



# STRATEGIC PLAN

Palestine Polytechnic University

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# Abstract

This document outlines the institutional strategy of Palestine Polytechnic University to mark the culmination of the years 2023-2026. The inputs were gathered through various studies, meetings, interviews, and workshops with stakeholders both inside and outside the university.



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# Introduction

Palestine Polytechnic University continues to progress in achieving its mission and reaching its vision of becoming a leading entrepreneurial internationalized university. This document aims to outline the roadmap for the upcoming years, in order to navigate the challenges of the next phase amidst rapid changes on all fronts. This effort was a collaborative endeavor involving various academic and administrative staff of the university. A strategic framework for the plan was developed, encompassing the vision, mission, values, pillars, strategic and enabling objectives, and performance measurement indicators for the goals.

The university's strategic plan is built upon seven core pillars, in addition to two enabling pillars. They cover all aspects and areas of the university's operations, branching into thirty-three executive objectives.

Committees and working groups were formed, including all senior university leaders, both administrative and academic. They are responsible for coordination, integration, execution, and achieving the strategic objectives within clear and defined timelines.

Furthermore, collaboration with various faculties and administrative units took place to prepare their strategic and action plans in alignment with the university's vision, mission, and objectives. This involved organizing activities to prioritize strategic activities and defining key performance indicators for periodic monitoring of the strategic plan's progress.

Emphasis was placed on establishing performance measurement indicators and behavior-related indicators with associated timelines, to monitor the realization of the strategic plan's objectives.



## President's Message

Dr. Amjad Barham

Palestine Polytechnic University has been steadfastly advancing since its inception, with determined strides on the path of excellence and contribution across all domains. Our mission is to actively participate in the development of Palestinian society, equipping it with exceptional talents, and providing supportive solutions to Palestinian institutions, aiming to achieve social and economic sustainability within the Palestinian community, while guiding it towards independence and global recognition.

Through the strategic plan for the period 2023/2026, we aspire to bring about development and prosperity. Our goal is to establish a globally leading university, serving as a hub for entrepreneurship and innovation within Palestinian society. We will work on expanding and enhancing our academic programs to meet the evolving demands of the job market. We seek to strengthen collaboration with diverse industrial sectors and community institutions to promote knowledge exchange and real-world application of research.

We are determined to foster a new generation of leaders and innovators, capable of effecting positive change in our society. We will persistently work towards achieving our goals, and we hope to engage everyone in this exciting journey towards leadership and distinction.



## VP Planning Message

Mr. Ayman Sultan

Palestine Polytechnic University continues to play its leadership role in providing the Palestinian and global communities with the necessary talents, solutions, and tools to achieve comprehensive and sustainable development through its insightful vision, and effective partnerships. The university acknowledges the dynamic nature of the higher education sector, characterized by constant changes in generational dynamics, technological advancements across various fields, as well as environmental, economic, social, and political shifts, along with the widening scope of competition. Within the university, we earnestly work to keep pace with these changes by anticipating trends, acknowledging challenges, and establishing strategies that encompass creative and impactful initiatives to advance the university's mission and vision.

In the strategic plan for 2023-2026, we have diligently ensured the diversity and comprehensiveness of our objectives to reflect the university's dedication to serving students and society, enhancing the quality of the educational and research process, implementing effective and innovative administrative principles, and embracing digital transformation. This journey is aimed at establishing a globally pioneering university. Moreover, we have taken into account the achievement of sustainable development goals, the setting of international performance and behavioral benchmarks, and the aspiration to become the leading university in Palestine, necessitating close cooperation with the labor market.

This cooperation extends to shaping students as prototypes of dual education, including sandwich programs, focusing on technical and professional aspects, engaging both parties in utilizing available resources, and encouraging initiatives that break barriers and foster convergence among all stakeholders. Furthermore, it involves activating applied scientific research that serves the labor market, building global and local partnerships, and employing innovative learning methods based on experiential learning.

Our commitment also extends to diversifying income sources and optimizing resource utilization for financial sustainability. We strive to provide an enabling academic environment, advanced facilities, and continuous development for university staff, ensuring students' active involvement in the learning process and equipping them with the necessary competencies for the 21st century.

We emphasize the necessity of digital transformation by integrating systems and producing supportive digital content for the educational process, offering e-learning platforms to meet societal and governmental preferences for blended education. The university remains determined to contribute to nurturing an aware and promising generation dedicated to the cause, preserving values, identity, and dreams of building an independent state.



