III. Implementing the plan: (phase three)
   
   A. Fine tuning the document
   
   B. Gaining trust, acceptance, and ownership of the plan
   
   C. Setting the priorities over the timeframe of implementation
   
   D. Measuring progress (software)
   
   E. Mid-course correction

IV. Summary and Conclusions
NAVIGATING THE CULTURE OF AN ORGANIZATION:
Implementing the Strategic Plan

All groups and organizations face two major challenges: (1) adapting to the external environment; and (2) integrating the internal environment. Each has unique characteristics:

The External Environment:

1. Understanding, owning, and persevering with the mission and strategy for implementation
2. Developing a consensus on goals, largely derived from the mission
3. Forming a consensus on the means to achieve the goals: organization, division of labor, reward system, and authority system
4. Creating a strategy for measuring how well the group is doing in fulfilling its goals
5. Engaging in course correction, to repair strategies and reframe goals

The Internal Environment:

1. Creating common language and conceptual categories
2. Defining group boundaries and criteria for inclusion and exclusion
3. Distributing power, authority, and status
4. Developing norms of trust, intimacy, friendship, and love (caring, compassion)
5. Defining an allocating rewards and discipline
6. Explaining the mysteries (deeper assumptions about reality and truth)

Edgar H. Shein, Organizational Culture and Leadership, p. 74, 94.
How will the County update the SMP? 

The County is currently in the second year of a three year process that will be accomplished through six phases outlined below. A generalized schedule of the phases is also provided.

**PHASE 1**

- **Preliminary Assessment of Shoreline Jurisdiction and Public Participation Plan:**
  - a. Determine the area of shoreline jurisdiction under the SMA
  - b. Develop a public participation plan

**PHASE 2**

- **Shoreline Inventory, Analysis, Characterization and Strategic Vision:**
  - a. A detailed inventory of the human, physical and some of the ecological resources specific to different parts of the County's shoreline
  - b. Development of a vision through the public discussion of the current condition of the shoreline and the desired future

**PHASE 3**

- **Shoreline Environmental Designation, Policy and Regulation Development and Cumulative Impacts Analysis:**
  - a. Review existing environmental designations and allowable uses
  - b. Update regulations to protect ecosystem functions and processes
  - c. A cumulative impact assessment to determine what if any impacts to ecological function are likely to result under the proposed regulations

**PHASE 4**

- **Restoration Planning:**
  - a. A restoration plan for restoring the marine and lake shorelines

**PHASE 5**

- **Local Adoption:**
  - a. Formal review by the County Planning Commission and Board of Commissioners

**PHASE 6**

- **Department of Ecology Adoption:**
  - a. Public hearing and final approval conducted by the Department of Ecology

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**How can you be involved in the SMP update process?**

A major component of the SMP update process is effective public participation. The County has developed a Public Participation Plan with the goal to provide the public with the opportunity to review and comment on relevant information in time to inform decisions made by County staff and elected officials. Citizens have a variety of options for participating in the process.

Submit comments at any time during the process. To learn more, visit the SMP microsite at www.kingcounty.net/planning/shoreline/pdf_smp.
1. Ask the leadership team to recommend to Archbishop Chacour the preferred administrative design for the next phase of the life of the institution. Abuna prefers that this administrative structure be decided in conversation together, not by a unilateral decision. One possible model is to have a Head of School and two Principals, one for the K-8 school and one for the high school. Continue the current design of senior administrative officers with the addition of a senior fund development and alumni relations officer.

2. Appoint others (administrators, faculty members) to a leadership Board or Cabinet that that will oversee the operation of MEEI.

3. Explain this process to the members of the MEEI community and the leaders of the Melkite Church and seek their endorsement.

4. Plan to make the change prior to Archbishop Chacour’s retirement and implement it for the 2013-14 academic year.

Rationale:

1. These proposed changes anticipate the retirement of Archbishop Chacour and will enable him to appoint a leadership team prior to his retirement. His history with the institution and his understanding of the institution make him the ideal church leader to make these appointments prior to his retirement.

2. This new design implemented by capable leaders will increase the integration of the schools and add efficiency and effectiveness to day-to-day operations, financial management, hiring, institutional planning, and decision-making.

Budget Implications: $5000

1. It is possible that one senior level administrator will need to be added.

2. But ideally, a new leader may be promoted to Head of School from within the current staff with a possible increase in salary costing approximately $5000.

