Soran University Strategic Plan
(SUSP (Strategic Plan

"From Human Building towards Nation Building"

زانکۆی سۆران
Soran University
SORAN UNIVERSITY

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Executive Summary

SORAN UNIVERSITY
2009

The Strategic Five-Year Plan of Soran University introduces a comprehensive framework to transform the university into a leading institution in academia, research innovation, and community engagement.

Main objectives and Goals

1. Excellence in Teaching and Learning: Infrastructure modernization, student-centered pedagogy, Bologna Process implementation, and enhancing graduate employability through practical training.
2. Research & Applied Sciences: Boosting research output, establishing the *Shanidar* journal, integrating research-led teaching, and commercializing research outputs.
3. Quality Assurance & Accreditation: Developing internal quality assurance, obtaining national (KAAE) and international (ESG) accreditation, and increasing transparency.
4. Governance & Digital Transformation: Implementing e-management systems, updating governance frameworks, diversifying revenue sources, and attaining ISO 9001 certification.
5. Community Engagement & Sustainability: Strengthening public-private partnerships, supporting cultural identity and lifelong learning, and advancing UN Sustainable Development Goals (SDGs).

Introduction & Background

Soran University was established in late 2009 by an order of the Kurdistan Regional Government. From the very beginning of its establishment, with an open vision and a strong focus on scientific quality, raising academic standards, and developing local, regional, and international academic relations—as well as drawing upon the strength, potential, and academic skills of experienced teachers both locally and internationally—it has strived to present a new model, a unique vision, and a distinct approach in institutional, academic, and knowledge-based experience. Therefore, in a short period, it managed to become a center of attention, and a bright and promising future is envisioned for it at the level of the Kurdistan Region and the region as a whole. Currently, Soran University has drafted its strategic plan under the slogan 'From Human Capacity Building to Nation Building' and is stepping toward the future with that perspective in mind.

Soran University follows the Bologna Process. Currently, the university consists of six faculties: (Faculty of Arts, Faculty of Law, Political Science and Management, Faculty of Science, Faculty of Education, Faculty of Engineering, and the Faculty of Scientific Research Center). The Faculty of Arts includes the departments of: (Kurdish Language, Arabic Language, English Language, Strategic Historical, Archaeological, and Cultural Studies, Applied Geography and Environmental Studies, Sociology and Social Work, and Psychology, Guidance, and Mental Health). The Faculty of Law, Political Science and Management includes the departments of: (Law, Politics and International Relations, and Accounting and Business Administration). The Faculty of Science encompasses the departments of: (Petroleum Geology, Chemistry, Mathematics, Biology, Computer Science, Physics, and Nursing)."

The Faculty of Education consists of the departments of: (Kurdish Language, Arabic Language, English Language, Mathematics, Social Sciences, General Sciences, Kindergarten, and Physical Education and Sports Sciences)

The Faculty of Scientific Research Center is an academic institution

stablished in 2014 as the Scientific Research Center through a joint partnership between Soran University and the University of Leicester. Later, in 2024, it officially became a faculty and consists of the following sub-centers: (Climate Change and Sustainable Development, Genocide, Gender and Social Studies, Research Support, Medical Regeneration and Stem Cell, Kurdistan Studies, and Economic Advisory).

The Climate Change and Sustainable Development Center, established in 2024 as the first research center in the Kurdistan Region dedicated to climate change, operates with education and research as its primary pillars. Through a higher education system, it works to train experts in climate change science, paleoclimatology, sustainable development, biodiversity, water resource management, and climate policy formulation. Furthermore, through research, it aims to offer sustainable and long-term solutions to the government, striving to work in coordination with international and local centers. Currently, in collaboration with the Research Department of the Barzani Charity Foundation, it oversees a research project to build a historical climate dataset for the Kurdistan Region, which is considered the first strategic regional data-building project dedicated to climate change in the region.

The Genocide, Gender, and Social Studies Center was established in 2024. It is a specialized academic institution focused on exploring, analyzing, and addressing issues related to Kurdish society within the framework of social sciences. Operating as an interdisciplinary hub for research, education, advocacy, and community engagement, it focuses on preventing the recurrence of genocide crimes and human rights violations, addressing violence, post-war and post-genocide society, and atrocities against Kurdish society, as well as understanding and resolving gender issues, discrimination, social injustice, and broader social topics. Through scientific research, programs, activities, and collaborations, the center strives to produce knowledge, foster self-confidence, enhance political and social awareness, empower marginalized communities, and contribute to building a more just and inclusive society—specifically raising women's awareness for greater activi

ork, and participation in societal advancement.

