proper placement of students in classes, handled their needs, concerns and provided smooth promotion into upper classes, academic years and successful completion of their degree requirements. The control of courses quality, policy, review, didactic, syllabi matched the ECTS adopted system at the University, the European Education Standards Guide, and the study programme learning outcomes objectives. The teaching and learning student centred activities such as research, projects, homework, case study work, laboratories and library research work, met the set requirements. The review also showed that the preparations, planning, controlling, monitoring and holding of final exams and measuring their outcomes satisfied the pedagogic and didactic policies of the University and continued to be within the expected academic norms of success rates. The review indicated satisfied students with the teaching and learning processes represented in their students' faculty evaluation and the evaluation of such feedback by the concerned chairpersons, deans of faculties, the University academic council and the University council, were within the general directions of the BOT and the University's policies. The review showed that research work continued as per the University policies and directions to a satisfactory level.

IV. Quality

In evaluating the quality management, performance and culture at the University, the review showed strong conformance with policies, guidelines, risk analysis, risk monitoring and procedures to this regards. The University continued to meet its objectives in quality and the requirements of the local authorities and our external accreditors especially, the Ministry of Education and Higher Education in Lebanon, EU-FIBAA and the Australian/Canadian QMS ISO International Certification. The result of the external auditing of our governance, teaching and learning, research, academic programmes and the teaching and learning infrastructure, laboratories, equipment, software, etc. as well as of our administrative and academic support, amicably met the requirements. Our achieved Institutional Accreditation form EU-FIBAA for 6 years, European Association of Universities-Institutional Evaluation Programme for 5 years and the ISO Quality Management System (now in its 8th year and certification renewed for another 3 years) audits were of excellent results and all ISO related licenses were renewed for the consecutive 8th years for additional 3 years. The review showed that the University quality council, quality assurance committee and their sub-committees at the Faculties and Administrative functions at the University, in collaboration with the University standing and non-standing as well as ad hoc committees, strengthened the quality culture and contributed to quality teaching and learning as well as research.

Students surveys of their instructors remained very positive, students' feedback was integrated in faculties operations and carefully reviewed with the concerned instructor(s). The instruments which constructed to measure teaching as well as learning qualities, showed satisfaction with both faculty and students. The University academic council and the University quality council, ensured the smooth application and management of such anonymous surveys as well as their outcomes to be included into their annual policies, programmes developments, teaching and learning improvements. The review showed that keeping the students evaluations of their instructors with the concerned departments' chairpersons for students' reference and the University feedback to them on such matters, helped the students realise their pivotal role in academic quality management of standards and continuous improvements. Regular monthly meetings on quality policies, strategies and assurance with the University quality council and quality assurance committee(s), faculties, academic departments and head of administrative departments helped distribute the quality orientation in the University, hence a solid quality culture. The review showed that the meetings which also included quality orientation and practices into pedagogic, didactic approach, research procedures, helped raise the standards to higher levels and contributed to valid and effective teaching and learning outcomes.

The review also showed that the practices the University deployed in relation with student employment, internships, and employability was not only an indicator of study programme quality, the effectiveness of teaching and learning practices at the University, but contributed to better work prospects for our students in the workplace. The review findings were also that the University's is focusing on preparing for accreditation and its efforts in broadening its orientation to embrace the European standards, were an added value to the ULF community.

The periodic department meetings held to discuss learning and teaching matters was found encouraging by the review. The review showed that the regular review of licensed programmes and of learning and teaching quality that undertaken jointly by the Dean and Chairpersons of Departments, to check it continuous alignment with ECTS, European Education Standards Guide (ESG), External Accreditors requirements, were also observed.