C. Continue to Provide and Improve an Excellent and Contemporary Educational Program

Implementation Objectives:

1. Continue to review and improve the “value-added” component (core values) to the state curriculum prescribed by the Ministry of Education. Insure that students are able to participate in programs that encourage values formation, moral development, physical health, emotional growth and stability, and spiritual nurture. Inform students about the nature of their
distinctive history and the current social and political realities that impact their lives. Increase programs that add wisdom about life and the ability to navigate life in the midst of family and regional challenges.

2. Add programs and courses that provide students with the opportunity to cultivate their interest in the arts (visual arts, music, drama, etc.).

3. In keeping with the dramatic educational change in the use of information technology, ensure that students have access to computers and other technology that will enable them to learn in a digital age.

4. Provide learning resources in the classrooms, and in particular provide SMARTboards and other technology, especially in the science classrooms and laboratories to improve the teaching resources of every classroom. Further, improve the esthetic quality and comfort level of each classroom with new furniture, adequate air conditioning, and a stimulating environment with displays and illustrative learning models.

5. Plan programs for teacher and student exchanges, enabling them to experience and learn about other cultures and different approaches to the teaching/learning process. This kind of cross-pollination will be an excellent learning experience.

6. In particular, give attention to the way students might be engaged in more interactive learning, more opportunity to learn and discuss subjects in small groups, practice expressing ideas and communication in oral forms, and develop language skills in other languages in addition to their native language. *(Note: this added dimension to the teaching/learning approach may require additional teachers, particularly in English and Mathematics.)*

7. Plan for ways to make the library (or libraries) more accessible and attractive as centers for learning with state-of-the-art technology. Increase the availability of computers, install reliable wireless internet technology, and expand the collections. Every effort should be made to develop competency in the use of the libraries rich resources.

8. Create a comprehensive Learning Resources Center, one that would be available to students outside of school hours in which students can be tutored, counseled, and guided by mature mentors.

9. Add additional programs in physical education and sports to enable students to improve their physical fitness and health and develop skills that will enable them to participate in a range of sporting activities and have lifelong skills.

10. Continue conversations with the officials of the government in Ibilin and other partners about the need for vocational-technical curriculum to serve students in the region with these abilities and interests. The issue in
providing this kind of education is financial in that it is very expensive to provide the tools and shops required.

11. Give consideration to offering programs of continuing education for clergy and religious leaders and fully utilize the educational facilities in the Church of the Sermon on the Mount. A program of this kind can be self-supporting and be a source of support for MEEI.

Rationale:

1. The education provided at MEEI is excellent in many ways, especially in science and technology, but more attention needs to be given to providing high quality education in the arts and humanities in order to have integrity with the goal of providing a well-rounded and comprehensive education.

2. MEEI has adequate facilities and learning resources, but some of these resources are not as fully developed as other neighboring public or private schools. Every effort must be made to upgrade the classrooms and educational resources in order for Mar Elias students to be competitive in a rapidly changing world.

3. Mar Elias students need to understand better their unique place in the state of Israel and the particular challenges most of them will face, given their religious and cultural heritage. The “value added” dimension of MEEI is essential to the future happiness and success of the vast majority of students at Mar Elias.

Budget Implications: (Note: many of these costs related to improving the educational program of the institution will be listed in the section on facilities.)

$170,000

1. Add two new teachers in mathematics and English to enable smaller group teaching. The initial cost toward hiring these teachers will depend on a number of factors, but $60,000 will become a part of the strategic plan to help pay salaries for an initial year of service, then the additional costs can be integrated into the operational budget.

2. There is a need for additional SMARTboards to classrooms at a cost of approximately $5000 each. In time, several more will need to be added in the Elementary and Middle School as well as the High School. For this plan, over the 5 years, add two each year at the cost of $50,000. The addition of others will need to be integrated into the annual budget.

3. There is a need for an additional 25 computers distributed to the library, the Learning Resource Center and in class rooms at approximately $1000 per
computer or $25,000. As with the SMARTboards, so there will be a need for more than 25, and the additional ones should be budgeted annually.

4. Provide a yearly amount in the budget for the library and the Learning Resource Center over four years to add materials to the collection for the improvement of learning. $3000 per year over 5 years, $15,000

5. Provide a Teacher Development Fund that will be used for exchange programs and the training of teachers in use of technology and other teaching-learning strategies such as the use of small groups and more discussion oriented classes. $2500 per year for 4 years, $10,000

6. Plan programs, perhaps guided by Archbishop Chacour as he approaches retirement, in continuing education for clergy and religious leaders. Offer workshops in Biblical backgrounds and the current political issues in Israel/Palestine for church groups from other countries. The start-up costs are estimated at $10,000. (Note: this program should attempt to be self-supporting following the initial start-up costs.)

D. Maintain and Improve the Quality of the Facilities, Furnishings, and Campus Security and Appearance. In that the implementation of this goal is very costly, every effort must be made to have accountability and transparency in all expenditures.

Implementation Objectives:

1. The Middle School is in need of total renovation. The priority projects include:
   - The restoration of the external paint on the building, with the long-term goal of covering the walls with stone.
   - Re-paint the inside of the building.
   - Re-wire the entire facility.
   - Change doors in order to meet fire regulations.
   - Re-tile the four floors of the building and tile walls to a chair-rail height.

2. The Gymnasium and Recreational Facilities are in need of some repairs, air conditioning units are needed, the rooftop tennis courts need to be resurfaced, and new equipment is essential in the Fitness Center. In addition, a swimming pool would add greatly to the physical well-being of the students and their enjoyment. It could also be used by the community of Hbillin, improving the school’s important partnership with the village.
3. The Peace Building needs new air-conditioning, furniture replacement, new computers, and other learning resources.

4. The Elementary School needs repairs to the roof and the 6th floor guestrooms, and a shade cover for the playground.

5. The Kindergarten needs to reinforce walls for security and needs shades to protect the children from the sun and rain during outside activities.

6. The Church of the Sermon on the Mount needs a retaining wall to protect one side of the building from falling rock damage and to increase its esthetic quality.

7. There have been many improvements at the High School because of the generosity of the FISH Foundation, but there are still needs for repairs, new furniture, and the addition of many learning resources. In time, attention will need to be given to improving the asphalt parking area in front of the building. If and when there is a new vocational-technical curriculum, there will be a need to develop space in the high school and for new teaching resources.

8. The Bridge Building should be converted to a Learning Resource Center and if this is done, it will need to be furnished with state-of-the-art technology and furnishings.

9. The Library needs expansion, additional learning resources such as computers, a new server, wireless internet, and additions to the collection. Every effort should be made for the library to serve all levels of education at MEEI.

10. The Auditorium needs new chairs and other furnishings.

11. Campus Parking needs to be reconfigured in order to reduce the presence of vehicles in the middle of the campus where there a many students. A four story car park would help manage the flow of traffic and allow for an increase green areas to enhance the beauty of the campus. In the meantime, arrangements need to be made to move traffic in a way that reduces the presence of vehicles in the center of the campus.

12. Maintenance and improving the security of the campus and its facilities should be set on a comprehensive time line with the goals of maintaining the facilities at the highest level, reducing deferred maintenance, and securing a safe campus environment.

Rationale:
1. The goal of MEEI is to provide the finest possible education for its students, and the quality of the campus facilities, furnishings, and learning resources has a profound impact on student learning.
2. Therefore, every effort should be made to improve the facilities and provide outstanding learning resources.
3. Further, the health of the people on campus, both physical health and also emotional health is affected by the esthetic beauty of the campus, the reduction of vehicle pollution, and the increase of a more efficient and green strategy for campus maintenance and improvement.
4. This strategic plan recommends that a master planning firm be invited to suggest a more integrated and comprehensive strategy for campus maintenance, improvement of facilities, and providing a safe environment. An integral part of such a plan would be the development of a priority list for restoration and improvement guided by the institutions’ educational goals.

**Budget Implications: $1,535,000**

1. **The Middle School Project**
   - Basic restoration of the external walls of the building and restoring the walls with stone: $630,000 (*Note: the cost of new stone walls is not included in the costs associated with the strategic plan.*)
   - Re-painting and re-tiling the inside of the building: $100,000 (*Note: this may be be more costly, but a start could be made the $100,000 figure.*)
   - Re-wiring the building: $40,000
   - Changing the doors: $30,000
   - Re-tiling the four floors of the facility: $340,000

   **Total:** $510,000 (*Not including new stone siding for the building*)

2. **Gymnasium Restoration and Improvement**
   - Repair the roof: $20,000
   - Paint the roof to meet safety codes: $4000
   - As possible, add cover over the roof to provide shelter from sun and rain for students using the rooftop sports venue: $23,500 (*Note: the estimated total price of $50,000- $70,000 for the shelter is not included in the total, although a smaller amount might provide a modest shelter.*)
   - New Equipment for the Fitness Center $80,000
• Install new air-conditioning units: $8,500
• Add new swimming pool as part of the physical fitness goals of the school: $500,000

Total: $136,000 (Note: This number does not include $500,000 for the swimming pool or the full cost of an excellent shelter on the playground.)

3. The Peace Building
• New air-conditioning units: $14,500
• Replace the classroom and guestroom furniture: $30,000
• Add computers and teaching resources $6500

Total: $51,000

4. The Elementary School
• Repair leaks in roof: $5000
• Repair plaster in guestrooms on 6th floor $3000
• Add shelter to the playground to provide protection from sun and rain when students are outside $15,000

Total: $23,000

5. The Kindergarten:
• Reinforce security walls as bomb shelter: $50,000
• Provide sun/rain shelter: $10,000

Total: $60,000

6. The Church of the Sermon on the Mount
• Retaining Wall: $180,000

Total: $180,000

7. The High School
• Change doors: $55,000
• Add learning resources $25,000
• Add new furniture: $15,000
• Expansion and new equipment for vocational-technical curriculum: $100,000
• Replace concrete with tile in outside courtyard $200,000
Total: $395,000

8. The Bridge Building and New Learning Resource Center
   • Renovate the building: $25,000
   • Furnish the facility with comfortable furniture and learning resources: $25,000

   Total: $50,000

9. The Library
   • Add new computers: $6000
   • Add new server and wireless internet $2500
   • Add to the collection $12,500

   Total: $21,000

10. The Auditorium:
    • New chairs: $48,000

    Total: $48,000

11. Parking
    • Four story car park: $800,000 *(Note: this cost is not included in the strategic plan.)*

    Total: (See below in the category of maintenance.)

12. Campus Maintenance, Security, and Beautification
    • Restore campus pathways $6000
    • Improve roads, increase fencing, add security, and add parking $100,000
    • Add additional plants, lawn, and green space $15,000
    • Add gardener to oversee new plantings, green space, and maintenance of the gardens and lawns: $35,000 *(Note: this amount would be for one year, and then the salary would need to become an integral part of the budget.)*
    • Hire campus master plan consultant: $5,000

    Total: $161,000
Total for Facility-Campus Improvements: $1,535,000

E. Review and Institute Policies and Procedures that Ensure Financial Stability and Long-Term Security

Implementation Objectives:

1. Invite a financial consultant to review the current policies and procedures in financial management in order to insure that the current approach is the most efficient and insures accountability at every level.
2. Carefully assess enrollment and financial aid policies to insure the preferred enrollment level and that those students with potential and limited financial resources have opportunity to attend Mar Elias.
3. It will be important for Pilgrims of Bbhillin to raise funds for the many projects listed in the strategic plan, but Pilgrims will need to continue to focus its energies on raising money for scholarships as well. Scholarship money is generally the easiest to raise.

Rationale

1. Great progress has been made in recent years for increasing the efficiency in admissions and financial management. There has been increased ‘transparency’ and a clear policy that separates money intended for MEEI from Melkite Church funds. Archbishop Chacour’s leadership and the excellent work of the staff of MEEI deserve praise for these changes.
2. In addition, Elias Abu Ghanima with the assistance of Michael Chacour has given excellent oversight of the new construction, and especially those improvements made possible by the generous grant of the F.I.S.H. Foundation and several individual donors.
3. Continue to focus attention on enrollment and tuition revenue. The stability of the institution will be maintained as enrollment, managed in part by scholarships, remains at the peak level.
4. Every institution, however, has pockets of inefficiency and areas needing more accountability. If a consultant in financial management is invited to review policies and procedures in the finance area, such a person might also review the accountability of the various departments.

Budget Implications $5000
1. The primary costs will be for a consultant, although every effort will be made to find a person who might volunteer to do this review at cost. 2 visits to MEEI at $2500 each or $5000.

F. Establish an Office of External Relations and Fund-Development

Implementation Objectives:

1. Initially, hire one person with experience in fund-raising and communications to establish the office and set goals. In time, an additional person with special abilities in public relations and administration may need to be added. When possible, use current staff and volunteers in order to keep overhead costs to a minimum. This new office would work to coordinate with MEEI fund-raising with Pilgrims of Bhillin in the United States, Ashray in Great Britain, and other international partners.

