A photograph of a stone clock tower at Bethlehem University. The tower is made of light-colored stone blocks and features a large arched clock face. Below the clock are three arched openings containing blue shutters. The tower is topped with a statue of a figure holding a cross. The background is a blue sky with scattered white clouds.

**Bethlehem
University**

Enhancing Quality

2018-2023 STRATEGIC PLAN

BETHLEHEM UNIVERSITY

Strategic Plan – Following Internal Consultation

FOREWORD

Enhancing Quality: 2018-2023 sets out the strategic plan of Bethlehem University as we approach the 50th Jubilee of the University.

Following a process of development and consultation with administration, faculty, staff and students, the Strategic Plan has evolved, highlighting the importance of developing a university of quality in service to the Palestinian people. The University is a community of useful learning, both for its students and for the wider community.

We look forward to working with the university community as we implement the Plan towards the celebrations of the 50th Jubilee.

This Plan, therefore, articulates the strategic intentions of the University under the following major themes.

1. ACADEMIC STRATEGY

2. FINANCIAL STRATEGY

A Finance Support Strategy

B Finance Development Strategy

3. GOVERNANCE, ADMINISTRATION and MANAGEMENT STRATEGY

4. QUALITY ENHANCEMENT STRATEGY

A Enhancing the Quality of Student Life

B Enhancing Personnel

C Enhancing the Quality of Service to the Community and Partnerships

D Enhancing Buildings and Estates



Brother Peter Bray, FSC, EdD
Vice Chancellor



Professor Bart McGettrick
Chairman of Board of Regents

VISION, MISSION and VALUES

Vision

Bethlehem University offers quality higher education that seeks to inspire and empower students to be successful scholars, leaders, professionals, and engaged citizens who contribute to building a peaceful, free and vibrant Palestine.

Mission

Bethlehem University is a Catholic co-educational institution in the Lasallian tradition whose mission is to provide quality higher education to the people of Palestine and to serve them in its role as a centre for the advancement, sharing and use of knowledge.

The University emphasizes excellence in academic programs and the development of students as committed people prepared to assume leading positions in society. The University fosters shared values, moral principles and dedication to serving the common good.

Values

- Dignity
- Equity
- Excellence
- Inclusiveness
- Justice

STRATEGIC PLAN: INTRODUCTION

Bethlehem University has established itself as a Catholic, research-informed teaching University in the Lasallian tradition serving the people of Palestine. It takes its place among the Lasallian universities and among Catholic universities across every continent. The University is integral to the higher education landscape in Palestine and is open to suitably qualified students of all faith traditions and respects each person's religious practices. It has served the people of Palestine through higher education since 1973 when it was founded as a joint venture between the Vatican and the De La Salle Christian Brothers, and it continues to enjoy their support.

As it now sets out its planning priorities for the years up to its 50th Jubilee in 2023, Bethlehem University strives to offer an educational environment where students can develop to their full potential. It seeks to produce graduates who value justice and freedom and who are competent and committed citizens, capable of contributing to the development of Palestine.

The foundations of the University have been built on a sound curriculum for its time. However, things have changed and it is time to adapt to new conditions. There is a need to shift towards the practical value of knowledge and skills that better fit students for life and better meet the aspirations of the young people in Palestine. In doing this it is important to acknowledge the value of a liberal arts heritage and what an educated person can contribute to a modern society. Central to this, and in line with the Lasallian tradition, is the nature of the relationships that are developed in the University. The quality of these relationships is evident in the conversations that allow deep, free exchange of thoughts and feelings when people are authentic with one another and so support and nurture creativity. When this happens the community that emerges is greater than the individuals separately. It allows for the development of character because it ensures that there is more to what is offered than data and logic. There is a need to take account of experiential knowledge, intuition, imagination and aesthetic sensibility in order to help students to live life as fully as they possibly can, despite the challenges they face. Teaching and learning methods need to be further developed to place the students at the centre of the educational process, stimulating students' creativity and entrepreneurial spirit.

