



BETHLEHEM
UNIVERSITY

جامعۃ بیت لحم

Strategic Plan

2025 - 2030

*Innovating Education,
Empowering Communities*

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Introduction

In 2023, Bethlehem University celebrated 50 years of successful institutional life amidst a highly challenging context. The year also marked a period of leadership transition for the university and the conclusion of the strategic plan established for the 2019-2023 period. This strategic plan faced numerous challenges from its inception. The COVID-19 pandemic weakened participatory processes during the development of the plan's guidelines, and its implementation encountered significant obstacles. Nevertheless, progress was achieved in certain areas.

Toward the end of 2023, a process of evaluating these efforts was initiated. The results revealed partial implementation of the strategic directives. In some instances, the processes linked to these directives were not launched. For this reason, the 2019-2023 strategic plan serves as the foundation and starting point for a new plan.

The 2025-2030 Strategic Plan builds upon its predecessor, retaining the same strategic directives while updating and validating them for the next five years. This process has been carried out through careful planning and with a commitment to broad participation from the educational community. The process included:

- A leadership team guiding the effort,
- An institutional day dedicated to reflection and validation of the plan's components,
- Executive Council meetings to review and approve the document,
- Review and drafting committees.

The current plan is structured according to the MARS model, an acronym representing: M (Mission, Vision, Values); A (Academic Activities); R (Resources); and S (Services). Additionally, to clarify certain executive-level directives, a fourth component titled “Strategic Management” has been added, encompassing university-wide priorities.

The 2025-2030 Strategic Plan serves as the master document outlining the university's strategic directions. The progress towards achieving the strategic objectives will be monitored by the Multi-Year Rolling Plan and the Annual Operative Plan. The Multi-Year Rolling Plan provides a comprehensive overview of the strategic directions' scope over the five-year period. Scann the QR codes in this document to access sections of the Multi-Year Rolling Plan.

To facilitate annual action planning, an “Annual Operative Plan” will also be developed, complete with mechanisms for implementation, monitoring, evaluation, and biannual reporting.

The 2025-2030 Strategic Plan aspires to be a robust initiative propelling Bethlehem University toward a brighter and more sustainable future for the young Palestinians who seek human and professional formation at our University.

Bethlehem, December 2024.



Br. Héctor Hernán Santos González, FSC, PhD
Vice-Chancellor

1. Preamble

- 1.1. Bethlehem University has distinguished itself as a Catholic and Lasallian, not-for-profit, research-informed, and teaching institution dedicated to serving the people of Palestine. As a member of the global community of Lasallian and Catholic universities, Bethlehem University is an integral part of the higher education landscape in Palestine. The University warmly welcomes suitably qualified students of all faiths, respecting each individual's religious beliefs and practices.
- 1.2. Since its founding in 1973 as a joint initiative between the Vatican's Congregation for the Eastern Churches and the De La Salle Christian Brothers, Bethlehem University has played a pivotal role in Palestinian higher education. With ongoing support from its founding partners, the University has continuously sought to create an educational environment where students can reach their full potential. It is dedicated to producing graduates who value justice, freedom, and mutual respect, and who contribute positively to the development of Palestinian society while taking pride in their cultural heritage.
- 1.3. The University's curriculum, robust for its time, has evolved to meet changing demands. Recognizing the need to adapt, Bethlehem University has undertaken significant adjustments, especially following a comprehensive review in 2020, prompted by the challenges of the COVID-19 pandemic. These changes aim to maintain its mission as a Christian/Lasallian university while staying relevant in an increasingly competitive global and local context.

- 1.4. Bethlehem University alumni serve not only Palestinian society but also contribute significantly to a global diaspora, enriching the world with their skills, knowledge, and spiritual openness. Their experiences at the University often strengthen their connection to their Palestinian heritage.
- 1.5. Acknowledging the need for practical and relevant education, the University is shifting toward a focus on knowledge and skills that better prepare students for life's challenges and align with the aspirations of young Palestinians. While emphasizing the importance of its liberal arts tradition, the University recognizes the value of an educated person's contributions to modern society.
- 1.6. Central to the University's mission, in line with the Lasallian tradition, is fostering meaningful relationships. Authentic conversations, characterized by openness and mutual respect, nurture creativity and build a community greater than the sum of its parts. This holistic approach prioritizes experiential knowledge, intuition, imagination, and aesthetic sensibility, enabling students to lead enriched and purposeful lives despite societal challenges.
- 1.7. Bethlehem University is committed to placing students at the center of the educational process. By adopting innovative teaching and learning methods, the University encourages creativity, entrepreneurial thinking, and a sense of awe and wonder. Its educational philosophy transcends utilitarian goals, aiming to foster personal and professional growth, lifelong learning, and global citizenship. This comprehensive approach equips graduates with essential human skills, including teamwork, continuous self-improvement, and a commitment to making Palestine and the world a better place.