The Research Support Center was established in 2024 under the umbrella of the Faculty of Scientific Research Center at Soran University. The center's mission is to empower faculty members, researchers, institutes, organizations, and students to achieve optimal research outcomes by providing comprehensive resources, expert guidance, and continuous support within a thriving research environment that fosters local and international collaboration.
The Medical Regeneration and Stem Cell Center, established in 2024 by an order of the Ministry of Higher Education and Scientific Research within the Faculty of Scientific Research Center at Soran University, is the first center of its kind in Iraq and the Kurdistan Region. It is a leading center in stem cell research, regenerative medicine, and innovative treatments, aiming to transform healthcare overall and improve medical services. Within this scientific center, efforts are dedicated to advancing science in Kurdistan and Iraq to serve humanity.
The Kurdistani Studies Center was established in 2024 to serve all components of the people of Kurdistan. It is dedicated to sustaining the hope that has historically kept the homeland beautiful and protected. As Kurdish humanitarianism resonates globally, the center aspires to be an academic pioneer, a trusted guide, and a reliable source for Kurdistan's development, enriching the future of Kurdistanis, and nurturing a generation committed to serving humanity and protecting its environment.
The Economic Advisory Center was established in 2022 as a specialized center for economic research and studies across various economic sectors in the Kurdistan Region. The center aims to collect and analyze economic data, make data and information accessible, formulate economic plans and strategies, and support researchers, entrepreneurs, and public and private sector institutions. It proposes scientific and academic methods for dealing with current issues and developments.

Currently, alongside the scientific activities of its sub-centers, the Faculty of Scientific Research Center independently and continuously works on pure a

.pplied sciences. Through laboratory work, it advances scientific research and innovation, contributing to expanding the boundaries of science. Annually, it publishes high-standard research in high-impact international journals. Currently, its focus and work in nanoscience is one of the center's achievements that has brought it special recognition, with future plans to also focus on and work in the humanities and social sciences.

Additionally, Soran University has four specialized centers: (Pedagogy and Academic Development Center, Language Center, Pearson Test Center (PTE), and Career Development Center "CDC").
The Pedagogy and Academic Development Center was established in 2009 under the name "Continuing Education Directorate" and was later renamed to "Pedagogy and Academic Development Center" in 2019 following structural changes to the training course. Its primary mission is conducting pedagogy training courses for master's and doctoral degree holders to prepare them for academic teaching positions. Annually, it holds two rounds of training, each providing 6 months of academic training to over 75 participants, introducing them to modern teaching methodologies. It also organizes academic title examinations for applicants seeking academic titles. The center aims to raise

the academic standard of the university and familiarize researchers and teachers with the latest teaching programs, methods, and scientific theories.
The Language Center was established in 2012 at Soran University as an international center aimed at teaching and enhancing English language proficiency and academic capacities. It holds multiple courses at various levels annually and awards language certificates upon completion.

The Pearson Test Center (PTE) was established in 2014 at Soran University. In terms of design and implementation quality, it ranks among the best Pearson test centers globally. It offers the international PTE exam for study and immigration purposes via computer-based testing. Additionally, it offers the PTE-UKVI exam, being the sole Pearson center in Iraq providing this test for UK visa applications. Other international exams such as Cisco, medical, a

ursing tests are also conducted here. Key features include fast results (within 1 to 5 days), flexible scheduling (up to 24 hours prior), and widespread recognition by thousands of global universities and colleges for visa applications to the UK and Australia.
The Career Development Center (CDC) was established in 2015 at Soran University as an initiative to build a center for developing students' skills, capabilities, and competencies. It hosts workshops, symposiums, conferences, seminars, and various other activities designed to cultivate leadership qualities in individuals. Furthermore, the center aims to help students succeed in competitive job markets, thereby boosting workforce productivity to strengthen Kurdistan's economic infrastructure.

Soran University owns an academic quarterly journal named *Tweyer*, which specializes in the humanities and publishes high-quality original research quarterly. It also owns a cultural quarterly magazine named *Azhin*, published by the Faculty of Arts, which covers various cultural and academic topics alongside dedicated themes on contemporary issues in each issue.
Through the dedication and hard work of its skilled staff, Soran University has consistently maintained a top position across various university rankings, preserving its scientific standing and adding new achievements annually.

