

PFDP National Roundtables on Higher Education in Palestine

Roundtable Three

Strategic Planning In Higher Education

November 18-19 2011

Salam Ballroom

Intercontinental Hotel

Jericho

Background

If you fail to plan, you plan to fail is a common phrase that captures the need for careful strategic planning in any context. It reflects the reality that change is a constant in the life of any organization. A response to the external and internal forces that make change inevitable can be random, passive and *ad hoc*; or it can be dynamic, systematic and thoughtful—that is, *strategic*, because a carefully designed and active response to change can help an organization attain short and long-term goals that reflect its core mission, vision and values.

Strategic planning, therefore, is a critical component of *change management*. It provides a template for thoughtful institutional development in the face of changing circumstances and new challenges. The process had its origin in the military and industrial world, but began to gain in importance for higher education with the 1983 publication of George Keller's seminal book *Academic Strategy*¹, which provides a reference point for a significant shift that occurred around that time. It was at that critical point that higher education began to shift from using planning as a way to control growth to the more difficult task of using it to manage more challenging economic realities and a loss of public confidence².

In this new and more difficult context, the planning process helped universities to clarify goals, align them with external and internal priorities, and to establish principles and priorities for the allocation of resources. It also provided a basis for assessing institutional quality and effectiveness by establishing concrete goals and objectives for which the university could be publically accountable to its many constituencies. In its most advanced stages, rigorous strategic planning enabled universities to carry out painful program and staff reductions and to redefine their mission and priorities for investment (for example, the State University of New York in the mid 1970's).

The third PFDP Roundtable on Higher Education focuses on the principles, processes and best practices of strategic planning in Palestine's universities as well as in selected international universities. Specific goals include:

- Providing an introduction to the history and basic elements of strategic planning in higher education for those who have had little or incomplete exposure to them

¹ Fred Keller. *Academic Strategy: the Management Revolution in American Higher Education*. Johns Hopkins University Press. 1983 (available at no charge from Google Books).

² Michael J. Dooris. 2002-2003. Two Decades of Strategic Planning. *Planning for Higher Education*. 31(2): 26–32.

- Updating the national context for strategic planning in Palestine's higher education system through an analysis of the latest (and perhaps the next) national strategic plan for education developed by the Ministry of Education and Higher Education
- Using a specific example of strategic planning at one Palestinian University to illustrate the application of strategic planning at the institutional level
- Exploring the importance of strategic planning for quality assurance and public accountability through institutional scorecards that measure progress towards specific institutional goals

PFDP has assembled a strong team of Palestinian and international specialists in strategic planning for higher education to lead and facilitate activities of this Roundtable. And, as always, the Roundtable will provide ample opportunity for questions, discussion and hands-on group work that pursues specific questions and topics in greater depth.

PFDP will provide a list of relevant bibliographic materials for all participants.

Program

Friday, November 18, 2011
Intercontinental Hotel
Salam Ballroom

Introductions and Welcome
9:00 am -9:30 am

Dr. John W. Shumaker
Chief of Party
PFDP

Session 1
9:30 am- 11:15 am

Dr. Sophia Howlett
Dean of Special and Extension Programs
Central European University
Budapest

Strategic Planning emerged as a key management skill and new need for the public and non-for-profit sectors in the 1980s. It constituted a turn from 'managing as it happens', top down 'control and command' and input oriented quality 'control' to a organizational development process that attempts to envisage the future and then 'make it happen'. It is linked with an output or outcome oriented approach to quality 'assurance' – also known as a movement from the bureaucratic to the post-bureaucratic approach.

This session will introduce strategic planning – placing it within a historical context as a response to new needs in public and non-for-profit institutions. It will then distinguish between bureaucratic and post-bureaucratic modes – linking strategic planning to new imperatives/developments in institutional quality assurance. Thirdly, it will introduce the language and 'flow' of the strategic planning process – breaking down the concepts to understand them further and then showing how they come together to achieve an agreed upon destination.

But learning the need for and the basic concepts of strategic planning are of course necessary for an effective planning process. The final part of the session will introduce the perils and pitfalls: strategic planning as 'art-form'; the need for top down/bottom up engagement; the public/private, real/fake divides; the importance of alignment; the problems of outcomes based quality assurance, especially in a mixed bureaucratic and post-bureaucratic environment; and finally, the 'implementation gap' – what happens when what we say we will do, does not happen.

