



جامعة الإمام عبد الرحمن بن فيصل
IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY



SDG 16

Peace, Justice &
Strong Institutions

Sustainable
Development Report

2022-2023

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1. Policies

#	Policy	Status
1	Grievances Committee	Active
2	Climate Strategy Documents	Active
3	Development for Clean Energy Technology Policy	Active
4	Disability' Service Office Policy	Active
5	Discrimination and Harassment	Active
6	Divestment Policy	Active
7	Education Grant Initiative	Active
8	Employment Policy	Active
9	Employment Policy Pay Scale Equity	Active
10	Equality Diversity and Inclusion Strategy	Active
11	Ethical Sourcing of Food and Supplies	Active
12	Female Admission Policy	Active
13	Lifelong Learning Access Policy	Active
14	Minimum use of Plastics on Campus	Active
15	Policy for Non-Discrimination Against Women	Active
16	Protection for Reporting Discrimination	Active
17	Policy to Reduce Greenhouse Gas Emissions	Active
18	Removal of Hazardous Material Policy	Active
19	Single Use Disposable Items	Active
20	Smoking Free Policy in IAU Facilities	Active
21	Students Committee Policy	Active
22	Sustainability Policy on Donations and Funding	Active

23	Sustainable Investment Policy	Active
24	Sustainable Procurement-purchasing Policy	Active
25	Waste Disposal Policy	Active
26	Water Reuse & Conservation Policy	Active
27	Women's Rights Policy	Active

2. Anthology Impact Award Won by IAU



Imam Abdulrahman bin Faisal University- represented by Dr. Muneerah B. Almahasheer (Dean) of the Deanship of eLearning & Distance Learning, and the Deanship's team, has been named a winner of Anthology Impact Award 2023 at the Anthology Together global gathering, which is the destination for industry leaders and education professionals, held on Wednesday 1/1/1445 AH, 07/19/2023 AD in Nashville, USA.

The Anthology Impact Award 2023 was awarded for the first time at this year's annual event and it was specially awarded to IAU in recognition of the high level of dedication and influence the university had in supporting Anthology and the eLearning community.

<https://www.iau.edu.sa/en/news/anthology-impact-award-2023>

3. Strong Institution - Anthology Together Middle East In the category of: Excellence in Community Engagement 2022

Imam Abdulrahman bin Faisal University-Deanship of eLearning, has been named a winner of Excellence in Community Engagement Award 2022 at The Blackboard Teaching & Learning Conference Middle East (TLC ME): Anthology Together Middle East 2022, for launching a project that showcases the development of interactive e-courses on technology-enhanced level while adopting quality standards, and making cost effective informed decisions based on insights from the eLearning Data Intelligence and analytics Dashboard.

Anthology Together Middle East (#ATME22) introduced an expanded agenda, which Dr. Muneerah B. Almahasheer (Dean) of the Deanship of eLearning took part in and presented "Reshaping crafted e-Courses Based-on Anthology Educational Insights to Empower Students' Learning Experience" 18 October 2022

The idea of the current success story expedites the development of eCourses to include 432 e-courses in 9 colleges and 18 different academic programs. This project is the anchor of IAU's shift to blended learning best practices, it supports massive enrollment of students, cost savings initiatives, faculty members support, shortage of instructional designers and experienced faculty members.

To ensure the improvement of the learning experience of this promising project, the deanship developed an eLearning Data Intelligence and analytics Dashboard. The IAU eLearning deanship and Anthology/Blackboard teams developed 8 dashboards (with 405 measures, 17 perspectives and 3 data cubes) to enhance courses' design and development and provide insights to take informed decisions for improving teaching and students' engagements and faculty excellence. The insights from data analytics can lead to more informed decisions that can improve our e-courses design and development process, as well as enhance the learning experience for our students and help increase their engagement.