The current building and campus infrastructure includes two primary buildings housing administrative offices, scientific faculties, and lecture halls. Additionally, the new Presidency Building located on the Dilzayan campus was constructed using the university's internal revenue and local engineering talent, featuring a modern, eco-friendly, high-quality design.

Soran University possesses a strong digital infrastructure, recently launching a Student Information System (SIS). Developed entirely through local efforts, this digital solution allows the institution to manage student data transparently a

ufficiently, enabling students to complete all university administrative tasks from home.

Soran University actively honors national, religious, and cultural occasions through diverse activities, while hosting high-level local and international seminars, workshops, and scientific conferences on international observances. Through student excellence, staff expertise, and an open scientific vision, Soran University plays an active and prominent role in shaping a bright future.

Vision, Mission and Core Values

Soran University's Vision: Building a trusted, leading educational, academic, and advisory center that actively contributes to bringing about fundamental change.

Soran University's Mission: Actively contributing to knowledge production and nurturing productive individuals educated with science, information, and social values, as well as trained for the labor market through discovering and developing talents and conducting targeted, modern research for the advancement of the nation.

Goal of the Strategic Plan: The objective of the strategic plan is to identify key areas whose growth and development will determine our success in the upcoming period.

Core Values:

- **Sagacity:**
- **Openness:**
- **Responsibility:**
- **Academic Integrity:**
- **Novelty, Quality & Sustainability:**

Soran University's Strategic Plan 2027–2031 aims to secure several important and valuable goals through implementing a set of tasks and actions that require a solid and continuous plan.

Strategic Goals / 5 Main Goals

01 Excellence in Teaching & Learning	02 Research, Innovation & Applied Sciences	03 Quality Assurance & Academic Integrity	04 Governance, Administration & Autonomy	05 Community Engagement & Sustainability
• Modern learning environment • Student-centered pedagogy • Bologna process • Skills & employability • International participation	• Quality research output • Applied research focus • International collaboration • Community integration • Research-led teaching	• Internal QA system • KAAE accreditation • Transparency • Modern assessment • Data infrastructure	• Digital transformation • Decision-making improvement • Revenue diversification • Staff capacity building • ISO certification	• Public-private partnership • Market-aligned programs • Cultural activities • Lifelong learning • UN SDG alignment

Strategic Goals / Objectives

First Strategic Goal:

Excellence in Teaching, Learning, and Academic Programs

Goal Description: Developing a modern, student-centered learning environment through innovative pedagogy and continuously improved academic programs aligned with international standards and labor market needs.

Details:

1. **Modernizing Learning and Teaching Environments (Physical + Digital Infrastructure)**

- Constructing new buildings and renovating existing ones based on current needs.
- Resolving student housing issues and providing related services.
- Constructing buildings, fields, and an indoor sports hall for the School of Sports Education.
- Expanding the central university library and reading areas.
- Constructing a dedicated hall for conferences and public activities.
- Creating necessary spaces for laboratories and new study programs.
- Building a central university warehouse suited to modern requirements.
- Constructing a central market inside the university campus.
- Continuously renovating and maintaining the HVAC system (heating and cooling).
- Reorganizing and providing workspace for faculty members.
- Creating and providing dedicated learning environments for students.
- Preserving and increasing green areas, main pathways, and establishing recreational spots.
- Repainting classrooms and building corridors as needed.
- Establishing an art gallery and cultural center for the university.
- Opening a university health center.

g emergency exits for bo gs (A and B).
blishing the Faculty of Medicine and Public Health.
tablishing the Medical Regeneration and Stem Cell Center.
mplementing diverse learning strategies and methods.

. Implementation of Student-Centered Pedagogy Steps and the Bologna Process

- Implementing pedagogy and the latest teaching and learning techniques.
- Conducting continuous training and development courses.
- Providing opportunities for faculty members to participate in international scientific activities.
- Inviting international trainers specializing in academic development.
- Hosting continuous workshops specifically aimed at raising student awareness.
- Involving students in decision-making processes related to student affairs.
- Developing a dedicated platform for publishing and providing information to students.
- Collecting feedback regarding student satisfaction across all university operations.
- Implementing, sustaining, and developing the Bologna Process across all academic programs.