V. Teaching and Learning

The review indicated that our students were proud with the University and very satisfied with their learning experience. They valued the qualities, attitude, accessibility and enthusiasm of the teaching staff and the positive rewarding student oriented policy environment at the University. The opportunity for students to study in either French and English also showed an added value to their learning experience. The review showed that the language centre at the University functions well and was able to assess, place and develop students' language competencies effectively. The review showed that the teaching and learning infrastructure, facilities, that also included laboratories, internet facilities, library, teaching electronic aid at the University were regarded as quality and sufficient in the opinion of students and faculty. The Library, which is in continue development, contained over 8000 printed books, periodicals, research papers, articles ... to support our taught degrees, academic majors and research in addition to the almost unlimited open e-library facilities to include the above stated as well as references. The library's extension Faculty libraries per specialisation/ per faculty to further provide the students and faculty with specialised reference also contributed

to the overall process. Students valued the teaching and learning infrastructure which they regarded as an additional benefit to positive learning conditions which contributed to a better and meaningful practical and research work during their studies. With reference to the information that students receive about academic matters, the review showed that students were very satisfied with the accessibility and quality of the information (soft/hardcopies) made available in the University's student guide, digital, postings on the Microsoft team platform and our website in general and specifically with the information provided by the University during their study cycle, such as applications, prospectuses, catalogue, general rules and regulations, in-house posted information and related published material available for them in hard-copies as well as through the University's online facilities/website.

The review showed that the open door policy, academic, study and work advice provided by the faculty and academic management team were valued by students especially when it was related to their choice of study, study progress, work and career choice of paths.

The review showed that the learning and teaching at the University continue to places high value on intellectual inquiry and critical thinking, and that educational goals reflect the University's mission.

We found out that the University main approach towards valid and effective education was valued by students and faculty especially when it approached study programmes that focuses on quality needed education, competencies and skills for better student employability. The review showed that the curriculum remains valid and effective to this regards. The review also showed that some curriculum modifications and improvements to few academic study programmes were proposed by academic departments chairpersons to their respective deans and were, therefore, structured in the process of academic programmes, academic majors, courses policy framework, hence also forwarded to the University academic council and the University quality council for review, deliberations in order to raise them to the University council for approval and implementation before the final confirmation of the BOT, during the 2021-2022 and 2022-2023 academic years.

We were able to identify that our faculty continued to practice their teaching process emphasising on applied knowledge and practical learning, supported by well-designed courses syllabi geared at key theoretical concepts as well as addressing the challenges of modernisation the workplace. The review showed that the adopted ECTS and ESG systems, the University's general policy on pedagogic, didactic concepts and research conduct remained valid and effective. The review showed that the use assigning students practical projects, engaging in group work, case studies analysis and discussions, make use of technology, and their orientation and introduction to importance of soft skills, worked well within the University teaching and learning guidelines and the ECTS and ESG systems.

The review indicated that the blended online teaching adopted in 2020 as a result of external health (COVID-19), economic, political and security pressures, worked considerably well drawing on our expertise with the method of teaching in partnership with AUF internationally. The online operations which was based on Microsoft Team Platform, was augmented with digital means and strict daily monitoring, observations, reporting and control by all concerned academic management teams to ensure that our quality effective teaching and learning outcomes are observed. Academic Departments Chairpersons and Deans of Faculties followed-up daily on students' attendance lecture delivery, homework, projects

assignments, exams and students' faculty evaluations, in coordination with the University's IT team and online teaching monitoring units. The processes applied relied on daily feedback from concerned faculty members, department chairpersons, deans of faculty and the IT team/units monitoring the process; issues and/or problems were dealt with immediately and deans of faculties held ongoing weekly meeting to review operations and plan forthcoming ones. The entire teaching and learning process was closely followed by the University Academic Council, the University Quality Council, the University Quality Assurance Committee, University Council and the Office of the President. The review indicated, however, concerns with reference to the country's IT/ network/ internet infrastructure, power (electricity availability) and the challenges faced, but were overcome, the online teaching at the University.

VI. Research and the transfer of knowledge

The University's determination and policies to continue to grow its research profile was showed in the review. The quality, validity, volume and scope of conducted research, and the outputs, were satisfactory and within the University objectives. Our review also showed that, in accordance with the University's mission and policies, a good degree of our faculties participated in research and that the University's policy which encourages all faculty members to undertake research was progressing effectively. Our review indicated that our policies, processes, and regulations are functioning well with regards to governing both undergraduate and graduate research projects completed by Masters and Bachelor's students. We noted that faculty continued to engage in research, including through the organisation of local and international conferences with meaningful input from academics from our French and international partners' universities. The review showed that our selected faculty remain involved in the supervision of Master's and doctoral students on a co-direction basis with French and international partners' universities, such as Montpellier, Grenoble, Nancy and Evry, and that such a collaboration continues to include joint publications as well as joint diplomas. Our review indicated that the student dimension of research was conducted efficiently and meaningfully, at both Bachelor and Master's study levels where our students developed their research projects with members of faculty. Our finding was that our students continued to add to the outputs of our research activities in a useful and meaningful way. The review identified that research integration into the teaching and learning process was progressing effectively as planned, enriching therefore the learning and experience of our students.

VII. Community Involvement

The review showed that the University continued to position itself actively in community engagement and service to society. The University faculty and staff continued to be involved in a range of community oriented voluntary activities in areas such as environmental issues and ecology, outdoor and sporting activities, social welfare and support for disabled persons, and social issues generally.

The review showed that a range of cultural events and activities geared at enhancing our community profile, service to society were conducted effectively and included scientific

conferences, publications, and cultural events focused on local, regional, and international topics.

The review indicated strong organisation identity for the University that made good progress in establishing connections with the region and the local community. It was evident that support from the chamber of commerce, industry and agriculture of Tripoli and North Lebanon, municipality, Tripoli port, Arab Economic Council, Arab Seaports Federation remain strong, and the level of interest amongst the business community, the professions, and public and private organisations remained high and contributing to the successful role the University is playing locally and at regional level. The review showed that the University is making good contributions to society and also derives significant benefits. This was indicated in the involvement in development projects, exchange of data on market needs, workshops and seminars with people from business, industry and the professions, and invitations to companies to provide information on job opportunities. Together, such external links have, over two decades, enabled the University to add value to the external society and to derive a degree of competitive advantage for our educational services. The review surfaced interesting but expected findings that the emphasis the University placed on practical dimension of education, on work-related learning, and student employability, remained to be recognised and appreciated by its students and external stakeholders. The review showed that the focus on areas such as technology, engineering, IT and computing, and business and management, is serving the University well going forward. It was found that University deliberate measures to develop study programmes that meet the evolving needs and problems of society in areas such as renewable energy, telecommunications and transport, contributed to the good performance of the University and the appreciation of its community and stakeholders. The review noted that University's president efforts to continue to involve partners in regular meetings to discuss community needs and the University's involvement in external affairs, remain to be an added value to the overall performance of the University. The review also noted the preparations made to develop the current students' services into also establishing an alumni office, is well received from current and graduated students.

VIII. Internationalisation

The review noted that the University remained to hold importance to its partnership and links with French universities and academic organisations internationally as its reflected in its founding vision as set by the BOT. It was noted that this continued to contribute to quality of teaching and learning, research, and included joint degrees, credit transfer arrangements, student and staff exchanges, and research cooperation. The review showed more efforts is being undertaken by the University management and its academicians for projects with, research partnerships, and involvement in European project specifically AUF and Erasmus.

IX. Financial

The review indicated that the University financial position remained sound despite the dramatic reduction of students numbers owing to the catastrophic conditions in Lebanon. It was noticed that despite all the external serious and devastating challenges such as the economic collapse of the country, the monetary collapse of our systems and banking system,

the total loss of the local currency value (currently lost 97% of its value), the hyper-mega inflation, now exceeding 700% and political, social turmoil's pressures in Lebanon, the University sustained acceptable financial results. The review showed that despite the dramatic devaluation of the local currency against the foreign hard currencies (amounting to almost 97% loss of value of the Lebanese Pound), such did not have any effects on our internal operations and financial position, only external financial operations remain restricted due to the non-transfer of foreign hard currency outside Lebanon rule by the Lebanese Central Bank and the Banking Association. Despite all this, we continued to offer, in fact we have raised our, scholarships, students' financial aid and financial services, we also continued to provide all needed provisions for academic improvements and research funding.

The review showed that financial and social services to our students, quality standards and research continued in accordance with our mission, objectives and policies set by the BOT. The review identified that the University remained within its set purpose, by the BOT, to provide quality, equitable education to all, as a continuation of our social contract with our community for the promotion of social justice and equitable access.