Education is limited if it serves only utilitarian aims. What we want is to help students develop a sense of awe, wonder and humility as they engage in the exploration of this world so they allow their imaginations to flourish and creativity to emerge. Such qualities allow them to serve humanity, and society needs to have public trust in the employability of graduates. That employability may not come only through qualifications based on skills and knowledge, so Bethlehem University emphasises life-long learning, learning how to learn, and the "soft human skills" of

being a team-player; the capacity to work with others; the acknowledgement of constant improvement; the constant striving to make the world a better place.

As we look to 2023 we cannot fear technology and the world of robotics and artificial intelligence. We need to develop a sense of confidence in the future because the human mind has free will and can do certain things that machines cannot. Yet we should also acknowledge machines will do certain functions more effectively and quickly than humans – especially repetition and calculations. We need to embrace the advantages this technology can bring to our efforts. This means reimagining what we are doing as we renew our academic vision in order to carry out our mission of serving the Palestinian people through quality higher education.

Strategic Plan



“Towards the 50th Jubilee of a Research Informed Teaching University in the Lasallian Tradition”

Challenges

- a. To ensure that the University serves the people of Palestine, by providing quality higher education guided by Christian and universal values that respect other religious traditions and cultural values.
- b. To provide high quality education in a research informed learning and teaching environment fit for the 21st Century, recognising the international and global nature of higher education.
- c. To provide learning places and spaces within and beyond the campus that will allow effective learning and will utilise new technologies as appropriate.
- d. To maintain and enhance the quality of graduates in a financially stable and sustainable University. (This raises the question of the size of the University within a competitive environment.)

- e. To take into account the socio-political situation and its uncertainties, while finding ways to work around these uncertainties within the University's control, especially checks and balances, and accountability.
- f. To operate within the changing landscape of Higher Education law and priorities, including the competitive environment of Higher education in Palestine.
- g. To take account of the changing demographic composition of the Palestinian communities, in particular in relation to the Christian presence.
- h. To add to the proportion of graduates in the West Bank who are employed - while building on the character of the Lasallian liberal arts heritage.
- i. To develop programs that better serve the whole of Palestinian society, and so attract more male students.

ACADEMIC STRATEGY

Academic Development including Research

“A Research Informed Teaching University”

Bethlehem University recognizes the central role of high quality teaching and scholarship in its mission. Hence it strives for excellence in its academic programs, teaching, and research. It seeks to develop programs that meet the emerging needs of Palestine and that can attract highly qualified and motivated students. It works on improving students' experiences and retention by preparing them with the attributes and skills needed for success in their future careers. Research will be integral to the work of the University.

To be a research informed teaching institution that serves the Palestinian people, Bethlehem University will:

- 1.1 Develop a vision, policies, infrastructure and human resources that rebrands Bethlehem University as a research informed teaching institution fit for the 21st century. This will include:
 - 1.1.1 Evaluating all academic programs for relevance and need, including the possibility to restructure faculties and departments, vigorously promoting those that are working well according to pre-established criteria and standards, and revising, adapting or terminating those that are not.
This will involve the input from external and internal academic experts, and will have implications for existing faculty and the engagement of new teaching faculty and associate faculty.
 - 1.1.2 Identifying local and international; partners for meaningful collaboration that may lead to developing systems for joint or double institutional qualifications and graduate degrees such as, for example developing appropriate higher graduate degrees with a partner university.
 - 1.1.3 Develop appropriate methods that use new technologies and distance teaching approaches.
 - 1.1.4 Develop programmes to attract more male students.(Eg Data Science, Engineering)
- 1.2 Develop a comprehensive system for gathering evidence of the quality of programs, teaching and research.
- 1.3 Develop a comprehensive workload model for faculty members that includes a balance of teaching, research and service.

- 1.4 Develop a clear focus for student recruitment, admission, retention and support
– *This may mean establishing an “Office for Student Recruitment and Retention.”*
In time this may extend to a centre where students can discuss career and employment possibilities.
- 1.5 Develop and invest in the infrastructure that is necessary for the cultivation of an environment that promotes a culture of excellence in research, quality scholarship, creativity and innovation across the University that will consolidate BU’s leading role as an academic institution and has an integral part of the social and cultural fabric that is committed to the social and economic development of the Palestinian society.