## Palestine Polytechnic University at a Glance

Palestine Polytechnic University (PPU) was established as a technical institute in 1978 by the University Graduates Union (UGU), a local charity that provides educational and cultural services for the local community of the Hebron district since its establishment in 1953. The PPU has grown to be an accredited university by the Palestinian university presidents' council in 1999. It is affiliated to the international Association of Universities of UNESCO, the Mediterranean Universities Union (UNIMED), the Arab Universities League, and the Islamic League of Universities.

Nowadays, PPU is a renowned public university in Palestine that provides academic and vocational degrees. The PPU has been playing a leadership role in serving the local and regional communities through its focus on excellence in teaching and research. It creates, conveys and applies knowledge to expand personal experience and career opportunity and contributes to the development of economic, social and quality of life in Palestine. Primarily, the university has evolved on many fronts, as can be seen from the expansion in its academic and research capacities. The university has witnessed considerable development in terms of the number of campuses, number of students, academic programs, research capacity and engagement with the community. Today, PPU is considered a medium sized university with almost 8000 students hosted in two main campuses. As a university of high technology programs; PPU pays special attention to providing quality educational and scientific research modalities, through 10 faculties encompassing Medicine, Nursing, Engineering and Technology, Applied Sciences, Administrative Sciences and Informatics, Information Technology and Computer Engineering, Humanities and Educational Sciences, Dual studies, and Applied Professions delivering associate, bachelor and master degrees in more than 83 handpicked programs and one PhD program in Information Technology.

In addition to higher education excellence, PPU has a wide range of fruitful relations with the local and international community through a wide array of partnerships that serve the roles of scientific research, higher and vocational education, and consulting services that PPU performs. The university provides technical consultations, training services, and capacity-building for the local community in various fields through specialized centers. Many of these centers follow an applied scientific research methodology, delivering research-based services.

## 1999 - 2003

- Student/Faculty Ratio 13.1
- No. of Students 2416
- No. of Colleges 4
- No. of Acad. programs 27
- Buildings space 12,979 m<sup>2</sup>

## 2006 - 2009

- Student/Faculty Ratio 20.8
- No. of Students 4860
- No. of Colleges 5
- No. of Acad. programs 38
- Buildings space 36,983 m<sup>2</sup>

## 2015 - 2023

- Student/Faculty Ratio 22.2
- No. of Students 7853
- No. of Colleges 9
- No. of Acad. programs 95
- Buildings space 52,281 m<sup>2</sup>

## 2003 - 2006

- Student/Faculty Ratio 20.5
- No. of Students 3520
- No. of Colleges 4
- No. of Acad. programs 29
- Buildings space 22,289 m<sup>2</sup>

## 2009 - 2015

- Student/Faculty Ratio 14.2
- No. of Students 6270
- No. of Colleges 5
- No. of Acad. programs 64
- Buildings space 43,016 m<sup>2</sup>

TIMELINE





# OUR VISION

Towards a Science, Technology, and Innovation  
Entrepreneurial University.



# OUR MISSION

Palestine Polytechnic University seeks to be a hub of creativity, innovation, and entrepreneurship by providing high quality academic and professional programs. We are committed to build a collaborative learning environment, foster pioneering applied research and community engagement to prepare leading and competent professionals, socially responsible, and active contributors to sustainable development in Palestine and beyond.





# OUR VALUES

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## Community

we apply knowledge for the benefit of societies.

## Collaboration

reflected in our interdisciplinary approach, our focus on internal and external partnerships, and our capacity to create new fields of inquiry.

## Creativity and Innovation

we value collective imagination that leads to the discovery of inventive solutions to social and economic problems.

## Opportunity Seekers

we encourage taking advantage of all opportunities.

## Inclusion

reflected in a culture and climate that seeks, welcomes, and advances talented minds from diverse backgrounds.

## Excellence

we strive for excellence in all services we provide.

## Academic Freedom

we value freedom, open inquiry and expression.

## Integrity

reflected in our shared commitment to lead by example in preserving and protecting our natural resources, and in our approach to responsible financial planning.

## Sustainability

reflected in our shared commitment to lead by example in preserving and protecting our natural resources, and in our approach to responsible financial planning.

## Impact

reflected in our commitment to address critical issues facing society regionally, nationally and globally.

