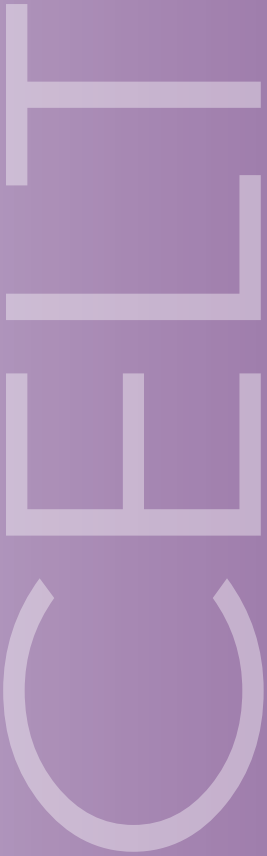




Strategic Goals for University Faculties
Sample Goals from Good Practice



A Strategic Goals Guide Based on
Outcomes of the Workshop on strategic
planning
For Deans and Department Chairs
Organized by CELT in collaboration with
The President Assistant for Planning and
Development

13-15/2/2012

Introduction

The goals included in this document came as a follow up on the workshop on strategic planning lead by CELT partners from Northwestern University, Drs. Gregory Light and Denis Drane, and An-Najah University President Assistant for Planning and Development, Dr. Allam Mousa. The workshop participants included the Deans of Faculties and Heads of Departments from the Faculties of Arts, Islamic Law, Education Sciences, Physical Education, Information Technology, Science, Engineering, Medicine and Health Sciences, Graduate Studies, and Hisham Hijjawi College of Technology.

Over two days, the deans and chairs discussed the components of the strategic plan for university faculties which draw essentially from the strategic plan for the University. Models of good practice from reputable US universities were presented by the Northwestern partners. In light of the presentations and discussions, An-Najah University deans and chairs convened to review their respective faculties' objectives, strategies, and related activities, in addition to the availability of the necessary

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resources to implement those activities. The deans and chairs reviewed the expected outcomes, the performance indicators, and the expected impact for the agreed upon objectives and activities.

At the end of the workshop, the strategic goals were collected and reviewed by CELT teams to be included in this document, so it can be made into a readily available resource that faculties could use when developing or reviewing faculty and department strategic plans.

The document includes ten sample goals together with the objectives, strategies, actions, and indicators for each of the ten goals. It also has for other four goals collected from good practice for faculties to use if they see that they are relevant to the kind of the work they intend to do.

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Director of The Center for Excellence in Learning and Teaching

Goal 1:

The primary goal is to improve education environments in the college

- ▶▶▶▶ Curriculum reform and service excellence that improves learning environments
- ▶▶▶▶ Staff expertise and professionalism
- ▶▶▶▶ Cost-effective use of resources
- ▶▶▶▶ Aligning the application of technology with the specific needs of college departments
- ▶▶▶▶ Defining a framework for all technology initiatives undertaken by the college for the next 5 years

Objectives:

- ▶▶▶▶ Enable Electronic integration of course material
- ▶▶▶▶ Enhance digital tools that Extend Teaching beyond the Classroom
- ▶▶▶▶ Facilitate Faculty Exploration and Use of Technology
- ▶▶▶▶ Empower faculty by showing how their efforts directly support the strategic goals of the College
- ▶▶▶▶ Develop a culture where the IT strategic vision is woven into each faculty day to day function

Strategies:

- ▣ Increase Motivation and competition to use technology
- ▣ Develop solutions for challenges like number of learners and faculty readiness
- ▣ Use training opportunities like those offered by CELT
- ▣ Suggest future education delivery methodologies that will rely heavily on technology and virtualization
- ▣ Implement innovative educational technologies
- ▣ Improve learning experience with more flexible classroom designs that accommodate a variety of teaching styles

Actions:

- ▣ Select and redesign 10 courses to become e-courses
- ▣ Share experiences with faculty and students
- ▣ Train Faculty on LMS as MOODLE, OCC, Wikis, Blogs, etc
- ▣ Use Interactive Learning Tools such as Clickers and Interactive Hardware
- ▣ Organize regular meetings with university technology Committees to meet the needs of every department
- ▣ Develop equipment in 2 labs or more
- ▣ Compare experience with other national and regional universities
- ▣ Install necessary IT tools in classrooms that help facilitate the learning process

Indicators:

- Number of trained faculty
- Number of faculty applying the recommendations made as a follow up to e-learning training sessions
- Number of faculty disseminating their e-learning experience
- Number of faculty interested in e-learning as a teaching tool and an end
- Number of courses designed and activated every semester
- Number of Laboratories developed
- Students' participation and attitude
- Number of faculty attending the sessions
- Numbers of student who are interacting using technology
- New labs established
- Number of courses redesigned to offer e-learning opportunities
- Innovative e-learning success stories at An-Najah University

Goal 2:

Improve quality to meet national requirements and international standards

Objectives:

- ▣ Curriculum review and reform
- ▣ Program review and reform
- ▣ Expansion of existing graduate programs
- ▣ Improvement of teaching and research capacity

Strategies:

- ▣ Periodical review of curriculum and learning outcomes for all programs
- ▣ Establish a PhD program material science
- ▣ Allocate teaching resources effectively to maximize the impact of faculty time
- ▣ Promote excellent practice in all graduate and undergraduate programs
- ▣ Create learning environments that encourage interdisciplinary research
- ▣ Emphasize critical thinking and communication skills

Actions:

- ▣▣▣▣ Recruit new staff members with outstanding qualifications
- ▣▣▣▣ Increase number of scholarships for graduate Science students
- ▣▣▣▣ Improve material science labs equipment and infrastructure
- ▣▣▣▣ Share excellent practices and experiences with faculty and students
- ▣▣▣▣ Organize periodic meetings with university technology Committees to promote use of technology in the teaching of science programs
- ▣▣▣▣ Compare experience with other national and regional universities

Outputs Indicator:

- ▣▣▣▣ Number of updated Courses
- ▣▣▣▣ Numbers of staff members recruited
- ▣▣▣▣ Readiness of infrastructure in terms of lab equipment
- ▣▣▣▣ Number of trained faculty on technology uses
- ▣▣▣▣ Number of teachers conducting interdisciplinary research
- ▣▣▣▣ Number of scholarships offered for graduating students
- ▣▣▣▣ Number of exchange visits with national and international experts

Goal 3:

Increase competitive research and creative activities by faculty and students

Objective:

- ▣ Increase the research outputs of the faculty of medicine and health sciences in terms of quality and quantity.

Strategy:

- ▣ Develop laboratory infrastructure, faculty programs, and external relationships in a competitive research environment.

Actions:

- ▣ Establishment of a formal faculty and student research development program with continuous fund raising activities

Indicators:

- Number of conferences organized and attended
- Number of faculty members in editorial boards
- Number of externally funded projects
- Number of publications
- Collaboration among external and internal research partners to expand the research infrastructure.
- Number of contracts and cooperative agreements
- Number of cosponsored research

Goal 4:

Develop diversity among student population in the department

Objective:

- ▣▣▣▣▣ Recruit more female students.

Strategy:

- ▣▣▣▣▣ school visits.

Action:

- ▣▣▣▣▣ Identify best practices for recruiting and retention of female students.

Indicator:

- ▣▣▣▣▣ percentage of increase in new admissions for female student over two years

Goal 5:

Improving quality of graduates to meet the needs of local market

Objective:

- ▣▶ To review curriculum and reform accordingly

Strategy:

- ▣▶ To review course plans to meet the needs of the market

Actions:

- ▣▶ Advisory boards from the local market and meet with them once every semester at least
- ▣▶ Periodically modify plans based on feedback received from the advisory board.

Indicators:

- ▣▶ Number of course plans modified according to international standards
- ▣▶ Number of advisory boards established
- ▣▶ Number of meetings

Goal 6:

To develop a research profile that focuses on developing a small number of research concentrations which will have an impact on the University's communities.

Objective:

- ▣▶ To develop a framework to nurture research concentrations

Strategy 1:

Research active staff contributing to ANU research centers

Action:

- Support ANU research centers associated with the Faculty and developing strengths within the Faculty

Indicator:

- Number and performance of staff active in ANU research centers

Strategy 2:

- Recruitment of new staff to be based on ability to contribute to research strengths

Action:

- ▣▣▣ Research workload allocations to be performance based in an open manner

Indicator:

- ▣▣▣ Workload allocated through Faculty workload process

Strategy 3:

- ▣▣▣ Attracting external research funding

Action:

- ▣▣▣ Application of Faculty for small grants to seed promising project ideas

Indicator:

- ▣▣▣ Value of external grants

Goal 7:

Improve opportunities for learner involvement and creativity

Objective:

- ▣▣▣▣ Modify curriculum to encourage independent and creative learner work.

Strategy 1:

- ▣▣▣▣ Pedagogically redesign new admissions courses in IT

Action:

- ▣▣▣▣ Project-based course development

Indicator:

- ▣▣▣▣ Courses redesigned to include project-based

Strategy 2:

- ▶▶▶ Train faculty in project-based

Actions:

- ▶▶▶ Organize roundtables on Project-based learning methodologies
- ▶▶▶ Arrange training courses in Project-based learning assessment approaches
- ▶▶▶ Conduct pilot projects with faculty

Indicator:

- ▶▶▶ Number of faculty involved in projects

Goal 8:

Increase national and international recognition of the department

Objective 1:

- To encourage, support, and recognize faculty who engage in research and leadership with societal impact

Action:

- Set new standards for promotion of assistant and associate professors that focus on societal impact, leadership, and international recognition

Indicators:

- Number of faculty awards reflecting national and international recognitions
- Number of artifacts with significant direct or indirect societal impact
- Number of endowed chairs and distinguished professorships
- Membership in program committees
- Membership in editorial boards,
- Keynote addresses delivered in conferences

Goal 9:

Innovating and Continuing Excellence in our core activities of research, teaching, and service.

Objective 1:

- Build a stronger and more practical and diverse research capacity.

Strategies:

- Establish college community research practice
- Train faculty and students to carry out research focusing on current educational issues
- Set up research project groups to peer-review
- Raise expectations among faculty about importance of research
- Conduct an annual research conference
- Conduct monthly/ quarterly research meetings
- Create a website supporting faculty and student researchers

Actions:

- Create research incentive fund and practices
- Create criteria for recruiting faculty and students
- Establish a steering committee
- Create peer-group groups
- Establish 3 full funded opportunities to participate in international conferences
- Conduct workshops focusing on aspects related to research and professional development

Activities:

- Was community research established
- Were peer-review groups created
- Was an annual research conference held
- Was steering committee established
- Were funds secured for the activity
- Were monthly/quarterly meetings held
- Were workshops conducted
- Were faculty and students trained to carry out research
- Were the full funded conference opportunities facilitated

Indicators:

- Number of college community practice members
- Number of faculty attending the annual meetings
- Quality of interaction and meetings
- Number of peer review groups established
- Number of faculty who attended conferences
- Number of faculty who presented at local conferences
- Number of published research projects
- Number of workshops conducted
- Number of faculty who participated in workshops
- Number of faculty who participated in international conferences
- Number of students who participated in research projects
- Increase in number of peer-reviewed publications, scholarly presentations

Outcomes:

- discover new knowledge
- improve educational policy and practice
- recruit and retain the best faculty and students
- enhance our teaching and impact
- improve public perception and national rankings

- make our research more relevant and useable.
- enhance this relevance and usability by shifting from a model of “dissemination” to a model of “facilitation.”
- create stronger links between research, development and innovation
- increased faculty and student involvement in research
- increased interdisciplinary research and collaboration
- Improved coursework and professional preparation programs
- Increased impact on policy, practice, and public perception

Objective 2:

- Strengthening Our Capacity and Reach as a Provider of Professional: Preparation and Leadership

Actions:

- Establish international education as a cornerstone in undergraduate and graduate programs.
- Pursue interdisciplinary collaborations to update and refine pedagogic and content knowledge.
- Create multiple and flexible learning pathways for life long and life wide Learning
- Utilize new (and creatively adapt existing) educational technologies to increase accessibility to wider array of students

Indicators:

- ▶▶▶ Ongoing refinement of existing courses and programs
- ▶▶▶ Increased number of new offerings and interdisciplinary collaborations
- ▶▶▶ Number of students who participated in international experience

Outcomes:

- ▶▶▶ Integration of international education into graduate and undergraduate programs
- ▶▶▶ Pedagogic innovation
- ▶▶▶ Increased accessibility

Goal 10:

Redevelop the Intellectual Foundations of the College to Align Scholarship, Culture and Practice with our Strategies for Growth

Objective 2.1:

- Align our intellectual base with our institutional goals and priorities

Strategies:

- Rethinking the preparation of educational professionals.
- Positioning equity and rethinking diversity as frameworks to improve academic quality and enhance learning and teaching.
- Internationalizing our programs and research agendas.
- Enhancing the College's internal and external public profile.

Other goals to be developed by adding objectives, strategies, actions, outcomes, and indicators

- Goal 1: Enhancing academic quality & Internship practices
- Goal 2: Enhancing instructional quality and productivity
- Goal 3: Providing for the systematic development of critical thinking, quantitative reasoning, and communication skills.
- Goal 4: Excelling in the use of technology as a teaching and learning tool and as a vehicle for mitigating the challenges of education

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