Financial Position / Statements

ULF delivered sustained financial results in 2020 despite not quite meeting our budget due to the country conditions outlined as well as to the alarming speed of increase of poverty lines, the increase in migration and the international indicators, analysisist, economic and international organisations'' forecasts of the worst yet to come in the forthcoming couple of years. The result continues to be sustainable by us, we however, and despite all of this and stated above, continued to increase our students' scholarships, financial aid, payments facilities to our students and our research funds allocations, which exceed local requirements of the MoEHE and amounted to almost USD 1,015,000; we remain financially strong and continue to be able to absorb the exponential increase of inflation exceeding 700%, by keeping our tuitions' and fees to our students fixed and stable and at fair, justifiable minimal USD to Lebanese Lira exchange rate of 2,400. ULF will continue to capitalise on the financial performance of the University over past several years.

The result of 2020, continue to indicate sound financial performance of the ULF as over recent years. The headline results almost meet our budget but were slightly behind the previous year due to the deteriorating economic conditions, political instability, poverty levels, equivocal decisions by local public administration units / ministries / authorities. This was also strained by the shift of other universities in Lebanon to market commercial competitive moves in terms of tuitions reductions, and commercial incentives.

We were unmoved by all of this, did not divert from our quality education and the University mission set by the BOT, we will not follow the norms of some other higher education institutions' in their market moves, maintained the academic quality, mission and purpose of ULF, focused at the education of the middle income class and those less fortunate segments of our society as a continuation of our social contract with our community for the promotion of social justice and equitable access to quality education by all. We shall continue as a fully-

fledged HEI for the purpose of quality educating, developing people, community and the country.

We are quite aware of the deteriorating conditions in Lebanon, the shift in the market investments and capital flight as a secure option and capital protection, leading to liquidity shortages in the market, we however, were prepared for it and are strengthened by the fact that our campuses, teaching and learning facilities and students facilities are well established and can serve the University for at least three more years to come. Furthermore, we also anticipate more difficulty economic, political and social conditions in Lebanon in the forthcoming couple of year and have made contingency plans to face these challenges and continue with our strategic goals, plans and the University mission as directed and set by the BOT.

Despite these challenges, we on the contrary have increased our students' scholarships, other forms of students' financial aid. We placed a flexible tuition's, fees payments and instalments mechanisms for our students, increased other forms of students' financial aid, also increased our research funds and focused on efficiency gains across our operations, to deliver strong result.

Parties Interviewed for the Preparations of this Report

Vice-President

University Council Members

University Academic Council Members

Director of the University Quality Management

University Quality Council Members

ISO-QMS Quality Management Representative (QR), Internal Auditor (IA)

Deans of Faculties

Chairpersons of Academic Departments

Academic Advisors

Head of Research Department, Research Teams

University Secretary General

Head of the Library

Head of the Finance Department

Head of Students' Social Services

Selected (random) members of Faculty

Selected (random) Staff Members

Selected (random) students at Masters and Bachelor's Degrees

Head of IT

Stakeholders: CCIAT, Tripoli Municipality, Tripoli Port, sample of public and selected private organisations where our students are managing or being trained.

Documents / Systems Outcomes Reviewed

The University's Vision and Mission

Strategic Goals

Strategic Priorities

Strategic Plans

Strategic Objectives

Business Plans

Risk Analysis and Management

International Institutional Accreditation Reports-FIBAA

Quality Management Policy, Strategy

Quality Management Academic Programmes, Majors, Courses, Policies, Reviews and Monitoring

SWOT

Selected University Council Minutes of Meetings and Decisions

Selected University Academic Council, Minutes of Meetings and Recommendations

Selected University Quality Assurance Minutes of Meetings and Recommendations

Curriculum Evaluation Reports

Teaching and Learning Administrative Evaluation Reports

Research and Publication Record

ISO-QMS External Audit Reports

Administrative Reports of Students' Faculty Evaluation

Selected Syllabi across the University's study programmes

Selected Final Examinations Questions Papers

Selected Final Examinations Students Papers

Selected Graduation Research Projects for both Masters and Bachelor Degrees

Selected Final Grades Reports

Library Records and E-Library Memberships, Accessibility and Available Resources

Laboratory, Equipment and Software Records

Online Teaching Platform, Technical Report

Students Social Services: Scholarships, Financial Aid, Financial Services to Students Reports

Financial Statements, Budgets

Students Applications, University Prospectus, catalogue, in-house posted, published material

The University's website