**Center for Excellence in Learning and Teaching (CELT)**

**An-Najah National University**

**Executive Summary**

An-Najah National University submits this proposal for funding the establishment of a center for teaching excellence. The center staff will work to identify faculty training needs and to design and implement need-based pre-service and in-service teacher training courses. Through various dissemination means the center will work to spread the culture of innovation and excellence in teaching and assessment among faculty.

# 1. Project lifespan:

Starting date: February 1st, 2011

Ending date: June 30th 2012

# 2. The purpose and Program description

The project is aligned with and supported by the mission statement, vision, and goals of

An-Najah National University regarding offering opportunities for faculty professional development. The Center for Excellence in Learning and Teaching (CELT) will facilitate the transition to a learner center paradigm in teaching and research by developing faculty development plans for both new and existing faculty. The CELT will also promote a culture of teaching excellence among faculty across campus. The center will encourage action research on learning and assessment methods.

**The center is needed** to improve faculty classroom performance and increase the learning opportunities in both the graduate and undergraduate programs. The large number of students and staff on our four campuses will ensure a busy training schedule. During first year of center operations the director will select local training teams from among faculty in the sciences, social sciences and the humanities. Those teams will prepare training materials, conduct training sessions, and offer individual consultations for new and old faculty. It is intended that, on the long run, and due to our due to our commitment to improving education opportunities to Palestinian youth, the center will also offer training services to government school teachers and to teachers in higher education institutions in the North of the West Bank.

As it stands at the moment, the university professional development effort lacks the necessary coherence and sustainability due to the absence of a training center the main functions of which will be to coordinate, organize, systematize, establish coherence, and minimize redundancy in faculty training. Having a teacher training center will make our effort more methodical, systematic and need-based. The center will help improve the teaching and training skills that are necessary to implement a two-year old university policy to adopt learner-centered and community-based teaching in many of the programs that we offer at the graduate and undergraduate levels.

The center will also promote research in teaching methods the purpose of which will be directly linked to the improvement of teaching practices in the academic programs. Such research will be geared towards determining better practices that are more suitable to our environment given the various limitations of large class sizes and a first generation of teachers who continue to use the lecture-based approach in the courses they teach. With this in mind the research will aim to provide specific recommendations for our specific set of circumstances by linking methods to expected course outcomes and to target market needs.

## 3. Main Goals of CELT:

* Promoting excellence and innovation in teaching and learning methods and environments   
   in higher education.
* Improving teaching practices through integrating Information and Communication Technologies.
* Constructing & introducing new methods of assessing learning.
* Promoting research in teaching & learning.
* Building & disseminating a culture of learning.

## 4. CELT Activities

## 4.1 Short-term Activities

* Conduct training needs assessment
* Prepare Trainers of Teachers
* Design and implement New Faculty program
* Conduct a workshop for Chairs and Deans
* Provide training seminars & workshops for all faculty
* Initiate a teaching consultation program
* Initiate an Innovative Teaching Grants program
* Conduct research & evaluation on CELT programs
* Create CELT website.
* Organize national conference.

## 4.2 Long-term Activities

* Expand & develop short-term activities.
* Provide support for developing online courses (instruction, assignments, materials,  
   assessments) online evaluation (surveys & assessments) and consultations.
* Conduct & facilitate collaborative research projects with US, national & international partners.
* Disseminate the culture of innovation and excellence in teaching (conferences, publications  
   and reports).
* Prepare a plan for outreach programs.
* Initiate a fund raising campaign.
* Develop student & faculty exchange programs.

**5. US Partner:**

An-Najah University will work in partnership with the Searle Center for Teaching Excellence at Northwestern University/USA on certain components for the establishing of a Center for Excellence in Learning and Teaching at ANU. Basically, NW will provide technical assistance to ANU in operating a Center for the advancement of teaching, faculty development, and scholarship in teaching that can be summarized in providing the following services:

* Establish a working relationship with ANU that will enable sharing of expertise, advice, and staff relating to the setting up or expanding a Center for Excellence in Learning and Teaching.
* Enable ANU staff to visit the US university center to observe operations and participate in activities.
* Send selected US staff with expertise in planning, operations, training, scholarship of teaching and learning, and other related areas of expertise to the West Bank to work with ANU to establish its Center for Excellence in Learning and Teaching.
* Activities to be provided will be determined through the creation of plans developed collaboratively by both partner universities, ANU and NW.
* Detailed joint activities are outlined in annexed plan.

