



אוניברסיטת בן-גוריון בנגב
Ben-Gurion University
of the Negev

The New Strategic Plan for Israeli Universities

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The Lost Decade

- For the past 9 years, the higher education system has operated without a multi-year budgetary plan
- Budget cuts – of up to 25%
- Brain drain - About 800 faculty left Israeli universities
- Lack of trust between the universities and the Ministries of Finance and Education
- Student / faculty ratio rose by 20%



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The Budgeting Model

- Established in 1995 and based on research and students outputs (50/50).
- "Special allocations" for special interest groups



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A Change for the Better

- Recognition that universities are fuel of the Israeli economy
- New management for the Planning and Budgeting committee of the Council for Higher Education (PBC)
- Recognition of the long term damage to Israeli academia and the state
- Renewing of the trust between the involved parties



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Six-year Goals

- Enhance excellence in research and teaching
- “Brain return” – Creating employment opportunities for absorbing Israelis with PhD's from America and Europe
- Absorb students from minorities—particularly Arabs and Orthodox Jews.



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The Plan

- Establishing an agreement between the government and the PBC for a 6-year budget
- Updating the budget model
- Rebuilding the trust among the main players
- Transparency
- Creating centers of excellence to attract star researchers



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The Outcome

- Increased Budget allocations of 2.03 billion NIS over 6 years (about 40%, graduated)
- Adding 800 young faculty to all universities
- Shortening of procedures within the Council for Higher Education (for example: approving new academic programs)
- Strengthening the fields of Humanities
- Accessibility of higher education to minority groups (absorb 6,000 new students)
- Opening 16 national centers of excellence – additional budget of 1.5 billion NIS



The New Budgeting Model

- New rates for the various teaching fields
- Lowering students/faculty ratio factor.
- Increasing the influence of the research criteria in the model
- Increasing the weight of publications in the research part of the model
- Additional points for fields of excellence
- Canceling the "special allocations" out of the model
- Shortening the time between measuring the criteria and allocating the budget



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Other items of the Plan

- Promoting women in academia
- Encouraging long term plans for faculty recruitment
- Use of advanced technology for teaching and distance learning
- Increasing the number of programs thought in English
- Adding teaching quality as a criteria in the budget model



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The New Era

- Universities run by a balanced budget.
- Use of long term planning models
- Increased recruitment of young faculty
- Investment in advanced research facilities and equipment
- The world economic environment effects Israel and requires fiscal prudence