2. Context, Vision, Mission, Values

2.1. Context

2.1.1. External¹

2.1.1.1. Bethlehem University, as a Christian Lasallian institution, plays a vital role in empowering individuals and fostering a culture of enterprise and self-worth within the Palestinian community. Rooted in Christian values and traditions, the University equips students with the tools to overcome challenges and build a future filled with hope and strength. In a region facing significant political, social, and economic hurdles, Bethlehem University remains committed to serving the community through education and outreach, emphasizing coexistence and harmony.

2.1.1.2. The University operates within a complex higher education environment in Palestine. While the growing youth population presents opportunities, increased competition from emerging domestic and international institutions poses challenges. Moreover, recruitment efforts are affected by regional political and economic difficulties, such as restricted movement and financial hardships. In response, Bethlehem University employs innovative strategies to remain a leading institution both locally and globally.

1. Contributions from: Najwan Adileh, Mary Alhadweh, Amanda Ballout, Ignazio Bellafiore, Tamara Issa, Nisreen Mansour, Hala Nassar, Nibal Nasser.

2.1.2. Internal ²

2.1.2.1. With nearly 50 years of history, Bethlehem University has consistently provided high-quality higher education to the Palestinian people. Its strong reputation stems from its commitment to quality teaching, impactful research, and community service. The University aspires to enhance this reputation further by integrating community engagement and service-learning into its curriculum.

2.1.2.2. The University's curriculum is regularly reviewed to ensure its relevance to the needs of Palestinian society. It incorporates research, external partnerships, and internationalization initiatives to keep its programs dynamic and effective. Faculty and staff uphold high academic and professional standards, supported by ongoing professional development opportunities. Organizational structures are also evaluated to ensure they remain efficient and responsive to the evolving needs of teaching, research, and community development.

2. Contributions from: Ahmad As'ad, Raed Abdul Masih, Christina Daoud, Rita Dieck, Garrett Gundlach, Mark Mckeom, Naila Musleh, Michel Rock.

2.2. Vision

2.2.1. Bethlehem University, being a Christian witness in the Holy Land, aspires to be a leader in higher education in the service of the integral development of its students and Palestinian society.

2.3. Mission

2.3.1. Strategically situated in the birth place of Jesus, Bethlehem University is a Catholic institution of tertiary education in the Lasallian tradition.

2.3.2. Bethlehem University provides quality education which forms the whole person: intellectually, emotionally, socially, physically, and spiritually. This is undertaken in the context of a learning community: in which each person learns with, for and from each other; and that provides mind- and heart-touching transformative learning experiences. Its inherited pursuit of truth through the study of the humanities and the sciences, drives Bethlehem University, as a research-informed and teaching institution, to serve as a centre for the ethical production, advancement, sharing and application of theoretical and practical knowledge.

2.3.3. The University emphasizes excellence in academic programs through their regular review and adopting best practices. The experiences of students at Bethlehem University open doors for them to enter careers in various professions with competence, confidence and character; and fosters the development of students as committed citizens prepared to assume leading positions in their careers, in Palestine, and internationally.

2.4. Values

2.4.1. The University fosters values rooted in:

- a. Respect for the dignity of all people and faith traditions.
- b. Self-giving that leads to solidarity and fraternity.
- c. Service driven by sharing talents for the common good.
- d. Faith, hope, and love as foundations for justice.
- e. Academic freedom in the pursuit of truth.
- f. Integrity through transparency and open-mindedness.
- g. Hospitality that is welcoming and inclusive.