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IAU Wins The Blackboard Teaching & Learning Conference Middle East (TLC ME)

Anthology Together Middle East In the category of: Excellence in Community Engagement 2022

Deanship of E-learning and Distance Learning News



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4. IAU Announces the Winners of the “Poetic Creativity Award 2023”



Under the patronage of the University President, Dr. Abdullah Al-Rubaish, Imam Abdulrahman bin Faisal University represented by the College of Arts and the Deanship of Student Affairs, announced the winners of the 'Poetic Creativity Award' in its third version. This award is intended to reveal the literary talents and to motivate creative poetic pens. It also aims to consolidate the role of the Kingdom of Saudi Arabia and the Arabian Peninsula as a homeland for the Arabs culture and as a rich source for their history, and their civilizational and aesthetical achievements.

The Dean of the College of Arts and the Chair of the Poetic Creativity Award, Dr. Mashael Al-Akli, assured that the Kingdom has always been a land of poets and an inspiring home for their immortal Arabic poems, it is the cradle of civilizations with its extended historical legacy that nurtures the creativity of Saudi poet.

<https://www.iau.edu.sa/en/news/iau-announces-the-winners-of-the-poetic-creativity-award-2023>

5. IAU has Won Two eLearning Innovation Awards for Excellence & Innovation in Education



In a national achievement, Imam Abdulrahman Bin Faisal University has won two eLearning Innovation Awards for excellence and innovation in education and eLearning.

The National eLearning Center announced that Imam Abdulrahman bin Faisal University, represented by the Deanship of eLearning and Distance Learning, has won two eLearning Innovation Awards, one in the Excellence Track and the other one in the Innovation Track. The university won in the excellence track for applying best practices of eLearning in its various styles as a licensed institution by the National eLearning Center. This was achieved through the project of developing training programs for professional certifications in eLearning competencies on DO' platform.

<https://www.iau.edu.sa/en/news/iau-has-won-two-elearning-innovation-awards-for-excellence-innovation-in-education>

6. The Initiative of “A Day for Human Rights Commission” at IAU



The Human Rights Commission in the Eastern Province held an initiative entitled “A Day for Human Rights Commission” at Imam Abdulrahman bin Faisal University through establishing an awareness booth in the Supportive Deanships Building today, Thursday, October 26, 2023. The event was attended by the Director of the Human Rights Commission in the Eastern Province, Ms. Nawal Al Bawardi, and the Director of the Public Relations and Media, Dr. Tufail Al-Yousef.

<https://www.iau.edu.sa/en/news/the-initiative-of-a-day-for-human-rights-commission-at-iau>

7. An International Accreditation Granted for the Pharmacy Department at KFHU



King Fahd Hospital of the University (KFHU) in Al-Khobar, affiliated to IAU, received a certificate of accreditation for pharmacy management and pharmaceutical services from the American Society of Pharmacists. This happened at the headquarter of the hospital administration in the presence of the KFHU Director General Dr. Muhammad Al Shahrani, the Director of Pharmaceutical Services, Dr. Abd alsalam Al Asiri, and the General Supervisor of Quality and Academic Accreditation, Dr. Ahmed Al Kuwaiti as well as staffs and management personnel.

8. The University and Eastern Prisons are Considering Developing a Reform Initiative

The president of Imam Abdulrahman Bin Faisal University, Dr. Abdullah Al Rubaish, had a consultive meeting with the Director of Prisons of the Eastern Region, Brigadier General Abdullah Al-Farajan. The meeting included the desire to develop the agreement between the University and the Eastern Prisons, which took shape under the umbrella of the Reform Initiative, represented by the Deanship of Community Service and Sustainable Development on Thursday, 6/02/2020, at the University's headquarters, in the presence of the University's Vice President for Studies, Development and Community Service, Dr. Abdullah Alkadi; Dean of Community Service and Sustainable Development, Dr. Fatma Al-Malham; and Vice Dean Dr. Youssef Al-Rashed.

