II. Drafting the document: (phase two)

A. Foundations of the organization

1. Vision statement

2. Mission statement

3. Goals of the organization

4. Context and history of the organization

5. Core values of the organization

B. Discerning the objectives for change

1. Studying the scenarios: If...then...

2. Setting the goals for the organization

3. Arranging them in categories, perhaps around the structures of the organization

4. Suggest a realistic timeline and expected costs, both for the planning and for the proposed changes: will it need a capital fund drive or new infusion of money?

5. Assist in organizing a representative implementation committee

6. Finalize the draft of the document and supplement it with an Executive Summary
Guidelines for building these statements – there will be other guidelines we wish to follow!

Building a Strategic Plan:

1. A vision for our future

Vision Statement

A vision is a statement about what your organization wants to become. It should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves. A vision should stretch the organization’s capabilities and image of itself. It gives shape and direction to the organization’s future. Visions range in length from a couple of words to several pages. I recommend shorter vision statements because people will tend to remember their shorter organizational vision.

Vision Statement Samples

"Year after year, Westin and its people will be regarded as the best and most sought after hotel and resort management group in North America." (Westin Hotels)

"To be recognized and respected as one of the premier associations of HR Professionals." (HR Association of Greater Detroit)

2. A mission that defines what we are doing

Mission Statement

Mission or Purpose is a precise description of what an organization does. It should describe the business the organization is in. It is a definition of "why" the organization exists currently. Each member of an organization should be able to verbally express this mission.

Additionally, each person needs a mission for his or her life. The alignment of your life mission with your organization’s mission is one of the key factors in whether you are happy with your work and workplace. If they are incongruent, you are likely dissatisfied with your work choice.

Mission Statement Samples

"Our goal is simply stated. We want to be the best service organization in the world." (IBM)

"FedEx is committed to our People-Service-Profit Philosophy. We will produce outstanding financial returns by providing totally reliable, competitively superior, global, air-ground
transportation of high-priority goods and documents that require rapid, time-certain delivery." (Federal Express)

"To give ordinary folk the chance to buy the same thing as rich people." (Wal-Mart)

"Our mission is to earn the loyalty of Saturn owners and grow our family by developing and marketing U.S.-manufactured vehicles that are world leaders in quality, cost, and customer enthusiasm through the integration of people, technology, and business systems." (Saturn)

"In order to realize our Vision, our Mission must be to exceed the expectations of our customers, whom we define as guests, partners, and fellow employees. (mission) We will accomplish this by committing to our shared values and by achieving the highest levels of customer satisfaction, with extraordinary emphasis on the creation of value. (strategy) In this way we will ensure that our profit, quality and growth goals are met." (Westin Hotels and Resorts)

3. Values that shape our actions

Values Statement

Values are traits or qualities that are considered worthwhile; they represent an individual's highest priorities and deeply held driving forces. (Values are also known as core values and as governing values; they all refer to the same sentiment.)

Value statements are grounded in values and define how people want to behave with each other in the organization. They are statements about how the organization will value customers, suppliers, and the internal community. Value statements describe actions which are the living enactment of the fundamental values held by most individuals within the organization.

The values of each of the individuals in your workplace, along with their experience, upbringing, and so on, meld together to form your corporate culture. The values of your senior leaders are especially important in the development of your culture. These leaders have a lot of power in your organization to set the course and environment and they have selected the staff for your workplace.

If you think about your own life, your values form the cornerstones for all you do and accomplish. They define where you spend your time, if you are truly living your values. Each of you makes choices in life according to your most important four – ten values. Why not take the time to identify what is most important to you and to your organization.

Why Identify and Establish Values?

Effective organizations identify and develop a clear, concise and shared meaning of values/beliefs, priorities, and direction so that everyone understands and can contribute. Once defined, values impact every aspect of your organization. You must support and nurture this impact or identifying values will have been a wasted exercise. People will feel fooled and misled unless they see the impact of the exercise within your organization. If you want the values you identify to have an impact, the following must occur.
People demonstrate and model their values in action in their personal work behaviors, decision making, contribution, and interpersonal interaction.

Organizational values help each person establish priorities in their daily work life.