3. Academic Activities

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3.1. Graduate Characteristics³

3.1.1. Academic and Professional

3.1.1.1. Upon graduation students at Bethlehem University will:

- a. Have solid core knowledge in their academic field of study, with interdisciplinary exposure, including practical field experience, and are prepared for a career, and to pursue graduate studies.
- b. Be equipped with hard and soft skills of inquiry and research to apply their knowledge, access new knowledge, and critically access various sources of information.
- c. Be able to communicate ideas clearly and confidently in writing and verbally both in English and Arabic and to explain their reasoning and approach objectively and critically.
- d. Be proficient in digital literacy, using technology effectively and ethically in their academic and professional life.
- e. Have an understanding and appreciation of major fields of knowledge including, scientific, environmental, literary, historical, religious, philosophical, and artistic.
- f. Be committed to and act following the internationally accepted ethical standards in their profession.

3. Contributions from: Mohammad Abu Ayash, Imad Abu Dayeh, Salam Awad, Layth Awwad, Ghassan Handal, Areej Issa, Ihab Jaber, Minerva Jaraysah, Khader Jum'a, Usama Khalilieh, George Manoli, Mai Nassar, Ibrahim Salhab, Imad Skakiyya, Kevin Vollrath, Mary Yacoub.

3.1.2. Local and Global Citizenship

3.1.2.1. Upon graduation students at Bethlehem University will:

- a. Be equipped to take their role as citizens who understand local and global issues that concern humanity and who can effect positive change in the situations and environment in which they operate.
- b. Be productive, committed, and responsible citizens who work for the common good, act ethically with openness to the other, and are respectful of the diversity that characterizes the Palestinian society.
- c. Be global citizens who are aware of and responsive to the values of justice, liberation, and volunteerism, especially as they pertain to Palestine.
- d. Understand and actively shape their digital identity while engaging in responsible digital citizenship.

3.1.3. Personal

3.1.3.1. Upon graduation students at Bethlehem University will:

- a. Be independent thinkers capable of leading significant lives, of making sound choices and decisions, effectively working in teams, and who can respond creatively to a variety of challenges in their environment.
- b. Be self-motivated lifelong learners who are empowered to enhance their own professional, entrepreneurial, and leadership skills.
- c. Be empowered to uphold ethical values such as honesty, integrity, and respect, and are committed to act politely and responsibly in both their personal and professional lives.
- d. Be equipped with the tools to maintain their mental health and emotional well-being, fostering personal and academic growth.
- e. Be empowered to become agents of change in their communities and are equipped with the knowledge and skills to promote peace and justice, fostering a more harmonious world through dialogue and reconciliation.

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3.2. Student Profile⁴

3.2.1. Bethlehem University seeks to increase student enrollment between the academic years 2025-2030. The student enrollment will focus on increasing the number of male students, Christian students, students with disabilities, and students from different regions of Palestine, to enhance the social formation of the student body at the University.

4. Contributions from: Ruba Ayyad, Grace Elias, Raed Handal, Nader Hazboun, Sabah Ikhmayess, Etaf Maqboul, Omar Mousa, Raed Oweidat, Hind Zahdeh.



3.3. Teaching and Learning Activities⁵

3.3.1. Academic Curriculum

- 3.1.1.1. Bethlehem University will offer an Academic Curriculum that will enable its staff and students to pursue its Vision, Mission, and Values.
- 3.3.1.2. There will be regular curriculum review and update by the faculties to ensure that all programs remain relevant,
- Assuring that every course on campus contains relevant and updated content connected to Palestinian reality, including service-learning components.
 - Including practical skills that consider the Palestinian and global contexts and are connected to the graduate attributes.
 - Emphasizing Community Service as an axial component for all courses, connecting with the needs of the community and giving students a broader perspective of reality.
 - Including a research component that is relevant to the discipline and engages the students in grounding and producing knowledge suitable to their academic journey and degree.
 - Incorporating technological skills as a core component of each program.

5. Contributions from: Muhammad Abu Ayyash, Nader Abu Sa'ad, Hiam Alawi, Nubough Alatrash, Sia Dawani Balian, Alejandro Cerna, Maram Da'bdoub, Peter Dubrul, Manal El-Kassis, Rawan Gedeon, Issa Ghrayeb, Alice Paola Handal, Tina Hazboun, Sherin Hazboun, Anas Samara, Fouad Salman, Bilal Salameh, Fadel Sawayfeh, Rizek Sleibi, Nouraldin Talbishi, Nataly Toubasi, Hala Yamani, Hanadi Younan.

