



The University of Jordan

Sustainability Policy

2022-2027

Deans' council Decision No.:2023/19

Introduction

The University of Jordan (UJ) was founded in 1962 and has grown to become Jordan's largest university. In fact, it is the first university in Jordan, established in the capital city of Amman by a Royal Decree in 1962. It has evolved into a comprehensive university with a second branch in the port city of Aqaba. UJ has been rated five QS Stars and 498 in QS World University Rankings 2024. It offers a wide range of programmes with eight internationally accredited schools.

The university is located in the heart of Amman and is surrounded by shopping centers, accommodation, restaurants, entertainment, and public transportation links. The official currency is Jordanian Dinar. The official language is Arabic, and English is the first foreign language.

Vision

A leading university in scientific, technological, economic, social, and cultural transformation, outstanding in performing its role in the development and modernization of the Jordanian state, and a pioneer in serving the local and global community.

Mission

To create an outstanding educational, learning, and research environment that stimulates creativity, innovation, and entrepreneurship to prepare competent individuals capable of contributing to sustainable development locally and globally.

Values

- Excellence
- Creativity, entrepreneurship, and innovation
- Diversity
- Civic engagement and social responsibility
- Good governance

Policy Purpose

The purpose of this Policy is to set the objectives and framework delivering the United Nations’ Sustainable Development Goals including sustainable institutions, sustainable education and sustainable research – and social impact measures – including equality, knowledge exchange, educational impact, employability and opportunities, and quality of life.

Policy Application

The policy application will be based on a sustainability management plan that aims at directing decision makers, management staff and operators of different disciplines into a sustainable operations and procedures.

This Policy applies to all UJ staff, students and the local and global community.

The University of Jordan Sustainability Strategic Plan

Sustainability Strategic Goals

1.	Good governance and modern management
2.	Purposeful and motivating learning and teaching experience for students and a supportive environment
3.	Knowledge-producing scientific research with impact on development
4.	Effective societal role
5.	Safe and stimulating university environment

Basic and supporting pillars

Basic pillars

Learning and teaching: University excellence in learning and teaching that is purposeful, motivating, and based on the competencies required for the labor market and modern era to graduate students capable of entrepreneurship, creativity, critical thinking, and self-development to contribute to sustainable development.

Scientific research: Excellence in knowledge-producing scientific research with impact on development; and endeavoring to develop the research capabilities of faculty and students, to enhance research pathways, and to conduct research through teams with various specializations with focus on national and global priorities and sustainable development.

Social responsibility: Institutionalizing the University's social responsibility towards society, strengthening its role in developing the Jordanian society, and maximizing its awareness-raising and educational leadership in the various national issues, to contribute to the development of the state in its second centenary, to promote volunteerism among students, faculty, and employees, and to involve the local community in University events.

Supporting pillars

Institutional development: Focusing on the institutional development of the University and governance of its operations (setting the targeted results for the University, developing, applying, and evaluating the methodologies needed for its operations, and improving them based on the evaluation results) to comply with the international quality standards.

University environment: Developing a university environment that is stimulating, safe, healthy, and environment-friendly, modernizing the University infrastructure, and providing classrooms with technical equipment suitable for e-learning.

First strategic goal: Good governance and modern management

Strategic objectives	The authorized entity	Initiatives (Programs)	Performance indicator	Targeted outcomes	Timeframe
Strengthening good governance practices including participation, transparency, justice, gender equality, accountability, and effectiveness	Governance boards/committees; Schools; centers; units; departments; offices; Deanship of Student Affairs; Accreditation and Quality Assurance Center	Good governance initiative	Rate of employees' satisfaction with the University's adherence to good governance practices	The employee satisfaction rate is not less than 3 out of 5, according to the employee satisfaction assessment form regarding the adherence to good governance/integrity standards.	Annually/university
			Rate of employee complaints and suggestions dealt with and resolved	66% of complaints and suggestions are resolved.	Annually/university
			Rate of students' satisfaction with the University's adherence to good governance practices	The students' satisfaction rate is not less than 3 out of 5, according to the students' satisfaction assessment form regarding the adherence to good governance/integrity standards.	Annually/university