Dr. Al Rubaish mentioned that the Reform Initiative is one of the University's community service initiatives. This initiative was directed with the Eastern District Prison Directorate to all inmates in Eastern prisons to provide them with many services, including distance education, where a group has graduated at the bachelor's level. This type of study contributes to reformulating the character of the inmate and qualifying him/her for the job market when he/she is released.

Dr. Al Rubaish noted that the services of the Reform Initiative varied through partnerships with various colleges at the University, such as the College of Applied Studies, which offered numerous training courses, the College of Medicine, which conducted detection and therapeutic visits, and the College of Dentistry, provided a range of treatment courses for more than 2,600 inmates. The Deanship of Library Affairs has participated by providing numerous books, which have enriched the Prison's Library with Arabic content. The Prisoner wants to diversify the activities that he can spend his time on through education, reading or sports activities. For this reason, the Preparatory Year Deanship has prepared some sports, leisure and cultural activities for them. The College of Public Health, the College of Education and the College of Sharia and Law have also contributed in numerous activities. In addition, the College of Architecture and Planning has developed some buildings in the Eastern District prisons.

Brigadier General Al-Farajan noted that this initiative is of great importance, especially with a university like Imam Abdulrahman Bin Faisal University, which has shown a desire to reach out and activate this initiative. What we have seen today is encouraging, and we hope to sign a partnership with the university to benefit all prison inmates.

The University and Eastern Prisons are Considering Developing a Reform Initiative



Directorate of Community Partnership News

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[The University and Eastern Prisons are Considering Developing a Reform Initiative | Imam Abdulrahman Bin Faisal University \(iau.edu.sa\)](https://iau.edu.sa)