3. Continuous Review, Revision, and Expansion of Academic Programs

- Opening new departments and integrating academic curricula according to specific and necessary regulations.
- Executing and following up on the work of Program Advisory Boards at the department level.
- Conducting continuous training courses and workshops to enhance the skills and expertise of staff and graduates.

4. Enhancing Student Skills, Employability, and Practical Learning

- Training students to acquire current skills demanded by the labor market.
- Incorporating entrepreneurship and professional development modules into the curriculum.
- Offering continuous and diverse courses in leadership, problem-solving, communication, and presentation skills.
- Developing and expanding student exchange programs with internatic universities.

ishing partnerships with and international organizations and panies to enhance student capabilities.
onducting field visits to bridge theoretical lessons with practical application.
Organizing "Student Project Day" to showcase student abilities, projects, and innovations.

- Offering foreign language courses for students.
- Giving greater emphasis to student scientific projects and their practical implementation.
- Providing seasonal activities to present and market student ideas.
- Hosting the annual student scientific research conference.
- Organizing job fairs for student projects and ideas while inviting employers.
- Continuously conducting student development courses for securing international study scholarships.

6. Staff Enhancement, Development, and International Academic Participation

- Securing and preparing the necessary and qualified teaching staff.
- Assessing university requirements for faculty members and identifying needed specializations.
- Providing continuous training and development courses.
- Offering targeted training courses based on quality assurance evaluation results.
- Striving to recruit experienced staff from other universities.

:Second Strategic Goal

Research, Innovation, and Shifting University Focus toward Applied Sciences

Goal Description: Developing research and innovation capabilities a transforming the university into a leading institution for research and a

eveloping and Enhancing the Quality of Scientific Research

- Directing and encouraging faculty, students, and researchers to conduct research aimed at solving societal issues and addressing labor market needs.
- Identifying quantitative and qualitative research challenges.
- Organizing continuous workshops to motivate and build the capacity of university researchers.
- Providing translation, proofreading, and publication services.
- Offering research publication rewards to further incentivize researchers.
- Striving for access to global journals and publishing platforms.
- Establishing an applied sciences journal named "Shanidar".

2.Advancing Applied and Interdisciplinary Research and Problem-Solving

- Transitioning from a classical educational institution into an applied sciences and research center.
- Organizing continuous workshops to motivate and enhance the capacity of university researchers.
- Emphasizing the integration of practical work and applied research into curricula.
- Collaborating with the industrial sector to provide practical training and internship opportunities for learners.
- Reviewing curricula to achieve more practical, project-based, and internship-driven learning.
- Conducting surveys to identify issues, challenges, and needs according to relevant specializations.
- Preparing initial proposals to execute necessary scientific research.
- Presenting proposals to relevant stakeholders through scientific activities.
- Selecting the most suitable proposals and securing the necessary budget for execution.
- Approving proposals and assigning researchers.
- Tasking research centers with continuous follow-up on research progr through quarterly or monthly seminars presented by researchers.

viding Coordination and Collaboration for Research (Local and rnational)

- Establishing connections and coordination with researchers, as well as other research and publishing centers.
- Encouraging university researchers to participate in international scientific activities.
- Conducting joint activities with centers that hold mutual memorandums of understanding.
- Forming interdisciplinary research teams across various fields.
- Seeking membership in international organizations such as Erasmus+, DAAD, APPRAIS, and USAID.
- Establishing a dedicated team to target entities and organizations that fund research.
- Identifying proposals eligible for financial grant support.
- Working on joint proposals with other universities to secure research funding.
- Leveraging the experience of universities and institutions with rich track records in securing financial support.
- Operationalizing and commercializing scientific research outputs.
- Creating a dedicated database to record seminars and scientific activities.

4.Integrating Research Outcomes into Community Development

- Offering training and professional development courses for public and private sector employees based on research outcomes.
- Conducting surveys to determine the needs of public and private institutions.
- Assigning qualified trainers across various fields through:
    - Internal university trainers.
    - Bringing in external experts and professionals as needed.
    - Sending university staff to receive necessary training.

- Providing scientific and professional consultancy to the public and privat sectors.
- Using research to solve community challenges.

Curricula Focus Toward Applied Sciences

- ifting from classical teaching toward redesigning courses based on scientific research findings.
- Emphasizing applied science education.
- Developing partnerships with industrial sectors to support new innovation and sustainable industrial practices.

- Implementing research-led teaching across all new applied science programs from their inception.
- Allocating at least 20% of academic credits to practical internships or laboratory practice within these programs.