# Key Features of our strategic plan

The strategic plan for 2023-2026 has been developed collaboratively, with representatives from faculties, centers, units, senior management, and students participating in the preparation process. Additionally, international partners and the job market were engaged to identify trends and challenges impacting the future of higher education. This current plan stands out as it lays the groundwork for profound and comprehensive transformation across various dimensions, divided into seven main pillars, along with the digital and innovative empowerment pillars. Some of the notable highlights of this plan include:

- ✓ In-depth examination of information about the future of higher education, collected through document reviews, interviews, workshops, and studies.
- ✓ Comprehensive strategic goals, sub-goals, and implementation plans, considering interventions, initiatives, outcomes, and a gradual timeline. Furthermore, standards have been established to measure performance indicators and behavioral markers necessary for achieving the strategic objectives.
- ✓ The implementation plans for faculties and centers encompass multiple ambitious and innovative initiatives across various dimensions, developed in collaboration with division personnel.
- ✓ Development of various supportive and guiding tools for creating implementation plans according to global standards. Multiple meetings, visits, and workshops were conducted with all faculties and centers to introduce different aspects of strategic plan preparation.
- ✓ Priorities and responsibilities were defined in alignment with the aspirations of senior management, faculties, and partners.
- ✓ The strategic plan is supported by the Board of Trustees, university senior management, all administrative levels, and partners from the job market.

# Special Projects and Initiatives

PPU seeks to serve the current and future needs of our community and beyond by offering innovative academic and professional programs designed for today's diverse and dynamic modern world.

## University Led Innovation and Entrepreneurship Programme (Uni Led)

The overarching objective of the project is to contribute to the creation of new employment and economic empowerment opportunities for skilled youth through enhanced support to Palestinian start-ups and emerging entrepreneurs, as well as through fostering increased cohesion and collaboration amongst the innovation ecosystem actors – facilitating linkages and integration, particularly between academia, private sector and entrepreneurship support organizations (ESOs) including business incubators.

## Agro - Tec Project

This project aims to establish 5 vocational centers (VET), to network and train future farmers in Jordan and Palestine. Among the other objectives of the AgroTec project is to develop 12 educational courses in smart agriculture and modern marketing of agricultural products. At least 4 courses will be implemented face to face and online in the partner universities from Palestine and Jordan.

## MED-QUAD - MEDiterranean QUadruple helix Approach to Digitalisation

The project aims to nurture the innovation potential of the regions, by building up a cross-border cooperation scheme of the Quadruple Innovation Helix. Two cross-border Living Labs will be established in the cities, where several pilot activities for technological transfer and commercialization of research results will be implemented. They will exploit ICT technologies and Key Enabling Technologies for water use optimization, consumption and reduction (Smart Water Use Applications - SWUAP), as well as cultural heritage promotion and preservation (Applied Research for Cultural Heritage Exploitation - ARCHEO). The project will set up a toolkit for enhancing the institutional capacities of businesses, cities and universities of both shores of the Mediterranean to work together and reinforce their role as "catalysts" for fair and inclusive development.

## Fostering the green culture in industrial engineering VET disciplines (GREENING-IE)

The transition to sustainability has become more and more of a critical necessity in all sectors. Efforts to foster a culture of sustainability in educational curricula have been initiated as a step towards achieving the global Sustainable Development Goals (SDGs). Due to its potential relevance, the GREENING-IE project focuses primarily on fostering a culture of sustainability in the disciplines of sustainable design and production, considering the growing need to develop a culture of sustainable production, especially in countries such as Palestine and Jordan.

## Hands4Health Project

The project's primary goal is to implement and evaluate the effectiveness of low-cost and resource-efficient WASH interventions in Off-grid schools with poor WASH services, located in conflict-affected areas, refugee and internally displaced camps, informal settlements and remote rural areas. The WASH interventions will be related to the actual needs of the Palestinian schools, both in area A, B and C, and will include maintenance, water consumption management, improvement of water safety and awareness and behavior change approaches related to student hygiene practices (RANAS tools).

## Equipment Palestine of Learning

The objectives of the E-pal project in developing viable, comprehensive and sustainable approaches to e-learning (blended and online learning) in the Palestinian higher education sector by:

- Strengthening the institutional (PPU, UCAS) and national environments for e-learning in higher education with regard to national policies, organizational infrastructures and pedagogical practices, thereby enhancing student learning.
- strengthening Palestinian academics' capacities for the design, implementation, and evaluation, and undertaking research in e-learning in the higher education sector.
- Strengthening graduates' competitiveness in the labor market by developing their digital skills and competencies.
- Strengthening Palestinian academics' capacities for undertaking research in the field of e-learning.
- Increasing awareness and institutional collaboration on the topic of e-learning among Palestinian higher education institutions, and between HEIs and the broader community.

