



# **STRATEGIC PLANNING AT AN-NAJAH NATIONAL UNIVERSITY**

**BY**

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# BACKGROUND

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- **An-Najah, situated in Nablus, West Bank, is a leading HE institution in Palestine**
- **It was established in 1918 as a high school, and converted to a University in 1977**
- **Through its 16 Faculties, it offers the most diverse education**
- **It offers B.Sc./B.A. degree in 64 Disciplines, Master degree in 31 programs, and doctoral degree in 1 program**
- **It offers diploma degree in its Community College and Hijjawi College of Technology**

# BACKGROUND ...

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- An-Najah has been striving for growth and expansion in response to society needs
- Its student body has grown to about 11 thousands in 2004/2005
- Its faculty and administrative staff has risen about 800 in 2004/2005
- An-Najah has 2 campuses, the new scientific campus has buildings of about 70,000 m<sup>2</sup>
- Had established 13 research and community service centers
- Concentrates on quality of teaching and research, highlighted by the nature of the special contribution that An-Najah makes

# BACKGROUND ...

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- **Strategic Planning is a process through which an institution's resources, in the field of its work, are matched with the available opportunities, within a given timeframe**
- **A Strategic Plan is a comprehensive work plan with a time table during which the institution endeavors to realize its objectives**

# BACKGROUND ...

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- **The University started the Strategic Planning Process in September 2004**
- **Aim was to come with a continuing process to determine the best way to be followed to move from the University present to a future state to achieve results and targeted goals**
- **Consider the expected changing conditions, whether possible opportunities or challenges**
- **The planning process covers all the university activities and fields of work**
- **Importance: Realization of the objectives, and enhancing it methodically guided by a philosophy and a vision**

# COMPONENTS OF THE STRATEGIC PLAN

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- **Determining the future mission and vision of the university**
- **Analyzing the present situation, identifying the areas of weakness and strength, and Identifying the opportunities and challenges**
- **Determining the goals of the university's strategies in the following fields: academic, scientific research, community service, institutional and administrative support**
- **Setting up objectives and strategies which the university seeks to achieve in each field**
- **Setting up criteria to measure the achievements**

# COMPONENTS OF THE STRATEGIC PLAN ...

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# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION

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## ● Awareness and Preparations:

- Present the concept to the University Council
- Produce and circulate informative publications to the employees on the plan and to induce them to be involved in the subsequent steps
- Communicate with Unit Heads to start strategic thinking and analysis and generate ideas
- Forming the Strategic Plan Committees:
  - Steering Committee
  - Academic Strategies Committee
  - Scientific Research Committee
  - Administrative Infrastructure/Support Committee

# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION ...

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## ● Collection of information:

- Palestinian Development Program
- Palestinian Higher Education Strategic Plan
- Any previous plans or development programs prepared for by any university unit
- Review the Strategic Plans for other Universities

# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION ...

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- **Holding meetings for strategic analysis and to tap any specific or general development ideas with:**
  - **Board of Trustees and University Administration**
  - **The Faculty Councils, directors of centers, and administrative department heads**
  - **Faculty and administrative staff members**
  - **Student Representatives**
  - **Community Representatives**

# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION ...

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- **Preparing a perception for the university strategic plan by the five strategic plan committees:**
  - **Identifying University Mission and Vision**
  - **Performing Strategic Analysis**
  - **Defining University Goals**
  - **Setting up objectives and strategies which the university seeks to achieve in each field**
  - **Setting up criteria to measure the achievements**

# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION ...

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- **Preparing the Strategic Plan document**
- **Debating the proposed strategies plan by councils and related bodies**
- **Approving of the plan and adopting it**
- **Implementing the plan after setting up necessary mechanism for its implementation**
- **Preparing the strategic and detailed work plans by the academic and administrative departments, based on the adopted SP**

# FRAMEWORK FOR COMPLETION OF PLAN PREPARATION ...

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## ● Duration of Plan Preparation and Implementation:

- Plan preparation: 9 months
- Plan implementation: 3 years

# POTENTIALS FOR SUCCESS OF STRATEGIC PLANNING

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- **Group participation in preparation of the SP**
- **Officials' mastering of needed skills for preparation and implementation of strategies**
- **Adoption of unified rules, methods, and criteria**
- **Adoption of an effective MIS**
- **Setting up an appropriate schedule for the preparation of strategies and abiding by it**
- **Reality in estimations**
- **Flexibility**
- **Painstaking follow up of performance**

# UNIVERSITY MISSION STATEMENT

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- **An-Najah aims at providing quality higher education of international standards in all areas of knowledge**
- **Educate Palestinian young men and women within an integrated conducive environment to satisfy the country's and region's needs of well-trained human resources**
- **Perform research aiming at scientific advancement, and participate in community service and spread of knowledge, to facilitate reaching a state of sustainable development**



# UNIVERSITY VISION

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- **To overcome the challenges of independence and state building, as well as those of advancement and development, and keep abreast of all developments and participate in the shaping of the future, An-Najah has been working relentlessly to enhance the quality of education by providing faculty and students with all incentives to excel and innovate**
- **An-Najah has provided the necessary inputs for the sake of becoming a pioneer in educational and scientific excellence**

# UNIVERSITY VISION ...

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- **The university strongly believes that meeting the needs of qualified manpower cannot be realized through an educational process only, but has to be also a through a comprehensive vision and endeavour toward quality development of human resources in all fields of intellectual knowledge, scientific application and spirit of value**
- **An-Najah is in need for a vision development to participate effectively in meeting the needs of the country in this important stage:**

# UNIVERSITY VISION ...

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- Education has to be geared toward quality to qualify graduates to play their role in this stage
- Scientific research has to meet the needs of the country in all spheres
- Activities geared towards serving and developing the community have to be carried out
- The university will continue to preparing its graduates for the future, and for different environments in a way that meets the needs of the neighbouring labour markets
- Continue to enhance role in production of high quality research of international standard

# UNIVERSITY GOALS

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- **First Goal: In the Academic Field**  
Enhancement, development and reinforcement of university education at the undergraduate and graduate levels in all field
- **Second Goal: In the Research Field**  
Enhancing serious research in all areas of knowledge to satisfy needs and enrich human knowledge

# UNIVERSITY GOALS ...

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- **Third Goal: In Community Service Field**  
Reinforcement of university's role and activities in serving the community, and strengthening partnership with its institutions to facilitate human and social development
- **Fourth Goal: In the Infrastructure/ Administrative Support Field**  
Raising efficiency of administration performance, improving ancillary administrative services, continue expand facilities, and upgrade the infrastructure for an e-university system

# OBJECTIVES

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- Goal: Enhancement, development and reinforcement of university education at the undergraduate and graduate levels in all field
- Objectives:
  - Developing the academic programs to ensure meeting the needs of the local community and the regional labour markets
  - Improving quality of education
  - Developing and reinforcing the academic faculty
  - Reinforcing and enriching the student's university experience

# STRATEGIES

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## Objective 1

Developing the academic programs to ensure meeting the needs of the local community and the regional labour markets

## Strategies

1. Reviewing the labour market needs in order to achieve development
2. Ensuring the satisfaction of market needs of skills, tools, and elements of knowledge
3. Ascertaining the importance of existing majors and their meeting of changing needs
4. Reviewing and evaluating academic curricula through internal and external evaluation

# STRATEGIES ...

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- 5. Developing current programmes through modification and updating to suit the needs of the local community, and the job markets in the region, and keeping abreast of scientific development in all programs**
- 6. Introducing new academic programs to meet the needs of the local and regional labour markets**
- 7. Reconsidering the university basic requirements to reflect the interest in specific skills**
- 8. Enhancing interaction between programs through forming multi-disciplinary and inter-disciplinary programs**



# CRITERIA

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- 1. Adherence to Labour Market needs**
- 2. Customer satisfaction regarding graduate skills**
- 3. Number of evaluated academic programs through internal and external evaluation**
- 4. New academic programs to meet the needs**
- 5. Number of restructured university requirements to reflect interest in specific skills**
- 6. Number of newly formed multi-disciplinary and inter-disciplinary programs**

# IMPLEMENTATION

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