STRATEGIC PLANNING SESSION NO. 3

Al Quds University

May 7th, 2023

The objective of the session: Identify the University's Mission, Vision, Values, and Strategic Objectives in line with the discussed integration of sustainable development within AQU's structure.

Meeting minutes:

The session was led by Dr. Radwan Qasrawi, who introduced the responses to the form sent out to participants via email. The form provided participants with the current AQU strategy, presented suggested examples focused on the SDGs, and encompassed a space for each participant to formulate their own suggestions.

The meeting's methodology was an open discussion and brainstorming session to identify the topics/key components to take into consideration during the strategic planning process.

The 2-hour session entailed a lively discussion which culminated in providing agreed-upon first drafts of the University's Mission, Vision, Values, and Strategic Objectives.

Results of the Session

Vision

Al Quds University's strategic Vision should:

- Focus on Jerusalem, we shouldn't mention local or regional as it is our responsibility.
- Focus on mind setting.
- Include the phrase "world-class" or "global leader"
- Sustainable development and leadership should be mentioned in the vision in some way.
- Emphasize AQU's role as a leading academic institution in the country
- Incentivize a community of knowledge

The most agreed on vision:

"**Empowering Minds, Enriching Society and Igniting a renaissance of knowledge in the heart of Jerusalem**."

Mission

Al Quds University's strategic mission should:

- Focus on research, more specifically directive research
- Include the means to achieve our mission (include the phrase through)
- Emphasize the following key components (sustainable development, education, research, innovation, entrepreneurship, social innovation)
- Include social engagement.

Values

The values should include the key principles AQU stands for or seeks to stand for, including student-centricity, excellence, inclusivity, integrity, lifelong learning, and global citizenship.

We should include a description for each value to be understood to every reader.

THE GLOBAL GOALS

Results of the Session

Goals

The following should be taken into consideration during the Goal development process:

- Clusters can be identified that encompass sub-objectives
- Must be consistent with the values
- Support the attainment of critical thinking, creativity, innovation, and practical skills
- Support the sustainability of Palestinian communities
- Facilitate research
- Promote innovation, collaboration, and entrepreneurship
- Strengthen ethical conduct and integrity
- Include Global Competitiveness add (skills, attitudes and ethics)
- Should have measurable means of verifications and indicators.

THE GLOBAL GOALS

First Draft

A first draft of the University's strategic plan has been created based on the results of the session:

Vision

To be a leading academic institution that empowers minds, enriches Palestinian society, and ignites a renaissance of knowledge at the heart of Jerusalem (Al Quds).

Mission

Al Quds University's mission is to strengthen the sustainability of Palestinian communities through the provision of high-quality education, contribution to directive research, and forthcoming social innovation and engagement.

Values

- **Student-centricity:** Ensuring an environment that meets students' needs and interests while delivering a high-quality learning environment both inside and outside the classroom.
- **Excellence:** Setting high standards across all aspects of academic life that will ultimately reinforce excellence that furthers the University's mission.
- **Innovation:** Supporting the emergence of new ideas, solutions, learning methods, and research that create value for the well-being of Palestinian communities.
- **Collaboration:** Establishing partnerships with other institutions, organizations, or persons to better address or understand key challenges.
- **Engagement:** Promoting a participatory approach across University life whilst instilling a culture of social responsibility towards local communities.
- **Inclusivity:** Transforming the education system to ensure the needs of all students, staff, and stakeholders are met, particularly within marginalized groups by advancing gender equity and making accommodations for persons with special needs.
- **Integrity:** Instill and safeguard a culture of honesty, and respectful and ethical behavior within the academic environment.
- **Lifelong learning:** Nurture the continuous pursuit of knowledge among Palestinian communities that enhances social inclusion, employability, active citizenship, and personal development.
- **Global citizenship:** Fostering a sense of belonging to the larger global community and thus promoting the use of skills and education to contribute to all communities.

Goals

1. Enhance students' global competitiveness
2. Facilitate research and academic thinking that will ultimately support AQU's standing as a leader in the directive and academic research
3. Promote the participatory engagement of local communities to ensure AQU yields a positive impact on the most vulnerable Palestinian groups.
4. Reinforce ethical conduct, integrity, and transparency across all aspects of University life.
5. Incentivize critical thinking, creativity, innovation, and practical skills in support of sustainable Palestinian communities.
6. Engage in interdisciplinary collaboration and the establishment of long-lasting global partnerships.

Next Steps:
- Conduct the fourth session
- Conduct SWOT analysis for each goal.
- Agree on the final draft of the mission, vision, values, and goals
- Determine the key performance indicators and actions for each goal.
- Final review
- Create Charter
- Draft final Strategic Plan