Values guide every decision that is made once the organization has cooperatively created the values and the value statements.

Rewards and recognition within the organization are structured to recognize those people whose work embodies the values the organization embraced.

Organizational goals are grounded in the identified values. Adoption of the values and the behaviors that result is recognized in regular performance feedback.

People hire and promote individuals whose outlook and actions are congruent with the values.

Only the active participation of all members of the organization will ensure a truly organization-wide, value-based, shared culture.

The following are examples of values: ambition, competency, individuality, equality, integrity, service, responsibility, accuracy, respect, dedication, diversity, improvement, enjoyment/fun, loyalty, credibility, honesty, innovativeness, teamwork, excellence, accountability, empowerment, quality, efficiency, dignity, collaboration, stewardship, empathy, accomplishment, courage, wisdom, independence, security, challenge, influence, learning, compassion, friendliness, discipline/order, generosity, persistence, optimism, dependability, flexibility.

4. Strategies that zero on our key approaches

Strategic Plan

Strategies are the broadly defined four or five key approaches the organization will use to accomplish its mission and drive toward the vision. Goals and action plans usually flow from each strategy. One example of a strategy is employee empowerment and teams. Another is to pursue a new worldwide market in Asia. Another is to streamline your current distribution system using lean management principles.

A university Human Resources Development department established several broad strategies for growth. These included becoming the training and education resource of choice for all employees by offering one-stop access to any and all existing education and training resources. Additionally, they determined key strategies for expanding their funding base and moving courses online for customer convenience.

A Human Resources department devised strategies to develop a superior workforce. These included eliminating poor performers; hiring from several choices of excellent candidates, not just "settling" on a candidate; developing succession planning; and increasing training and cross-training opportunities.

Sample Strategies

"The Human Resource Association of Greater Detroit's (HRAGD) efforts to advance its mission will include: The promotion of voluntary member interchange, observance of ethical and professional standards, the conduct of meetings and workshops on relevant human resources topics and issues, communication of our purpose and activities to the broader business community, cooperation with the Society for Human Resources Management (SHRM), as well as, other SHRM professional and student chapters and related Human Resources organizations
and the community involvement of our membership. The Association regularly publishes newsletters throughout the year which cover items such as monthly meeting highlights, future programs, Executive Board announcements, SHRM and legislative updates and general human resources news. In addition, a Membership Directory and member skills listing are published." 

The San Antonio Express News developed these strategies.

- "EXPAND our customer base and enhance the franchise by pursuing multimedia opportunities.
- DELIVER an award-winning level of journalistic excellence, building public interest, trust and pride.
- PROVIDE vigorous community leadership and support.
- INSTILL an environment of internal and external excellence in customer service.
- EMPOWER and recognize each employee's unique contribution.
- ACHIEVE the highest standards of quality.
- IMPROVE financial strength and profitability."

5. Goals to guide our daily, weekly and monthly actions

Goals and Action Plans

After you have developed the key strategies, turn your attention to developing several goals that will enable you to accomplish each of your strategies. Goals should be SMART: specific, measurable, achievable, realistic and time-based.

In the example above, the HRAGD group might consider setting one goal to hold a monthly chapter meeting. Another goal that supports their strategies is to schedule a relevant seminar quarterly. Another goal might include holding informal dinners and cocktail hours to support voluntary member exchange.

Once you have enabled strategy accomplishment through setting SMART goals, you will want to develop action plans to accomplish each goal. Continuing with HRAGD as the example, to offer a quarterly seminar, you will need to follow an action plan:

- Establish a cross section of professionals as a committee and meet to plan the sessions.
- Determine budget.
- Perform HRAGD member needs assessment.
- Select topics based on member needs assessment.
- Locate exceptional speakers.
- Pick speaker and negotiate workshop length, pay, topic and objectives.
- Determine location and schedule the seminar.
- Plan advertising strategies, and so forth.

Example:

Oakridge Presbyterian Church, London Ontario
Our Purpose: Oakridge Presbyterian church is a congregation of caring people, prayerfully seeking to further the Kingdom of God, through sharing the love and salvation found in Jesus Christ.