## Palestine-Norway Partnership to Enhance Population Genomics Education, Research, and Outreach to the Professional-Community (PaNomics)

The main aim of the project is to build a sustainable research and educational population genomics initiative in Palestine that can contribute to improving healthcare in Palestine and to improve disease prevention and precision medicine through studies of genomic variation, novel molecular signatures and multi-omics data integration and analysis. PaNomics is expected to significantly increase the quality of education and research through student mobility programs, joint research projects, academic cooperation, and healthcare professional community outreach. Through the participation of a collaborative network of local partners, the project impact will include a wide segment of healthcare professionals to harness the continuously expanding genomic knowledge in both countries.



- **Entrepreneurial Education**

There is a growing recognition for an entrepreneurial education that focuses on competencies based learning through experiential learning. This aims to produce graduates with an awareness, mindset and capability to generate original ideas in response to identified needs, opportunities and shortfalls, and the ability to act on them, even if circumstances are changing and ambiguous. And build upon the enterprising competencies of students who are capable of identifying opportunities and developing ventures, through becoming self-employed, setting up new businesses or developing and growing part of an existing venture. HEIs should make use of entrepreneurial education to alleviate unemployment, enhance the economy and the quality of their students.

- **Digitization of Education**

Learning environments are transforming due to the integration of technology into teaching and learning at all levels. Technology provides improved quality, personalization, cost-effectiveness and wide access to education. Developments in online education, data analytics, virtual and augmented reality, AI and machine learning are leading to blended learning, flipped classrooms and other such educational strategies.

- **Blended Learning**

The new generation are savvy with the internet and technology and demand more convenient ways of teaching and learning. They are in favor of increasing blended learning.

- **Increase in white collar workers**

There is an increase in services and administration employment.

- **HEIs goals align with SDGs**

Higher education is accelerating actions for achieving the United Nations Sustainable Development Goals (SDGs), with universities showing “more substantial institutional commitment”, more actors involved, and increasingly holistic approaches. Promoting and implementing SDGs by universities serves as a benchmark for other sectors of the economy. HEIs can also contribute to the discussions on the SDGs in society at large.

- **Systematic and long term placement**

Labour Market players are looking for an active role in the learning process, this approach triggers the demand for programs offering systematic Work Integrated Learning (WIL). also the value of education-industry collaboration in developing enterprise capabilities is widely acknowledged. A plethora of entrepreneurial-related initiatives have emerged, including incubators/start-ups and hackathons. When embedded in HEI curriculum, these form Work-Integrated Learning (WIL) activities where students engage with industry/community partners through authentic learning and assessment, encompassing workplace-based activities (internships/placements/practicums), and virtual/on-campus offerings (project-based learning/consulting/simulations). Micro- and small organizations offer particularly fertile learning ground for student development of enterprise capabilities during WIL, given their focus on ideation and innovation.

# Trends

## in Higher Education





- **Dynamic and Uncertain nature of the workplace**

Disruptive technology and globalization have led to rapidly changing work contexts. The workplace environment now is more complex and unpredictable. Workers, including students transitioning from higher education (HE), therefore need to engage in lifelong learning, be agile, collaborative, have an enterprising mindset, and be able to transfer skills across different contexts. Enterprise capabilities are widely recognized as critical for graduates' effective transition to work, spanning critical thinking, creativity, problem-solving, digital literacy, ethical behavior, teamwork, and networking skills.

- **The business model faces a full-scale transformation**

With institutions no longer able to rely solely on their traditional student markets, higher education needs to look beyond price and discounting to understand demand and cost while serving new segments of learners. They should rethink their business model, prudently decrease their expenses, and diversify their revenue. For example, there are big opportunities for institutions that can shift to a student-centric business model that enables them to serve the needs of a wider diversity of learners at varying stages of lives and careers.

- **Corporate-University partnership**

Institutions work with corporations to address the mismatch between employer needs and worker skills. Also, the industry is seeking more applied research to solve their problems.

- **Multidisciplinary research**

With more complication of the industry problems, the need for multi-perspective is necessary to tackle these problems.

- **Health Awareness**

More concerns on health issues and increasing demand on Health sciences programs.