2. One objective of the office would be to set fund-raising goals and insure that philanthropic gifts come in at a certain level, both from the region and also from other countries.

3. In addition, there would need to be a well-researched and prepared strategy for securing private foundation grants.

4. In time, the office would need to be expanded to include a public relations department and an alumni affairs program.

5. An external consultant would be needed to provide guidance for a capital campaign to raise funds for implementing the strategic plan.

6. The Office would also be responsible for hosting visitors to the institution and supervising volunteers.

7. It may be possible to add the goal of establishing an endowment to the fund-raising goals.

8. It would be wise to ask Archbishop Chacour, following his retirement, to consider giving time to raising money. He could be staffed by this office. Father Chacour has specifically request that such an office be available at his retirement and in a position to support his continuing work on behalf of the school.

Rationale:

1. As Archbishop Chacour continues to focus his energies on his work as Archbishop, and as he moves toward retirement, he will be less able to maintain his high visibility and extraordinary capacity to raise substantial
funds for MEEI. But in retirement, as his health and energy remain at good
levels, he would be very effective in raising the funds to implement the
strategic plan.

2. Other organizations, such as the Pilgrims of Ibillin, will not be able to raise
sufficient external funds to meet all of the financial needs of the institution.

3. The new office will also need to assist the Head of School or person
designated for external relations to maintain good relationships with the
Ministry of Education, the Melkite Church with offices in Haifa, and other
partners in the region.

Budget Implications: $50,000 (Note: The expectation is that this amount will be
recovered with a substantial surplus as the fund-raising and alumni office
becomes successful.)

1. The hiring of a new staff person in the first year period: $35,000 (Note: every
effort should be made to use volunteer consultants to assist in this task.)

2. Arranging for a consultant to assist in planning a capital campaign for raising
the money to implement the strategic plan. (Use volunteer consultant)

3. Establishing an office: $15,000

VII. Assessment and Correction Strategies

Implementation Objectives: $25,000 (Note: The cost for oversight and the
administration of the implementation of the strategic plan will exceed $25,000, but it
is expected that the implementation team will ‘donate’ their time and use resources
from their respective offices.)

A. Form a permanent strategic planning team, guided by an able and competent
leader, which will guide the process of implementation. This group may be the
MEEI Board/Cabinet, but it may be difficult for this group to give attention to the
planning, given the demands of day-to-day policy development and decision-
making. This group should be bold in its approach to implementing the strategic
plan, unafraid of honest conversation and even failure. There must be an
environment that is open to “the freedom to fail” or the Implementation
Committee will not have the courage to propose change and effectively
implement the plan.

B. Develop software applications to assist in assessing the progress that is being
made in the implementation.
C. Plot out the priorities over the five year period of implementation.
   1. Decide which projects should be scheduled in each of the 5-7 one-year segments.
   2. Plan on implementing those projects first which are judged to be the most urgent and which have potential sources of funding.
   3. Share the progress with the wider community as a way of keeping the MEEI community engaged. Charts and graphs often help in the interpretation.
   4. Develop funding strategies for each project in the plan and explore with partners which of the projects they might be willing to assume responsibility for funding. For example, consult with Pilgrims of Ibillin regarding the level of support which might be expected from them. If they are able to contribute $300,000 per year, then $100,000 might be designated for operation and financial aid, and $200,000 be designated for particular projects in the strategic plan.

D. Plan on yearly course corrections and modifications, the re-setting of priorities, and interpreting these changes to the MEEI community. Changes in priorities will occur over the 5-7 year period.

VIII. Conclusion:

A. 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, providing excellent education to thousands of students and educating 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 to articulating this vision 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. It is time for a bold new statement of the vision for the future of institution, one that will enable the emerging leadership of the institution to lead wisely and creatively, new generations of students to receive a superior education, and faithful constituencies to provide increasing levels of support.

B. Appendices:
   1. Major projects for a future phase of development not included in this plan
      a. Swimming pool $500,000
      b. Car park facility $400,000
c. Stone facing to cover the Middle School $650,000

$1,550,000

2. Other planning documents
3. The Strategic Planning Leadership Team:
4. Capital Campaign and Budget Projections:
   a. Institutional Budgets
   b. Strategic Planning Budget
   c. Capital Campaign Goals
5. Assessment Tool Samples:
6. Supporting Documents: