

**Action Plan and Budget
for the Years 2007-2009**

Introduction

Guided by the directives of the Secretary General of the Federation of the Universities of the Islamic World and conscious of the ever-growing changes and challenges, the Federation's Secretariat has devised this Plan for the years 2007-2009 on the basis of specific references and fundamentals to project the frame of higher education in the Islamic world in the future, in accordance with the following trends:

1. References:

In defining its contents, the Draft Plan draws upon various references, including:

- The Charter of the Federation of the Universities of the Islamic World;
- Strategic orientations of the Federation's Secretary General;
- The Federation's previous action plans;
- The strategies of ISESCO and similar organizations;
- Changes, new developments and challenges;
- Demands and suggestions put forward by the Member Universities.

2. Contents:

In this context, the axis of the general policy, consisting in the sessions of the General Conference and the Executive Council of the Federation, has been maintained. The field of partnership and cooperation has been enhanced to incorporate, in addition to the Member Universities, non-member universities, institutions and bodies within the frame of common objectives. Modifications have affected the field of "**Contemporary Issues**", which was divided into two important axes: the first axis concerns the issues pertaining to the Islamic Ummah, whereas the second relates to the problems and issues of the current era in general. Within its strategic guidelines, the new plan devotes attention to the strategic references which define the foundations, specificities and objectives of the Action Plan. Conscious of the active and interactive role played by the Islamic universities in the Western civilisational landscape, those strategic references transform the priorities of higher education into "**projects**" and promote the training and educational action of the Islamic universities in the West.

3. Strategic orientations

Cognizant of the power of the media and the hegemony of the values held by the leading bloc, along with the transcontinental effect of the sweeping globalisation and the challenges that the Islamic Ummah is facing, namely the digital divide, illiteracy, extremism, brain drain and the weak financial resources and human

capacities, the Federation has specified in its new action plan the following strategic orientations:

- The renovation of educational systems and curricula according to the needs and specificities;
- Rational benefit from technological innovations and educational, scientific theories;
- The formulation of strategic frames of reference geared to the educational trends and policies;
- The qualification of human resources pedagogically, technically and administratively;
- The protection of tangible and intangible heritage and its exploitation for the sake of development and the safeguarding of cultural and civilisational specificities;
- The fostering of the Islamic frame of reference and the presentation of the Islamic view of treating contemporary issues and problems;
- The encouragement of university educational media.

The structure of the 2007-2009 Action Plan

In view of that, the new plan consists of four fields of action. The first field, “**General Policy Activities**”, contains three axes; the second field “**Cooperation and Complementarity between the Member Universities and Common-Interest Institutions**” consists of four axes; the field of the “**Promotion of Education in the Member Universities**” includes four axes; and the field of “**Higher Education in the Service of the Ummah’s Issues and Contemporary Problems**” contains two axes. The new draft plan includes also “**nine projects**”. As for its structure, it consists of a general presentation of the field and the background of the axis, in which the motives, significance, specificities and objectives of both the field and the axis are introduced. The programmes provided for in the axis are described in three steps: objectives, implementation mechanisms and the expected results.

The budget of the 2007-2009 Action Plan

Given the increasing changes and challenges faced by the Islamic world, and in view of the responsibilities that Member Universities should undertake to pave the way for the Islamic Ummah towards civilisational edification, the new draft action plan proposes raising the estimated overall budget from US\$ 900,000, which was approved in the Document (FUIW/GC3/2004/3.1), to US\$ 1,000,000 (with an increase of US\$ 100,000) taking into account the following considerations:

- a. The Federation’s estimated budget, which has raised but slightly, with a value of US\$ 10,000 compared to the previous budget;
- b. An increase of US\$ 90,000, which has been proposed in the expected estimated contribution of cooperating and donor parties; an increase that is motivated by two factors: the rise in the number of Member Universities,

and the extension of the sphere of cooperation with the cooperating and donor institutions and bodies, which will hopefully enable the Federation to procure off-budget financial resources – as a result of deepening the partnership process that it is seeking to shore up.