- **21st Century Skills**

The automation of work and accelerating pace of change in the global economy requires individual resilience. This means that traditional foundational skills, e.g. language and mathematical skills, have to be complemented with 'horizontal' skills, i.e. collaboration, critical thinking, creativity and problem-solving.

- **K12/Tawjehe graduates growth rate is low**

There is an overall increase in Palestinian population and the demand for Higher Education, BUT the rate of demand is witnessing a decrease in the percentage compared with previous years.

- **Community calls for more social responsibility**

As we suffer from occupation, and bad economical situation, people call for more social responsibility to alleviate their suffering.

- **Empowered students**

Students have access to a variety of resources and applications, e.g. AI can provide students with huge amounts of information.

- **New forms of employment**

Remote and hybrid working which require greater technical, social or creative skills.

- **Z generation**

The new student generation called Z are tech-savvy, highly collaborative and social, values flexibility, relevance, authenticity and non-hierarchical leadership

# Trends

## in Higher Education

"Palestine Polytechnic University" towards a university of science,  
technology, and innovative entrepreneurship...



## 7 Basic Pillars for

# Our Strategic Plan

## 2 Enabling Pillars

The strategic goals are the building blocks of change based on the Vision and Mission of the Palestine polytechnic University, These goals capture the essence of the Vision through understanding the elemental drivers of the University.



Strategic Goal: Optimize the academic and vocational program offering at the university. Provide faculty professional development.



Strategic Goal: Enhance the impact and dissemination of research.



Strategic Goal: Achieve excellence in performance management towards growth and sustainability.



Strategic Goal: Achieve financial sustainability.



Strategic Goal: Improve the university experience for our students and boost their satisfaction.



Strategic Goal: Enhance our community wellbeing/ standards through constructive relationships with local and regional institutions.



Strategic Goal: Improve the university's international standing and outlook.



Strategic Goal: Transform the university to an entrepreneurial University.



Strategic Goal: Embrace the digital transformation in the university.

# Executive Summary

A

Academic  
Pillar



A1

To develop, review and accredit academic and vocational programs in various fields to meet the national and international market needs with the collaboration of the labour market.

A2

Recruit, develop, and retain talented faculty and empower them through pedagogical knowledge, research skills and professional development.

A3

Develop and support the use of enterprising innovative methodologies in learning and assessment to increase students' participation.

A4

Develop the teaching and learning environment, programs, and courses through the use of ICT.

A5

Increase the use of WIL (work integrated learning) approach in all of our programs.

R

Research and  
development



R1

Support research management and dissemination.

R2

Expand and equip advanced research facilities.

R3

Establish specialized research groups and unit-specific centers to serve the community with a special focus on climate change and sustainability issues.

R4

Integrate the research component into study plans to promote research culture among students and improve their critical thinking capacities.

R5

Support and reward researchers, collaboration between researchers, interdisciplinary and multidisciplinary research.

M

Management



M1

Make the University campus more welcoming and supportive for all, focusing on the wellbeing of our students.

M2

Enhance facilities and services at our campuses.

M3

Enhance facilities for people with disabilities.

M4

Enhance student advisory and support for academic achievement.

M5

Implement a comprehensive quality management system in all university operations.

M6

Support staff personal and professional development to maximize their potential and increase their contribution to the university strategic priorities.

# Executive Summary

**F.S**

Financial  
Sustainability



**S**

Students



**C**

Community



**F.S1**

Diversify funding modalities to realize university development priorities and ongoing operational expenditures.

**S1**

Encourage student engagement in decision-making processes and increase their representation at different levels within the university.

**C1**

Encourage centers to provide high quality consultancy and professional services based on a focused differentiation approach.

**F.S2**

Support financial management to optimize the use of human and financial resources and examine the distribution of resources across programs and departments.

**S2**

Boost students' entrepreneurial capabilities and 21st century skills.

**C2**

Engage students in community-based learning activities, applied research and graduation projects to develop market-oriented solutions and improve the industry performance.

**S3**

Shape students' national identity and develop their sense of volunteerism and social responsibility.

**C3**

Engage the community in university policy development, and encourage joint events and activities with the private sector.

**S4**

Enhance student advisory and support for academic achievement.

**C4**

Promote the principles and practices of community engagement among faculty members and improve collaboration among faculties and community centers.

**S5**

Encourage student mobility programs and virtual exchange.