FINANCE STRATEGY

“A financially Sustainable University”

A. FINANCIAL SUPPORT STRATEGY

The finances of the University are crucial for the successful administration and management of the various functions of the University and thus are seen as a means to an end rather than an end in itself.

The systems of financial management will support the academic plans and aspirations of the University and will ensure the overall financial viability of the University.

To be a financially sustainable university, Bethlehem University will:

- 2.1 Upgrade the management system that provides relevant and timely data to appropriate people on the financial performance of all units, offices, and departments which takes into consideration the financial implications of achieving the mission of the University including improving its financial health.
- 2.2 Restructure financial management into a system, in which the decision-making, responsibility and accountability are appropriately shared across units to ensure the achievement of academic goals in an efficient and effective manner.
- 2.3 Further explore and promote opportunities for revenue acquisition in advancing the mission of the University, including improving appropriate streams of income from teaching and increased research activities. This will include developing sustainable commercial income streams.
- 2.4 Revise regularly the contract and arrangements for the auxiliary enterprises for possible increase of income.
- 2.5 Promote green energy techniques to decrease expenses on electricity and maintenance. This will include raising awareness of faculty and staff on the need to save power through proper use of lights and air-conditioning. It also implies the reduction in paper use and more electronic systems of communication.

B. FINANCIAL DEVELOPMENT STRATEGY -INCLUDING FUND RAISING AND DEVELOPMENT

“An expanding local and international reach for securing funds”

The Advancement Office promotes a positive image of the University and raises awareness of university programs and achievements. The Advancement Office assists faculty and staff, as well as designated external agencies working for the University in raising funds to enable the University to maintain and further enhance its mission of quality of teaching, research and community service.

To achieve an expanding local and international reach for securing funds, Bethlehem University will:

- 3.1 Evaluate the current fundraising methodologies of the Advancement Office with a view to introducing new approaches to fund-raising, including investigating regional structures, eg N America; Europe; Middle East; Latin America; New Zealand and Australia.

This will include a review of the range of activities undertaken by the University and agree on a strategy for developing each area to maximize the income from the assets, and where appropriate to avoid losing funds through inefficient operations.

- 3.2 Raise funds to improve the quality of the facilities and estates of University, as well as contributing to the operating budget of the University, by further developing networks of private and public groups.
- 3.3 Develop an infrastructure of communication and marketing systems, including faculty profiles, improving webometrics, etc. to promote the University's standing and reputation. Expand and utilize the database for alumni, and engage with them regularly.
- 3.4 Review and update printed and online publications and communication including the use of up-to-date technologies, so that the public relations and identity of the University are made clear.

GOVERNANCE, ADMINISTRATION and MANAGEMENT STRATEGY

“An organizational and governance structure that is dynamically effective and efficient”

Governance is the combination of processes and structures which inform, direct, manage and monitor the activities of the University towards the attainment of its mission as a Lasallian university. The University places considerable emphasis on ensuring a system of governance that is effective, fit for purpose, transparent and efficient. It refers to the overall operation of the University as well as every detailed activity undertaken within and on behalf of the University in its related partnerships and associations.

All activities, both within and in its partnerships, should be conducted ethically, professionally, with justice and fairness, respecting all people and resources and always taking decisions and acting in the “common good.” This is intended to support a self-sustaining goodness in the University.

To be an effective and efficient university, Bethlehem University will develop systems for:

- 4.1 Enhancing timely, effective and sensitive communication which encourages ownership towards a common purpose, including the appropriate engagement of students in the University. *(Eg by developing a Bethlehem University app.)*
- 4.2 Developing academic synergies through supporting high quality leadership including exploring the restructuring of University faculties, departments and systems.
- 4.3 Clarifying the delegated authority of all who have responsibilities, especially, but not exclusively, in areas such as finance, appointment of faculty and staff, grant seeking, use of facilities; and ensuring there are processes for enabling synergies across these areas of the University.
- 4.4 Improving the quality of work across all parts of the University by creating internal systems of auditing and further developing external auditing systems.
- 4.5 Enhancing the opportunities for students and faculty of the University locally, nationally and internationally by developing appropriate active networks with other institutions.
- 4.6 Further engaging the Board of Regents in an appropriate way – including using the expertise of Board members.