3.3.1.3. Academic Curriculum will ensure that all students develop the Graduate Characteristics during their time at Bethlehem University. To reach these goals, Bethlehem University will:

- a. Promote a culture of student academic support with practical manifestations in academic services, language, and digital skills.
- b. Establish a Student Success Center to offer academic support, self-directed learning, incremental learner agency, language and digital skills, and research skills.

3.3.2. Teaching and Learning Strategy

3.3.2.1. Bethlehem University will ensure the implementation of a new Transformative Educational Model as it relates to the pursuit of its Vision, Mission, and Values. A significant aspect of this will be developed using a hybrid model aligned with Education 4.0.

3.3.2.2. Bethlehem University will establish a hub for academic innovation which will promote a culture of continuous faculty development and formation by:

- a. Offering relevant opportunities.
- b. Sharing personal and collective capacities to serve others and the community.
- c. Creating a learning community in which we learn with, from, and for one another.



3.4. Research Activities⁶

3.4.1. Bethlehem University will undertake ethical research activities in accord with its policies that will enable its staff and students pursue its Vision, Mission and Values.

3.4.2. Bethlehem University will be a 'research-informed' university. This means:

- a. Each faculty member should contribute to scholarly activities to enhance Bethlehem University's mission, paying particular attention to Palestinian society's culture and values.
- b. Students pursuing a Bachelor degree, higher diploma, and master's degree will be engaged in research activities.
- c. Integrating the research component into the curriculum.
- d. Developing comprehensive research skills for students and staff.
- e. Facilitating training and leveraging library resources to support student and staff research endeavors.

3.4.3. Bethlehem University supports research mainly of internationally recognized standards and undertaken through both national and international collaboration. Bethlehem University is dedicated to establishing strategic partnerships with universities and stakeholders at national, regional and international levels, including the International Association of Lasallian Universities (IALU).

3.4.4. Faculty, staff, and students will follow the Bethlehem University research policy in their research and publications.

6. Contributions from: Mohammed Abu Sarhan, Zein AlAbideen AL-Awawdeh, Ahmad Ayyoub, Mumen Badarin, Juhaina Bandak, Nadia Bany Shamsa, Ziyad Bnishamsah, Anita Bright, Omar Darissa, Rabiha Elyan, Ahmad FASFous, Johan Gedeon, Jamal Ghabboun, Suhair Hamameh, Michel Hanania, Hanan Hazboun, Ibrahim Hroub, Khalil Issa, Hiba Jaraiseh, Elias Mukarker, Suhail Odeh, Nasim Qadi, Ammar Qarariyah, Anas Salhab, Yacoub Sleibi, Rabab Tamish, Reem Zeitoun.

- 3.4.5. Bethlehem University will promote interdisciplinary research by establishing collaborative research groups.
- 3.4.6. Bethlehem University intends to increase the budget of internal research grant (IRG's), which is under the direction of the Dean of Graduate Studies and Scientific Research.

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3.5. Community Engagement / Service-Learning⁷

- 3.5.1. Bethlehem University is in the process of institutionalizing Community Engagement / Service Learning as a means of delivering its academic curriculum in line with its Vision, Mission, and Values.
- 3.5.2. These methodologies will better enable Bethlehem University to meet the needs of Palestinian society and support its development.
- 3.5.3. In accord with established criteria:
 - a. Bethlehem University will increase collaboration with local and international universities and organizations to enhance its role in supporting the Palestinian community.
 - b. Bethlehem University will partner with Palestinian organizations and community leaders to promote mutual empowerment and development.

7. Contributions from: Elias Alhazin, Vida Bannoura Abu Aita, Dalia Elias, Garret Gundlach, Fatima Hammad, Peter Hermantas, Elias Juha, Christina Khair, Sara Khair, Verona Khair, Hisham Melhemallaham, Abeer Musleh, Raid Owidat, Moussa Rabadi, Maysoun Ramadan, Husam Wahhab.

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3.6. Internationalization⁸

- 3.6.1. Bethlehem University will institutionalize internationalization, transitioning from project-based internationalization to a more systemic approach. By strengthening our institutional infrastructure and integrating internationalization into all academic activities, we will solidify our position as a globally engaged institution.
- 3.6.2. Bethlehem University will expand its global reach through strategic and suitable high-quality international partnerships that offer all staff, faculty, and students opportunities to experience academic and professional practices from other places and cultures. At the same time, Bethlehem University will provide its partners worldwide with the same opportunities. This partnership can include both physical and virtual mobility.
- 3.6.3. Bethlehem University will encourage and support the creation of joint academic programs on a regional and international level.