			Existence of student complaints management policy, procedures, and forms	Issuing policy, procedure, and forms	The first year of the plan/university
			Percentage of student complaints and suggestions dealt with and resolved	66% of complaints and suggestions	Annually/university
			Number of violations linked to institutional values committed by the University employees	20% decrease compared to the previous year, where the number of disciplinary violations was 140.	Annually/university
			Number of violations linked to institutional values committed by the University students	20% decrease compared to the previous year, where the number of disciplinary violations was 97.	Annually/university
			Rate of student satisfaction with communication with the University leadership	Student satisfaction rate is not less than 3 out of 5, according to the student satisfaction evaluation form the item related to the (communication with university leaders)	Annually/university

		Initiative of student participation in governance councils	Percentage of councils and committees in which students participate as members	66% of the councils and committees	Annually/university
			Existence of a policy, procedures and forms for occupational safety and health	Issuing the policies, procedures, and forms	First year of the plan/university
			Existence of a periodic preventive maintenance plan that is implemented regularly and monitored to ensure the sustainability of the University buildings, facilities, equipment, systems, and vehicles	Issuing the plan and its implementation	Annually/university

Second strategic goal: Purposeful and motivating learning and teaching experience for students and a supportive environment

Strategic objectives	The authorized entity	Initiatives (Programs)	Performance indicator	Targeted outcomes	Timeframe
Developing academic and professional programs to keep pace with labor market requirements and contemporary challenges	School and department councils; Curriculum committee; University requirements coordination office; Center of Excellence in Learning and Teaching Accreditation and Quality Assurance Center	Initiative to align academic programs with labor market requirements and to keep pace with scientific developments, and contemporary issues and challenges	Number of schools that have an advisory council (consisting of representatives of employers, students, alumni, unions and professional councils, and directors of public or private institutions, etc.) to the number of schools at the University	100% of schools having an advisory council.	Annually/ school
			Percentage of study plans (bachelor's, master's, higher diploma, Ph.D.) that have been revised after five years of implementation	100% of curricula have been revised.	End of the second semester of the academic year 2022-2023/ University
			Percentage of study plans (bachelor's, master's, diploma, Ph.D.) that have been revised to meet labor market requirements	25% of curricula have been reviewed.	End of the second semester of the academic year 2022-2023/ University

			Percentage of study plans (bachelor's, master's, higher diploma, Ph.D.) that have been revised to keep pace with scientific developments, contemporary issues and challenges, for which there is a benchmarking study	25% of programs have been revised to meet scientific development, contemporary issues, and challenges	End of the second semester of the academic year 2022-2023/ University
			Number of programs created as a result of scientific developments, and contemporary issues and challenges	Four new established programs	Annually/ school
			Number of programs that have been frozen or cancelled for not meeting labor market requirements	Three programs that do not meet the needs of the labor market, according to the Civil Service Bureau and the Ministry of Higher Education and Scientific Research, have been seized or cancelled	Annually/ school
			Existence of a plan to align student numbers with faculty numbers, the University	Plan development and approval.	Annually/ University starting from the academic year 2023-2024

			enrollment capacity, and foundations of modern education		
			Ratio of learning outcomes that focus on using scientific research results in teaching students to the total outcomes for each course	A 10% of the course focuses on teaching students using the results of scientific research published in influential scientific journals over the past three years	Annually/ school
			Rate of satisfaction of employers, faculty, graduates, and students with the extent to which study plans meet labor market requirements, scientific developments, and contemporary challenges	A 5% increase in satisfaction rate from the previous year, where the rate was 70%, while 90% of the previous year's target was achieved	Annually/ school
			Rate of graduates' satisfaction with the quality and diversity of educational programs	A 5% increase in satisfaction rate compared to the previous year, where the rate was 70%, while 90% of the previous year's target was achieved.	Annually/ school