9. Research on peace, Justice & Strong Institutions

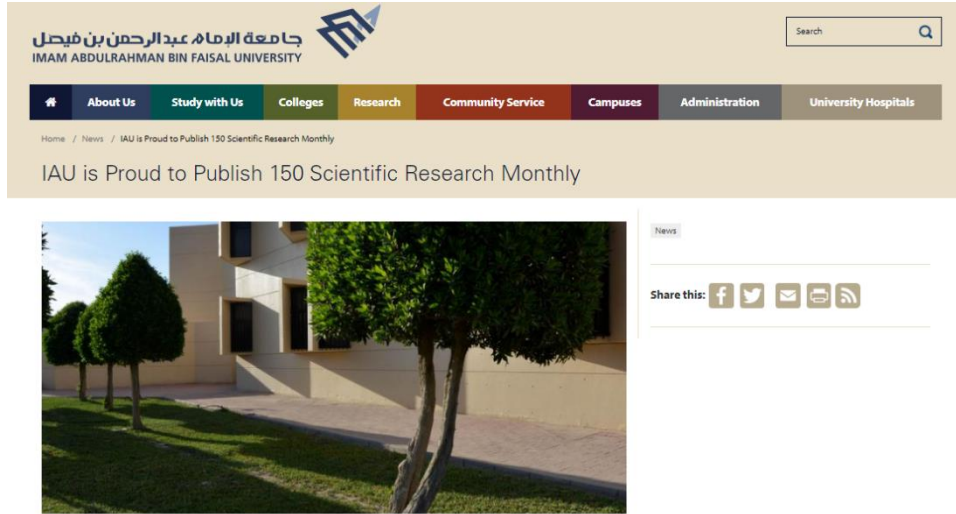
Article Title	Authors	Source	Research Area	Link
Gastrointestinal causes of sudden unexpected death: A review	Menezes, Ritesh G.; Ahmed, Saba; Pasha, Syed Bilal; Hussain, Syed Ather; Fatima, Huda; Kharoshah, Magdy A.; Madadin, Mohammed	MEDICINE SCIENCE AND THE LAW	LAW; MEDICINE, LEGAL; PATHOLOGY	https://www.webofscience.com/api/gateway?GWVersion=2&SrcAuth=InCites&SrcApp=tsm_test&DestApp=WOS_CPL&DestLinkType=FullRecord&KeyUT=ISI:000429897100002
The Islamic perspective on physician-assisted suicide and euthanasia	Madadin, Mohammed; Al Sahwan, Houria S.; Altarouti, Khadijah K.; Altarouti, Sarraa A.; Al Eswaikt, Zahra S.; Menezes, Ritesh G.	MEDICINE SCIENCE AND THE LAW	LAW; MEDICINE, LEGAL; PATHOLOGY	https://www.webofscience.com/api/gateway?GWVersion=2&SrcAuth=InCites&SrcApp=tsm_test&DestApp=WOS_CPL&DestLinkType=FullRecord&KeyUT=ISI:000546012100001
Comotio cordis: A review	Menezes, Ritesh G.; Fatima, Huda; Hussain, Syed Ather; Ahmed, Saba; Singh, Pankaj Kumar; Kharoshah, Magdy A.; Madadin, Mohammed; Ram, Pradhun; Pant, Sadip; Luis, Sushil Allen	MEDICINE SCIENCE AND THE LAW	LAW; MEDICINE, LEGAL; PATHOLOGY	https://www.webofscience.com/api/gateway?GWVersion=2&SrcAuth=InCites&SrcApp=tsm_test&DestApp=WOS_CPL&DestLinkType=FullRecord&KeyUT=ISI:000405874100008
Amendment to the law to curb violence against doctors during the coronavirus disease 2019 crisis in India	Padubidri, Jagadish Rao; Saran, J. S. R. G.; Manoj, Matthew Antony; Menezes, Ritesh George	MEDICINE SCIENCE AND THE LAW	LAW; MEDICINE, LEGAL; PATHOLOGY	https://www.webofscience.com/api/gateway?GWVersion=2&SrcAuth=InCites&SrcApp=tsm_test&DestApp=WOS_CPL&DestLinkType=FullRecord&KeyUT=ISI:000548549400001
Workplace hazards in forensic mortuaries in Saudi Arabia: A survey of forensic mortuary personnel	Madadin, Mohammed; Alkhattaf, Ibtisam M.; Abutaki, Fatima H.; Almarzooq, Mohammed A.; Alzahrani, Fahad A.; Al-Saif, Dalia M.; Kharoshah, Magdy A.; Alqurashi, Hani M.; Menezes, Ritesh G.	MEDICINE SCIENCE AND THE LAW	LAW; MEDICINE, LEGAL; PATHOLOGY	https://www.webofscience.com/api/gateway?GWVersion=2&SrcAuth=InCites&SrcApp=tsm_test&DestApp=WOS_CPL&DestLinkType=FullRecord&KeyUT=ISI:000672946400001

10. Research Ethics on Living Creatures

The Imam Abdulrahman Bin Faisal University is committed to provide the required environment for conducting the biological research on human and living creatures safely and effective manner and to ensure the participants rights and prevent exposure to the lowest risk and harm. Deanship of Scientific Research (DSR) reviews and funds the biomedical, behavioral and operational clinical research. In reviewing the research proposals/applications, DSR complies with The Kingdom's regulations governing the protection of human research participants in research and when applicable, guidelines such as the CIOMS International Ethical Guidelines for Biomedical Research Involving Human Subjects and the Helsinki Declaration. We provide our input on the design of these studies, including the handling of regulatory matters.



11. IAU is Proud to Publish 150 Scientific Research Monthly



On Sunday, June 4, 2023, the president of Imam Abdulrahman bin Faisal University, Dr. Abdullah Al-Rubaish, inaugurated the College of Science “Annual Scientific Forum” and the accompanied “Scientific Poster Exhibition” which comes as one of the initiatives of the college’s 2nd strategic plan (2023-2025): within its 2nd strategic objective toward excellence in scientific research and innovation.

The forum was implemented by the College Vice Presidency for Scientific Research and Innovation and the Center of Basic and Applied Scientific Research in Al-Rayyan. It was held in the Al-Rayyan campus and was attended by the Vice President for Scientific Research and Innovation, Dr. Fahad Al-Harbi and the Director of Public Relations and Media Information, Dr. Tufail Al-Yousef.

