

جامعة البلقاء التطبيقية

AL-BALQA APPLIED UNIVERSITY

**BAU's DIVERSITY,  
EQUITY, AND  
INCLUSION STRATEGY**

**2022-2027.**

الوطن من عدن الى عمان الى بقية

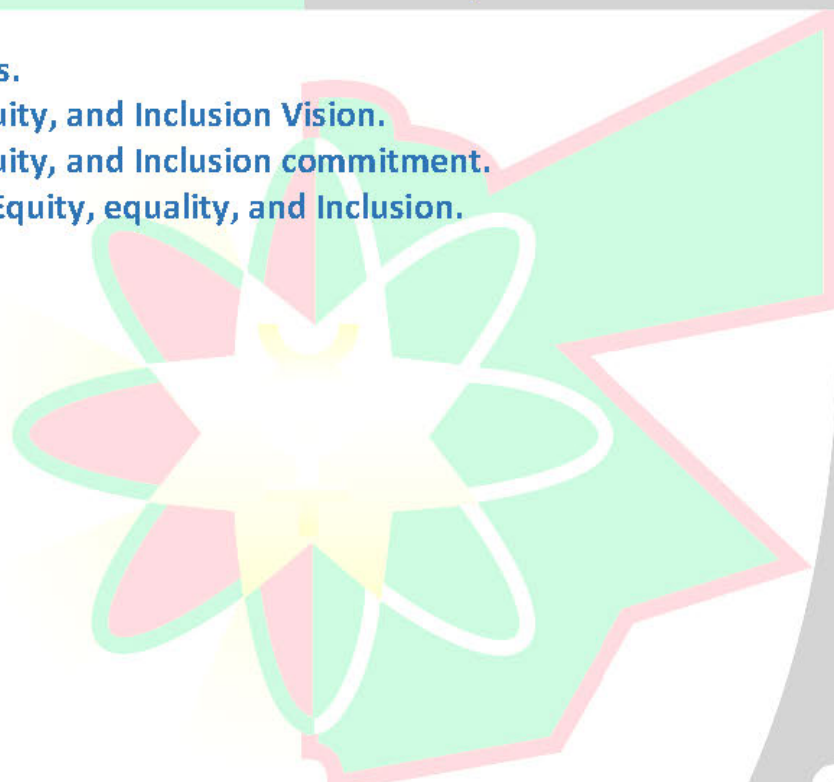
# جامعة البلقاء التطبيقية

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## Introduction

Numerous nations and governments worldwide are actively pursuing the attainment of sustainable development across economic, social, political, cultural, and environmental domains. Their objective is to fulfill the needs of the present generation, enhance the well-being of all societal segments, and foster peaceful coexistence while safeguarding the interests of future generations, natural resources, and the planet.

In this pursuit, higher education institutions and universities play a crucial and indispensable role. They contribute to the achievement of sustainable development goals (SDGs) through various means such as providing quality education, conducting scientific research, adopting responsible administrative practices, supporting student initiatives and activities, and fostering partnerships with stakeholders. Furthermore, these institutions serve as incubators of ideas and solutions to global challenges.

Consequently, for any university aiming for excellence in today's educational landscape, it is imperative to devise strategies that promote workplace and educational inclusivity, equity, and diversity. Such strategies not only aid in the recruitment and retention of talented students and staff, but also bolster their engagement. Moreover, they stimulate innovation and contribute to overall excellence.

## Becoming a Truly Inclusive and diverse Community

The mission of Al-Balqa Applied University (BAU) is a providing high-quality applied and technical education, creating a competitive environment that stimulates creativity, innovation, research, and leadership development. The university aims to contribute in the achievement of sustainable development, a knowledge-based economy, and the improvement of human conditions by attracting, developing, and empowering talented students and staff from diverse backgrounds.

The Diversity Strategy reflects BAU's commitment to building the competencies and skills of its staff and students within an inclusive work and educational environment. This strategy recognizes that diversity in all activities enables staff and students to fulfill their potential and that of the university. To this end, BAU intends to enhance diversity in its selection and recruitment of academic and



administrative staff, cultivating their abilities and fostering cultures centered around the concepts of diversity, equity, and inclusion.

By implementing this strategy, BAU aims to maximize its potential to benefit from diversity and promote an open and collaborative environment where diverse ideas and skills can be freely exchanged. The diversity strategy also ensures that BAU meets its legal obligations to guarantee freedom from unlawful discrimination, with a specific focus on increasing the representation of women and people with disabilities in the BAU community.

Creating a culture of belonging through equity, diversity, and inclusion is essential, and BAU bears the responsibility of increasing diversity and fostering inclusion by critically examining its systems, structures, and attitudes and taking the necessary steps to effect change.