Adopting learning and teaching strategies that keep pace with modern developments	schools; educational centers; Office of coordinating university requirements; Center of Excellence in Learning and Teaching; Accreditation and quality assurance center	Initiative to develop interactive learning and teaching strategies	Number of courses whose learning and teaching strategies have been revised according to recent developments that are based on results of scientific research in learning and teaching to the total number of courses for each program	A rate of 66% of the courses for each program	By the end of the second semester of the academic year 2022-2023/schools.
			Number of lectures in each course prepared by a team as ideal lectures for use as a reference for students, and whose allotted lecture time was used to actively involve students in the learning process through using active learning and discussions, and where the faculty member serves as a facilitator of the learning process	A 20% of the lectures in each course are exemplary prepared	On a semester basis/ for each school
			Percentage of faculty who have been qualified to use interactive/active learning strategies, case analysis, and discussions	33% of faculty are qualified to use those learning strategies	Annually/ the university

			Rate of students' satisfaction with the quality of learning and teaching (learning and teaching strategies)	A satisfaction rate of at least 3 out of 5, according to a questionnaire measuring student satisfaction with the quality of learning and teaching	Annually/ the university
			Percentage of faculty who receive a rating of at least 3.5 out of 5 in the evaluation of the quality of learning and teaching by final year students	66% of faculty receive a rating of at least 3.5 out of 5 in the level of evaluation of learning and teaching quality	Annually/ University
Developing students' creativity, innovation, and entrepreneurship skills	Deans; Deanship of Student Affairs; Innovation and Entrepreneurship Center; Office of University Requirements Coordination; International Program, alumni and Marketing unit;	Initiative to develop students' creativity, innovation, and entrepreneurship skills	Number of courses that focus on developing students' creativity, innovation, and entrepreneurship skills	One course per program	Annually/ school
			Number of courses, workshops, lectures, and programs held to develop students' creativity, innovation, and entrepreneurship skills	Five activities	Annually/ university
			Number of creativity, innovation, and entrepreneurship	An increase of 5% in the number of initiatives compared to the previous	Annually/University

			initiatives accomplished by students	year, where there were 26 initiatives	
			Number of students' participation in external creative activities	At least one participation in external creative activities	Annually/University
			Number of activities that prepare students for local and international competitions	An increase of 10% in the number of activities compared to the previous year, where 29 activities were held	Annually/University
			Number of projects incubated in the business incubator at the Innovation and Entrepreneurship Center as a result of students' creativity and innovation	An increase of 5% in the number of projects hosted in the technology business environment, while there were 16 projects in the previous year	Annually/University
			Rate of student's satisfaction with the creativity, innovation, and entrepreneurship activities	A satisfaction rate of no less than 3 out of 5 in evaluating the effectiveness of activities in creativity, innovation and leadership	Annually/University
			Number of graduates honored during the academic year for their	A rate of 66% of alumni who have outstanding achievements	Annually/University

			achievements and creativity		
Continuous preparation and motivation of students for purposeful learning, critical thinking, and self-development	Learning Outcomes Committee; Deans; Office of University Requirements Coordination; Accreditation and Quality Assurance Center	Initiative for academic development and education improvement for bachelor's, master's, and doctoral programs	Establishing a learning and teaching center specialized in improving education	Presence of a center for learning and education	During the academic year 2023/2024
			Percentage of programs in which learning outcomes and assessment methods have been reviewed and developed to focus on and stimulate critical and analytical thinking	66% of programs	By the end of the academic year 2022-2023
			Number of learning outcomes that enhance learning skills, critical and analytical thinking skills, and problem-solving skills in each course	One learning outcome per course that enhances one of the learning skills and critical thinking	Annually/ school
			Percentage of students who achieve the learning outcomes that enhance learning skills and critical and analytical thinking skills in each course	66% of students achieve learning outcomes per course	Annually/ school