<https://www.iau.edu.sa/en/news/iau-is-proud-to-publish-150-scientific-research-monthlyv>

12. 150 Participants Conclude “Scientific Research and Innovation Day”



H.E, President of IAU, Prof. Abdullah Al-Rubaish, launched “Scientific Research and Innovation Day” event, which was organized by the Vice-Deanship of College of Medicine for Scientific Research and Innovation, attended by Director General of Health Affairs in the Eastern Region, Dr. Ibrahim Al-Arifi, College Dean, Dr. Bassam Awari, and Dr. Aisha Al-Manea, General Supervisor of Mohammed Al-Manea College of Medical Sciences, and Dr. Kholoud Al-Ghamdi, Vice-Dean of the College of Medicine for Scientific Research and Innovation, at the college headquarters.

College of Medicine Dean, Dr. Bassam Awari, stated that this activity is a continuation for many activities the college holds at the university and the University Hospital in Al-Khobar(KFHU), which are concerned with scientific research in confirmation to the university’s interest in research and its importance to faculty members and students. In a boost for enhancing the university’s presence and distinction through scientific research where faculty members shared in publishing research articles on journals around the world, in an addition to the college’s long history in medical field to highlight its great efforts, appreciating Dr. Kholoud Al-Ghamdi efforts and teamwork for their every-year well-organizing, wishing success for all.

<https://www.iau.edu.sa/en/news/150-participants-conclude-scientific-research-and-innovation-day>

13. Scientific Integrity

As Imam Abdulrahman Bin Faisal University commits to develop an institutional environment of intellectual curiosity and become an internationally competitive site for scientific research and discovery, we also aspire to achieve and maintain the highest standards of research ethics and scientific integrity. The pursuit

of these ambitions demands that we develop and follow high ethical standards for scientific study and research that embody these goals and aspirations. The following Policy for Scientific Integrity provides a set of framework standards, guidelines, and procedures within which we can assure our maintenance of an environment that promotes such high standards for research ethics and scientific integrity. Included in this Policy are:

- KACST's NSTIP Rules for Scientific Integrity (Part I);
- Additional guidelines relating to Scientific Publications (Part II);
- Policies related to Conflict of Commitment and Conflict of Interest (Part III); and,
- A detailed description of the processes undertaken to evaluate any concerns reported regarding scientific misconduct or conflicts of commitment and conflicts of interest (Part IV).

Although the principles embodied in this policy are not new to IAU, their clarification through this policy is intended to promote a IAU wide understanding of these accepted standards and insure the maintenance of our traditional deep commitment to ethical behaviour and scientific integrity. Our goal is to insure that all institutional members are familiar with this policy; and, thereby, that they become engaged advocates for its adherence.

14. Animal Care & Use in Scientific Research

This policy for the care and use of animals in scientific research underscores the commitment to assure the humane treatment of all animals used in research at IAU. We recognize the obligations associated with using other species of living creatures for the purpose of improving the wellbeing of humankind and have developed this policy and its associated guidelines, rules and regulations with that responsibility in mind. Although only rodents and rabbits are currently used for research purposes at IAU, we have developed this policy with the knowledge and inclusiveness that it can be adopted for use with other species as well. As described in the policy, we also are committed to the three "R's" when using animals for research, which are:

- Restricting animal use in research to circumstances when the objectives of the research otherwise cannot be realized;
- Reduction of the number of animals used in protocols to the minimum required to achieve the aims of the research project; and,
- Refinement of research protocols to minimize pain and stress in animals used in research.

The Institutional Animal Care and Use Committee (IACUC) is tasked to see that these rules are followed in all protocols using animals for scientific research at IAU. We have used internationally accepted guidelines in the development of this policy with the explicit desire to ultimately achieve international accreditation for our programs for care and use of animals in scientific research. Further, the detailed nature of this policy is designed to provide the IACUC, investigator, and the animal care personnel (veterinarian and staff) with the detailed guidelines for compliance with such accrediting agencies. The associated training program attached to this policy will also enhance general knowledge and assure the ethical conduct of all aspects of our animal research program.

