



Center of Sustainability and Gender Equality
CSGE
Strategic Plan
2021-2025

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Strategic Plan 2021-2025

Foreword

The design of the center Strategic Plan 2021-2024 emphasizes the Lebanese University's commitment to the United Nations 2030 Agenda for Sustainable Development goals. It coincides with a critical socioeconomic situation in the region in which the struggle for women's rights and gender equity are paramount.

However, equality is a long way off. Therefore, the Lebanese University, **Center of Sustainability and Gender Equality (CSGE)** will stand to transform gender empowerment by elevating the skills of women in using Intelligent Information Systems and advanced Technology. This level of gender innovation looks beyond the tokenistic participation of women in development into creating new spaces for strong female leadership and strategic participation in the academic field. Information systems stimulate awareness raising and knowledge acquisition in an appealing way and contributes to an organizational culture which is actively promoting sustainability and gender equality.

The purpose of the Strategic Plan is to capture the cornerstones of a common vision and understanding of the CSGE Center's role and future aspirations in the context of multiple demands that support gender equality, equity and women empowerment in academia.

The present strategic plan is based on the study of the Lebanese University institutional data and SWOT analysis and inspired by the ideas generated from the research and discussions undertaken by the consortium of universities partners who contributed to FREE project, co-funded by the Erasmus Plus Program of the European Union.

Through this strategy, we will embed a University-wide culture of inclusion that incorporates all aspects of our activity and business. This strategy will support an environment of transparency and respectfulness for every member of our Lebanese University community.

Thus, our strategic plan is lively and dynamic to meet the ever-changing needs of women in higher education, it adopts a holistic and agile approach, in which we build capacity, will take action, assess our progress, and revise our strategies based on what we realize.

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Introduction

The Lebanese University (LU) established the “Center for Sustainability and Gender Equality” in the Faculty of Economics & Business Administration, under the agreement signed with the European Union within the Erasmus+ FREE program. The purpose is to strengthen university partnerships in the field of gender equality in the world of business, management and sustainability in the higher education sector.

The establishment of Sustainability and Gender Equality Center (**CSGE**) was approved by the Faculty Council on January 7, 2021 and by the Lebanese University President on January 13, 2021.

The Center will operate in coordination with all Lebanese University faculties, branches and centers to provide learning and research support to academics, students and researchers in issues related to gender equality, women empowerment in the world of business, management and sustainability of the higher education sector, in addition to capacity building through training services, digital and technical workshops, and to provide professional support related to curriculum integration.

The Center will also cooperate with similar centers in Arab and Western universities participating in the Erasmus+ FREE program to exchange best practices in the field of gender equality. Moreover, the center will design new ideas for advocacy campaigns and recommendations for innovative methodologies to foster women’s empowerment in academia in the age of digital transformation.

Vision Statement:

The vision is to become an exemplary center for sustainability and gender equality, equipped with Information Systems to serve as an ally for female empowerment in Higher Education.

We aspire to infuse sustainability and gender equality knowledge, values, and practices across Lebanese University, all faculties, branches and doctorate schools and the totality of its operations.

Mission Statement:

The mission of the Center for Sustainability and Gender Equality (CSGE) is to advance Lebanese University's commitment to respecting and valuing sustainability, diversity and inclusion by serving as a resource and hub for students, staff and faculty on issues of gender equality and equity through trainings, outreach, and advocacy.

In Our Pursuit of Our Mission:

- We value Transparency, Integrity, Inclusivity, Diversity and Accountability
- We value Openness, Professionalism and Quality.
- We value and respect the Skills, Knowledge and Experience of others and seek to create opportunities to share ideas and expertise.
- We value Partnership and Mutual Respect.
- We value Innovation and we strive to make use of Information Systems and new technological advances and learning to improve the reach and impact of our plan and objectives.

Objectives:

- Communicating with similar centers at partner universities and exchanging best practices in gender equality.
- Establishing and maintaining a Gender Information Management System that supports gender mainstreaming at LU.
- Cultivating a generation of female academics characterized by self-confidence, positive self-image, and self-actualization.
- Fully leveraging technology in support of academic and professional excellence and thus empowering female in their different disciplines and careers.
- Boosting the gender research efficiency and effectiveness, and influence of women faculty at LU through the strategic use of Intelligent Information Systems.
- Enhancing LU female academics' representation at all levels and increasing their capacity to participate in decision-making and leadership positions.
- Creating awareness among the LU Community on gender-related concepts and matters and advising on issues related to discrimination and harassment.
- Developing and Implementing a clear and reliable procedure for reporting and resolving internal gender equality complaints.
- Promoting an inclusive environment and fostering intellectual networks, resources, and interdisciplinary collaborations with emphasis that gender equality is not a women's issue alone and should engage both men and women.