In addition, ANU will be working collaboratively with Bethlehem University in Bethlehem on several levels, in particular organizing a joint National Conference at the end of the project. Joint planning for the conference will begin as per the dates given in the annexed Milestone Table.

**6. Project and Activity Evaluation:**

It is expected that during the project there will be continuous feedback between the development of services by the Center, the ongoing needs assessment, and the monitoring of outcomes and indicators of success. Formative evaluation will be carried out during the entire project for all milestone activities. This will be conducted by the Center’s team, faculty, and students involved in the implementation of the Center’s activities.

The summative evaluation report will be discussed with ANU’ Academic Council, the Vice-President for Academic Affairs, the Advisory Board of the Center, the Centers’ staff, faculty, and the Center’s international network. Conducting evaluation activities will be carried out in collaboration and coordination with the Center’s US partner, as well as with Bethlehem University and Portland State University.

**6.1 Purpose:**

The purpose of all assessment activities and evaluation efforts will be aimed at continuous improvement of the Center, its services, and the qualitative improvement of the learning-teaching process at An-Najah National University. Such assessment will also be instrumental in planning for the sustainability of the Center.

**6.2 Tools:**

A variety of tools will be used in conducting assessments, both short-term and long-term: focus groups, pre- and post-testing, external evaluators, peer assessment, and so on. An assessment/evaluation timeline and budget is annexed in both the project overall budget and in the Milestone Table. Northwestern University has assumed primary responsibility for the major aspects of the evaluation procedures and processes.

* 1. **The Parties**:

All four universities involved in this project—An-Najah National University, Northwestern University, Bethlehem University, and Portland State University—will be involved in assessment—on their own campuses, across campuses, and as a whole. A detailed summative evaluation plan is being developed by the four parties involved as referred to immediately above (6.2).

**7. Center Sustainability:**

To sustain Center operations, andif the quality of the training programs designed by trainers and overseen by the director and the assistant are high level ones and meet the international best practices, the university will hire the director and assistants as staff or administrators and will pay the salaries according to its own scales.

It is our intention that the center develops on-line training and/or useful template resource sites for faculty access. Such a scheme may contribute to reducing unnecessary face to face training and thus to cutting down on training cost.

Also, due to the large number of faculty in the various programs, and the number of new staff which has reached 30-50 new staff members appointment per year over the last 3 years, and our anticipation that the number of new faculty will remain more or less the same over the coming years, we expect that the new faculty orientation program will continue to run after the project period is over.

Our policies for the integration of technology and the review of individual program outcomes and methods will ensure the continuity of specialized education training on course design and on newer teaching methods.

The team of trained trainers that we intend to build during the period of the project will help sustain center operations.

* Commitment of the top management to integrate the CELT within the University's Strategic Plan
* Establish partnerships at the national, regional and international levels in order to enhance CELT’s visibility and make our services and expertise known internally and externally.
* Fund raised from outreach programs

**7.1. Staff:**

**The CELT staff is comprised of:**

* Advisory Board: 5 senior administrators
* Director: full time
* Academic Assistants: 2 part time
* Administrative Assistant I fulltime
* Accountant: 1 part time
* ToT: part time

# The job description for CELT staff:

**Advisory Board:**

* Advocate and promote An-Najah National University's commitment to encouraging, valuing, and rewarding quality teaching;
* Advise on policy decisions at the Centre; and
* Review the evaluations of the Centre's activities and programs and advise on overarching staffing needs.

**Director:**

* Design and implement center short and long term plans
* Chair all center committees
* Coordinate faculty and staff effort to design, develop, evaluate and research newer teaching methods for course design and implementation
* Develop comprehensive consulting services for faculty across campus
* Coordinate and follow up the design and implementation of on-line professional development activities including on-line consultations.
* Promote research on best practices in college teaching and collect and disseminate findings
* Promote the integration of technology in the teaching and learning process.
* Seek public and private grant support for innovative teaching and learning
* Plan and organize conferences on research areas that address the teaching/learning needs of Palestinian higher education.
* Assist program faculty and academic administrators in the review, development, and implementation of learning assessment and curriculum plan improvement.
* Coordinate the work with US partners
* Administrate the award scheme and establish a Teaching Award committee

**Academic Assistants:**

* Plan and implement new faculty training
* Plan and implement faculty training in general
* Coordinate individual consultations and class visits based on faculty request.
* Collaborate with trainers on the production of training materials
* Implement assessment surveys for students, faculty, and market
* Analysis and publication of assessment results
* Prepare monthly and annual reports on center operations
* Meet with deans, department chairs and deans to identify curriculum development needs
* Report activities to the CELT Director

**Administrative Assistant:**

* Ensure the availability of logistic of the CELT activities
* Co-ordinate with trainers for each workshop
* Prepare all documents and forms necessary to carry out all procurements according to procurement plan.
* Assist in preparing progress reports relevant to the CELT activities.
* Arrange meetings and hospitality.
* Establish an effective filing system of correspondence and all other documents related to the CELT activities
* Assist in preparing and following up all financial documents necessary for payments according to budget.
* Maintain and update CELT website.
* Report activities to the CELT Director

**Accountant:**

* Prepare financial statement.
* Coordinate with the financial office of PFDP before signing purchase contracts.
* Audit purchase orders and financial issues.
* Ensure biding purchases according to PFDP procedures.
* Issue reports regarding payments.
* Report activities to the CELT Director

**ToT:**

* Design schedules and materials for training sessions
* Implement training models
* Participate in CELT meetings upon director’s request.
* Provide individual consultations
* Report activities to the CELT Director

**7.2 Center Equipment:**

The CELT will be equipped with two training rooms, a videoconference room and administrative CELT team offices. (See budget items for full details of equipment needed).

**8. Structure and Organization:**

The CELT will be located in a new and permanent place in the new campus. CELT director will be responsible for carrying out center operations. The center works in cooperation with the office of the University president. The Advisory Board made up of the VP for Academics, faculty deans and quality assurance unit headed by the university president will provide the needed support for CELT activities.

**9. Deliverables and Milestones**

| **No.** | **Name of milestone** | **Beginning date** | **Ending date** | **Reporting date** |
| --- | --- | --- | --- | --- |
|  | CELT SETUP phase 1 | 1-Feb-2011 | 31-March-2011 | 10-April-2011 |
|  | Salaries | 1-Feb-2011 | 31-March-2011 | 10-April-2011 |
|  | Media and Publicity | 1-Feb-2011 | 31-March-2011 | 10-April-2011 |
|  | Operational costs | 1-Feb-2011 | 31-March-2011 | 10-April-2011 |
|  | Create CELT website | 1-Feb-2011 | 31-March-2011 | 10-April-2011 |
|  | CELT SETUP phase2 | 1-Feb-2011 | 31-May-2011 | 10-June-2011 |
|  | 2 Center Team to Northwestern University\USA | 1-Feb-2011 | 31-May-2011 | 10-June-2011 |
|  | 6 TRAINERS TO Northwestern University | 1-Feb-2011 | 31-May-2011 | 10-June-2011 |
|  | International Conferences Participation | 1-Feb-2011 | 31-May-2011 | 10-June-2011 |
|  | National Conference | May 2011 | 31-May 2011 | 10-June-2011 |
|  | Salaries | 1-April-2011 | 31-May-2011 | 10-June-2011 |
|  | Media and Publicity | 1-April-2011 | 31-May-2011 | 10-June-2011 |
|  | Operational costs | 1-April-2011 | 31-May-2011 | 10-June-2011 |
|  | National Conference | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | Preparing training course materials (6 courses\*30 h) | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | TRAINERS TRANSLATE MATERIALS INTO ARABIC | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | NABLUS 3 DAY WORKSHOP FOR TRAINERS | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | Salaries | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | Media and Publicity | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | Operational costs | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | Maintain CELT website | 1-June-2011 | 31-July-2011 | 10-Aug-2011 |
|  | National Conference | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Printing training material | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Conducted workshops ( Trainers reward per hour + Hospitality) | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | DEAN & ADMINISTRATOR WORKSHOP Conducted by NW TEAM IN NABLUS | 30-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Community involvement and planning for sustainability / Iftar in Ramadan | 25-Aug-2011 | 25-Aug-2011 | 10-Oct-2011 |
|  | International Conferences Participation | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | GRANTS FOR INNOVATIVE TEACHING PROJECTS | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Transportation 3 participants to BU | 10-Aug-2011 | 10-Aug-2011 | 10-Oct-2011 |
|  | Salaries | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Media and Publicity | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Operational costs | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | Conduct research & evaluation on teaching | 1-Aug-2011 | 31-Sep-2011 | 10-Oct-2011 |
|  | National Conference | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | Conduct training, seminars, workshops for all faculty | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | Enhancement workshops / Symposium | 15-Oct-2011 | 15-Oct-2011 | 10-Dec-2011 |
|  | One Center Team Visit NW | 1-Oct-2011 | 30-Oct-2011 | 10-Dec-2011 |
|  | Salaries | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | Media and Publicity | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | Operational costs | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | Maintain CELT website | 1-Oct-2011 | 30-Nov-2011 | 10-Dec-2011 |
|  | National Conference | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Conduct training, seminars, workshops for all faculty | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Publications and Reports | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Annual Report | 1 Feb. 2011 | 31 Jan. 2012 | 29 Feb. 2012 |
|  | Conduct research & evaluation on teaching | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | International Conferences Participation | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | GRANTS FOR INNOVATIVE TEACHING PROJECTS | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Transportation 3 participants to BU | 10-Jan-2012 | 10-Jan-2012 | 10-Feb-2012 |
|  | Salaries | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Media and Publicity | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | Operational costs | 1-Dec-2011 | 31-Jan-2012 | 10-Feb-2012 |
|  | National Conference | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Conduct training, seminars, workshops for all faculty | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Enhancement workshops / Symposium | 15-Feb-2012 | '15-Feb-2012 | 10-April-2012 |
|  | Salaries | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Media and Publicity | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Operational costs | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Maintain CELT website | 1-Feb-2012 | 31-March-2012 | 10-April-2012 |
|  | Conduct training, seminars, workshops for all faculty | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | FINAL 2 DAY WORKSHOP FOR NEW FACULTY | 5-May-2012 | 6-May-2012 | 10-June-2012 |
|  | Top management visit to NW: President & 1 senior administrator Establishment of long term relation | 1-May-012 | 5-May-2012 | 10-June-2012 |
|  | CELT director Visit to NW Developing Strategic Plan for CELT | 20-March-2012 | 5-May-2012 | 10-June-2012 |
|  | National Conference | 1-April-2012 | 31-May-2012 | 14-June-2012 |
|  | Publications and Reports | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Conduct research & evaluation on teaching | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | International Conferences Participation | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Salaries | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Media and Publicity | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Operational costs | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Maintain CELT website | 1-April-2012 | 31-May-2012 | 10-June-2012 |
|  | Closing Ceremony Joint with BU | 1-June-2012 | 2-June-2012 | 15-June -2012 |
|  | Teacher Excellence Awards ($ 2000 \*4) | 1-June-2012 | 2-June-2012 | 15-June-2012 |
|  | Young Researchers Awards ( 5 Students \* $1000) | 1-June-2012 | 2-June-2012 | 15-June-2012 |
|  | Salaries | 1-June-2012 | 30-June-2012 | 30 June -2012 |
|  | Media and Publicity | 1-June-2012 | 30-June-2012 | 15 June-2012 |
|  | Operational costs | 1-June-2012 | 30-June-2012 | 15 June-2012 |
|  | Final Report | 1 Feb. 2011 | 30 June 2012 | 31 July 2012 |

**10. Team Members and responsibilities**

| **Name** | **University Affiliation** | **Position Within the University** | **Position Within the Center for Teaching Excellence** |
| --- | --- | --- | --- |
| **Rami Hamdallah** | An-Najah National University | President | Chair of the Advisory Board |
| **Maher Natsheh** | An-Najah National University | Vice President for academics | Advisory Board member |
| **Suleiman Khalil** | An-Najah National University | Dean of Science Faculty | Advisory Board member |
| **Akram Dawood** | An-Najah National University | Dean of Law Faculty | Advisory Board member |
| **Allam Mousa** | An-Najah National University | President Assistant, Planning Development & Quality, Director, Quality Assurance Unit. | Advisory Board member |
| **Khitam Shraim** | An-Najah National University | Faculty Member, Director of e-learning Unit | Director |
| **Abdel Kareem Draghmeh** | An-Najah National University | Faculty Member | Academic Assistant |
| **Bilal Shafi** | An-Najah National University | Faculty Member | Academic Assistant |
| **Fida Bishkar** | An-Najah National University | Assistant | Administrative Assistant |
| **Fatima Sakhil** | An-Najah National University | Accountant | Accountant |
| **Baker Abdelhaq** | An-Najah National University | Faculty Member - IT | ToT |
| **Majdi Dweekat** | An-Najah National University | Faculty Member - Science | ToT |
| **Hassam Arman** | An-Najah National University | Faculty Member-Engineering | ToT |
| **Husein Abid** | An-Najah National University | Faculty Member - Economic | ToT |
| **Muna Shaath** | An-Najah National University | Faculty Member - Education | ToT |
| **Dana Adas** | An-Najah National University | Faculty Member – Language | ToT |
| **Suzan Arafat** | An-Najah National University | Faculty Member - Education | ToT |
| **Abdel Naser Zaid** | An-Najah National University | Faculty Member - Pharmacy | ToT |