11:30am -1:00 pm
Prayer and Lunch
Lunch Served in the Palms Restaurant

Session 2

1:00 pm-2:30 pm

Dr. Fahoum Shalabi
Assistant Deputy Minister for Higher Education
Ministry of Education and Higher Education

Palestinian Higher Education Strategy

In order to establish a national context and framework for strategic planning in Palestine's system of higher education, Dr. Shalaby will describe the model that was used in developing the higher education midterm strategy in Palestine. The model consists of many steps such as: assessment, surveying, and reviewing the sector, followed with a derived vision and mission, then determination of strategic goals and policies related to each goal, and finally an action plan with clear implementation process.

Dr. Shalaby will also discuss the plan and process for future strategic planning efforts in the Ministry of Education and Higher Education that will provide direction for the development of new or updated strategic plans at individual universities.

2:30 pm-3:00 pm

Break

Session 3

3:00 pm-4:30 pm

Dr. Suhail Sultan
Director, Office of Planning
Palestine Polytechnic University

Dr. Mahmood El Saheb
Director, Quality Assurance Unit
Palestine Polytechnic University

Strategic Planning: The Experience of Palestine Polytechnic University

Dr. Sultan and Dr. Saheb will describe the history, background and methodology of strategic planning at Palestine Polytechnic University. They will also discuss the involvement of key constituencies and the key features of the plan. They will then address the critical question of results: did the plan result in any significant changes or improvements to programs and services? How is the university tracking its progress towards meeting strategic goals?

Session 4

4:30pm-5:30 pm

Panel Discussion

Moderated by Dr. Shumaker

Dr. Mahmoud Saheb
Dr. Fahoum Shalabi
Dr. Sophia Howlett
Dr. Suhail Sultan

Members of the panel will respond to questions offered by participants and engage in an open discussion of key issues in strategic planning for universities that emerge from the earlier presentations.

7:00 pm
Dinner
Palms Restaurant

Saturday, November 19, 2011
Salam Ballroom

Session 5
9:00am -10:30pm

Strategic Planning and Key Performance Indicators
University Scorecards

Dr. Sophia Howlett
Central European University

Dr. Mahmoud Saheb
Palestine Polytechnic University

Dr. John W. Shumaker
PFDP

Break
10:30am-11:00pm

Session 6
11:00am -1:00pm

Work Groups

Designing KPI's: What to Measure, How to Measure, and How to Report Progress to the Public
in Such Areas as

Undergraduate Education
Graduate Education
Research
Resource Development
Student Services
Community Engagement
Faculty and Staff Retention
Selected Administrative and Support Functions

1:00pm-1:45 pm
Lunch
Palms Restaurant

1:45pm-2:15 pm
Final Questions and Wrap-Up
Dr. Shumaker

Evaluation
2:15pm-2:45pm

**Third National Roundtable on Higher Education in Palestine
Palestinian Faculty Development Program**

**Strategic Planning in Higher Education
November 18-19, 2011**

**Intercontinental Hotel
Jericho**

Presenters

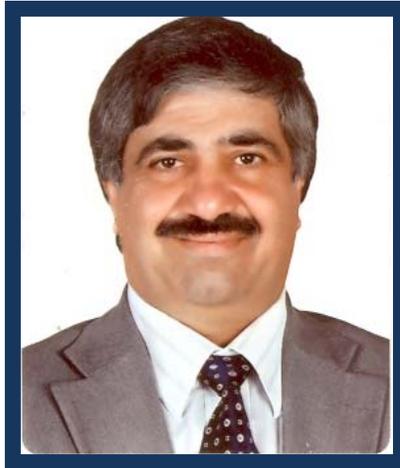


Dr. Sophia Howlett

Sophia Howlett is the Dean of Special and Extension Programmes, Central European University. Dr Howlett received her first degree from Cambridge University in English Literature and her D.Phil. from York University. She went on to teach English Literature at both York and the University of Teesside, and was a member of the Northern and UK Renaissance Seminars. Dr Howlett worked also with Civic Education Project - a volunteer organization for university teachers – first teaching and acting as a senior academic evaluator at universities in Ukraine, and then as the Director of the country program for Ukraine, and founder of the program for Moldova.

In 1997, she moved to Central European University as the head of a newly established office to promote CEU's external activities with the East European and Former Soviet Union region, with a focus on higher education development and innovation. Under her leadership, the office has developed into a department providing grants, training and consultancy to more than 1000 higher education practitioners a year, has expanded its geographical scope to include, amongst other regions, the Middle East, and was made the first Carnegie Institutional Leader in Teaching and Learning in continental Europe. She has been teaching for the CEU Gender Studies department since 1997, serving also on its doctoral committee, but from 2007 has moved her academic interests into her practice – researching now and teaching for the new specialization in Higher Education at CEU's Department of Public Policy.

In the field of higher education, Dr Howlett has been an Open Society Policy Fellow, working on the Bologna Process and its affect on higher education in non-EU countries, and a Visiting Scholar at Harvard University, where she recently completed a manuscript on the history and present policy context of Russian Higher Education. She is a member of the board of the *European Journal of Higher Education*, and a member of the Comparative and International Education Society. Dr Howlett regularly provides consultancy, evaluation and training in higher education policy to colleagues from universities up to the ministry level. She has served on the Board of Civic Education Project, and a large variety of Open Society Institute boards and committees focusing on higher education



Dr. Fahoum Shalabi

Dr. Fahoum Shalabi is the Assistant Deputy Minister for Higher Education at the Palestinian Ministry of Education and Higher Education. He has a PhD in Educational Planning from University of Twente\Netherlands and a master's degree in Educational Measurement form the same university in addition to a master's degree in Applied Statistics from Colorado State University in Fort Collins, Colorado.

Dr. Shalabi worked as research coordinator at the research center in Birzeit University for many years and as the information officer in the Planning Department for the same university in addition to working as statistics instructor.

Dr. Shalabi has many publications in the field of higher education such as costing, criteria, ranking, databases, and others. He is a member of the Palestinian Council of Higher Education and other committees working at the higher education level in Palestine in addition to heading several higher education projects.



Dr. Suhail Sultan

Suhail Sami Sultan received a Bachelor of Science degree in Industrial Engineering from Jordan University in 1995. In 1997, he got his Masters in Business Administration from Maastricht School of Management, the Netherlands and in 2002 he obtained a Master of Philosophy in Business Administration from the same school. In 2007, he obtained his Ph.D. degree in Business Administration from the UNU-MERIT, Maastricht University, the Netherlands.

Sultan is a lecturer of Operations Management, Project Management and Total Quality Management and the director of Planning, Development and Public Relations at Palestine Polytechnic University. Sultan is working as a senior consultant with different international organizations especially in the area of Public-Private- Academic Partnership and was the chair of the Academic-Government-Industry Partnership (AGIP) Conference that took place in Hebron in 2010.



Dr. Mahmoud Saheb

Dr. Mahmoud Saheb is currently working as Director of the Quality Assurance Unit and assistant professor in the IT Department at PPU. He served as dean of the Administrative Sciences and Informatics College for more than 5 years. He is a member of the AQAC board www.aqac.mohe.gov.ps, the International Arab Journal of Information Technology (IAJIT) editorial board www.iajit.org, and the IT programs evaluation team in MoEHE. He has participated in designing and developing many commercial IT systems, and participated in developing and evaluating many educational programs. Current research interests are database systems, bioinformatics, and quality assurance.



Dr. John W. Shumaker

Dr. John W. Shumaker is the Chief of Party of the USAID-funded Palestinian Faculty Development Program for AMIDEAST. Dr. Shumaker has served as a leader in education as professor, senior administrator at The Ohio State University and the University at Albany in the SUNY System. He also spent several years as president at Central Connecticut State University, the University of Louisville and the University of Tennessee. Since 2005, he has served as a senior advisor to ministries of education and higher education in Armenia, Afghanistan, Pakistan, Saudi Arabia and Morocco in projects funded by the World Bank, DANIDA, USAID, the Government of Saudi Arabia and the private sector in Rabat and Casablanca.

As a university president Dr. Shumaker was highly successful as a fund raiser and specialist in community engagement, change management, international programs and university-industry relationships for teaching as well as advanced research and knowledge transfer. In recognition of his service to the University of Louisville the university presented its highest award—The Minerva Award—in 2002 and subsequently dedicated the John W, Shumaker Research Building on its main campus in November, 2009.

Before coming to Ramallah, Dr. Shumaker served as team lead of an international group of experts responsible for creating a master plan for a new polytechnic university that will be at the center of a new Green City developed by a large industrial corporation north of Marrakech. Prior to his work in Morocco he was team lead of the Tatweer Strategy Formation Project in Saudi Arabia and served as Chief of Party of the USAID-funded Higher Education Commission/Financial Aid Development program in Pakistan for the Academy for Educational Development. This program involved developing a comprehensive financial aid system for higher education in Pakistan, as well as capacity-building for the Higher Education Commission and 11 universities to raise funds from the private sector for scholarships and other financial assistance programs.

His work at the Ministry of Education and the Ministry of Higher Education in Kabul, Afghanistan focused on a range of areas including strategic planning, policy development, quality control, financial aid systems, national university entrance examinations, resource development and fund-raising, as well as capacity development.