15. Scientific Societies or Associations

IAU, as an academic and research institute, has established many scientific societies to support the academic and professional disciplines as well as approval it is essential council formulation for IAU scientist and professors

The IAU has established the following scientific societies:

- Scientific Saudi Society for Cardiac Technology.
- Scientific Society of Family and Community Medicine.
- Scientific Saudi Society for Respiratory Care.
- Scientific Saudi Society for Traffic Safety.
- Saudi Society of Medical Microbiology and Infectious Diseases.
- Scientific Society for Neuroscience.
- Scientific Saudi Society of Psychiatry.

16. Leadership Center Celebrates 34 Graduates from Departments Leaders Fellowship Program



Imam Abdulrahman bin Faisal University celebrated the graduation and honoring of 34 graduates from the 1st edition of the Academic Departments Leaders Fellowship Program for the year 2023, which is organized by the University Vice-President for Development and Community Partnership, represented by the Leadership Center. The celebration was attended by the University President, Dr. Abdullah Al-Rubaish, and the Vice Presidents as well.

<https://www.iau.edu.sa/en/news/leadership-center-celebrates-34-graduates-from-departments-leaders-fellowship-program>

17. The “Star Leaders” Summer Program with Local and International Partnerships



The "Star Leaders" program began yesterday at Imam Abdulrahman bin Faisal University in cooperation with the Continuing Education Center, in partnership with the University of Turku in Finland, and with the participation of the Saudi Water Academy, Al-Ber Charity Association in the Eastern Province, and Charitable Society for Orphans Care in the Eastern Province (Benaa). The program aims to develop the skills of promising young leaders of the 122 secondary school students, in addition to developing their personal abilities, refining their leadership skills, and preparing them for the future in a way that contributes to building the nation and its renaissance, by completing 52 hours of actual training on a number of leadership competencies, which include: learning and reasoning, self-awareness and personal behavior, communication and dealing with others.

<https://www.iau.edu.sa/en/news/the-star-leaders-summer-program-with-local-and-international-partnerships>

18. Strong Institution - Three universities to enjoy autonomy under new Universities Law – Al-Sheikh

Saudi Arabia's Minister of Education and Chairman of the University Affairs Council (UAC) Dr. Hamad Al-Sheikh said that three premier Saudi universities would have autonomy in the academic, financial, and administrative areas.

“The new Universities Law will apply to King Saud University, King Abdulaziz University, and Imam Abdul Rahman Bin Faisal University

in the first phase," he said, while noting that the highest authorities have issued the necessary approval in this regard.

Under the law, the three universities would enjoy disciplined autonomy in framing their academic, financial, and administrative regulations.

They can also formulate their specializations and programs in accordance with the development needs and job opportunities in the regions that come under their jurisdiction, and these shall be in line with the general policies approved by the State through UAC.

Al-Sheikh congratulated the three universities and all their officials for winning this great honor. He wished them success in serving the country and its leadership, as well as in achieving the vision of the country to have transformative development in the Kingdom's university education.

Three universities to enjoy autonomy under new Universities Law — Al-Sheikh

July 16, 2020



Okaz/Saudi Gazette

[Three universities to enjoy autonomy under new Universities Law — Al-Sheikh - Saudi Gazette](#)

19. Strong Institution - IAU Signs 27 Agreements with the Non-Profit Sector

Imam Abdulrahman Bin Faisal University (IAU) represented by the Deanship of Community Service & Sustainable Development has signed

27 cooperation agreements with non-governmental organizations (NGOs) in the Eastern Province to provide research and knowledge services under the auspices of the President of the University Dr. Abdulla Bin Muhammad Al-Rubaish, the Director of the Ministry of Human Resources Branch in the Eastern Province Abdel Rahman Al-Mogbel, the Chairman of NGOs councils in the Kingdom Dr. Sa'doun Al-Sa'doun, the Dean of Community Service & Sustainable Development Prof. Fatmah Bint Abdulla Al-Melhem, and the Vice-Dean of Community Service & Sustainable Development Dr. Youssef Al-Rashid.