# Executive Summary

I

Internationalization



I1

Improve the online presence for the university including the development of digital content and website design.

I2

Encourage staff participation in international conferences, seminars, academic mobility, and exchange programs with top international universities.

I3

Encourage international joint programs.

E

Innovation and  
Entrepreneurial  
Transformation



E1

Foster a culture and mindset of innovation and entrepreneurship at the University.

E2

Equip the students with entrepreneurial competencies and 21st century life skills to prosper in the local and global labor market environment.

E3

Create an enabling environment for innovation and intrapreneurship by dynamic structure, rewards system based on achievement, resource allocation centered around new opportunities and limited guidelines to allow for new ideas implementations.

D

Digital  
Transformation



D1

Unify and integrate IT systems to serve education, research and operation activities.

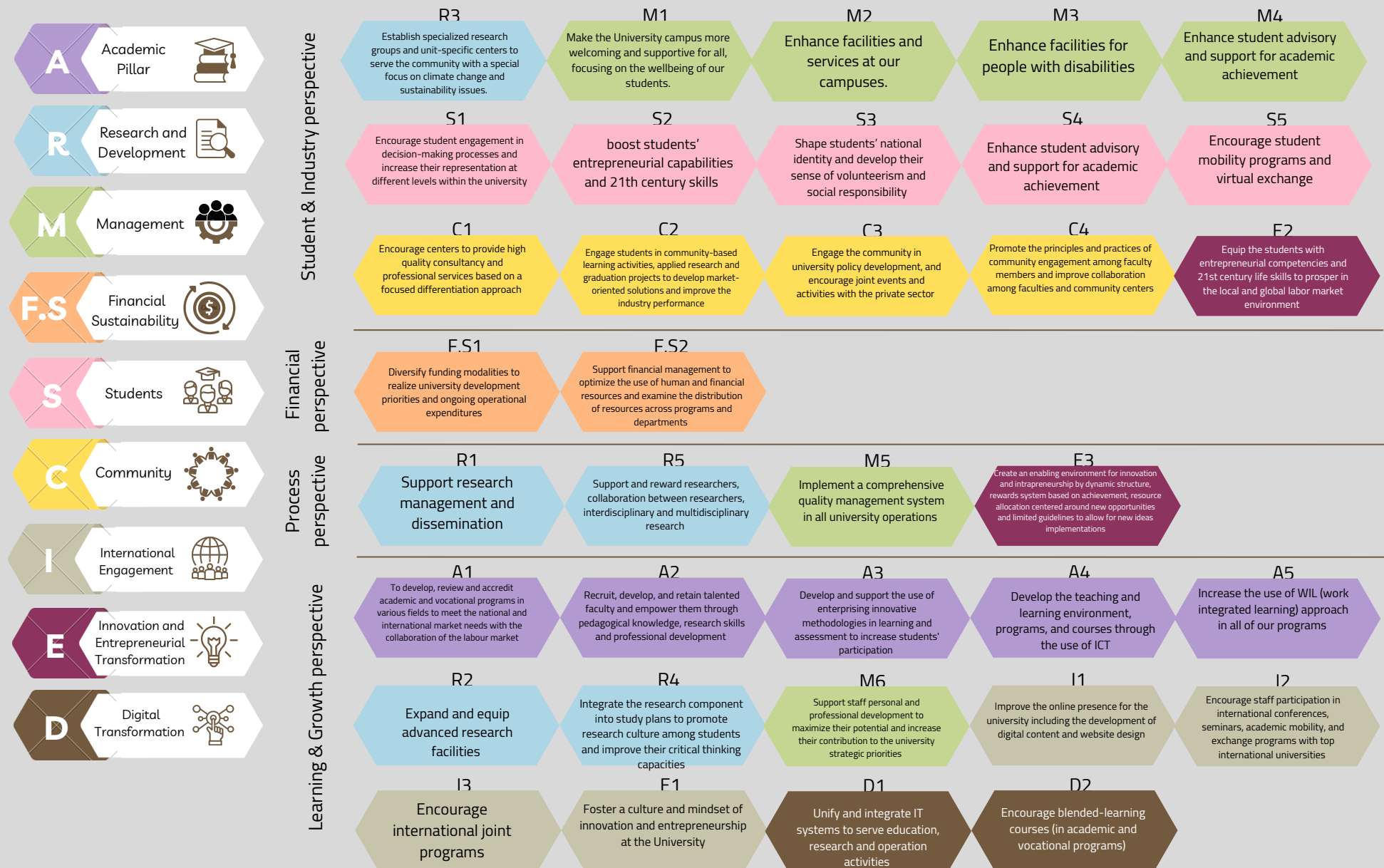
D2

Encourage blended-learning courses (in academic and vocational programs).