BAU has developed plans that adhere to the highest standards of equity, diversity, and inclusion, aligning with its values. These plans can help attract and retain students and staff of exceptional potential, ensuring the university's relevance and capacity to solve complex real-world problems, preparing students to be successful leaders, change-makers, and global citizens, fostering the skills required to take the lead on matters of national and international importance, and building strong connections between the university and its communities.

### **Purpose**

The objective of this strategy is to establish a framework that aids the university in achieving its strategic objectives as outlined in the 2022-2027 strategic plan, while adhering to its legal obligations.

Recognizing the university's ethical responsibility to create a safe, equitable, and incubating environment for all students, staff, partners, and visitors, this strategy presents a suitable approach for BAU to become a place where everyone is valued and respected. It ensures equal opportunities for all, fostering an atmosphere that encourages the realization of talents and potential for both students and staff.

### Strategic References:

- Jordan's vision of economic modernization.
- Royal Visions: Discussion Papers of His Majesty King Abdullah II.
- Jordan Vision 2025
- National Strategy for Human Resources Development.
- Strategy of the Ministry of Higher Education and Scientific Research.
- Al Balqa Applied University's strategic plan (2021-2025).
- International ranking standards (THE, QS, UI-Green Metrics).
- International and local quality assurance standards.
- The Sustainable Development Goals (SDGs).

### BAU's Diversity, Equity, and Inclusion Vision:

A respectful, supportive, incubating, and stimulating environment for innovation, creativity, research, and development to attract and retain diversely talented people and contribute to achieving sustainable development.

### BAU's Diversity, Equity, and Inclusion commitment:

BAU is committed to advancing Diversity, Equity, and Inclusion by working to create a university community where diversity is recognized and valued. BAU has proactively advance equity and inclusive practices in the staff and student recruitment and admissions processes, research activity, teaching, within the campus environment and in the experiences that offer to academic, administrative services, and the student community.



## Defining Diversity, Equity, equality, and Inclusion:

**Diversity:** can be defined as the presence or representation of multiple and intersecting identities within a community. It encompasses personal, cultural, and social aspects of our individuality. It encompasses the vast range of perspectives, ways of thinking and living, and the diverse families, communities, groups, and cultures from which we originate. When we appreciate, respect, nurture, and harness these differences, our distinct talents, gifts, abilities, and viewpoints contribute to enhancing our learning and deepening our understanding of one another and the world. This richness of diversity not only enriches our collective experience but also provides us with a competitive edge by fostering a community of complex, innovative thinkers and problem solvers. We flourish precisely because of our diversity.



**Equity:** is a treating people fairly as individuals, this does not mean treating everyone the same, but instead requires us to ensure that everyone has the same access, opportunity, and resources to thrive and to be effective and recognized for their contributions to our community. It accounts for people having different circumstances and allocates resources and opportunities needed for all to boost equally within our system. Equity also requires us to be cautious in evaluating our policies, procedures, and practices for their consequences. Equity protects and guarantees access, resources, and true fairness for all the community.



**Inclusion:** is the intentional practice of guaranteeing that all voices are heard, all people matter, and we encourage a culture of connection, understanding, and respect in our daily interactions. Every student, and every faculty and staff member, is a leader with the ability to positively inspire others. The expectation of leaders at BAU is to ensure that students, faculty, staff, team members, alumni, and visitors feel welcomed, respected, valued, and have a sense of shared power as a member of this community.



# First GOAL

Strengthen the university's commitment to achieve a university environment free of discrimination at all levels.

## AL-BALQA APPLIED UNIVERSITY

Actions	Measures and KPIs
Developing and implementing comprehensive diversity, equity, and inclusion policies applicable to all university departments.	<ul style="list-style-type: none"> <li>➤ Updated and reviewed anti-discrimination policies.</li> <li>➤ Students and employees' satisfaction</li> </ul>
Ensure that the organizational structures of the university support a diverse, equitable, and inclusive atmosphere.	<ul style="list-style-type: none"> <li>➤ Presence organizational structures.</li> <li>➤ Job descriptions.</li> </ul>
Increase the number of underrepresented personnel and students through targeted recruitment, employment, and retention efforts.	<ul style="list-style-type: none"> <li>➤ HR Policies.</li> <li>➤ Admission policy.</li> <li>➤ Female Retention rate (HR records).</li> <li>➤ Female graduation rate.</li> <li>➤ Disabled graduation rate (HR records).</li> <li>➤ Examine methods to improve objectivity in evaluations.</li> </ul>
Create a uniform and equal pay scale for all employees, with grades based on position and field of work.	<ul style="list-style-type: none"> <li>➤ Employee's Satisfaction (pay scale)</li> <li>➤ Updated and reviewed Pay scale policy.</li> </ul>
Adopting local and international standards for Diversity, Equity, and Inclusion in its processes and procedures.	<ul style="list-style-type: none"> <li>➤ Percentage of complying with international and national standards.</li> <li>➤ BAU results in the international rankings</li> </ul>



## Second GOAL

Create and sustain a diverse, equitable, and inclusive (DEI) culture.

# AL-BALQA APPLIED UNIVERSITY

Actions	Measures and KPIs
Raising awareness by Community-wide initiatives, lectures, and seminars pertaining to acceptance of others, diversity, and dialogue.	<ul style="list-style-type: none"> <li>➤ Number of initiatives, lectures, and workshops by the end of each year.</li> <li>➤ Number of registered participants in all related activities.</li> </ul>
Introducing a new curriculum in sustainable development.	<ul style="list-style-type: none"> <li>➤ Readiness of the sustainable development course.</li> <li>➤ No of students registered in the courses by the end of each academic year.</li> </ul>
Moving in the direction of a meaningful education in university programs.	<ul style="list-style-type: none"> <li>➤ Percentage of meaningful education in the university programs.</li> </ul>
Develop an internal, all-encompassing DEI communications plan that provides an annual self-assessment of the BAU DEI Strategic Plan's successes, progress against objectives, and challenges.	<ul style="list-style-type: none"> <li>➤ Percentage of DEI awareness among BAU Community.</li> </ul>
Ensure that leaders at all levels actively promote the DEI vision by enhancing DEI performance.	<ul style="list-style-type: none"> <li>➤ Proportion of leader's awareness toward DEI and toward the application of DEI actions.</li> </ul>



# Third GOAL

Providing support and resources for students and staff from underrepresented groups.

## AL-BALQA APPLIED UNIVERSITY

Actions	Measures and KPIs
Providing and updating facilities for people with disabilities.	<ul style="list-style-type: none"> <li>➤ No. of specialized facilities.</li> <li>➤ % Of increased facilities.</li> <li>➤ % Of satisfaction for specialized facilities.</li> </ul>
Offering childcare.	<ul style="list-style-type: none"> <li>➤ Nursery for the staff's Childs.</li> <li>➤ % Of satisfaction for childcare nursery.</li> <li>➤ No. of beneficiaries from university's nursery.</li> <li>➤ Paid leaves (Maternity and Paternity)</li> </ul>
Creating and carrying out initiatives to expand access to educational and developmental opportunities	<ul style="list-style-type: none"> <li>➤ Academic courses recorded.</li> <li>➤ Available open resources.</li> </ul>
Aiding Needy or poor Students	<ul style="list-style-type: none"> <li>➤ No students benefit from grants and loans.</li> <li>➤ The presence of poor student's fund system.</li> <li>➤ Efficiency of student's fund system.</li> </ul>
Develop legislative recommendations and implement campus policies, programs, and training related to diversity, equity, and human rights.	<ul style="list-style-type: none"> <li>➤ Paid leaves (Maternity and Paternity)</li> </ul>
Provide mentoring, counseling, and assistance to pupils and employees from underrepresented groups.	<ul style="list-style-type: none"> <li>➤ Educational courses and materials developed in sign language.</li> <li>➤ The number of beneficiaries of psychological counseling services provided by the Deanship of Student Affairs</li> </ul>
Modernizing women's empowerment practices.	<ul style="list-style-type: none"> <li>➤ Proportion of senior females.</li> <li>➤ Presence of specialized center for women.</li> <li>➤ Number of beneficiaries from women center.</li> </ul>
Policy protects those reporting discriminations from educational or employment disadvantage.	<ul style="list-style-type: none"> <li>➤ Updated and reviewed Protects those reporting discriminations from educational or employment disadvantage policy</li> </ul>

## Fourth GOAL

Orientation of scientific research and studies in the aspects of diverse, equitable, and inclusive.

# AL-BALQA APPLIED UNIVERSITY

Actions	Measures and KPIs
Increase research outputs and publications in gender equity, decent work, and economic growth, reduced inequalities, in addition of peace, justice and strong institutions.	<ul style="list-style-type: none"> <li>➤ No of publications</li> <li>➤ Cite Score</li> <li>➤ FWCI</li> </ul>
Increase the proportion of authors from underrepresented groups in research.	<ul style="list-style-type: none"> <li>➤ number of publications with authors from underrepresented countries.</li> <li>➤ number of publications with female authors.</li> </ul>
Eliminating hindrances and barriers that impede increased DEI in scientific research design and teams	<ul style="list-style-type: none"> <li>➤ Reviewing and building BAU's scientific research guidelines.</li> </ul>
Recognizing the contributions of marginalized scientists is to value their accomplishments, accord them respect, and give them due credit.	<ul style="list-style-type: none"> <li>➤ Efficiency of incentive system.</li> </ul>