QUALITY ENHANCEMENT STRATEGY

“A University of continuing improvement”

The University will seek to be an institution committed to continuing improvement in all aspects of its activities. It will be an institution committed to answering the question, “How might we do this better?”

A. ENHANCING THE QUALITY OF STUDENT LIFE

“A dynamic, social and innovative cultural life that compliments academic activity”

Bethlehem University aims to enrich student life, by supporting students’ personal and professional, physical and emotional wellness, spiritual awareness and responsiveness, relational skills and academic success both within and outside of the classroom. In addition, it aims to develop future leaders by providing a dynamic and innovative cultural life and learning opportunities and environments that advance the holistic development of all students. This occurs through purposeful engagement that inspires students to excel in and beyond their studies while maintaining standards of excellence in leadership and citizenship, decision making, communication, goal setting, and the tools needed to be competitive and successful in today’s global employment market. Just as importantly in an uncertain and volatile environment, to make life for students at Bethlehem University happy, safe, and memorable.

To create and maintain a dynamic, social and innovative cultural life that compliments academic activity, Bethlehem University will:

- 5.1 Develop a University environment that actively promotes the Lasallian ethos, students’ creativity, socio-cultural life, engagement and scholarly excellence through trained peer leaders who come from among representative student committees from each faculty who are mentored by faculty members. This should also demonstrate healthy living in areas such as the food outlets.
- 5.2 Develop access to a range and variety of appropriately equipped “Learning Spaces” to promote independent learning among students. This will include consideration of extending hours of opening of the Library and other study spaces.
- 5.3 Establish clubs and societies led by experienced practitioners to develop the interests of students and encourage them to meet like-minded people, with an emphasis on exercise and sporting and cultural events in collaboration with other Palestinian universities.
- 5.4 Increase the exposure of Bethlehem University students to international affairs and issues as well as international youth events, arts and sporting festivals, and academic and intercultural exchanges.

B. ENHANCING PERSONNEL

“An effective and efficient Department of Human Resources ”

Bethlehem University will be an employer which ensures a fair, safe and stimulating environment for all who are employed in it. It will seek to be a collegial community that values each employee and offers each the opportunity to serve with a clear understanding of the mission of the University.

To have an effective and efficient approach to Human Resources, Bethlehem University will

- 6.1 Demonstrate clarity of purpose and practices in the Human Resources area of the University.
- 6.2 Enhance the quality of job satisfaction, by introducing a system to evaluate employees' and volunteers' satisfaction and engagement and introduce programs to improve these, including mounting induction formation programs.
- 6.3 Improve the capacities and capabilities of employees, so as to improve their effectiveness. This will include undertaking job analyses across all departments to revise current job descriptions, improve skills of staff, and balance workloads. This will address the issues of departmental functions such as curriculum development; faculty, staff and student recruitment; academic support for students; etc. This will also include seeking efficiencies through exploring the workload of staff and faculty in coordination with the HR and Academic Office, within a comprehensive review of the workload needed in each departments or unit. In a changing University environment this is a contractual requirement.

C. ENHANCING THE QUALITY OF SERVICE TO THE COMMUNITY AND PARTNERSHIPS

“A university in the service of the larger community”

Bethlehem University will build new partnerships and foster existing relationships between the University and businesses, government agencies, non-profit organizations, and community members in both curricular and co-curricular learning and in support of activities that foster life-long learning. It will develop important connections between its faculty, staff, students, and stakeholders from across the region. Bethlehem University will also support organizations by providing a platform for critical discussions and dialogue and in events and conference service.

To be a university in service of the larger community, Bethlehem University will:

- 7.1 Increase community engagement, partnerships and joint ventures between the University's different faculties and programs and different stakeholders outside the University. This includes partnerships with the boards of different industries within the private sector in specific programs that aim at enhancing employability and entrepreneurship as well as research.
- 7.2 Revisit the community service program to develop its structure and functions for the promotion of voluntary work based on humanitarian principles especially among the poor and needy.
- 7.3 Expand health care provision both within the University and for the local community.

D. ENHANCING BUILDINGS AND ESTATES

“A place of peace, beauty and scholarship”

Central to the planning of Bethlehem University will be the development of the campus in Bethlehem. It is intended to ensure that this is a beautiful, functional campus which is a safe and welcoming place of care and scholarship.

To provide a learning and teaching environment fit for the 21st century, Bethlehem University will:.

- 8.1 Create and provide increased access to learning spaces on campus;
- 8.2 Complete the new building for Nursing;
- 8.3 Complete the development of the Mount David site for Hotel Management and Tourism.
- 8.4 Design and complete appropriate buildings for Science;
- 8.5 Complete a building as a Visitors' Centre and Sports facility.

APPENDIX 1

STRATEGIC PLAN

Terms of Reference of The Planning Steering Committee

The Planning Steering Committee is set up to guide, support, and manage the implementation of the Strategic Plan of Bethlehem University of 2018-2023.

This will involve:

- a. Managing the process of implementation of the University's Strategic Plan.
(N B It is not expected that the Steering Committee will themselves implement the Plan, but they will ensure there are mechanisms and processes to allow those responsible to do so.)
- b. Ensuring that the Plan is implemented according to the overall expectations of the Executive Council of the University under the direction of the Vice Chancellor.
- c. Offering advice, guidance and support to those who are charged with the implementation of the Plan.
- d. Co-ordinating the work and actions of the various people or groups charged with the implementation of the Plan
- e. Reviewing the progress of implementation of the Plan on a regular basis.
- f. Reporting to the Executive Council at least twice each year on the progress of implementation of the Plan, and where necessary suggesting adjustments to the Plan.
- g. Undertaking any other such action approved by the Vice-Chancellor that will facilitate the implementation of the existing Plan, and/or develop new initiatives in the on-going planning of the University.

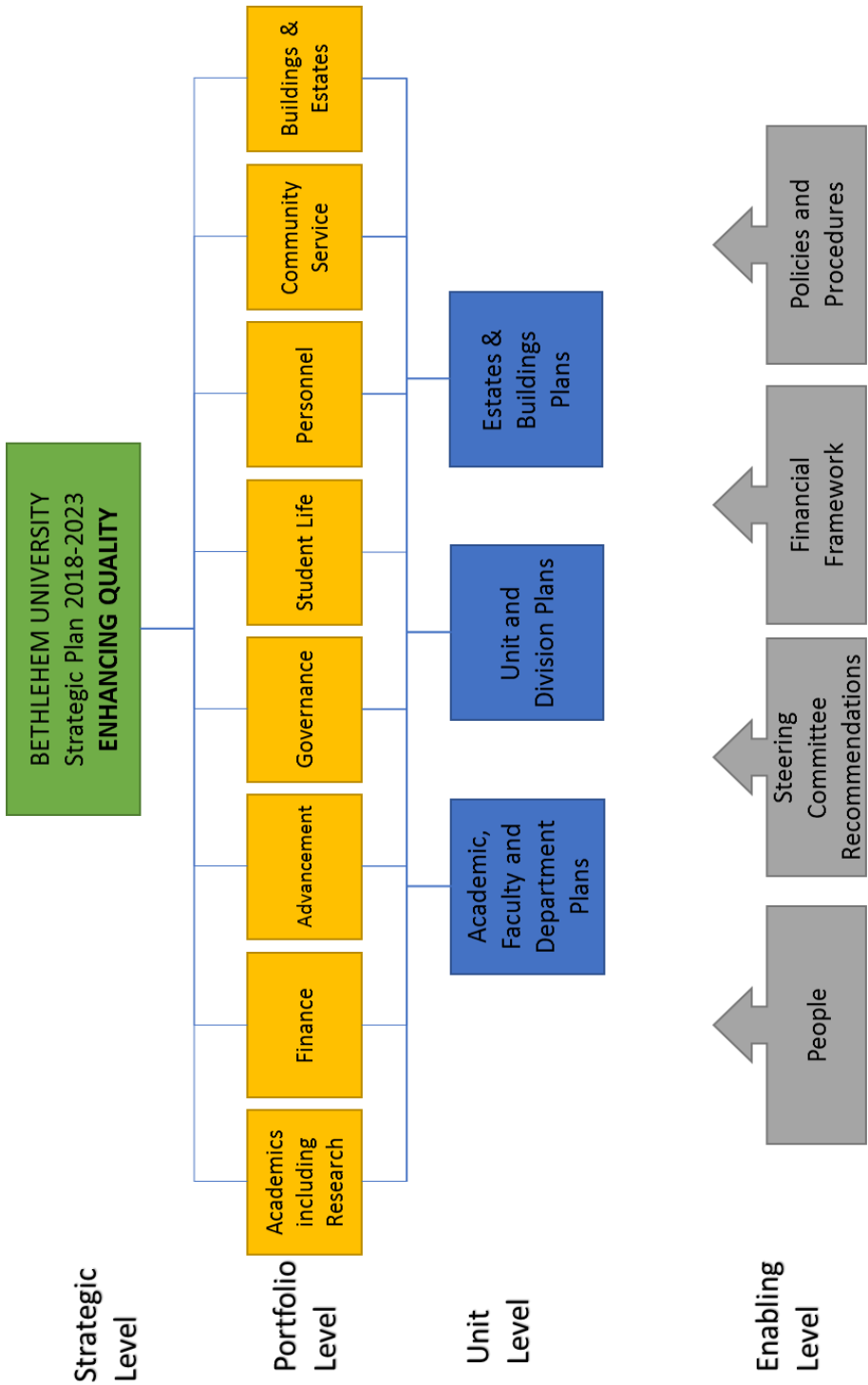
Committee Members:

Brother Alejandro González Cerna, Member of the Faculty of Education

Ms. Elsa Hazboun, Assistant to the Vice Chancellor

Mr. Moussa Rabadi, Director of the Institute for Community Partnership.

APPENDIX 2



APPENDIX 3

STRATEGY GROUPS

Academic Strategy

Dr. Irene Hazou, Strategy Leader

Ms. Mariam Awad
Dr. Michel Hanania
Dr. Fadi Kattan
Dr. Jamil Khader
Dr. Muna Matar
Mr. Nabil Mufdi
Dr. Hala Nassar
Dr. Hala Yamani
Ms. Hanadi Younan

Finance Strategy

Mr. Youil Anastas, Strategy Leader

Ms. Rania Hazboun
Sr. Corazon Hinlo
Mr. Usama Khalilieh
Ms. Luda Mustafa
Mr. Joseph Qumsieh
Mr. Isaac Sahhar
Br. Stephen Tuohy

Development Strategy

Br. Belayneh Madhinat
Mr. Alex Hadweh
Ms. Rania Hazboun
Ms. Jenny Hodali
Mr. Rafat Ishaq
Ms. Haneen Musleh
Ms. Shahinda Nassar
Mr. George Rishmawi

Governance Strategy

Br. Peter Bray, Strategy Leader

Mr. Jihad Abu Amsha
Ms. Mellie Brodeth
Ms. Suzanne Daher
Dr. Michel Hanania
Dr. Muna Matar

Personnel Enhancement

Br. Stephen Tuohy, Strategy Leader

Mr. Jihad Abu Amsha
Mr. Philip Daoud
Dr. Hanan Hazboun
Dr. Fadi Kattan
Dr. Muna Matar
Mr. Negib Nasser
Mr. Isaac Sahhar
Mr. Elie Sammour
Ms. Hanadi Younan

Student Life Strategy & Community Service Strategy

Dr. Michael Sansur, Leader

Ms. Mariam Awad
Ms. Elsa Hazboun
Ms. Samar Mousa
Mr. Nabil Mufdi
Mr. Moussa Rabadi
Mr. Adnan Ramadan