# Palestine Polytechnic University Balance Scorecard Strategy Map 2023-2026

The Balance Scorecard Strategy Map represents a visual representation of the relationships between the 2023 – 2026 strategic objectives.





Strategic Goal: Optimize the academic and vocational program offering at the university. Provide faculty professional development.

## Key Performance Indicators

<ul style="list-style-type: none"> <li>• % Student satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• % Utilization of learning management system.</li> </ul>	<ul style="list-style-type: none"> <li>• % of Self-Assessed Academic Programs</li> </ul>
<ul style="list-style-type: none"> <li>• % Student satisfaction for students with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Average number of advisory Committees.</li> </ul>	<ul style="list-style-type: none"> <li>• % Programs Meeting Conditions for International Accreditation.</li> </ul>
<ul style="list-style-type: none"> <li>• % Growth in Student Enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue generated from Continuing Education Center programs.</li> </ul>	<ul style="list-style-type: none"> <li>• % of nationally accredited programs implemented</li> </ul>
<ul style="list-style-type: none"> <li>• % Growth rate of student enrollment for Students with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• No. courses delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• % of nationally accredited academic programs.</li> </ul>
<ul style="list-style-type: none"> <li>• % Reduction in the number of students under academic warning.</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue generated from consultancy services.</li> </ul>	<ul style="list-style-type: none"> <li>• % Faculty Satisfaction with Professional Development</li> </ul>
<ul style="list-style-type: none"> <li>• % on-time student graduation.</li> </ul>	<ul style="list-style-type: none"> <li>• No. participants.</li> </ul>	<ul style="list-style-type: none"> <li>• No. workshops delivered.</li> </ul>
<ul style="list-style-type: none"> <li>• Average number of students advising sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• % Satisfaction with courses delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• No. participants.</li> </ul>
<ul style="list-style-type: none"> <li>• % Decrease in Withdrawn Students.</li> </ul>	<ul style="list-style-type: none"> <li>• % Faculty satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• No. Courses implementing Modern Teaching and Learning Methods.</li> </ul>
<ul style="list-style-type: none"> <li>• % Employability (within 12 months of graduation).</li> </ul>	<ul style="list-style-type: none"> <li>• % of Teaching units utilizing blended learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Average Number of Professional Development Hours for Faculty Members.</li> </ul>
<ul style="list-style-type: none"> <li>• % Employee retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Student to faculty ratio.</li> </ul>	
<ul style="list-style-type: none"> <li>• % of teaching spaces with advanced teaching technology.</li> </ul>		Palestine Polytechnic University   Strategy 2023 - 2026   21



Strategic Goal: Enhance the impact and dissemination of research.

## Key Performance Indicators

- |  |  |
|--|--|
| • % Increased local collaboration in research.   | • Revenue from conferences.  |
| • % Increase in the number of aids provided to postgraduate students.  | • % Conference satisfaction.   |
| • % Increase in the number of external grants for scientific research.   | • No. Professorship chairs funded externally.                                |
| • % Increase in student-related scientific publications.   | • % Units engaged in research activities at the undergraduate program level. |
| • Average No. peer reviewed publications per faculty member (at least one should be Q1 or Q2 or their equivalent). |  |



Strategic Goal: Achieve excellence in performance management towards growth and sustainability.

## Key Performance Indicators

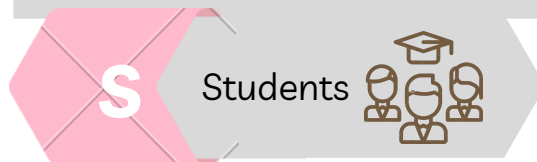
- |   |   |
|---|---|
| • % Utilization of facilities.  | • % Employee retention.   |
| • % College students actively involved in college and community awareness activities. | • % Vacancies outstanding.  |
| • % Complaints responded to within agreed timescales.                                 | • % Satisfaction of new employees.                                |
| • % Satisfaction of students with disabilities.                                       | • % Completion of strategic initiatives within agreed timescales. |
| • % Utilization of facilities for students with disabilities.                         | • No. Work related accidents.                                     |
| • % of increase in enrolled students with disabilities.                               | • % Employee satisfaction.  |
| • % Employability (within 12 months of graduation).                                   | • % Core systems availability.                                    |
| • % Student satisfaction with career advising services.                               | • % of energy savings   |
| • % Utilization of recreational and sports facilities .                               | • No. active alumni.  |



Strategic Goal: Achieve financial sustainability.