"Building upon its forward-looking vision, the Kingdom pays great attention to building a vital and prosperous charitable sector that effectively contributes to the prosperity and development of the Kingdom, hence the Kingdom has laid down supporting and enhancing policies and procedures so that the non-profit sector could contribute to and participate side by side in the development plans.

Through such useful partnerships which reflect solidarity and cooperation among various Saudi civil society associations and assist categories of society that need such support, the university seeks to provide knowledge and research services within effective societal partnership being an integral part of the university's tasks and strategic plans. Such agreements represent a landmark in strengthening cooperation and exchanging expertise and resources in order to build the required integration to achieve mutual prosperity and well-being for our society.

The university works on integrating the roles of its academic and administrative units to instill the values of social responsibility in its students preparing them to be good citizens who are able to carry on the social responsibility towards their society and effective participants in accelerating development according to expectations and aspirations of the rulers" the president of the university stated.

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IAU Signs 27 Agreements with the Non-Profit Sector



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20. Establishing Leadership Center

Since effective leadership is the path towards an economic and social prosperity in a changing and developing world, Imam Abdul Rahman bin Faisal University focused on this issue and urged leaderships to develop their strategic goals through the sixth strategic objective: (Building a modern institutional administrative system), and the emerging program, entitled The Administrative System Development Program (a project to enhance the administrative or executive role of university leaders) (an initiative to enhance the administrative and executive capabilities of university leaders)

The development of individuals is one of the civil organizations functions within their civilized role, which contributes to the

service of their employees and society. Therefore, measuring the quality of performance to achieve the desired goals within the organization depends on how to train its leaders to perform the tasks assigned to them, to provide genuine solutions to problems they face within their organizations and in the world in general. There is no doubt that universities have an important role in developing this aspect by encouraging the human capabilities to adopt the notion of professional development and enhancing it in various ways. The establishment of the (Academic Leadership Center) within the system of the Vice Presidency of Academic Affairs is a link in the chain of continuous development undertaken by Imam Abdul Rahman bin Faisal University to establish supportive and important foundation within the university's structure.

Therefore, we present to you an integrated document about the (Academic Leadership Center); serving all university leaders from faculty members in their activities and programs in a comprehensive manner, and communicating directly and indirectly in integral manner with university directorates and relevant external institutions.

We will motivate the university community of current and promising leaders to develop and update methods and strategies of work from the traditional intellectual pattern to a creative pattern that enhances the latent capabilities in various disciplines and scientific fields, through the preparation and implementation of a high-quality set of scientific and practical programs that focuses on developing the most important administrative, educational and leadership competencies.

The center seeks to be influential in developing leaders in various service sectors in the Kingdom of Saudi Arabia, in addition to be an investment expert and a soft force on the university decision-makers in various sectors of society. This enhances the university's image and status as an influential factor for transformation and development in an accelerating changing world.

Vision

To be a leading regional reference in leadership solutions.

Mission

Qualifying and developing promising and efficient personalities by providing an attractive environment capable of enabling contemporary leaders to serve the university, society, and the nation.

Values

The Academic Leadership Center is committed to a set of values, which are:

- Professionalism
 1. Integrity
 2. Discipline
 3. Quality
- Citizenship
 1. Good citizenship
 2. Job Perfection
 3. Sense of responsibility
 4. Respect for rights
 5. Justice
- Sustainability
 1. Future foresight
 2. Balance
 3. Impact
- Efficiency
 1. Effectiveness
 2. Eligibility
 3. Merit
 4. Ability
- Differentiation
 1. Competition
 2. Initiation