Adopting modern technologies and digital transformation to enhance and enrich learning and teaching processes	Deans; University Requirements Coordination Office; Center of Excellence in Learning and Teaching; Schools; educational centers; Accreditation and Quality Assurance Center	Blended learning, e-learning, and e-teaching initiative	Ratio of courses that use modern technologies and electronic programs as sources of learning and teaching to the total number of courses	70% of courses use modern technologies	Annually/ University
			Ratio of faculty members who have been qualified to deal with modern technologies through specialized training courses held for this purpose to the total number of faculty members	20% of faculty are qualified.	Annually/ University
			Ratio of courses taught through e-learning, e-teaching, and blended learning to the total number of courses	Achieving the minimum ratios set by the Ministry of Higher Education and Scientific Research	Annually/ University
			Percentage of courses, out of those taught online or through blended learning, which use educational activities that rely on objective-based self-directed research and learning	50% of courses taught online or through blended learning use educational activities based on research and self-directed objective-based learning	Annually/ University

			Percentage of students who achieve the learning outcomes in courses taught through e-learning, e-teaching, and blended learning, out of the total number of students in each course	66% of students achieve learning outcomes	Annually/ University
			Number of professional programs that have been created through international platforms such as EdX and Coursera	One full online educational program, provided that it is approved by the Ministry of Higher Education and Scientific Research and the Accreditation Commission for Higher Education Institutions and Quality Assurance	5 years/ University
			Rate of students' satisfaction with e-learning and e-teaching	An Increase by 5% in satisfaction compared to the previous year, where the percentage was 70% and the achievement rate was 90%	Annually/University
			Rate of faculty members' satisfaction with e-learning and e-teaching	An Increase by 5% in satisfaction rate compared to the previous year, where the percentage was 70% and	Annually/University

				the achievement rate was 90%	
			Ratio of classrooms that are technically equipped to suit e-teaching to the total number of classrooms	100% of classrooms are equipped to accommodate e-learning	5 years/University
			Rate of satisfaction of students with learning and teaching resources	Satisfaction rate of at least 3 out of 5 with learning and teaching resources	Annually/ university

Third strategic goal: Knowledge-producing scientific research with impact on development

Strategic objectives	The authorized entity	Initiatives (Programs)	Performance indicator	Targeted outcomes	Timeframe
Creating a stimulating, advanced and	Deanship of Scientific Research; Schools;	Developing scientific research instructions initiative	Modifying and developing scientific research instructions	Issuing regulations	The first year of the plan/ University

sustainable research environment	Accreditation and Quality Assurance Center; Library Unit		Rate of satisfaction of the University's researchers with the scientific research instructions	A satisfaction rate of at least 3 out of 5 with regard to scientific research instructions	Annually/ University
		Incentivizing outstanding researchers initiative	Existence of incentivizing instructions for researchers linked to the evaluation of research performance	Issuing of incentivizing instructions	The first year of the plan/ University
			Rate of satisfaction of the University's researchers with the incentivizing instructions	Satisfaction rate of at least 3 out of 5 with the incentivizing instructions	Annually/ University
		Student scientific research clubs initiative	Number of established clubs	One research club	Annually/ University
			Number of students participating in clubs	25 students per club	Annually/ University
			Number of activities carried out by clubs	Two activities	Annually/ University
			Rate of students' satisfaction with clubs	Satisfaction rate of at least 3 out of 5 for clubs	Annually/ University

Engaging in collaborative research projects at the local and global levels	Deanship of Scientific Research; Schools; Centers	Collaborative research projects initiative	Number of published research articles by researchers from the University and local and international research teams	5% of research papers done by groups, and published or accepted for publication in first- category journals	Annually/ University
			Number of research projects carried out in collaboration between researchers from the University and local and international research teams	5% of the projects are carried out in collaboration with researchers from the university, and from national and international research groups, and published or accepted for publication in first category journals	Annually/ University
Directing support for research projects concerned with solving contemporary problems, issues, and challenges within the national	Deanship of Scientific Research; Schools; centers; Accreditation and Quality Assurance Center	Initiative to set research priorities and focus on sustainable development issues (climate change, hunger eradication, non-discrimination on any basis...) (The 17 United Nations	Availability of a list of research priorities	providing a list of national priorities and sustainable development	Annually/ University
			Percentage of research prepared and published viewed by stakeholders in the labor markets	At least 50% of research is reviewed by stakeholders.	Annually/ University

priorities and sustainable development priorities		Sustainable Development Goals)	Rate of satisfaction of stakeholders with published research whose results have been provided to them	Stakeholders satisfaction rate of at least 3 out of 5 with published research whose results have been provided to them	Annually/ University
			Number of research studies whose results have been used to improve local or global issues	At least 5% of published research in the first category Journals have been used to improve local or global issues	Annually/ University
			Number of published articles focusing on sustainable development	At least 5% of research studies focusing on sustainable development, published or accepted for publication in first category Journals	Annually/ University
		Networking with vital national sectors initiative	Number of support agreements signed with the sectors	5% increase in the number of agreements with various sectors	Annually / University
			Percentage increase in the amount of support from the sectors	5% increase in the amount of support compared to the previous year	Annually/ University

			Amount of funding acquired	5% increase in funding over the previous year	Annually/university
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Fourth strategic goal: Effective societal role

Strategic objectives	The authorized entity	Initiatives (Programs)	Performance indicator	Targeted outcomes	Timeframe
Developing an administrative system for social responsibility	Community Development and Services Center; Accreditation and Quality Assurance Center	Initiative to develop and implement the University's social responsibility strategy	Existence of a strategic plan for social responsibility	Issuing the plan	First year of the plan/university
			Rate of implementing the social responsibility strategic plan	70% implementation rate	Annually/university
		Initiative to develop instructions, foundations, policies, procedures, and forms for the community service system	Number of instructions, foundations, policies, procedures, and forms developed for the community service system	66% of the developed instructions, foundations, policies, and procedures	First year of the plan/university
Developing value-added	Community Development and Service Center;	Initiative for developmental	Number of developmental events, programs, and community consultations	An event/program for each school/ center	Annually/ School/ Center

community development services	Deanship of Student Affairs; Schools; centers; units; departments; offices; Faculty for factory program; Center for Accreditation and Quality Assurance	community service and sustainable development consultations that are based on the needs of beneficiaries	provided to the community according to its needs		
			Rate of adherence to use forms for implementing development programs and for consultations provided to the community	80% compliance rate	Annually/ University
			Number of students, faculty members, researchers and administrative staff participating in providing each program annually	25% of students	Annually/ University
				10% of faculty and researchers	
				10% of administrative staff	
			Number of international students involved in	25% of international students	Annually/ University

			supporting and serving the community		
			Number of students from low-income backgrounds benefiting from the “Student Corner for Clothes” Project	50 low-income students annually	Annually/ University
			Percentage of needs met based on the implementation of community service activities	60% of needs are met	Annually/ University
			Rate of satisfaction among beneficiaries with the services provided to them	Beneficiaries’ Satisfaction rate of at least 3 out of 5 with the services provided to them	Annually/ University
			Number of faculty members participating in the “Faculty for Factory” program annually	One doctor in a company or factory	Annually/ University
			Rate of faculty members’ participation in professional societies and/or national and/or international committees	50% of faculty participate in professional societies and/or national and/or international committees	Annually/ University

			Rate of employees' participation in local/community committees	25% of employees participate in local/community committees	Annually/ University
			Rate of students' participation in local/community committees	10% of students participate in local/community committees	Annually/ University
Developing the culture of voluntary work and social entrepreneurship among students, faculty members, and employees	Center for Community Development and Service; Deanship of Student Affairs	Initiative for the participation of students and the University employees in voluntary programs on campus and with institutions engaged in voluntary work	Number of institutions participating in voluntary programs	Two participating institutions in voluntary programs	Annually/ Faculty/ Center
			Number of voluntary programs and implemented campaigns	One voluntary program/ One voluntary campaign	Annually/ school
			Number of students, faculty members, and administrative staff participating in voluntary programs	One activity per student, faculty, researcher, and administrative	Annually/ University
			Rate of beneficiaries' satisfaction with voluntary	Satisfaction rate of at least 3 out of 5 with voluntary	Annually/ University

			programs, campaigns, and services provided to them	programs, campaigns, and services provided	
		Community-serving student clubs and societies initiative	Number of student clubs or societies serving the community	Four clubs or societies	Annually/ University
			Number of activities held to serve the community through student clubs and societies	One activity per semester	Annually/ University
			Rate of beneficiaries' satisfaction with the implemented activities and services provided to them	Beneficiaries' satisfaction rate of at least 3 out of 5 with the implemented activities and services	Annually/ University
Enhancing the University's awareness-raising, educational, national, and religious roles in national issues	Deanship of Student Affairs; Community Development and Service Center; Media and Public Relations and Radio Unit; Cultural Forum; Schools; Centers	The University's awareness role initiative	Number of activities and awareness-raising lectures held by each school and center	Two activities/lectures	Annually/ school /center
			Number of students participating in formal and non-formal university activities and events.	One participation per student	Annually/university

			Number of university staff participating in formal and non-formal university activities and events	One participation per faculty, researcher, employee, and technician	Annually/university
			Number of university leadership participations in community activities	One activity for each university leader	Annually/university
			Number of educational, national, and religious seminars	Two seminars (educational, national, and religious)	Annually/ school /center
			Number of university theses linked to societal issues and contributing to their solution	One thesis for each social issue based on national priorities	Annually/university
			Number of educational radio programs aimed at raising awareness of societal issues	One weekly radio program for raising awareness of societal issues service	Annually/university
Enhancing local community	Community Development and Service Center;	Community participation in university activities initiative	Number of agreements with local community institutions	One agreement per school or center	Annually/ school/ Center

involvement in the various university activities	Deanship of Student Affairs.				
			Number of activities in which the community participated with the university	Two activities hosted by the community at the university level	Annually/ University
			Rate of satisfaction of community participants with the activities	Community participants Satisfaction rate of at least 3 out of 5 with the activities	Annually/ University
			Number of awards and certificates of appreciation presented by the community to the University	One award or certificate of appreciation	Annually/ University
			Number of activities in which the local community used the University facilities	One activity in which the local community used university facilities	Annually/ University
			Number of experts from the community who participated in awareness and training programs	Five experts participating in awareness and training programs	Annually/ University

Fifth strategic goal: A safe and stimulating university environment

Strategic objectives	The authorized entity	Initiatives (Programs)	Performance indicator	Targeted outcomes	Timeframe
Providing a safe, healthy, and sustainable university environment	Student Affairs Dean's Office; Community Development and Services Center; Water, Energy, and Environment Center; Accreditation and Quality Assurance Center; School of Agriculture; Engineering Department; Maintenance Department; General Safety Office; Food and Nutrition Services Department; schools; Centers; Support Services Department	Initiative of sustainable university environment, green environment, recycling, promoting health and well-being, and public safety (Initiative of sustainable university environment and adoption of one or some of the United Nations 17 Sustainable Development Goals)	Number of activities aimed at raising awareness among students and employees about the importance of green environment, recycling, promoting health and public safety	Annual activity/ lecture/ course/ workshop in the following areas: green space, recycling, promoting health and well-being, and public safety	Annually/ university
			Percentage increase in the number of seedlings and trees planted annually	5% increase in the number of trees and plants planted compared to the previous year	Annually/ university
			Percentage increase in green spaces to buildings at the University	5% increase compared to the previous year	Annually/ university
			Percentage increase in reliance on alternative energy at the University	5% increase compared to the previous year	Annually/ university

			Percentage reduction in electricity and water costs	1% reduction in cost compared to the previous year	Annually/ university
				Reduction in consumption rate per student and individual on campus	
			Number of activities carried out by students and employees at the University to preserve the environment	70% of students and faculty and employees who carry out one activity to preserve the environment	Annually/ university
			Percentage decrease in the amount of food waste generated from university restaurants	5% less than the previous year	Annually/ university
			Number of environmentally friendly waste containers	5% increase in the number of environmentally friendly waste containers.	Annually/ university
			Percentage increase in the amount of waste collected for recycling compared to waste that is not recycled	10% increase over the previous year	Annually/ university

			Number of sustainable development initiatives accomplished by students	At least five initiatives specifically related to sustainable development completed by students	Annually/ university
			The University's international environmental ranking	The university's international environmental ranking improved by 1% over the previous year	Annually/ university
			Adherence to the University's security and public safety policy, procedures, and forms	100% compliance rate	Annually/ university
			Percentage increase in the number of electronic gates at the University	5% increase in the number of electronic gates in the university compared to the previous year	Annually/ university
			Rate of employees' satisfaction with the University environment	66% satisfaction rate	Annually/ university
			Rate of students' satisfaction with the University environment	5% increase in satisfaction compared to the previous year, where the satisfaction	Annually/ university

				rate was 61% in the previous year	
		Clean public facilities initiative	Adherence to the policy of support services affairs, its procedures, and forms	90% compliance rate	Annually/ university
			Rate of employees' satisfaction with the University's facilities	66% satisfaction rate	Annually/ university
			Rate of students' satisfaction with the University's facilities	66% satisfaction rate	Annually/ university
		Initiative to maintain and rehabilitate the University's facilities and infrastructure	Adherence to maintaining buildings, equipment, and natural resources according to the relevant policies, procedures, and forms	90% compliance rate	Annually/ university
			Percentage of facilities, infrastructure, and vehicles that have been maintained and rehabilitated	10% increase in the percentage of facilities, infrastructure, and vehicles maintained compared to the previous year	Annually/ university
			Percentage increase in the number of preventive and corrective maintenance operations that are	66% preventive maintenance operations	Annually/ university

			conducted on campus but subject to external maintenance contracts for technical equipment		
			Percentage of closed maintenance contracts completed on time and within specified costs	66% of closed maintenance contracts	Annually/ university
			Rate of employees' satisfaction with facilities, infrastructure, equipment, and supplies	66% satisfaction rate	Annually/ university
			Rate of students' satisfaction with facilities, infrastructure, equipment, and supplies	66% satisfaction rate	Annually/ university
		Internal transportation service development initiative	Number of buses for internal transportation	One bus dedicated to transporting students on campus	Annually/ university
		Initiative to enhance students' participation in student	Percentage increase in the number of students participating in scientific, professional, and sports clubs	5% increase in the number of students belonging to clubs and actively engaged in their activities	Annually/ university

		scientific, professional, and sports clubs		compared to the previous year	
			Number of activities per club	Two activities per club	Annually/university
Providing appropriate support for students with disabilities and qualifying them to perform their duties	Deanship of Student Affairs; Community Development and Services Center; Engineering Department; Maintenance Department; Support Services Department; General Safety Office; Accreditation and Quality Assurance Center	Supporting students with disabilities initiative	Percentage increase in the number of buildings that have been rehabilitated to accommodate persons with mobility disabilities	5% increase in renovated buildings over the previous year	Annually/University
			Rate of satisfaction of visually impaired students with regard to the extent to which safe walkways are spread	Satisfaction rate of at least 3 out of 5	Annually/University
			Percentage of students who have access to modern and advanced technologies based on artificial intelligence, such as smart text reading applications for students with disabilities, simulation systems, and chatbots	30% of students have access to the service	5 years/University

			Rate of satisfaction of students with disabilities with assistance programs	5% increase in satisfaction rate compared to the previous year.	Annually/University
			Percentage increase in the number of volunteers and employment and training opportunities to deal with and assist students with disabilities	5% increase in the number of volunteers from the previous year	Annually/University
			Number of awareness activities within the university campus to raise awareness of the characteristics and needs of students with disabilities	Two activities	Annually/University
			Rate of awareness of students and staff about the characteristics of students with disabilities and their needs from the point of view of students with disabilities	66% rate of awareness	Annually/University
Providing excellent counseling and guidance	Deanship of Student Affairs; schools; educational centers;	Initiative to care for students and guide them educationally, psychologically,	Commitment to the educational, psychological, and professional services policy for students, and its procedures and forms	90% compliance rate	Annually/University

services to students in the educational, psychological, and professional fields	Accreditation and Quality Assurance Center; Admission and Registration Unit; Financial Affairs Unit	and professionally			
			Percentage increase in the number of educational activities, educational services, and educational guidance services provided to students according to their needs	5% increase in the number of activities and services from the previous year	Annually/ University
			Percentage increase in the number of psychological activities, psychological services, and psychological guidance services provided to students according to their needs	5% increase in the number of activities and services from the previous year	Annually/ University
			Percentage increase in the number of professional activities, professional services, and professional guidance services provided to students according to their needs	5% increase in the number of activities and services from the previous year	Annually/ University
			Percentage increase in the number of students benefiting from health care	5% increase in the number of students	Annually/ University

			and psychological counseling services at the University	benefiting from the services	
			Rate of faculty members' adherence to students' academic advising policy and procedures	70% compliance rate of faculty with the academic the students' advising policy and its procedures	Annually/ University
			Number of counseling, awareness-raising, and guidance sessions between faculty members and students	Eight sessions	Annually/ University
			Rate of student's satisfaction with the care and services provided to them	5% increase in student satisfaction with the care and services provided to them over the previous year	Annually/ University
			Percentage increase in the number of financially challenged students who have been provided with financial support	5% increase in the provided financial support compared to the previous year	Annually/ University

			Percentage increase in the number of students employed by the University	3% increase in the number of employed students compared to the previous year	Annually/ University
			Percentage decrease in the number of students expelled from the University	5% decrease in the number of expelled students compared to the previous year	Annually/ University
			Percentage decrease in the number of academically struggling students out of the total number of students	5% decrease in the number of academically struggling students compared to the previous year	Annually/ University
			Percentage decrease in the number of disciplinary violations among students	5% decrease in the number of disciplinary violations compared to the previous year	Annually/ University
			Number of institutions that offer students experiences in the labor market	5% increase in the number of institutions providing work experience opportunities for students compared to the previous year	Annually/ University
			Level of employability reputation of graduates in the QS ranking	Continued employment reputation level of	Annually/ University

				graduates in global rankings to be among the top 400 universities worldwide	
			Percentage of students who graduated within the specified time period	95% of students	Annually/ University
			Percentage increase in the number of graduates who obtained jobs or enrolled in graduate programs within one year of graduation	5% increase in the number of graduates obtaining jobs or enrolling in graduate programs within one year of graduation compared to the previous year.	Annually/ University
Raising awareness among students and educating them about the value of parties and enhancing their role in political participation	Deanship of Student Affairs	Students and political life initiative	Number of dialogue sessions on legislations regulating political life	Six sessions	Annually/ University
			Number of awareness and educational campaigns on the value of political participation	Six campaigns	Annually/ University
			Number of awareness and educational seminars on the value of partisan work	Six seminars	Annually/ University

			Number of awareness programs to combat extremist ideologies	Two programs	Annually/ University
			Rate of students' satisfaction with political awareness activities	66% satisfaction rate	Annually/ University