**Summary of the 2007-2009
Action Plan and Budget**

Summary of the Budget and Action Plan For the Years 2007-2009

Number & name of the field of action	Number and name of the axis	Number and name of the programme	Estimated budget	Federation's estimated share	The estimated share of universities and cooperation
1.1 General Policy Activities	1.1.1 Meetings of the General Conference and Executive Council;	- Fifth session of the General Conference; - The three sessions of the Executive Council (12 th , 13 th and 14 th);	240,000	40,000	200,000
	1.1.2 The Federation and similar institutions' conferences, symposia and meetings;	- Holding specialized meetings on higher education issues; - Participating in the meetings of similar federations and bodies;	100,000	20,000	80,000
	1.1.3 Federation's informational and educational position;	- Monthly news bulletin - Federation's magazine <i>Al-Jami'a</i> . Issues n°. 6,7 & 8; - Building and developing the Federation's website;	15,000	15,000	-
2.1 Cooperation and Complementarity between the Member Universities and Common-Interest Institutions	2.1.1 Exchanging cooperation programmes between Member Universities;	- Exchange of information, programmes, studies and visits among the Member Universities;	45,000	10,000	35,000
	2.1.2 Complementarity in higher education;	- Harmonizing the types and levels of education in the Member Universities;	50,000	10,000	40,000
	2.1.3 Partnership among higher education institutions;	- Partnership between the Federation and the different higher education institutions;	45,000	15,000	30,000
	2.1.4 Reference guides and data on Member Universities;	- Reference guides about education in the Member Universities;	85,000	25,000	60,000

Number & name of the field of action	Number and name of the axis	Number and name of the programme	Estimated budget	Federation's estimated share	The estimated share of universities and cooperation
3.1 The Promotion of Education in the Member Universities	3.1.1 Strategic references to develop higher education;	- Studies, plans and strategies; - New types of universities and the knowledge society; - Research and planning in higher education;	70,000	15,000	55,000
	3.1.2 Sources of knowledge and funding in higher education;	- University library services; - Financing higher education;	65,000	15,000	50,000
	3.1.3 Educational systems and human resources (upgrading and qualification);	- Modernising educational curricula, programmes and methods; - Modernising administration and raising the capacities of the teaching and administrative staff; - Quality and technology in higher education;	95,000	25,000	70,000
4.1 Higher Education in the Service of the Ummah's Issues and Contemporary Problems	4.1.1 Higher education in the service of Muslims' civilisational and development issues;	- Civilisational and cultural heritage in higher education curricula; - University and the social, economic development of the Islamic Ummah ; - University educational and cultural action for Muslims in the West;	105,000	35,000	70,000
	4.1.2 Higher education and addressing contemporary issues and problems.	- University human and social sciences and contemporary problems (extremism, poverty, globalisation, illiteracy and human rights); - Higher education and contemporary issues (environment, health, population).	85,000	25,000	60,000
Total amount in US\$			1,000,000	250,000	750,000

**The Fields of Action of
the Federation 2007-2009 Plan**

Field of action 1.1: General Policy Activities

Since the creation of the Federation in 1987, the General Secretariat of the FUIW has implemented a directive plan and three three-year action plans for the periods (1998-2000), (2001-2003) and (2004-2006). On the basis of the remarks issued by the General Conferences and Executive Councils and in the light of the changes and challenges witnessed by the educational sector in general and higher education in the Islamic world in particular, the General Secretariat has given priority in the present draft plan to the following trends:

1. Taking into account the educational specificities and needs of the Islamic world;
2. Being conscious of the changes, challenges and concerns at the regional and international arenas;
3. Adopting a visionary approach leading to a reform based on originality and modernity ;
4. Adopting a comprehensive and integrated vision based on the different components of the Ummah and linked to the educational, methodological, administrative and human systems;
5. Drawing up planning references and information guides that clarify the present and prospect the future;
6. To link higher education with contemporary problems and the Ummah's issues;
7. Developing specialized researches and studies and setting up civilisational projects that contribute to the enhancement of higher education's mission in the Islamic world;
8. Giving attention to education-related information in the Federation's programmes and projects;
9. Promoting Islamic values in the educational mission.

Conscious of the impact of information and communication technologies and of educational planning research in developing higher education; acknowledging the risks underlying the challenges and aggressive campaigns against Islam and Muslims; recognizing the importance of enhancing religious and civilisational identity in higher education programmes; and as part of implementing the resolutions and recommendations of the Federation's bodies which commend the Federation's participation in the Islamic and international conferences relevant to its fields of competence and entrust it with the elaboration of specialized projects to improve higher education, the Secretary General instructed the Federation's administration to take all these considerations as a strategic goal of the Federation. Thus, in addition to holding the sessions of the Executive Council and the General Conference, the Federation will focus in this field also on studying projects, programmes, reports and regulations, as well as on convening specialized meetings and participating in the encounters held by similar bodies in order to express the Federation's Islamic point of view concerning all those issues. Interest will be given as well to educational information, through

publishing a monthly news bulletin, continuing the issuing of the journal “Al-Jami’a”, and communicating to the Member Universities information cards on the Federation’s activities.

Axis 1.1.1: The sessions of the General Conference and the Executive Council

The activity relative to the General Conference and the Executive Council consists in seeing to the implementation of the Federation’s general policy, plans and programmes, issuing resolutions and recommendations and proposing the mechanisms and projects needed to carry out its mission. This axis includes the following programmes:

Programme 1.1.1.1: The fifth session of the General Conference and the three sessions of the Executive Council (12-13-14)

Objectives:

- Defining the Federation’s new general policy in the light of the changes and challenges;
- Studying the Federation’s reports, projects, plans and programmes;
- Drawing up regulations and suggesting mechanisms and procedures to improve the services of the Federation.

Implementation mechanisms:

- Unless circumstances require that an extraordinary session be held, only one session of the General Conference is to be held during this Plan;
- The Executive Council will hold three ordinary sessions; extraordinary sessions may be convened if need be;
- Preparatory meetings are held to tackle the organizational and academic aspects of the sessions;
- Prior to the sessions, documents and instruments are addressed to the Member Universities.

Expected results:

1. Issuing resolutions and recommendations to develop higher education;
2. Providing specialized reference documents with a view to carrying out the mission of the Islamic university.

Axis 1.1.2: Conferences, symposia and meetings of the Federation and similar institutions

Since its inception, the Federation has endeavoured to confirm its civilisational role in addressing the various educational, scientific and cultural issues which fall within the scope of its objectives, the aim being to revitalize the mission of the Islamic university inside and outside the Islamic countries. Conscious of the importance of encounters in improving the quality of its services, enhancing its approaches and exchanging expertise and experience between different university institutions, the

Federation looks forward to convening seminars, partaking in many conferences and encouraging the staff and faculty of Member Universities to attend meetings so as to upgrade the educational, didactic and professional performance of the university. This axis includes the following programme:

Programme 1.1.2.1: holding and participating in specialized meetings on higher education issues

Objectives:

- Conceiving future visions to promote higher education;
- Asserting the presence of the Federation in international meetings;
- Taking advantage of leading international experiences and expertise;
- Encouraging Member Universities researchers and staff.

Implementation mechanisms:

Within the framework of its objectives, the Federation will work towards holding conferences, symposia and meetings in order to study the major issues and projects related to the diversification and modernization of higher education structures, so that they correspond to the needs of the new era. By way of presenting its view of the Islamic university and taking advantage of the experience of universities, the Federation will also participate in the meetings held by similar federations and institutions, and support the participation of researchers and staff from Member Universities, with a view to extending their knowledge and raising the standards of their universities.

Expected results:

1. Providing reference documents;
2. Holding and participating in meetings to discuss higher education issues;
3. Encouraging university researchers to attend university meetings.

Axis 1.1.3: The Federation's information and educational position

Aware of the impact of information on promoting the issues of higher education and its importance in publicizing the activities of Member Universities and the Federation, and as part of contributing to the advancement of researches and studies related to higher education and to the Islamic Ummah's preoccupations, the FUIW will publish a news bulletin and pursue the publication of new issues of its journal "Al-Jami'a". It will also work to develop its website, which was most kindly conceived by the Islamic Azad University of the Islamic Republic of Iran. This axis consists of the following programme:

Programme 1.1.3.1: Publishing the Federation's news bulletin and journal and building its website.

Objectives:

- Raising the standards of university researches and studies;

- Publicizing the activities of the Federation and Member Universities;
- Upgrading the Federation's website.

Implementation mechanisms:

In pursuance of its academic mission, the Federation will publish the three issues of its journal “Al-Jami'a”, where stress will be laid on tackling the problems and issues that hamper the progress of higher education and hinder complementarity and partnership between universities inside the Islamic world and among Muslims in the West. God willing, FUIW will publish also its news bulletin to present its activities as well as those of the Member Universities. Likewise, the Federation's website will be developed in a way to take advantage of the new information systems.

Expected results:

1. Publication of the sixth, seventh and eighth issues of the journal “Al-Jami'a”;
2. Publication of the sixth, seventh and eight issues of the Federation's news bulletin;
3. Upgrading the Federation's website.

Field of action 2.1: Cooperation and Complementarity between the Member Universities and Common-Interest institutions

Enhancing the Islamic principles that praise cooperation, such as in the verse: **“and help one another in goodness and piety”**, and call for solidarity as in the verse **“and hold fast by the covenant of Allah all together”**; pursuant to the Federation’s Charter, which stresses the exchange of information and visits among Member Universities; and believing in the importance of cooperation as a religious obligation, a social need and a human civilisational necessity, the Federation will pay particular interest to cooperation among Member Universities on the one hand, and between them and common-interest higher education institutions on the other. Besides, the Federation considers that one of the priorities of its strategic action is to stress complementarity between the different levels and types of education as it is an integrated system whose outputs aim at meeting the needs of comprehensive development.

From the experience accumulated by the Federation, there is growing need for energizing cooperation, complementarity and partnership among higher education institutions to meet the requirements of constructing an Islamic and human civilisational edifice.

Accordingly, this field will focus on using new mechanisms in order to reinforce the bonds of this cooperation, as well as on broadening the scope of its domains to include the following axes:

1. Cooperation and complementarity between Member Universities;
2. Cooperation and partnership between Member Universities, similar federations and institutions;
3. Complementarity between the types and levels of educational systems;
4. Exchange of reference data and information concerning universities’ activities.

Axis 2.1.1: Exchange of cooperation programmes among Member Universities

Recognizing the importance of cooperation among Member Universities; confirming the unity of joint Islamic action; capitalizing on the various expertise and leading experiences; and with a view to avoiding redundancy, rationalizing expenditure and exploiting the existing energies, the Federation will strive to shore up the partnership and cooperative dimension among the Member Universities in the educational, scientific, cultural and documental fields. This axis consists of the following programme:

Programme 2.1.1.1: exchange of information, programmes, studies and visits among the Member Universities

Objectives

- Promoting cooperation and partnership among Member Universities;

- Exchanging unique expertise and leading experiences;
- Joint exploitation of knowledge-related capacities and energies.

Implementation mechanisms:

Consolidating the bridges of cooperation, the Federation will reinforce the forms of cooperation and partnership, by bringing into action the project of “**the twinning of universities**”, holding meetings and organizing visits among the Member Universities. It will also endeavour to give new aspects to this cooperation, illustrated by the exchange of views concerning programmes and studies. FUIW will work as well to broaden the scope of this cooperation so that it encompasses university administrative staff and students.

Expected results:

1. Acquaintance with the various university expertise and experiences;
2. Qualification of university staff and students;
3. Carrying out the “university twinning” project.

Axis 2.1.2: Complementarity in higher education

Higher education is the apex of the education pyramid. The outputs of general education are the inputs of higher education; in turn, higher education with all its types and levels leads to the cultural, social, economic and civilisational canals of society. In view of this organic relation between higher and general education and between higher education and its types, levels and social dimensions, it has become imperative to foster this complementarity in a way to serve the Ummah’s development and civilisational causes. This axis consists of the following programme:

Programme 2.1.2.1: Complementarity between educational types and levels in the Member Universities

Objectives:

- Taking advantage of the experiences of the new types of universities;
- Promoting complementarity between higher and general education, and between public and private higher education;
- Consolidating the comprehensive integrated conception between the different stages and types of education.

Implementation mechanisms:

Conscious of the complementarity gap suffered by certain educational systems in the Islamic countries, in their types and levels, this programme will focus on the mechanisms able to support this complementarity and coordination between general and higher education, formal and informal, vocational and public, as well as between education and the social, economic and political systems, by means of drawing up studies and holding meetings to address these issues.

Expected results:

1. Providing studies that support complementarity;
2. Holding meetings to support this complementarity;
3. Qualifying human resources in the fields of coordination and complementarity.

Axis 2.1.3: Partnership among higher education institutions

Higher education is steadily progressing at different levels as a result of the changes and new development that have taken place in the twenty-first century, on the one hand, and also because of the information and communication revolution. This proves the importance of partnership and cooperation among all higher education institutions, as a means to achieve the rationalisation of expenditure, the exchange of expertise, the complementarity of visions and the coordination of efforts within the framework of the common interests, especially as there is a quantum difference in the advantage taken of the attainments of the past and the achievements of the present. This axis consists of the following programme:

Programme 2.1.3.1: partnership between the Federation and the different higher education institutions

Objectives:

- Extending knowledge and expertise sources of higher education institutions;
- Taking advantage of the leading experiences and expertise;
- Enriching higher education and diversifying its approaches.

Implementation mechanisms:

With a view to taking advantage of diversity and difference, two elements that enhance the quality of higher education, and to avoiding redundancy and rationalising expenditure, the Federation will broaden the scope of partnership with university institutions and the organisations concerned with higher education. This would be achieved by signing cooperation agreements with these bodies, organizing joint activities in the frame of common objectives, exchanging visits, information, documents, studies and consultations, the aim being to provide the best and most efficient approaches to develop higher education.

Expected results:

1. Exchange of information, visits and invitations promoting the Federations' action;
2. Signing partnership agreements;
3. Holding consultation and coordination meetings.

Axis 2.1.4: Reference guides and data on the Member Universities

Bearing in mind that no strategic plan can reach its objectives unless it is based on data that allow grasping and assessing reality and prospecting the future, the Federation has published during its previous plans guides about the Islamic world universities as

well as about Member Universities. It has produced also academic journals of university scientific research in order to publicize and derive benefit from the efforts of the Islamic universities. In this connection, the Federation will carry on with its endeavours to prepare reference guides. This axis consists of the following programme:

Programme 2.1.4.1: Reference guides about education in the Member Universities

Objectives:

- Providing data pertaining to the development and assessment of higher education;
- Publicizing the activities and capacities of the Member Universities;
- Promoting the exchange of information, expertise and experience among the Member Universities.

Implementation mechanisms:

As part of the Federation's efforts to compile guides informing about the actualities of universities and their endeavours to advance scientific research, the Federation will draw up, within the frame of its new action plan, guides that survey the competencies of universities, present their achievements and scientific records, update their data and assess their performance, in a way that fulfills the requirements of development and change.

Expected results:

1. Providing reference databases;
2. Publicizing the capacities and achievements of the Member Universities;
3. Assessing the performance of the Member Universities.

Field of action 3.1: The Promotion of Education in the Member Universities

The twenty-first century is witnessing a steady progress in the various technological, educational and cultural fields. At the same time, there has been a growing awareness of the importance of developing the structures of higher education, modernizing its policies, curricula and sources of knowledge and financing, and qualifying its staff to face the challenges and meet the civilisational and development aspirations, whose proportions grow at the same pace as the current changes and challenges. At the top of this development comes strategic planning, which determines the bases, specificities and priorities of higher education, on the basis of intellectual and value-centred references that guide the new types of universities and develop the sources and tools of research, knowledge and finance, with a view to promoting Islamic universities.

Recognizing the importance of the integrated edification of the Islamic university, and conscious of the need to deepen awareness about mission and strategy among the Member Universities, the Federation of the Universities of the Islamic World will focus its effort in this field on drawing up strategies and specialized civilisation-related studies, modernizing curricula and teaching methods, developing educational research and planning, and qualifying university human resources in order to ameliorate university performance, fulfil the sought objectives, enhance university pedagogy and reach high-standard educational quality. In this regard, this field consists of the following axes:

- Strategic references for the development of higher education;
- Sources of knowledge and expenditure in higher education;
- Educational systems and human resources (upgrading and qualification)

Axis 3.1.1: Strategic references for the development of higher education

With the advent of the third millennium, the world has become home to social, scientific and technological challenges whose consequences are perceptible in every aspect of higher education. This has confirmed the need for elaborating strategic studies and plans that project the horizons of higher education's future and preserve its achievements. There is also an increasing need to set planning and research as top priorities. Accordingly, higher education is now invited to make the best use of the new types of education, in their technological and civilisational components. This axis consists of the following programme:

Programme 3.1.1.1: Studies, plans and strategies

Objectives:

- Analyzing the reality and prospects of higher education;
- Drawing up prospective strategic frames of reference;
- Developing and modernizing higher education issues.

Implementation mechanisms:

Seeking to reach a higher education that explores the horizons of the future and meets the standards of comprehensive integrated quality based on prospective studies, the Federation will carry on with its efforts to develop higher education, namely through holding experts' meetings and drawing up strategic studies in this field.

Expected results:

1. Drawing up a strategy to develop higher education;
2. Providing studies about higher education issues;
3. Holding experts' meetings to develop and modernize higher education structures.

Programme 3.1.1.2: New types of universities and the knowledge society

Objectives:

- Meeting the needs and countering the growing challenges facing the Islamic world;
- Making the best use of technology to further the types and issues of higher education;
- Broadening the scope of profit to be taken from university education;
- Reinforcing cooperation among the Member Universities.

Implementation mechanisms:

With a view to sparing effort and time and broadening the scope of benefit to be derived from higher education by taking advantage of information technology and its applications, the Federation will work, in cooperation with its partners and members, to energize the new types of higher education, in order to increase their advantages and avoid their drawbacks. That will be done through drawing up specialized studies on these new typed of universities, developing the project of “**the Islamic Virtual University**”, which was launched by the Islamic Azad University in the Islamic Republic of Iran, and holding meetings to discuss their experiences and profit from their expertise.

Expected results:

1. Preparing specialized studies on the new types of universities;
2. Holding meetings for experts specialized in the new types of universities;
3. Developing the project of “**the Islamic Virtual University**”.

Programme 3.1.1.3: Research and planning in higher education

Objectives:

- Fostering university research in the service of the Ummah's development and civilisation-related causes;

- Modernizing planning methods to enhance the performance of higher education;
- Exchanging expertise and experiences among researchers and planners in higher education.

Implementation mechanisms:

In order to develop the methods and instruments of university researches and modernize the systems and mechanisms of planning, the Federation will orient university researches and constructive planning to take account of the changes and new developments and contribute to carrying out the civilisational mission of Islamic universities, by holding meetings for university researchers and planners, encouraging academic research, providing the necessary studies and data, which will be eventually used in developing higher education curricula, and awarding the Federation's Prize for the best university researches.

Expected results:

1. Holding an experts' meeting on research and planning in higher education;
2. Awarding the Federation's Prize for University Research;
3. Exchanging research programmes among the Member Universities.

Axis 3.1.2: Sources of knowledge and financing in higher education;

Thanks to the outstanding technological and information progress, modern societies enjoy a multitude of knowledge sources, as libraries, book fairs and university museums have become, due to the availability of technical means and human resources, major streams of education and knowledge. In addition, new technologies and leading experiences have improved the methods and techniques of public spending in the higher education sector and diversified its financing sources. This implies that attention should be given to the two factors, given their important impact on modernizing and rationalizing the structures of higher education. This axis consists of the following programmes:

Programme 3.1.2.1: University library services

Objectives:

- Making the best use of technology in order to develop knowledge sources;
- Improving the capacities of university library personnel;
- Exchanging expertise and experience among Member Universities staff working in libraries.