CSGE Management Structure:

The management structure of the center for Sustainability and Gender Equality up to the Deanery level is given below with its 5 functional Units staffed by volunteers (Figure 1):

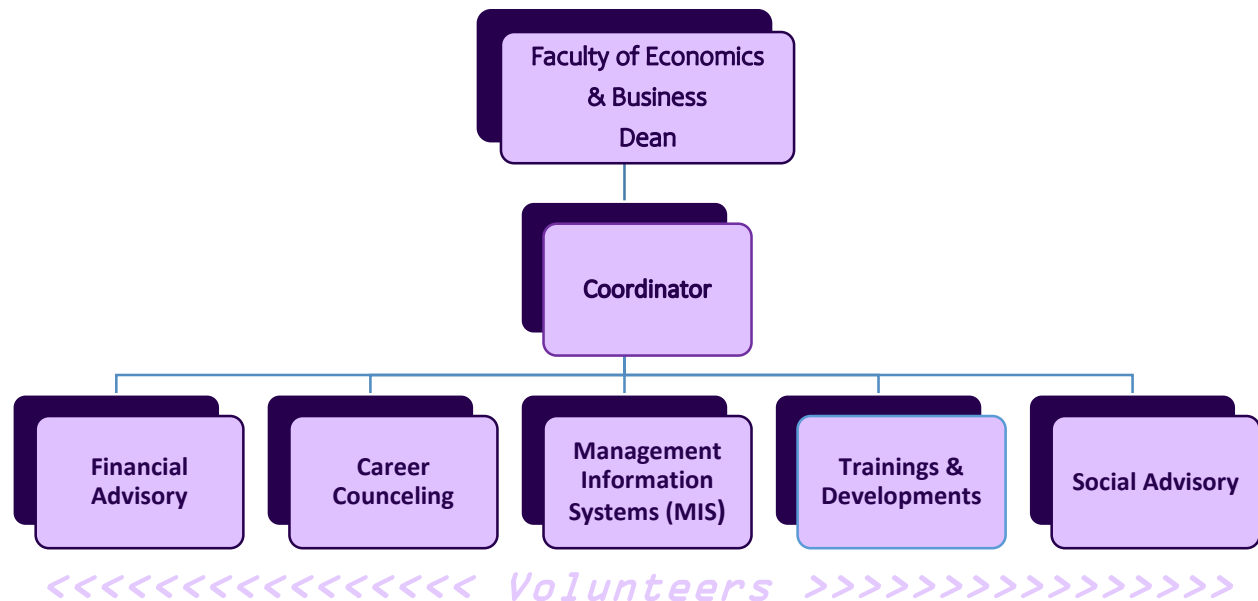


Figure 1- CSGE Organizational Chart

Strategic Priorities and Goals

The strategic engagement focuses on the following five priority areas. These priorities represent the first step in translating each Strategy into actions:

GOAL 1: Building Center's Infrastructure as an agent for change

Strategy 1: University-Community Engagement

Strategy 2: Integration of Volunteers into The Center's Organizational Structure

Strategy 3: Collaborations and Partnerships

Responsible UNIT: Faculty of Economics and Business Administration – Dean, CSGE – Coordinator, MIS Unit, Financial advisory Unit.

TIMELINE: Q4 2021 – Continuous

ACTIONS:

- Installing of IT equipment and Software Provided by ERASMUS + FREE Project;
- Ensuring accessibility, identifying and prioritizing need areas (e.g., materials, environment, communication, testing);
- Organizing CSGE launch event;
- Defining roles and assigning responsibilities for each Center Unit (Management Information System-MIS, Training and Development and advisory units: social, financial and career counselling);
- Selecting and recruiting of volunteers from faculty, students and administrative staff;
- Cooperating with ERASMUS Plus FREE Project's partners and sharing best practices;
- Building a Dynamic site for the CSGE with rich gender related e-resources;
- Computerizing CSGE 's main operational activities;
- Advancing a strategic partnership with the center of Careers, Innovation and Entrepreneurship (MINE center) and developing the communication and dissemination plan of the CSGE;
- Cooperating with MINE center to give visibility to the Gender Equality Actions Plan and advertise activities in advance using adequate channels and university's social media;
- Building Partnerships and Platforms for Cooperation. Identifying opportunities for collaboration with women's rights organizations with gender expertise;
- Assuring a cross-disciplinary cooperation of LU Community that spans the entire infrastructure life cycle;
- Organizing regular meetings once in every two months to assess progress, monitor and evaluate the CSGE Program and activities;

OUTCOME INDICATORS MEASURE: CSGE in place and operational; Number of volunteers engaged in the center; — CSGE dynamic website designed and implemented; — Number of

organizations/associations covered by a strategic partnership agreement with CSGE; — Action Plan of the Partnership Agreement with MINE center; — Visibility of the Center mission to all community; — Engagement and participation rates.

GOAL 2: Female Academic Empowerment

Strategy 1: Empowerment Through Education and Research: (raising awareness, increasing knowledge, building capacity and promoting interdisciplinary gender studies and research).

Strategy 2: Empowerment Through Innovation and Information Systems (IS)

Responsible UNIT: Faculty of Economics and Business Administration – Dean, CSGE – Coordinator, CSGE – Trainings& Development Unit, CSGE – MIS Unit.

TIMELINE: Q2 2022 - Continuous

ACTIONS: (INTEGRATING LEARNING AND EXPERIENCE)

- Designing and conducting gender awareness trainings;
- Designing and preparation of training packages and learning materials to foster women's digital literacy;
- Designing and preparation of training packages and learning materials to foster women's system thinking;
- Designing and preparation of training packages and learning materials to foster women's leadership in virtual and smart organizations;
- Organizing a series of professional development sessions to develop a sense of financial security by way of skill cultivation to be entrepreneurs in the digital age and empowering women through ICT;
- Developing a series of professional development sessions and workshops designed to create space for conversations and connections that empower women in higher education;
- Designing and creating a sustainability workshop series that contributes toward leadership development and provides sustainability-related competitions for students;
- Supporting and identifying emerging gender research areas;
- Serving as the intersection of resources in the community to support gender equality and equity;
- Creating a stimulating environment for gender research and promoting gender studies amongst the students and faculty members. Engaging with gender studies from an interdisciplinary perspective;
- Maintaining appropriate data management on research activity and output;
- offering services and mentorship to serve as an incubator for student, staff, faculty, on gender equality projects and events. Assisting in providing guidance, information, support and referrals on gender-related issues to students, staff, faculty, and university departments;
- Awareness raising- motivating female students to choose Information Systems field;
- Providing professional support related to curriculum integration;

OUTCOME INDICATORS MEASURE: Data management system in place and operational; — Number of individuals targeted and reached by gender awareness-raising or training actions planned; — Number of good practices published (in process); — Number of training activities and workshops; — Number of awareness-raising activities; — Number of people enrolled in the activities; — Number of instructional materials and guidelines — Up-to-date institutional data disaggregated by sex, hierarchical level, faculty and discipline. Number of training sessions for teaching staff which focus on the gender dimension in teaching (e.g. gender-sensitive didactics); — Number of training sessions for researchers which focus on the gender dimension in research content; — Number of participating women researchers; — Number of studies including gender dimension; — Qualitative analysis (discussion groups and interviews) — Number of networking opportunities; — Number of participants in networks (e.g. registered members, participants in networking events).

GOAL 3: Promoting equality between women and men in decision-making

Strategy 1: Gender Mainstreaming

Strategy 2: Innovation and Information Systems (IS)

Responsible UNIT: Faculty of Economics and Business Administration – Dean, CSGE – Coordinator, Training and Development Unit, MIS Unit.

TIMELINE: Q4 2022 – Continuous

ACTIONS:

- Establishing and maintaining a **Gender Information Management System (GMIS)** that helps in gathering, processing and disseminating the information (such as statistics, reports, research results, practical examples, gender disparities etc.) in an effective way;
- Identifying methods and tools to implement gender mainstreaming;
- Coordinating the process of introducing gender mainstreaming and collaboration with MINE center to advance gender mainstreaming in job opportunities;
- Increasing the access and participation of female academics to expression and decision-making in new technologies of communication;
- Designing new ideas for advocacy campaigns and recommendations for innovative methodologies to promote gender equality;
- Building a knowledge base for " Gender Laws" (Lebanon case);
- Exploring the use of Intelligent systems and techniques such as Artificial Intelligence, extended virtual reality, Data Mining and Machine learning to break gender stereotypes and achieve more gender diversity;
- Exploring the potential to incorporate big data and business analytics in order to make gender data visible and help women get insights that lead to decision-making and strategic positioning;

OUTCOME INDICATORS MEASURE: Gender Information Management System (GMIS) in place and operational; — Number of individuals targeted and reached by gender awareness-raising or training actions planned; — Number of good practices published (in process); — Number of training activities and workshops; — Number of awareness-raising activities; — Number of people enrolled in the activities; — Number of instructional materials and guidelines – Up-to-date institutional data disaggregated by sex, hierarchical level, faculty and discipline; — Number of training sessions for teaching staff which focus on the gender dimension in teaching (e.g. gender-sensitive didactics); — Number of training sessions for researchers which focus on the gender dimension in research content; — Number of participating women researchers; — Number of studies including gender dimension; — Qualitative analysis (discussion groups and interviews) — Number of participants in networks (e.g. registered members, participants in networking events); — Number of networking opportunities; — Number of job advertisements which are formulated in gender-sensitive language; — Number of studies and research that tackle Information Systems, advanced technologies and gender equality subjects.