Third Strategic Goal:

Quality Assurance, Accreditation, and Academic Integrity

Goal Description: Establishing a comprehensive quality assurance system that ensures continuous improvement, transparency, and accreditation.

Details:

1. Developing and Institutionalizing Internal Quality Assurance Systems

- Introducing administrative quality assurance processes.
- Preparing internal bylaws and regulations for the process.
- Training dedicated staff to implement the goals of the process.
- Promoting awareness regarding the tasks and objectives of the process.
- Reviewing evaluation forms and mechanisms.
- Reactivating quality assurance responsibilities across scientific departments.

2. Securing National Accreditation and Preparing for International Accreditation

- Obtaining KAAE accreditation for the university and its academic program

g dedicated staff to achie s objectives.
ıg practical implementation steps.
aluating progress and performance.
Securing ESG accreditation for the university and its academic programs.

. Enhancing Transparency in Academic and Administrative Processes

- Updating and making academic program catalogs readily available.
- Updating the profiles of the university's academic and administrative staff.
- Making learning outcomes, course content, teaching methodologies, and assessment tools available at the start of each academic semester.
- Providing opportunities for staff and stakeholders to participate in university development and progress.
- Providing and tracking full details of revenues and expenditures.

4. Implementing Comprehensive Evaluation Systems

- Creating rubrics for assessment and evaluation tools.
- Diversifying teaching and assessment methods and linking them to 21st-century skills.
- Conducting continuous evaluations of all administrative units and directorates through annual reporting.
- Performing annual evaluations for administrative staff.
- Conducting monthly and seasonal evaluations of university buildings and laboratories.
- Executing an annual financial evaluation of the overall financial and administrative condition of Soran University.

5. Strengthening Institutional Data Systems for Monitoring and Evaluation

- Evaluating the qualitative and quantitative quality of data from available equipment and tools.
- Identifying necessary research types in alignment with university goals.
- Securing or providing necessary laboratories, equipment, and materials for data analysis.

Fourth Strategic Goal:

Governance, Administration, and Institutional Autonomy

Goal Description: Strengthening governance, administrative efficiency, financial sustainability to enhance institutional autonomy and eff

ing.

Modernizing the Administrative System through Digital Transformation (e-Management)

- Establishing and implementing an administrative database system for e-management.
- Expanding the IT Directorate in terms of human resources and technical requirements.
- Enhancing the administrative capacity and digital skills of university staff.
- Expanding the e-management system across all administrative operations of the university.
- Requiring academic staff, administrative staff, and students to use official university emails for communication.
- Creating a dedicated Digital Roadmap for the university.
- Integrating various electronic systems to improve efficiency.
- Launching leadership dashboards for officials to monitor university affairs electronically.

2. Improving Governance Structures and Decision-Making Processes

- Establishing an appropriate mechanism for decision implementation.
- Defining decisions clearly.
- Identifying the responsible entity/party for each decision.
- Developing Standard Operating Procedures (SOPs).
- Setting timelines (start and end dates).
- Allocating resources (human, financial, technological).
- Defining Key Performance Indicators (KPIs) to measure success.
- Conducting continuous monitoring and evaluation.
- Involving students in the management of administrative units and student services.
- Assigning students the responsibility of dormitory representation.
- Assigning students the management of sports activities and facilities.
- Engaging students in volunteer work and Career Development Center (CDC) activities.
- Drafting a comprehensive Governance Framework tailored for So University.

defining the duties a ities of each administrative unit in ng.

tablishing a mechanism for receiving grievances and suggestions from staff and students.

- Implementing a continuous reporting system across various university units.

3. Diversifying Revenue Sources to Support Financial Sustainability

- Diversifying revenue sources.
- Offering ongoing training courses in languages, professional qualification, motivation, and summer pedagogy.
- Allowing corporate advertisements within the university campus.
- Constructing a sports complex.
- Building a modern marketplace/shopping complex.
- Opening coffee shops.
- Striving to amend regulations to grant universities greater autonomy and operational speed.

4. Enhancing Staff Capacity in Administration, Leadership, and Management

- Providing continuous training for academic and administrative staff to update their knowledge regarding modern management principles, laws, and administrative regulations.
- Conducting courses on applicable administrative, legal, and academic regulations.
- Offering training courses in administrative, legal, accounting, and IT domains.

