

The importance of the Strategic Plan

The process of the strategic planning for the Latin Patriarchate schools is a continuous effort to develop and modernize its institutions and programs. In recent years, efforts have been initiated with the aim of revitalizing achievements, enhancing ability to fulfill their mission to serve the community, and face various challenges of our modern world. In this context, the Latin Patriarchate schools have embarked on the development of their 2023-2026 strategic plan through a comprehensive review of their long experience and accomplishments, identifying strengths and weaknesses, challenges they face, and develop opportunities available to update their programs and capabilities. This is to elevate, define their future work to achieve their vision and mission, and enhance their role and excellence to maintain the highest standards of quality, efficiency, and effectiveness, keeping pace with the current years. This effort aims to provide their students and graduates with advanced knowledge and skills, nurturing their personalities, enabling them to serve their communities, and preparing them to compete at both national and international levels.

The strategic planning process is inspired by the vision of His Holiness Pope Francis, who emphasized on the educational system, in order to change the world; we must reform the education systems. He called for rebuilding and updating the global educational agreement,

stating: “Education should be globally opened and inclusive to prepare individuals to become open-minded, responsible, willing to find time for listening, speaking, thinking with others, and capable of forming relationships among families, generations, and all components of the civil society.”

Latin Patriarchate Schools in Palestine



The Establishment of the Patriarchate Schools:

The Latin Patriarchate Schools began their educational mission in Palestine along with the establishment of the Latin Patriarchate in Jerusalem in 1847. They were called “Parochial Schools,” indicating their affiliation with the parish and the church. Over the years, these schools developed, and the General Administration Office of the Schools took over their management. The schools currently serve approximately 6,000 students,

spread across 13 schools and kindergartens throughout the country. Among them, 10 schools are located in the West Bank: in Zababdeh, Nablus, Ramallah, Aboud, Taybeh, Jifna, Birzeit, Ain Arik, Beit Jala, and Beit Sahour. There are also two schools in Gaza: the Holy Family and the Latin School in Gaza, as well as one kindergarten in Jenin. The schools have around 500 teachers and more than 250 graduate annually.

Since their establishment, the Latin Patriarchate Schools have welcomed students from all the society, providing a strong foundation in religious, moral, and intellectual education. As parish schools working towards human and social development, focusing on needy families, improving schools in villages to reduce migration, It also contributes to enhancing ecumenical experiences and interreligious dialogue .The Latin Patriarchate schools are pastoral schools, and it is difficult to see parishes in the Holy Land without a school.

Foundations and Methodology plan

1. The strategic plan preparing process was based on collaborative methodology, by participating the general administration office with the schools, through a genuine co-operative effort, in order to enhance the participation and teamwork, an expert helped in facilitating the process, and a working team was formed from the general administration office, after that each school formed a team ,to set the priorities of each school, and sought the opinions of students and parents. Therefore, the strategic plan is a cooperative work between all the relevant teams.
2. The strategic planning process was based on the internal analysis of the school's reality, and the external educational, environmental, political, and economical situation in Palestine, this analysis developed the components of the plan, to form a comprehensive strategic plan for the general administration.
3. The development of the plan relied on understanding and analyzing the reality and capabilities of the general administration and the schools, to set ambitious and achievable practical objectives.
4. The development of the strategic plan was built on a vision and principles based on the Christian values, along with the principles of the Palestinian Ministry of Education, the child protection policy, and international educational agreements especially the sustainable development goals, and the fourth objective related to education.
5. Creating integrated and comprehensive interventions that lead to real changes, to improve the reality, performance of the schools and the educational outputs. These interventions combine between developing the infrastructure, devices ,facilities, updating programs, school activities and events, learning methods and technology, to keep up with the rapid changes, building the staff capacity at all levels, creating a friendly and safe environment for students that stimulates creativity, respects and the acceptance of others , developing the safety and security regulations and the institutional capacities for the general administration and schools, including improving the administrative, and financial policies.

Plan Strategic framework

During the workshops, the vision, mission, values and strategic objectives of the Latin Patriarchate schools were discussed and developed over the next three years, and these drafts were reviewed by the Central Strategic Plan Team headed by the General Director. The following is a summary of the most important things that were agreed upon:

1. The Vision:

High-quality education, managing with the latest methods to have a safe educational environment to enhanced creativity, pluralism, faith, citizenship and human value

2. The Mission:

Based on its Christian identity and the national history of its schools, the Latin Patriarchate schools seek to improve the quality of education and its environment, in accordance with the best standards, educational policies and humanitarian principles, to qualify and develop human cadres to raise a creative generation, socially active, and enhanced by human values and good citizenship.

3. Values:

- ◆ Faith in God.
- ◆ Love.
- ◆ Diversity and acceptance of others.
- ◆ Belonging.
- ◆ Quality of performance and professionalism of education.
- ◆ Integrity and transparency.

4. Strategic Objectives:

In the strategic plan preparation, participants agreed on the following strategic objectives:

- ◆ **First Objective: Enhancing the quality of education.**
- ◆ **Second Objective: Promoting a safe educational environment, human... and professional values.**
- ◆ **Third Objective: Developing the institution's capabilities of the schools at the technical, administrative and financial levels.**
- ◆ **Fourth Objective: Strengthening the relationship and cooperation with the local and international communities.**



The most important purposes of the strategic objectives

Strategic Objective	The most important purposes of the strategic objectives
<p>First: Enhancing the quality of education</p>	<ul style="list-style-type: none"> ◆ Developing the educational and administrative capabilities of cadres working in schools and kindergartens. ◆ Developing the use of technology in education. ◆ Developing educational content in schools. ◆ Developing the educational infrastructure.
<p>Second: Promoting a safe educational environment, human and professional values</p>	<ul style="list-style-type: none"> ◆ Developing and implementing general policies and procedures that improve the reality of schools in terms of health, human rights and safety. ◆ Developing the school infrastructure to respond to the requirements of the safety of students and staff. ◆ Developing events and activities that promote human and professional values
<p>Third: Developing the institutional capabilities of the schools at the technical, administrative, and financial levels.</p>	<ul style="list-style-type: none"> ◆ Improving administrative capacities of the general administration and schools. ◆ Developing financial policies and internal regulations. ◆ Developing the capabilities of schools in the field of advertising and media.
<p>Fourth: Strengthening the relationship and cooperation with the local and international communities.</p>	<ul style="list-style-type: none"> ◆ Building and developing cooperation and partnership relations with the local and international community. ◆ Increasing the partnerships, cooperations with educational institutions and private sector institutions.