Principles: God is revealed in Christ as Saviour and Lord. The Bible is our primary and relevant source of guidance for life. We continually seek to discern God's will for us as revealed in the Holy Spirit.

We Value:
- The involvement of members, adherents and children
- The use of our spiritual gifts in Christ's service
- Inter-dependency and caring for one another
- Sharing the good news of the Gospel
- Personal growth in faith
- Meeting the physical and spiritual needs of people
- The power of prayer
- Trust and integrity

On The Journey Towards 2020 We Will (Our Vision):

- Have a varied and diverse music programme
- Make better use of technology
- Ensure that physical and property requirements of our Church Community are met
- Undertake new initiatives in the larger community where the need is the greatest
- Involve all age groups in our activities as appropriate
- Increase professional staff as need arises
- Seek additional appropriate worship styles and venues
- Ensure communication between Session/Board of Managers/Committees and the congregation
- Involve our young adults on equal terms in decision making
- Embrace change and take risks to live by our values and principles
- Become more intentional in our evangelism
- Offer to assist in the faith development in new believers and other members
- Train and encourage people for leadership
- Promote stewardship of accumulated resources for the future of our congregation

Vision

Every student is a successful independent learner, empowered for life in the global society of the 21st century.

Mission

In partnership with our community, we are deeply committed to provide our students with the best educational experience, preparing them to become capable, creative, caring, and responsible citizens.
EXECUTIVE SUMMARY
THE STRATEGIC PLAN: 2013-2018
MAR ELIAS EDUCATIONAL INSTITUTIONS (MEEI)

Love is the threshold where the divine and human flow into each other.

Introduction: A variety of factors, including the anticipated retirement of Archbishop Chacour motivated the leaders of the Mar Elias Educational Institutions and the Board of Pilgrims of Ibillin to begin a strategic planning process for MEEI. The Board of Pilgrims was invited to guide the planning which had the following components:

A. Duncan Ferguson, a member of the Board of Pilgrims of Ibillin accompanied by Bob Sawyer, Executive Director and Joan Deming, Development Director visited MEEI. Their goals were to learn more about the institution and explain the process of strategic planning to the leaders of MEEI.

B. Three visits of approximately one week each were scheduled and implemented. Conversations with Archbishop Chacour, Elias Abu Ghanima, Vice Principal of the High School, and the leadership team at MEEI were especially informative.

The Substance of the Planning: During the visits, the content of the plan and the recommendations in the critical areas of the institution were addressed.

A. The following subjects became the components of the plan:
   1. The statements describing the foundational principles and identity of the institution, including vision, mission, and goals
   2. The articulation of the core values of the institution
   3. The statement of the distinctive history and social-political context of the institution
   4. The articulation of needed improvements and of strategies for change
   5. The value of assessment and measurement of the success of the plan

B. Six major recommendations were identified over the year of planning:
   1. Cultivate a positive and nurturing culture at the MEEI
   2. Arrange for an efficient administrative structure and appoint a visionary and experienced head of school and other senior officers
   3. Continue to provide and improve an excellent and contemporary educational program
4. Maintain and improve the quality of the facilities, furnishings, and the campus appearance
5. Review and institute policies and procedures that ensure financial stability and long-term security

The Cost and Timeline of the Plan: The estimated cost of implementing the plan and making the changes integral to the plan is $2,000,000. The time frame for the implementation is 2013-2020.

Implementation and Assessment: The success of any strategic plan is that it must be effectively implemented and carefully assessed during the implementation period. The following dimensions of implementation are proposed:

A. Form a permanent strategic planning team with continuing guidance from a consultant
B. Develop an effective means of measuring the success of the plan, with guidelines for making modifications and improvements
C. Plot out priorities of the 5-7 year period, scheduling the many aspects of the plan in terms of the mission and the values of the institution and the availability of financial resources
D. Design a comprehensive strategy to raise the funds to implement the plan
E. Share the goals and success of the plan with the constituencies of MEEI

Conclusion: It is the consensus of the leadership of MEEI and the consulting team that now is the appropriate time for MEEI to plan for the next level of development. The “Abuna Years” have been miraculous and inspiring; they have provided excellent education for thousands of students; and they informed people around the world about the need for a just peace in Israel/Palestine. What should the next phase in the life of the institution be? That is the critical question. It can be a continuation of the present program which is excellent in many ways. But articulating the vision and mission of MEEI in new ways may be necessary now in order to sustain the support of faithful constituencies and attract new people to the mission of MEEI. As the institution goes through this period of transition, it is crucial time to lead wisely and creatively so that new generations of students will be able to receive a superior education and faithful people will be motivated to provide increasing levels of support.