5. Obtaining International Quality Management Certification (ISO)

- Reporting on the progress of the specialized committee tasked with studying ISO requirements for Quality Management Systems (QMS).
- Conducting an initial readiness review (gap assessment) for ISO 9001 by an external consultant in the third quarter of Year 1, along with formulating a prioritized remediation roadmap.
- Documenting all core administrative processes (such as admissions procurement/purchasing, human resources, and finance) as Stand Operating Procedures (SOPs) under a Version Control system.

cting two internal ISO unds per year starting in Year 2, gside training at least 10 staff members as certified internal ISO auditors. heduling an external certification audit in Year 3; upon success, expanding the scope to ISO 4001 (Environmental Management System) as a commitment to sustainability.

Fifth Strategic Goal:

Community Engagement, Social Impact, and Sustainability

Goal Description: Enhancing the university's social role through active community participation, alignment with labor market needs, and a commitment to sustainable development.

Details:

1. Strengthening Partnerships with the Public and Private Sectors

- Appointing relevant external members to the Program Advisory Boards of each scientific department.
- Expanding relationships and partnerships with local and international institutions and organizations.
- Signing Memorandums of Understanding (MoUs) with relevant entities.
- Creating a supportive environment for companies and organizations.
- Advancing student internship systems within companies.
- Executing joint projects and tasks with the private sector through Public-Private Partnerships (PPP).
- Organizing exhibitions for local farmers' plant and livestock produce.

2. Aligning Education and Research with Societal and Labor Market N

ing Design Day activities.
ganizing the annual exhibition for student business ideas from entrepreneurship courses.
Supporting start-ups and entrepreneurial investments among learners.
- Developing internship programs and providing job opportunities in sustainable industries.

3. Promoting Community Service, Cultural Activities, and National Identity

- Hosting targeted cultural activities (festivals, University Open Day, painting competition exhibitions, and purposeful marathons/mass runs).
- Organizing targeted national events (Flag Day, Newroz, National Clothes Day, Mother Language Day).
- Conducting sports activities and reviving traditional folk sports.
- Raising community awareness regarding culture and the preservation of national and social values.

4. Supporting Lifelong Learning and Professional Training for the Community

- Conducting annual surveys with local employers and community members to assess needs, identify skill gaps, and determine training demand.
- Designing and delivering short-term professional certificate programs (6–12 weeks) in high-demand fields such as ICT, agricultural technology, construction management, healthcare assistance, and administrative management.
- Establishing a Community Learning Center on campus with evening and weekend schedules to accommodate working individuals.
- Building partnerships and coordination with the KRG Directorate of Vocational Training and local chambers of commerce to co-design curricula and secure internship/job opportunities for trainees.
- Monitoring and tracking annual enrollment, program completion rates, and post-training employment outcomes, while publishing an annual "Community Impact Report" in the fourth quarter of each year.

Implementing Sustainability Initiatives Aligned with Sustainable Development Goals (SDGs)

- Prioritizing mental and physical health.
- Providing general health services, including mental health support.
- Promoting physical activities through sports and wellness programs.
- Achieving gender equality and empowering women.
- Implementing policies that guarantee equal opportunities for all genders.
- Ensuring sustainable consumption and production patterns.
- Building and operating a waste treatment unit.
- Establishing a dedicated workshop for equipment maintenance and repair.
- Familiarizing faculty and learners with the importance of sustainability.
- Embedding sustainability across academic curricula.
- Developing resilient and sustainable campus infrastructure that promotes clean energy, innovation, sustainable urban development, and climate action.
- Creating a regional botanical garden and museum.
- Constructing water management systems.
- Building rainwater harvesting systems.
- Utilizing solar energy for electricity and power supply.
- Developing and implementing sustainable transit options, including bicycle-sharing programs.
- Organizing educational programs and events to raise public awareness about climate change and promote sustainable practices.

6. Establishing Centers for Sustainability and Community Development

- Establishing a dedicated center focused on the United Nations Sustainable Development Goals (UN SDGs).
- Investing in advanced research and innovation centers focused on sustainable technologies and practices.
- Promoting interdisciplinary research projects that address sustainability challenges.
- Creating specialized workshops for operationalizing and commercializing scientific research outputs.
- Developing a dedicated mentorship program for female learners.
- Providing equal opportunity access for all learners.
- Securing affiliation and partnership agreements with local hospitals and primary healthcare centers.

The End