### Key Performance Indicators

- |   |   |
|---|---|
| • Revenue from conferences.                 | • Revenue Funded projects                 |
| • No. sponsorships.                         | • Students enrollment                     |
| • Value of established endowment.           | • Revenues from community service centers |
| • % Sponsorship revenue increase per annum. |   |



Strategic Goal: Improve the university experience for our students and boost their satisfaction.

### Key Performance Indicators

- |  |  |
|--|--|
| • % Student satisfaction.  | • % Student satisfaction (students with disabilities). |
| • % College students who actively participate in college and community awareness activities. |  |



Strategic Goal: Enhance our community wellbeing/ standard through constructive relationships with local and regional institutions.

## Key Performance Indicators

- |  |  |
|--|--|
| • % College students actively participating in college and community awareness activities. | • % Number of MOU's signed.                      |
| • % Available partnerships.  | • No. College and Community outreach activities. |
| • % Increased in local collaboration.  | • No. sponsorships.                              |
| • Average number of advisory boards.   | • Value of charitable revenues.                  |
| • Percentage of attendees from advisory boards.  | • No. workshops delivered.                       |
| • % Activities accomplished through advisory board.  | • No. workshop participants.                     |
| • % Active participation of MOU organization.  |  |





Strategic Goal: Improve the university's international standing and outlook.

## Key Performance Indicators

- |  |  |
|--|--|
| • % Increased international collaboration.                                   | • No. conferences participated outside the university.     |
| • % Increase in University of PPU visibility and reputation internationally. | • No. participants in the conference.                      |
| • % Number of MOU's signed.  | • No. Professorship chairs funded externally.              |
| • % Satisfaction (conference).   | • % Programs meeting international accreditation criteria. |
| • No. conferences participated within the university.                        | • % of internationally accredited academic programs .      |



## Strategic Goal: Transform the university to an entrepreneurial University.

Key Performance Indicators	
<ul style="list-style-type: none"> <li>% Utilization of Innovation and Entrepreneurship Hubs.</li> </ul>	<ul style="list-style-type: none"> <li>No. Impactful quality innovative activities, events or workshops.</li> </ul>
<ul style="list-style-type: none"> <li>% Patents submitted using Innovation and Entrepreneurship Hubs.</li> </ul>	<ul style="list-style-type: none"> <li>% Increase in the number of patent applications filled.</li> </ul>
<ul style="list-style-type: none"> <li>Important development of innovation and entrepreneurship facilities to support student readiness for the new requirement of the labor market.</li> </ul>	



## Strategic Goal: Embrace the digital transformation in the university.

Key Performance Indicators	
<ul style="list-style-type: none"> <li>% of teaching spaces with advanced teaching technology.</li> </ul>	<ul style="list-style-type: none"> <li>% Utilization of learning management system.</li> </ul>
<ul style="list-style-type: none"> <li>% of rationalization of technology (Application) portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>% Core systems availability.</li> </ul>
<ul style="list-style-type: none"> <li>Reduction of technology security bridges.</li> </ul>	<ul style="list-style-type: none"> <li>% of Teaching units utilizing technology.</li> </ul>
<ul style="list-style-type: none"> <li>% of uncontrolled data migrated into controlled corporate systems.</li> </ul>	<ul style="list-style-type: none"> <li>% of Teaching units employing blended learning.</li> </ul>
<ul style="list-style-type: none"> <li>% Classroom observations (focusing on the use of technology).</li> </ul>	

The background image shows a modern university campus. In the foreground, there is a large, circular fountain with multiple jets of water spraying upwards. The fountain is surrounded by a paved plaza. In the background, there is a large, multi-story building with a modern architectural style, featuring large windows and a flat roof. The sky is clear and blue. The overall scene is bright and sunny.

Palestine Polytechnic University seeks to be a hub of creativity, innovation, and entrepreneurship by providing high quality academic and professional programs. We are committed to build a collaborative learning environment, foster pioneering applied research and community engagement to prepare leading and competent professionals, socially responsible, and active contributors to sustainable development in Palestine and beyond.