The effectiveness of the implementation of the strategic directions will be monitored by the Multi-Year Rolling Plan and the Annual Operative Plan.

Scann the QR codes to access the sections of the Multi-Year Rolling Plan.

8. Contributions from: Omran Abed Rabbo, Amal Abu Nijmeh, Nahida Al-Arja, Ramzi Asali, Ahmad Atiyha, George Bael, Luigi Bisceglia, Fadi Kattan, Mahdi Kleibo, Joseph Pham, Hashem Shahin.

4. Support Activities

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4.1. Organizational Structures⁹ and Governance

- 4.1.1. Bethlehem University will conduct a comprehensive review its organizational and governance structures to facilitate the fulfillment of its Vision, Mission, and Values in a manner that improves effective communication, transparency, accountability and responsibility.

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4.2. Support for Student Success¹⁰

- 4.2.1. Bethlehem University will strengthen and develop the resources needed for students to succeed in achieving the Bethlehem University graduate characteristics.

9. Contributions from: Rami Abu Saa'd, Naji Alslaibi, Reina Hazboun, Usama Khalilieh.

10. Contributions from: Rania Abdel Nour, Hekmat Aburdene, Mohammad Awad, Amani Al Atrash, Maha Bandak, Suzanne Vine Daher, Enass Elias, Muna Elias, Samar Ghattas, Salpi Giacaman, Omar Khalil, Lina Khamis, Munjid Kharoufeh, Bisan Mousa, Hala Rashed, Rana Rock.

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4.3. Learning Resources¹¹

- 4.3.1. Bethlehem University will provide modern and effective learning resources to enable all faculty, staff, and students to pursue their academic activities in accordance with the Vision, Mission and Values. These will include:
- Upgrading the library to offer access to a wide range of e-resources.
 - Converting Bethlehem University to a Smart Campus.

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4.4. Promotional Activities¹²

- 4.4.1. Bethlehem University will pursue a range of effective/tailored promotional activities to enable all faculty, staff, and students to pursue their academic activities in accordance with the Vision, Mission and Values. These will include identifying and employing traditional and new promotion practices via an integrated mix of channels, including web-based, print, earned media, events, social and personal interactions with relevant target audiences.

11. Contributions from: Elizabeth D'souza, Phillip Daoud, Mary Claire Habash, Jenny Hodali, Juana Juha, Vera Koussa, George Maria, Sana Salsa, Francis Sleibi, Mirna Zoughbi.

12. Contributions from: Maheera Abu Farha, Christine Abu Sa`ada, Yazan Al-Zubaidy, Rula Awwad, Victoria Baboun, Frida Emezeian, Amal Handal, Haifa Lama, Samar Mousa, Haneen Musleh, Jacob Qara'a, Mary Odeh, Shady Rishmawi, Roy Sansour, Norma Shaheen, Michael Tanas.

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4.5. Quality Assurance¹³

4.5.1. Bethlehem University will engage in a range of quality assurance activities to enable all faculty, staff, and students to achieve their academic success in accordance with the Vision, Mission and Values. These will include internal and external quality assurance practices that in all aspects of the University to ensure continuous improvement.

The effectiveness of the implementation of the strategic directions will be monitored by the Multi-Year Rolling Plan and the Annual Operative Plan.

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13. Contributions from: Hassan Costantini, Zaidoun Darwish, Shireen Manoli, Adnan Shqirat.

5. Resource Management Activities

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5.1. Finance¹⁴

5.1.1. The Finance Office at Bethlehem University is committed to managing the University's finances following International Financial Reporting Standards (IFRS) in a way that supports the academic, administrative, and operational needs of all faculty, staff, and students, in alignment with the University's Vision, Mission, and Values. The Finance Office is dedicated to continue implementing strategies that foster trust across the University.

5.1.2. The Finance Office aims to ensure financial sustainability and growth.

14. Contributions from: Sandy Bassous, Jack Curran, Fadi Hawach, Dima Hazboun, Varehan Khair, Hanan Nasrallah, Wael Nazzal, Najwa Raheb, Elia Sammour, Luda Walid Mustafa, Manal Zeitoun.

