



**First Quarter FY 2013
Performance Monitoring Report
October 1-December 31, 2012**

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Palestinian Faculty Development Program

AMIDEAST partners with the Open Society Institute (OSI)/Soros Foundation, and varying university partners. PhD and MA graduates and short-term fellows were mobilized to share the knowledge and skills gained with their peers and colleagues. The ultimate goal of the program is to improve the quality of higher education, and support the emergence of a new generation of academic leaders.

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Open Society Foundations

**PALESTINIAN FACULTY
DEVELOPMENT PROGRAM (PFDP)**

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Executive Summary

PFDP's activities during the first quarter of FY 2013 have been narrowly focused on providing limited and targeted assistance to the Minister of Higher Education, developing a framework for a new series of policy-oriented roundtables with the Ministry, and planning for expanding our investment in centers for teaching and learning. We have operated on a no-cost extension as we await the arrival of new funding that will support a more ambitious agenda. We believe that we shall be able to continue on this basis through May 15, 2013.

We are in the final stages of selecting a firm to work on three required audits: the PFDP Fund Accountability Statement for 10/1/2011-9/28/2012, our sub-grant to An Najah National University, and the Bard College program. We are also beginning to make preparations for close-out if additional funds for our proposed extension do not arrive in time to sustain us beyond May 15, 2013.

PFDP's core staff has now been reduced to three with the resignation of Haneen Khairi, who is now enrolled in a graduate program at the American University of Beirut.

PFDP Program Objectives and Activities

October 1-December 31, 2012.

Objectives

Because we are operating on a significantly reduced budget under our no-cost extension, we have limited our programmatic agenda to the following three items:

1. Providing technical support and conducting policy research for the Minister of Higher Education in four specific areas:
 - Consulting support
 - PFDP Policy Development
 - Technical support to AQAC
2. Preparing a call for proposals for up to two new centers for teaching excellence and for limited continuing support to the existing three centers (An Najah National University, Bethlehem University and Hebron University).
3. Preliminary planning for a new series of national roundtables to focus on major policy issues identified by the Minister of Higher Education.
4. Conducting financial audits for PFDP activity for FY 2012 and monitoring obligations or closing contracts that have carried over from FY 12 to FY 13

Progress Report on Activities

1. Support for the Ministry of Higher Education

Consulting Support

In cooperation with the USAID-funded PACE project (Palestinian Authority Capacity Enhancement) and Chemonics we arranged—at the request of Minister Jarbawi—for two local consultants to work on a part-time basis (up to XX hours per week) with the Ministry on two projects which he had identified as key elements of his agenda. PACE provided the funding for the consultants' work during Q1 2013, and PFDP served as the oversight and technical resource. The two consultants submitted bi-weekly progress reports to PACE and PFDP. This temporary arrangement ended on December 31, 2012.

- Orientation of the new head of AQAC and drafting of a new law on regulation of private (for-profit) universities (Dr. Mohammed Al Subu).

Dr. Mohammed Al-Subu of An Najah University and former head of the Accreditation and Quality Assurance Commission (AQAC) accepted the assignment of orienting and supporting the new head of AQAC, Dr. Mirvat Bulbul, as she entered the new position.

In addition, Dr. Al-Subu assumed responsibility for drafting a new law on the regulation of the three private (for-profit) universities in Palestine: Arab- American University in Jenin, Palestine University, and Gaza Women’s University. Dr. Al-Subu conducted extensive research on similar laws in force in other MENA countries and presented a new draft law to the Minister on December 12, 2012.

- The design of a new governance structure for higher education and recommendations for internal reorganization of the Ministry itself (Dr. Suhail Sultan).

Dr. Suhail Sultan of Palestine Polytechnic University worked on two issues for Dr. Jarbawi: patterns of university governance in other national systems and options for Palestine; and an organizational analysis of the current internal structure of the MOHE and options for changes.

International University Governance Systems

Dr. Sultan and I met with Dr, Jarbawi twice to review the progress of the work (November 18 and December 2, 2012). Dr. Sultan had already completed a review of 35 higher education governance systems in many other countries (of which he identified 25 as the most relevant), and he identified Jordan and the UAE as salient examples for Palestine’s consideration. During this process he also met with key university stakeholders (presidents, vice-presidents) to obtain their input on these issues.

Dr. Sultan completed his work and submitted three different scenarios to the Minister for reform of the current higher education governance system in the West Bank and Gaza on December 13, 2012.

In terms of broader issues of governance and structure of the entire higher education system, PFDP is currently preparing a more comprehensive set of specific recommendations and an action plan for submission to the Minister early in Q2 FY 2013.

Internal structure of the MOHE

Dr. Sultan also analyzed the current internal structure of MOHE and presented it in diagrammatic form to Dr, Jarbawi. Also, together we have analyzed the core functions of several national ministries (as well as state higher education governance bodies in the US). We have applied the most common functions to MOHE here and designed options for reorganization that we have presented to Dr. Jarbawi.

MOHE Policy Development

In support of Dr. Al-Subu’s work, the PFDP Chief of Party submitted to Dr. Jarbawi a policy report and recommendations on *Regulating For-profit Universities* on December 2, 2012. It summarized the role and explosive growth of private universities in university around the world and identifies some of the challenges that arise in regulating them.

The report also recommends that MOHE essentially hold for-profit universities to the same standards that apply to public (non-profit) universities and government universities in Palestine. Then, ideally, the MOHE would publish benchmarking data that measures how well the institutions compare with each other in these areas. In this way the MOHE would fulfill one of its basic responsibilities: quality assurance and providing accurate information to students and families (as well as the government) about the relative effectiveness of these universities in comparison with each other. Dr. Jarbawi accepted the report and, after a lengthy discussion of its recommendations with PFDP and Dr. Bulbul, referred it to AQAC for follow-up and asked PFDP to work with Dr. Bulbul to begin building a proper, data-based accountability system for the Ministry and the universities for discussion and development.

In support of Dr. Sultan's work, the PDFP Chief of Party shared a large bibliography on this topic with him to supplement the impressive amount of additional information he had gathered on his own. In addition, PFDP has been constructing specific policy and action recommendations for reform of the overall structure of the higher education system for presentation to Minister Jarbawi early in Q2, FY 2013.

Technical Support to AQAC

A More Robust Tertiary Education Management Information System (TEMIS)

Dr. Bulbul, the head of ACAQ, is energetically following up on PFDP's recommendations for a rigorous new, data-based and mandatory system for reporting and accountability for universities in the West Bank and Gaza. There are currently no reliable data that would support such comparative studies. The Tertiary Education Management Information system (TEMIS) that the MOHE has developed with support from the World Bank has not yet attained a level of maturity that allows for the collection of key data (this is, in fact, a problem throughout the entire MENA region).

Beginning in January, 2012, PFDP will work with Dr. Bulbul and her staff—and the staff of the TEMIS system—to begin work on a more robust system of key performance indicators and accountability reports that the Ministry will use as a management tool and—eventually—as a device to inform the public about the quality and effectiveness of public and private universities

Developing a New Higher Education Law

Since many of the changes contemplated for reform and reorganization of higher education in the West Bank and Gaza will require significant changes in the higher education law of 1998, the Minister has asked PFDP to work initially with Dr. Bulbul to draft suggestions for revisions to the law (or its replacement). We have not yet begun this process because the dimensions of reform are not yet clear or approved by the Minister. Once we have worked through all of the implications of the recommendations of Dr. Al-Subu and Dr. Sultan and PFDP, we shall be in a position to approach his task.

2. Planning for new centers for teaching excellence and limited expansion of the existing three centers established in FY 2011-2012.

We completed a draft request for expressions of interest for the creation of new CTE's on Nov. 26, 2012. We then completed work on the drafts for expressions of interest for our proposed continuing support for existing CTE's at An Najah University, Bethlehem University, and (presumed) Hebron University on Dec. 2, 2012.

3. Planning for a new series of policy-oriented national roundtables

Our work with the Ministry of Higher Education has generated a number of solid ideas for new national roundtables that focus on major policy issues identified by the Minister: system governance, the internal organization and functioning of the MOHE, regulation of private (for-profit) universities, accountability and performance indicators for the MOHE and universities, the improvement of the current TEMIS system, and potential changes in the higher education law. If the funding status of PFDP is resolved and we are able to continue work, we shall immediately begin working with the Minister on a specific agenda and timetable for this new series.

PFDP Administration and Reporting: Audits, Monitoring and Close-out

PFDP is prepared to undertake three audits in Q2 of FY 2013: PFDP expenditures for FY 2012, the sub-grant to An Najah University, and the Bard College program. During Q1 we launched the procurement process for audit firms and will complete it early in Q2.

We continue to monitor the progress of 7 PhD. Students who are still studying in the U.S.A: they seem on track to finish as planned. Also, we are in the final stages of closing out AMIDEAST's sub-grant to Portland State University in conjunction with the Center for Excellence in teaching at Bethlehem University.

PFDP staffing has been reduced to 3 full-time employees with the resignation of Ms. Haneen Khairi, who has moved to Lebanon to begin graduate work at the American University of Beirut. We have no plans to replace her unless the funding for the PFDP extension arrives.