“Together we are stronger than the storm.”

Abuna Elias Chacour
REPORT
October, 2012
MAR ELIAS EDUCATIONAL INSTITUTIONS (MEEI)
Ibillin, the Galilee, Israel
STRATEGIC PLAN: 2013-2020

Love is the threshold where the divine and human flow into each other.

I. INTRODUCTION: The initiative for developing a strategic plan for MEEI grew out of conversations of the Board of Directors of Pilgrims of Ibillin at the fall, 2011 meeting. In addition, there were crucial discussions with the leadership of the Mar Elias Educational Institutions and in particular with Archbishop Elias Chacour of the Melkite Church, the founder of the schools, and with Elias Abu Ghanima, the Vice Principal of the High School and the one with responsibility for MEEI’s external relations. The following factors entered into the discussion and gave it a sense of urgency and importance:

A. Upon completion of their own strategic plan, the Board of Directors of Pilgrims of Ibillin sensed that they needed to focus the fund-raising strategy for MEEI around the specific improvements at the next level of development of the schools. Pilgrims has funded a large number of specific improvements during its many years of support for MEEI, but guidance from the leadership of MEEI on the current and future needs of the institution would aid Pilgrims as it sets its fund-raising goals.

B. There was the awareness that Archbishop Elias Chacour’s attention to MEEI had necessarily decreased given the heavy burden of his responsibilities as Archbishop of the Galilee. In addition, the Archbishop will be retiring within 2-3 years at the age of 75, a requirement of the Church. All of those in the conversation were sensitive to his extraordinary charismatic and visionary leadership and understood that MEEI must be ready for his retirement and the next phase of the institution’s life. Those in leadership roles at MEEI felt some urgency about planning for the future.
C. There was a keen sense that the political realities in the Middle East and the shifting sands of life in Israel/Palestine required careful planning for MEEI as a private school serving primarily Arab students from Israel. There were local issues in the region of Ibillin as well that invited some systematic planning.

II. THE EMERGING DESIGN: Following conversations within the Board of Pilgrims of Ibillin, there was consultation with Archbishop Chacour and Elias Abu Ghanima about assisting MEEI in a strategic planning process. The Archbishop and Elias Abu Ghanima invited Pilgrims to assist in this endeavor. The Board in turn invited Duncan Ferguson, a member of the Board of Pilgrims to lead a team of people, including Bob Sawyer, the Executive Director of Pilgrims and Joan Deming, the Director of Development, to assist MEEI in a strategic planning process. Arrangements were made for Bob and Duncan to visit MEEI, February 2-8, 2012. This visit became the first phase of the planning process, one that had several components: The first visit had the primary goals:

- better acquainting the consulting team with the leadership team of MEEI,\(^1\)
- building trust with the larger MEEI community,
- encouraging conversation among teachers and students at MEEI in an effort to more fully understand the current situation at MEEI,
- listening and learning from these conversations,
- And introducing the several elements of a strategic planning process.

These goals were pursued in the following ways:

1. An orientation document was prepared and sent to Elias Abu Ghanima who in turn shared it with Archbishop Chacour and with a leadership team at MEEI. Elias then arranged for the visit of Bob and Duncan.

2. A series of conversations were scheduled in order to focus on the following questions:
   a. What is currently going on in the life of the institution?
   b. Why is it going on? What factors in the life of the institution create the current conditions?

\(^1\) The team included Elias Abu Ghanima, Fawaz Haj, Asem Khoury, Nawar Musallam, Ramzi Mussallam, and Sabah Haj.
c. What ought to be going on? In what ways is the institution achieving its goals and in what ways might the institution be improved?

d. What can be done to reshape what is going on? What changes might be made in order for the institution to attain educational excellence and a higher level of integrity with its core values?

