**Center for Teaching Excellence (CTE)**

**Bethlehem University**

1. **Mission:**

The mission of the Center for Teaching Excellence is to support and enhance a student-centered approach to teaching at Bethlehem University (BU). The Center serves the needs of the teaching community at BU and pursues development strategies which engage the university and the community in its mission.

1. **Rationale:**

BethlehemUniversity (BU) is committed to invest in the professional development of its faculty to acquire the necessary knowledge and skills to adapt their teaching to a student-centered approach to teaching. In order to create an improvement in quality as well as a broader ownership of the student-centered learning approach at BU, the Center will work at a range of activity levels: teacher-student, department/faculty level, university-wide, community, and national and international partnerships. For reasons of BU’s history, strengths, and the characteristics of its environment, there will be focuses on (a) training of faculty members at BU; (b) an evaluation of BU university programs and courses; (c) community partnerships; (d) innovative action research by BU faculty.

**2.1 Why a center for teaching excellence at Bethlehem University?**

Why a center for teaching excellence? Because the learning-teaching dynamic is integral to the nature, function, purpose, and mission of a university today. Working toward “teaching excellence” only makes sense if the ultimate goal is “learning excellence” with a focus on student-learning and outcomes-based pedagogy. This is what BU aspires to. Why Bethlehem University? Because for 38 years this has been its focus and mission—and success. With the establishment of this center, the university will capitalize on its past and vigorously embrace and create its future as a university that is known for teaching for learning excellence.

**2.2 Beneficiaries:**

In both the short- and long-term there will be hundreds of beneficiaries: (a) current and future students; (b) current and future faculty; (c) students and faculty members from other universities that might take part in and benefit from activities that the Center organizes; (d) the local, regional, and international communities in which our graduates will find employment upon graduation; (e) local (and beyond) school children who will be taught by our education graduates who themselves will have learned and been shaped by a student-centered style of learning.

**3. Goals and Outcomes:**

**3.1 Goals:**

(1)The establishment of a functioning Center for Teaching Excellence, including staff, offices and resources; (2) providing resources, courses and workshops, consultations and other services for the professional development of the teaching faculty and staff; (3) promoting the concept and practice of the “scholarship of teaching and learning” and action research; (4) establishing a greater match between programs and courses offered at the university and community needs in teaching/learning.

**3.2 Expected Outcomes:**

A well-functioning center for enhancing the quality of teaching/learning at BU which will be accessed by all faculty members for its services and activities; BU faculty systematically conducting action research; a university culture in favor of student-centered teaching; teaching/learning partnerships with local and international institutions**.**

**4.** **Activities:**

Setting up of the Center; service provision to faculty (consultations, annual course, brief courses and workshops); development of action research (assessment study, workshops, seminar, mini grants); course and program evaluation and curriculum development (workshops, policy document), outreach to community (plan, workshops, local conference, short courses), national and international cooperation (seminar, portal, conferences, mutual visits with US partner institution and a European university), development of a new university policy and strategy for quality improvement in teaching, learning, and assessment; developing and monitoring sustainable activities; organizing a national conference with An-Najah National University; extended visits to/from USA partner; formative and summative assessment of activities and project in its entirety.

**4.1 US Partner:**

Bethlehem University will work in partnership with the Center for Academic Excellence at Portland State University/USA on certain components for the establishing of a Center for Teaching Excellence at BU. Basically, PSU will provide technical assistance to BU 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 BU that will enable sharing of expertise, advice, and staff relating to the setting up or expanding a Center for Teaching Excellence.
* Enable BU 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 BU to establish its Center for Teaching Excellence.
* Activities to be provided will be determined through the creation of plans developed collaboratively by both partner universities, BU and PSU.
* Detailed joint activities are outlined in annexed plan.

In addition, BU will be working collaboratively with An-Najah National University in Nablus on several levels, in particular organizing a joint National Conference at the end of the project. The National Conference is part of Milestone #7, the budget for which is included in the annexed information. Joint planning for the conference will begin as per the dates given in the annexed Summative Milestone Table.

**4.2 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 BU’s Academic Council, the Vice-President for Academic Affairs, the Advisory Board of the Center, the Centers’ staff, faculty, and Teaching Fellows, 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 An-Najah National University and Northwestern University.

**4.2.1 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 Bethlehem University. Such assessment will also be instrumental in planning for the sustainability of the Center.

**4.2.2 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 Summative 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—Bethlehem University, An-Najah University, Portland State University, and Northwestern 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 (4.2.2).

**5.** **Structure and Organization:**

The Center will be accountable to the Vice-President for Academic Affairs and the Academic Council. Both a Scientific Committee and an Advisory Committee will involve representatives of all Faculties and guest members of the local community including other higher education institutions. The Center will be located temporarily in offices at the Vice-President for Academic Affairs premises, afterwards in a new location elsewhere on campus, perhaps in a part of the new Education Building currently under construction or in a section of the main library building.

**6. Staff:**

Director (full-time), Assistant Director (full-time), 200 hours per month of support service by BU staff, and 10 Teaching Fellows—faculty members from BU Faculties/Departments (each 20 hours a month work for and with the Center).

**7. Center Sustainability:**

BU will have an upcoming special fundraising campaign of which a portion will be allocated to faculty development and the Center. The Center itself will raise funding through developing researches and community partnership projects. The university and its administration are committed to allocating sufficient financial/budgetary support in its annual operating budget to ensure the continuation of the Center, its staff, and programming.

**7.1 Center Equipment:**

Renovation of office spaces, furniture for two offices and work area, office equipment, specialized educational resources, publications; Resource Center

**7.2 Research:**

Research will focus on action research and the scholarship of teaching and learning. Research efforts will be focused on continuous assessment and improvement of the learning-teaching dynamic at Bethlehem University. Plans are to have local (on campus), national (with An-Najah National University at the national conference), and international (POD, Portland State Conference on education and civic engagement, and so on) exposure of research conducted through this grant.

**8. Facility and Equipments:**

Renovation of office spaces, furniture for two offices and work area, office equipment, specialized educational resources, publications; Resource Center

**9. Team Members and responsibilities**

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| --- | --- | --- | --- |
| **Name** | **University Affiliation** | **Position Within the University** | **Position Within the Center for Teaching Excellence** |
| Br. Robert Smith, FSC, PhD | Bethlehem | Vice President for Academic Affairs | Supervisor |
| Dr. Irene Hazou | Bethlehem | Assistant Vice President for Academic Affairs | Co-Supervisor; Consultant |
| Dr. Rabab Tamish | Bethlehem | Director of Center | Director |
|  | Bethlehem | Assistant Director of Center | Assistant Director |
|  | Bethlehem | Technical/Administrative Support | Technical/Administrative Support |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |
|  | Bethlehem | Teacher | Teaching Fellow; Scientific Committee |

## 10. Deliverables and Milestones

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| --- | --- | --- | --- | --- | --- |
| **No.** | **Name of milestone** | **Beginning date** | **Ending date** | **Reporting date** | **Milestone amount USD** |
| **1** | **Setting up Temporary location for Centre** | **1 February 2011** | **31 March 2011** | **7 April 2011** | **38,855** |
| **2** | **Model and Naming of Center** | **1 February 2011** | **30 June 2011** | **7 July 2011** | **80,650** |
| **3** | **Preparation of Training Materials** | **1 June 2011** | **30 August 2011** | **8 September 2011** | **42,000** |
| **4** | **Establishing Center’s Functions I** | **1 September 2011** | **31 December 2011** | **9 January 2012** | **126,800** |
| **5** | **Annual Report** | **1 February 2011** | **31 January 2012** | **29 February 2012** | **0** |
| **6** | **Establishing Center’s Functions II** | **1 January 2012** | **30 April 2012** | **9 May 2012** | **69,150** |
| **7** | **National Conference and Closing Ceremony** | **1 May 2011** | **30 May 2012** | **14 June 2012** | **84,400** |
| **8** | **Establishing Center’s Permanent Location** | **1 May 2012** | **30 May 2012** | **7 June 2012** | **88,055** |
| **9** | **Formative Evaluation of Project** | **1 February 2011** | **15 June 2012** | **21 June 2012** | **20,000** |
| **10** | **Future Sustainability of Center** | **1 May 2012** | **30 June 2012** | **5 July 2012** | **26,100** |
| **11** | **Final Report** | **1 February 2011** | **30 June 2012** | **31 July 2012** | **0** |