Implementation mechanisms:

Seeking to develop library services, modernize library systems and raise library personnel capacities, the Federation will endeavour, in cooperation with the Member Universities, to conduct studies devoted to develop library services with a view to showing the values of Islamic knowledge and documenting its manuscripts in the frame

of the project of the “**Virtual Islamic University**” and the project of “**University Exhibitions**”.

Expected results:

1. Creation and development of the Islamic university library;
2. Organisation of university book fairs;
3. Documentation of university manuscripts.

Programme 3.1.2.2: Financing higher education

Objectives:

- Diversification and advancement of the sources of financing higher education;
- Rationalization and assessment of the methods of financing higher education;
- Taking advantage of leading experiences in the field of financing higher education

Implementation mechanisms:

Looking for the various funding sources and as part of developing the methods and ways of expenditure, the Federation will conduct a study on the economies of higher education, and compile a guide containing the optimal rationalization standards. In this connection, specialized experts will be dispatched to assess and develop the financial situations of Member Universities. The Federation will also convene a meeting for experts in higher education finance in order to address the problems related thereto.

Expected results:

1. Conducting a study on the economies of higher education;
2. Compiling a guide to rationalize expenditure on higher education;
3. Holding workshops to address the problems of university financing.

Axis 3.1.3: Educational systems and human resources

Interest in higher education has been on the rise, as it produces the brains who shape the progress of society and participate to a great extent in its prosperity as well as in preserving its identity. Thus, the educational programmes, teaching methods and the human, administrative and pedagogical resources of higher education have become a top priority in the strategies aimed to develop higher education. The objective is to improve the quality of higher education outputs, take advantage of educational technology, meet the needs of society and the latter’s specificities, especially as the professionals of higher education are concerned with the relevant approach to succeed the reform. This axis consists of the following programmes:

Programme 3.1.3.1: Upgrading curricula and teaching methods:

Objectives:

- Enhancing the qualitative performance of higher education;
- Developing higher education programmes and curricula;
- Modernizing higher education teaching methods;
- Providing technical counsel to raise the standard of higher education.

Implementation mechanisms:

Seeking to meet the objectives of developing higher education curricula and programmes, a symposium will be held on the theme of “**higher education between the constants and the variables**”. Moreover, experts’ meetings will be convened to discuss the different issues of higher education, while studies will be carried to address its problems. On the basis of the distinguished expertise of Member Universities, the Federation will extend technical counsel to promote and upgrade higher education in general.

Expected results:

1. Holding a symposium on the theme “**higher education between the constants and the variables**”;
2. Providing technical counsel to modernize higher education;
3. Holding experts’ meetings and drawing up studies in order to develop higher education programmes.

Programme 3.1.3.2: Modernizing university administration and raising the competence of faculty and staff:

Objectives:

- Raising the professional skills of university staff;
- Raising the educational competencies of the faculty;
- Taking advantage of educational pedagogy and the latest scientific innovations in developing human resources.

Implementation mechanisms:

Feeling the need of universities for professionally and educationally competent human resources, the Federation intends to organize sessions in educational and professional qualification for administrative and educational staff in the Member Universities, in order to derive benefit from the latest educational theories and programmes as well as from scientific and technological advances in this field.

Expected results:

1. Holding training sessions for the faculty;
2. Holding professional training sessions for university staff.

Programme 3.1.3.3: Quality and technology in higher education

Objectives:

- Attaining comprehensive quality in higher education to meet society's requirements and needs;
- Making the best applications of educational technology in higher education;
- Raising awareness about the importance of quality and technology in higher education.

Implementation mechanisms:

In order to raise awareness of the importance of quality and technology in higher education, the Federation will define the standards of comprehensive quality and the rules of the rational use of technology, through drawing up a study on the theme: “**high quality university education**” and holding meetings on “**the optimal use of technology in higher education**”.

Expected results:

1. Conducting a study on comprehensive quality standards;
2. Holding meetings on quality and technology in higher education.

Field of action 4.1: Higher Education in the Service of the Ummah's Issues and Contemporary Problems

At the beginning of the twenty-first century, the role of Islamic universities in promoting civilisational and development issues has increased in parallel with the heightening challenges of globalisation that threaten specificities and identities, and the rising blights of unemployment, poverty and illiteracy that hamper social resurgence and economic progress of the Islamic communities. In addition, the high figures of brain drain and the policies of exclusion and marginalization from which suffer some Muslim categories in the West have augmented the needs of Muslim communities in the West, amidst fallacious allegations directed against Islam and Muslims in media contents and educational curricula, because of ignorance or hostility; hence rises the necessity of Islamic universities to assume their responsibilities through major actions such as:

- Preserving and exploiting the Islamic civilisational and cultural heritage in order to highlight its eternal human values;
- Linking higher education outputs to the civilisational and development needs of the Ummah;
- Reinforcing the civilisational mission of Islamic higher education in the West;
- Presenting the Islamic approach in addressing contemporary issues and problems.

Axis 4.1.1: Higher education in the service of Muslims' civilisational and development-related issues

This axis aims at shoring up the role of the Member Universities in terms of civilisational and development-related issues in order to protect the civilisational, cultural, intellectual and material heritage of the Islamic world against alienation and seclusion. At the same time, it seeks to explore the creative elements of this heritage, publicize its civilisational contributions and encourage university activities in the intellectual, literary, artistic and linguistic fields to promote sustainable development and address the Ummah's social and economic problems.

Conscious of the Islamic presence in the West, which has become well-established and active, not merely transient and reactive, the Federation will focus under this axis on extending support to university educational and cultural action of Muslims in the West, so as to reinvigorate its mission, preserve its identity and assert its positive integration.

Programme 4.1.1.1: Civilisational and cultural heritage in higher education curricula

Objectives:

- Protecting the Islamic civilisational and cultural heritage against alienation and seclusion ;
- Publicizing the Islamic cultural contribution to the human civilisation;

- Celebrating the most distinguished Islamic academic figures and university institutions;
- Using the media to serve the cultural and civilisational mission of the Islamic university.

Implementation mechanisms:

In order to meet these objectives, the Federation will establish FUIW university chairs as a means to energize the cultural mission of the university. It will also hold seminars on Islamic architecture, manuscripts, museums, stolen cultural property, literature and arts. In the same vein, the Federation will pay homage to Islamic academic figures and university institutions, and participate in the celebration of the capitals of Islamic culture organized by ISESCO.

Expected results:

1. Establishing the Federation’s university chairs;
2. Holding seminars on the Islamic cultural, artistic, architectural, and literary heritage;
3. Celebrating Islamic personalities and university institutions.

Programme 4.1.1.2: The university and economic, social development of the Islamic Ummah

Objectives:

- Linking Islamic higher education outputs with sustainable development;
- Leading Islamic higher education to promote the society socially and economically;
- Bringing the university to foster human development in the Islamic societies;
- Raising university awareness of the social and economic factors of underdevelopment in the Islamic societies.

Implementation mechanisms:

In order to achieve these objectives, the Federation will hold an international symposium on the role of the university in social and economic development of the Islamic world. Other symposia will be held in order to deal with the problems of social categories with special needs. Furthermore, relevant prizes will be granted to gifted and excellent students, and artistic and sports encounters will be organized for the students of Islamic universities.

Expected results:

1. Holding an international symposium on the theme “**the university and social, economic development in the Islamic world**”;
2. Holding symposia to address the problems of the marginalized social categories;
3. Granting prizes for gifted students in the Member Universities;

4. Holding artistic and sports encounters for students of the Member Universities.

Programme 4.1.1.3: University educational and cultural action of Muslims in the West

Objectives:

- Energizing and developing the educational mission of Islamic university action in the West;
- Inviting Western Islamic universities to participate in correcting the prejudicial stereotypes about Islam and Muslims;
- Reinforcing the values of dialogue, mutual understanding and the culture of peace and human rights through university activities;
- Exchanging expertise and experience among universities;
- Taking advantage of Muslim competencies in the West.

Implementation mechanisms:

With a view to enhancing the civilisational belonging of Muslims in the West and revitalizing their educational and cultural mission to protect it against deviation, affirm its effective role in enhancing the values of mutual understanding, dialogue and peace, and rationalize its efforts, the Federation intends to hold meetings for Member Universities' officials to exchange expertise and experience. It also looks forward to conducting workshops on the cultural and educational problems of the Member Universities, as well as to defining the challenges and new developments in the Islamic university landscape in the West . The Federation will attempt also to benefit from the migrant Islamic competencies.

Expected results:

1. Holding a meeting for the presidents of Islamic universities in the West;
2. Organizing a symposium for Muslim academic migrant brains;
3. Convening workshops to address problems and issues related to the cultural and educational action.

Axis 4.1.2: Higher education and the addressing of contemporary issues and problems

The world today is witnessing rapid changes generated by the materialistic choices in their scientific and social dimensions. This has prompted the craving to compete for hegemony and gain. As a result, interest in value-centered human and social aspects has waned dramatically. Globalization is one of those challenges that threaten identities and specificities, and seeks to impose its model of development on the world. Under the new world order, whose hegemony has spread by force, poverty and illiteracy are taking alarming proportions in parallel with the phenomena of violence, extremism and human rights and peace violations, due to the absence of value-oriented education. Such a situation compels universities to raise awareness of these

problems and present the Islamic approach to address them. This axis consists of the following two programmes:

Programme 4.1.2.1: University human and social sciences and present-day problems

Objectives:

- Raising awareness of contemporary human and social phenomena and problems;
- Presenting the Islamic and scientific point of view in addressing contemporary problems;
- Exchanging expertise and views among the Member Universities in this field.

Implementation mechanisms:

In order to enhance the presence of Islamic universities and confirm the efficiency of their services, the Federation looks forward to holding university meetings to address the issues of globalization, illiteracy, poverty, extremism and peace from an Islamic academic perspective. It will also give counsel to the Member Universities so that they integrate these issues in their curricula.

Expected results:

1. Holding meetings on globalization, illiteracy, poverty, extremism and human rights;
2. Providing technical counsel in order to deal with these problems in the educational programmes;
3. Drawing up academic studies on addressing contemporary issues and problems.

Programme 4.1.2.2: Higher education and the issues of environment, health and population

Objectives:

- Raising awareness about the perils threatening the environment, health and population;
- Presenting the Islamic perspective in protecting the environment, health and population;
- Developing and modernizing the integration of their concepts in educational curricula;
- Raising the university's capacities to address these issues.

Implementation mechanisms:

In order to foster the concepts of the environment, health and population in university educational programmes, and address their problems that threaten the safety of the world and mankind, the Federation intends to hold university meetings on these topics and provide technical counsel to the Member Universities on how to integrate

these concepts in the university educational curricula. It will also help in developing national policies relative to addressing the issues of the environment, health and population.

Expected results:

1. Holding university meetings on the environment, health and population;
2. Providing technical counsel to integrate these concepts in the educational curricula.

**Detailed Table
of the Federation's Programmes & Activities
For the Years 2007-2009**

Number & name of the field of action	Number and name of the axis	Number and name of the programme	Budget of the fields of action
1.1 General Policy Activities	1.1.1. General Conference and Executive Council Sessions	1.1.1.1 Fifth session of the General Conference and three sessions of the Executive Council (12-13-14)	
	1.1.2. Conferences, symposia and meetings of the Federation and similar institutions	1.1.2.1 Holding and participating in specialized meetings on higher education issues	
	1.1.3. Federation's information and educational position	1.1.3.1 Publication of a monthly news bulletin and the Federation's magazine <i>Al-Jami'a</i> . Issues n°. 6-7-8 and building and developing the Federation's website.	
Total amount of the field			Ordinary budget: US\$75.000 Off-budget resources: US\$280.000
2.1 Cooperation and Complementarity between the Member Universities and Common-Interest Institutions	2.1.1 Exchange of cooperation programmes among the Member Universities	2.1.1.1 Exchange of information, programmes, studies and visits among the Member Universities	
	2.1.2 Complementarity in higher education	2.1.2.1 Complementarity between education types and levels among the Member Universities	
	2.1.3 Partnership among higher education institutions	2.1.3.1 Partnership between the Federation and the different higher education institutions	
	2.1.4 Reference guides and data on the Member Universities	2.1.4.1 Reference guides about education in the Member Universities	
Total amount of the field			Ordinary budget: US\$60.000 Off-budget resources: US\$165.000
3.1 The Promotion of Education in the Member Universities	3.1.1 Strategic references for the development of higher education	3.1.1.1 Studies, plans and strategies	
		3.1.1.2 New types of universities and the knowledge society 3.1.1.3 Research and planning in higher education	
	3.1.2 Sources of knowledge and financing in higher education	3.1.2.1 University library services	
		3.1.2.2 Financing higher education	

Number & name of the field of action	Number and name of the axis	Number and name of the programme	Budget of the fields of action
	3.1.3 Educational systems and human resources (upgrading and qualification)	3.1.3.1 Upgrading curricula and teaching methods 3.1.3.2 Modernizing university administration and raising the competence of faculty and staff 3.1.3.3 Quality and technology in higher education	
Total amount of the field			Ordinary budget: US\$55.000 Off-budget resources: US\$175.000
4.1 Higher Education in the Service of the Ummah's Issues and Contemporary Problems	4.1.1 Higher education in the service of civilisational and development-related issues	4.1.1.1 Civilisational and cultural heritage in higher education curricula 4.1.1.2 University and social, economic development of the Islamic Ummah 4.1.1.3 University educational and cultural action of Muslims in the West	
	4.1.2 Higher education and the addressing of contemporary issues and problems	4.1.2.1 University human and social sciences and present-day problems (extremism, poverty, globalisation, illiteracy and human rights) 4.1.2.2 Higher education and current issues (the environment, health and population)	
Total amount of the field			Ordinary budget: US\$60.000 Off-budget resources: US\$130.000
Total amount of all fields of action			Ordinary budget: US\$250.000 Off-budget resources: US\$750.000
Total amount:			US\$1.000.000