A comprehensive record was kept of these very informative conversations.

3. In addition, there was a discussion of the nature and methodology of a strategic planning process. The following points were discussed:


c. The statements describing the foundational principles of the institution which included preparing vision and mission statements and the process of making these statements ‘come alive’ in tangible goals.

d. The importance of articulating the core values of the institution.

e. The wisdom of understanding the institution’s history.

f. The necessity of being aware of the social and political context of the institution.

g. The preparation of strategies for change, scenarios, clear objectives, and action plans.

h. The value of assessment strategies and the ability to measure progress.

The second visit of the team from Pilgrims of Ibillin, led by Joan Deming and Duncan Ferguson, occurred May 14-22, 2012 and had the following objectives:

1. To continue getting well acquainted with members of the MEEI community (including administrators, faculty, and students), building trust with them, listening to their experiences and hopes for the institution, inviting them to claim more ownership of the planning process, and beginning the critical task of visioning for the future.
2. It was this last objective, visioning for the future that became the primary goal of the visit. Six major areas, which emerged in the earlier conversation in February were highlighted as central to the planning process:
   a. The clear articulation of the foundational and guiding statements and values of the institution
   b. The need for an efficient administrative structure and ensuring able and visionary leadership of the institution as it moves into the future
   c. The careful development of the curriculum design and comprehensive educational program of the institution
   d. The importance of cultivating external relations, partnerships, and programs of fund-raising in order to maintain the vitality and health of the institution
   e. The careful management of admissions and finances in order to achieve high levels of effectiveness and efficiency
   f. The formation of a campus master plan, renovation of current facilities, new buildings, the purchase of new equipment and furniture, and campus maintenance and beautification.

Each of these six areas was discussed in depth and proposals were made to include them in the strategic plan and map out their implementation over the five to seven year period of the plan.

The leadership team at MEEI and the consulting team of Pilgrims suggested that the plan address the following subjects:

III. A BRIEF INSTITUTIONAL HISTORY AND ASSESSMENT OF THE SOCIAL AND POLITICAL CONTEXT: MEEI is located in an area of the world immersed in centuries of history. Few places in the world are so conscious of and shaped by their history. Even those smaller parts of the larger historical pattern, such as educational institutions like MEEI, are influenced by the grand flow of history and must understand how their history guides them into the future. It is beyond the scope of this document to tell the full story, but some reference to history and the social and political context is important as the institution moves into the future. At least five streams of history and social and political context should inform the strategic plan:

A. Abuna Chacour: The dramatic story of MEEI began with a young, energetic, and visionary priest of the Melkite Church who came to the village of ibillin to serve a parish. Father (Abuna) Elias Chacour is a child of the Galilee whose ancestors
farmed in the region in the community of Biram. Well educated, and remembering the tragic history of his family’s loss of their land, he devoted himself to the welfare of the people of the village and soon sensed that the children in the region needed better educational opportunities. His personal history, the history of Arab Palestinians in the country of Israel, and his extraordinary wisdom and charisma became central to the establishment of excellent schools in Ibillin for the children of this region. Archbishop Chacour, because of his duties as Archbishop since 2006, has now moved away from direct leadership of the schools and will retire in the near future. It will not be easy to find a clear direction into the future without his leadership. Interwoven with the retirement of the Archbishop is the unknown role a new bishop will play, since he too will have influence on MEEI. The strategy for the future of the institution must take these realities into consideration.

B. An Extraordinary Achievement: A second piece of history and context is that against all odds, the schools were started and have thrived with very limited resources in this complex environment. The schools emerged out of Father Chacour’s observation that the children of the region did not have opportunities for learning. Abuna began to address this need with the development of a library and opportunities for reading. Still not content, Abuna began to offer summer camp opportunities which focused on education, and more students sought to attend these summer camp opportunities than could easily be managed. In time, Father Chacour thought a school was necessary.