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5.2. Advancement¹⁵

- 5.2.1. The Advancement Office manages advancement activities, including fundraising and donor relations, following the vision, mission, and values of Bethlehem University.
- 5.2.2. The Advancement Office will ensure that the activities of the International Support Network are in accord with the “*Comprehensive Foundational Document - November 5, 2024*” (Updated January 19, 2025).

5.3. Estates Management¹⁶

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- 5.3.1. Bethlehem University will manage and develop its estates to enable all faculty, staff, and students to pursue their academic and administrative activities in accordance with the Vision, Mission and Values.
- 5.3.2. Ensure a healthy, safe, secure, and aesthetic environment for staff, faculty, students, and visitors, that:
 - a. Includes spaces for social cultural spiritual activities recreation and co-curricular activities.
 - b. Ensures that the campus remains accessible to people with disabilities.
 - c. Develops as a Green-campus.

15. Contributions from: Mellie Brodeth, Rania Hazboun, Corazon Hinlo, Mai Mubarak, Amjaad Musleh, Iman Saca.

16. Contributions from: Lina Araj, Deya Batah, Mazin Qumsiyeh.

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5.4. Human Resources¹⁷

5.4.1. Bethlehem University will manage and develop its human resources to enable all faculty, staff, and students to pursue their academic, support and resource management activities in accordance with the Vision, Mission and Values and in compliance with the Palestinian laws and regulations.

The effectiveness of the implementation of the strategic directions will be monitored by the Multi-Year Rolling Plan and the Annual Operative Plan.

Scann the QR codes to access the sections of the Multi-Year Rolling Plan.

17. Contributions from: Jihad Abu Amsha, Saeed Anastas, Peter Iorlano, Mirna Zoughbi.

6. Strategic Management

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6.1. Strategic Academic, Campus and Facilities Development

- 6.1.1. Bethlehem University will develop clear strategic directions for its Academic Development, Campus growth, and Facilities in the West Bank and Gaza responding to the current market trends nationally and internationally in accordance with its Vision, Mission, and Values.
- 6.1.2. Bethlehem University will strengthen its fiscal sustainability.

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6.2. Data Management¹⁸

- 6.2.1. Bethlehem University will become a data-driven institution in accordance with its Vision, Mission, and Values.
- 6.2.2. Bethlehem University will establish clear processes and methods for data collection, integration, and sharing.



18. Contributions from: Issa Abu Awad, Johnny Bassous, Danial Giacaman, Joseph Hodali, Rafat Ishaq, Anwar Isied, Jihad Najajreh, Waleed Muallem, Samer Nasser, George Rishmawi, Hernan Santos, Wasim Zoghbi.

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6.3. Marketing and Communications

- 6.3.1. Bethlehem University will establish a strategic marketing and communication plan that will ensure effective communication, national and international reach, timely marketing of Bethlehem University activities and events, and efficient resource management, following strategic initiatives following its Vision, Mission, and Values.
Strategic Documents
- 6.3.2. Bethlehem University will develop procedural manuals that delineate standard Operative procedures, guidelines, and delegated authority, maintaining a digital repository per its Vision, Mission, and Values.

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6.4. Strategic Documents

- 6.4.1. Bethlehem University Bethlehem University will develop procedural manuals that delineate standard Operative procedures, guidelines, and delegated authority; maintaining a digital repository per its Vision, Mission, and Values.

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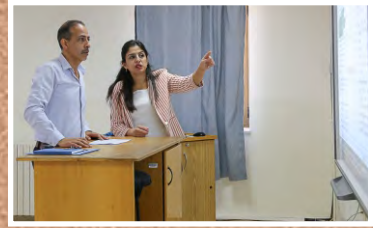


6.5. Implementation, Monitoring and Evaluation

- 6.5.1. Bethlehem University will establish a timeline for implementing, monitoring, and evaluating its strategic plan and periodically reporting on its status to University stakeholders in accordance with its Vision, Mission, and Values.

The effectiveness of the implementation of the strategic directions will be monitored by the Multi-Year Rolling Plan and the Annual Operative Plan.

Scann the QR codes to access the sections of the Multi-Year Rolling Plan.









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