

# STRATEGIC PLANNING SESSION NO. 5

## Al Quds University

May 28th, 2023





**The objective of the session:** The session aimed to define a clear joint picture of the key challenges the University must focus on through its specific objectives and indicators. To accomplish this, the team conducted a SWOT analysis.

#### **Meeting minutes:**

The session was led by Dr. Radwan Qasrawi, who introduced a template of a SWOT analysis with key points to discuss throughout the meeting. The University administration identified key strengths and weaknesses through a lively discussion followed by a speech by the University president Dr. Imad Abu Kishek. During the speech, Dr. Abu Kishek expressed his objectives and vision for the University, together with key methods to utilize during the strategic planning process,

Following this, the high-level administrative staff centered their attention on the key points brought forward by Dr. Abu Kishek and reviewed the pre-defined strengths and weaknesses.

The meeting lasted 3 hours, including a 40-minute lunch break.

# Results of the Session

## General SWOT analysis for Al Quds University

### Strengths

- Establishment (Waqf)
- Locations
- Pioneering Educational Models and Programs
- Cultural Heritage
- International Partnerships
- Strong engagement with the community
- Vibrant student community
- Partnerships with the private sector
- Research and Innovation
- Central Ethics Community
- Adaptability and flexibility in the academic environment
- Extensive facilities & infrastructure
- Strong student financial support program & enhancing equal opportunities
- Pool of talented students
- Pool of exceptional academic & research staff
- Efficient financial management system

### Weaknesses

- Limited Resources
- Insufficient highly qualified researchers
- Lack of professional development
- Limited fundraising capacities
- Limited faculty and student mobility
- Emigration of skilled academics and graduates
- Inadequate development of the humanities and languages
- Lack of an alumni unit/ follow-up
- Inadequate English language skills among faculty and students
- Insufficient monitoring and evaluation systems
- Inadequate research prioritization
- Lack of internal communication frameworks
- Absence of evaluation standards
- Absence of a manual or charter for social responsibility
- Lack of a tailored code of ethics

### Threats (tentative)

- Occupation
- Economic Instability
- Competition
- Lack of international accreditation
- Limited access to international funds
- Limited access to research funds  
Conditional funding
- Limited mobility of international experts
- Low-demand for liberal arts
- Geographical location

### Opportunities (tentative)

- International Support
- Digital Transformation and Online Education
- Collaboration Opportunities
- Global Advocacy for Recognition
- Capacity Building
- Socioeconomic Development

## Next steps



- Finalize the SWOT analysis (threats and opportunities)- A form will be sent out via email in the coming days
- Submit the SWOT analysis for each Goal before the next meeting- A form will be sent out via email in the coming days
- Conduct the sixth meeting
- Discuss the proposed strategic objectives and KPIs.
- Conduct focus groups and brainstorming sessions with heads of departments and other stakeholders
- Draft final Strategy Plan
- Submit draft to a language editor
- Hire a graphic designer to develop a design/ infographics
- Submit draft for revision by high administration
- Create a Dissemination Plan
- Conduct dissemination activities with staff, students, and stakeholders