1. The Kindergarten: In 1968, the Mariam Bawardi Kindergarten was founded with 20 children and soon grew to fifty and then seventy children. A simple two room building was constructed near the Church. By 1992, the kindergarten had expanded into a new building with 180 students.

2. The Elementary School: Nawar Musallam helped to establish an elementary school in 1998, starting with 2 first grade classes and adding one grade each year. As it grew, it was moved across the valley to the current campus location. A Middle School was added as students moved through the 7th and 8th grades.

3. The High School: Mar Elias High School was founded in 1981 with 80 students and 4 teachers. New buildings were constructed on a hillside formerly known as “the Mountain of the Ogre.” By 2002, there were over 1200 students in the high school.
4. **Mar Elias Educational Institutions:** In time, because of the vision of Abuna Chacour and excellent supporting leadership, the Mar Elias Educational Institutions grew to their current size of nearly 3000 students and teachers, grades pre-K-12. The campus has developed and matured, and the schools offer an excellent education to the citizens of the Galilee and the larger region.

C. **A Complex Political Environment:** In addition to the visionary leadership of its founder and the nearly miraculous formation and development of the schools, there is a third strand of history and context that is important to understand in reference to the strategic plan. It has to do with the complex interaction between the Jewish government of Israel and the Arab citizens of Israel/Palestine. For the most part, the government of Israel was not supportive of the formation of the new school, building permits were difficult to obtain, and intense negotiations were required to receive adequate financial resources from the government to assist with school expenses and to pay teacher salaries. The tension between the Jewish state and its Palestinian Arab citizens continues, and the future of the schools will be shaped by this tension and the tensions in the Middle East and Arab world.

D. **An International Symbol for a Just Peace:** A fourth component of the history of MEEI has to do with the ways that the mission has become much larger than just educating students in the Galilee. Support for this educational mission has become international in character, and Archbishop Elias Chacour has become an international spokesperson for the welfare of Palestinian people and for reconciliation and a just peace in the Middle East. Financial support has come from many parts of the world, and especially from the work of Pilgrims of Ibillin in the United States. One relatively small educational initiative has become a symbol of the quest for a just peace in one of the most strategic locations in the world.

E. **Miles to go before We Sleep:** One final strand of history (and there are many others) that should be mentioned in the context of strategic planning for MEEI is that its continuing success cannot be taken for granted. There is much to celebrate about its remarkable success, but the complex historical context remains, the buildings are aging, the original visionary leaders are retiring, and
MEEI must now face the challenge of a new era, equally as complex, as it plans for the next phase of its life.

IV. CORE VALUES: As the Mar Elias Educational Institutions move into the future, the leaders of the institution will be guided by the core values which have been foundational throughout the schools' early history and which will ensure their distinctive character and success. Among these values are the following:

A. Every student and indeed every person at MEEI, regardless of religious affiliation or ethnic heritage, is a child of God with infinite worth.

B. Therefore, all children and young people of the region and beyond who become students at MEEI will be treated with respect and dignity. The school seeks partners in its vision to help create a setting of peace and justice for all.

C. MEEI will endeavor to provide all of its students with an education that will empower them for a successful and fulfilled life in the global society of the 21st century.

D. Given the diverse and complex social and political environment of the region, every student and faculty member will be guided by the values of acceptance and respect for all people and especially with others whose background may be different from their own. 2 "Seek unity within diversity" is one of the phrases often used to describe this value.

E. Because of the constant threat of the use of violence to resolve local and international conflicts, the students of MEEI will be informed about the causes of violence and educated to learn the nonviolent ways of pursuing reconciliation and a just peace for all.

F. In that many of the students come from homes with limited financial resources and few opportunities for successful and fulfilling careers, MEEI will provide an education that provides the vision and the means of hope for a better life.

---

2 Across its brief history, MEEI has had students and teachers from Jewish, Christian, Muslim, and Druze religious traditions.
G. In particular the education of students at MEEI will focus on the education of the "whole person" (body, mind, and spirit) giving the students an opportunity for a life of health, happiness in their families, success in their careers, and a vision of how they might contribute to building a better society and a more just and humane world.

Abuna Chacour's words give courage and motivation to be true to these values: "Together we are stronger than the storm."