GOAL 4: Sustaining and enhancing a Safe Working Environment

Strategy 1: Implementing effective safety protocols, guidelines and policies

Strategy 2: Promoting a culture of open communication

Responsible UNIT: Faculty of Economics and Business Administration – Dean, CSGE – Coordinator, – CSGE Trainings & Development, CSGE – Social advisory UNIT.

TIMELINE: Continuous

ACTIONS:

- Identifying, reviewing and advocating best practices on gender-policies;
- Participating in the development of proactive, sound environmental health and effective safety guidelines and policies;
- Developing and Implementing a clear and reliable procedure for reporting and resolving internal gender equality complaints;
- Providing social advisory services related to gender equality and equity;
- Providing guidelines on standard measures of professional conduct in the community and discussing the interpretation of ethical standards to ensure common understanding of requirements;
- Conducting awareness sessions to promote safe and healthy working environments that are free from any form of discrimination, prejudice, sexual harassment and bullying;
- Designing an assessment tool to gather information and measure the well-being at LU work environment.
- Promoting Green Computing Concepts

OUTCOME INDICATORS MEASURE: Yearly satisfaction survey on work environment; — Number of awareness sessions provided for preventing all forms of harassment, bullying and discrimination.

GOAL 5: Female CAREER ADVANCEMENT

Strategy 1: Connection with Industry – Industry liaison

Strategy 2: Cooperation with the center of Careers, Innovation and Entrepreneurship - MINE center

Responsible UNIT: CSGE – Coordinator, CSGE – Trainings& Development Unit, Career Advisory Unit.

TIMELINE: Continuous

ACTIONS

- Cooperating with the center of Careers, Innovation and Entrepreneurship (MINE center) to mainstreaming gender equality in all its announced job opportunities;
- Cooperating with MINE center for providing job opportunities for female students;
- Providing female students with mentoring and career counselling support;
- Inviting guest speakers to talk about their work experience and create an open dialogue about challenges in the technical field;
- Providing guidance and support for female students pursuing careers in academia and industry;
- Upskilling female students in online marketplaces which unlock female entrepreneurship and open up new avenues and channels enabling women to have a more flexible lifestyle by streamlining work and personal commitments;
- Providing resources for researchers and rendering women better access to the new digital technologies;
- Introducing various initiatives to promote advanced digital literacy and increase females interest towards Information fields;
- Exploring strategies to maximize opportunities for employer engagement and to build the process of strong industry connections and business partnerships;
- Incorporating cases studies related to gender issues into university curricula;
- Proposing and recommending adjustments for a more relevant and responsive curriculum catering to the cultural and occupational needs of women in Lebanon.

OUTCOME INDICATORS MEASURE: Number of Networking events with the Industry; — Number of job opportunities; — Industry talks and visit to LU CSGE; — Yearly job satisfaction survey.

Maintaining and Monitoring the CSGE Strategic Plan:

The CSGE Strategic Plan is a living document; we will continuously be searching for ways to improve it using the PDCA (Plan-Do-Check-Act) quality approach of continuous Improvement.

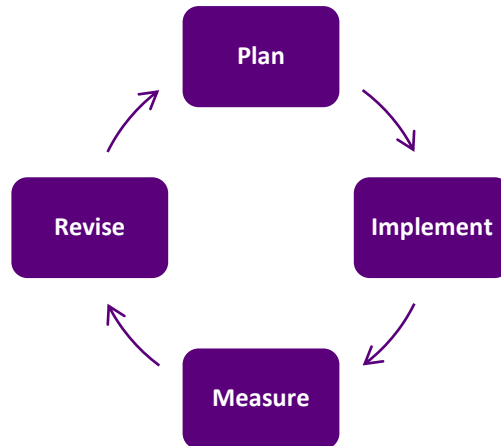


Figure 2- PDCA – Continuous Improvement

A Monitoring Information System will be designed and implemented to maintain CSGE up-to-date data and track its activities' progress in order to review our choice of measures and make sure they provide useful information to stimulate the best results.