V. THE FOUNDATIONAL PRINCIPLES

A. The Vision: The Mar Elias Educational Institutions seek to become an important partner with others in creating a better life and a just peace for those who live in the Galilee, Israel/Palestine, and the larger region.

B. The Mission: The Mar Elias Educational Institutions are committed to providing students with an excellent and contemporary education, preparing them to become competent, creative, and caring people who will live fulfilled and responsible lives.

C. The Goals: The Mar Elias Educational Institutions endeavor to live faithfully with the guiding vision and to implement the mission in the following ways:

1. MEEI will provide an excellent education which will prepare students for moving toward successful careers and lives of fulfillment and personal happiness.

2. MEEI will provide this high quality education in a setting that respects the value and dignity of all students and all those who are part of the MEEI community.

3. MEEI will seek to educate and enhance all aspects of the students' lives, body, mind, and spirit.

4. MEEI will seek to educate future leaders who will use their gifts and talents to create a more just and humane region in which they live and work.
5. MEEI will work toward providing state-of-the-art classrooms, laboratories, computer facilities, and learning resources located in an attractive and ‘green’ campus setting.

6. MEEI will seek to be a partner with others in the region to work for a more just and peaceful context for all of those who live in Israel/Palestine and the surrounding region.

VI. Recommendations: Fund-Raising Goal: $2,000,000

A. Cultivate a Positive and Nurturing Culture at the School: Design a process by which the entire community of Mar Elias (including faculty, students, administrators, and employees), its alumni, regional partners, and international supporters are informed about and inspired by the foundational principles (core values, vision, mission, and goals) of the institution.  

Implementation Objectives:

1. Plan a major public event to launch the strategic plan. Feature Archbishop Chacour and honor him in a significant way. Plan as well another major event that will celebrate the life of Archbishop Chacour as he retires.

2. Redesign the MEEI web-site, including an English language version, featuring the distinctive mission and goals of the institution. As possible add French and German versions of the web-site.

3. Prepare attractive brochures in Arabic and English (and perhaps other languages) for the wider public that creatively articulate and express the values of the institution.

4. Design other community events, lectures, worship experiences, and forums which express in creative ways the distinctive values and culture of MEEI.

5. Insure that all new faculty and employees of the institution are fully informed about and integrated into the life-giving culture of the institution.

6. Determine the timeline for the various events. If the decision is made to begin a capital campaign to fund the projects in the strategic plan, then at least 18-24 months lead time will be needed in order to determine if the targeted goal is realistic and to raise a significant portion of the funds prior to the public announcement. The capital campaign might be scheduled for

---

2015-2020, and perhaps even have a 20-20 theme. However, the strategic plan implementation could easily begin in the fall of 2013 with the implementation of those projects that are not as costly, such as a new administrative structure.

7. Utilize in public presentations and promotional material the several powerful aphorisms (slogans) which capture the heart of MEEI. For example:
   a. “Our main concern is planting the seeds of love and peace in the hearts of our pupils.”
   b. “The greatest art is the art of the shared life.”
   c. “We can throw stones, complain about them, stumble on them, climb over them, or build with them.”

Rationale:

1. The institution, in order to be successful in achieving its mission, must have a positive spirit with high morale among all of its members, and especially among its leaders, its teachers, and its students.
2. As the leaders and teachers fully understand the vision and mission of the institution, they will be able to carry out their responsibilities with renewed commitment, energy, and fulfillment. Their excitement about the institution will inspire students as well and motivate them to excel.
3. The formation of a positive culture at the institution and the clear articulation of the core values, vision, and mission of the institution will attract the attention of benefactors both regionally and internationally.

Budget Implications: $10,000

1. Two events, one with the launch of the strategic plan and one for the retirement of Archbishop Chacour will cost approximately $2000 each or a total of $4000.
2. The upgrading and revision of the website and promotional literature will cost approximately $6000.
3. The retreat/orientation events for faculty and employees of MEEI should be an integral part of the annual schedule and built into the operational budget.

B. Arrange for an Efficient Administrative Structure and Appoint a Visionary and Experienced Head of School and Other Senior Officers

Implementation Objectives: