

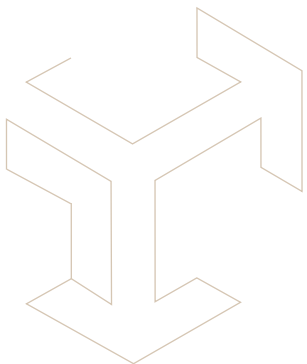
# STRATEGIC PLAN



2010 - 2013

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## Introduction

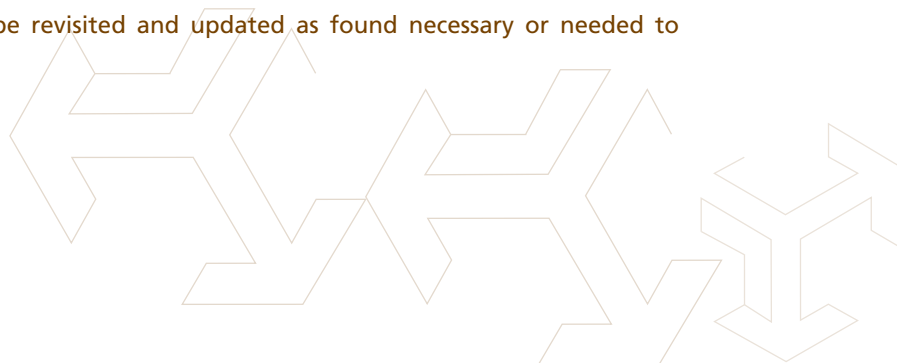


In 2003, Qatar University (QU) embarked on an ambitious Reform Initiative that aimed to continually evolve the quality of instructional and educational services, and promote its administrative efficiency. As part of that reform initiative, QU developed the first academic plan, covering the years from 2006 to 2009. In 2009, QU built on the success of that first academic plan by launching a university-wide strategic planning process.

The Strategic Plan outlined in this document is a university community product. It took QU faculty, staff and management many months to derive a plan which has been cascaded down to various units. The plan has four Key Performance Areas that focus on promoting quality education and efficient and effective services. Guided by the University mission and vision, a set of objectives and indicators (Key Performance Indicators, KPI's) have emerged from the work of many committees, meetings, and discussions; with significant assistance provided by independent external consultants from the Rand-Qatar Policy Institute.

Though preparing this revised and updated three-year plan which covers the academic years 2010/2011 through 2012/2013, took valuable input and constituted major milestones; there remains a lot to be done during the phase of implementation, reporting and monitoring. However, even then, planning will not be a single time exercise; rather, it shall be a part of QU day to day business and shall guide all activities in the University

Overall, components of the plan may be revisited and updated as found necessary or needed to improve performance and effectiveness.



## From the President



Qatar University is embarking upon a journey to achieve greater excellence. Though I pause in humble recognition at how the QU community has grasped this responsibility, I find it nearly impossible to contain my excitement to press on; Strategic Planning is allowing us to make a reality of our vision.

It has been some years since the launch of the University Reform project, and still the process of offering new valuable initiatives and improvements remains a focus of everyone at our university's community.

Last year we launched a draft of the QU Strategic Plan, allowing us to gather your valuable feedback and truly emphasize and define our strengths. QU's ambitious and progressive vision set it as a leading body for knowledge and technical ability, and it is by combining the unique abilities of each member that this is made possible. We have taken a huge commitment and responsibility toward society, and it is through remaining an exemplary and leading institution that we can best serve it.

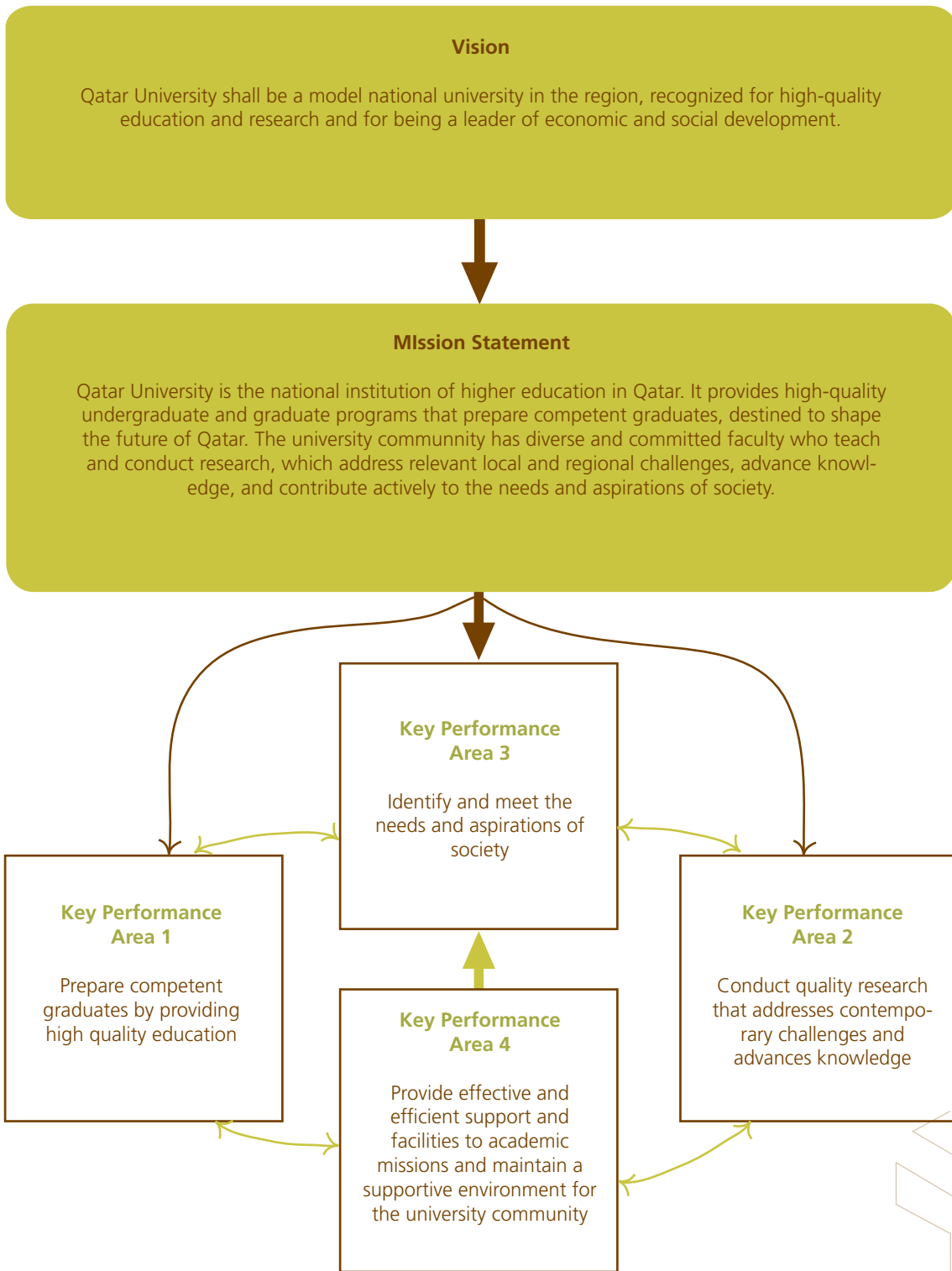
The Strategic Plan presented here is a further refined version of the draft which was circulated last year. The process has been a university community outcome; I am sure that many of you have participated and put forth a great deal of effort, either directly or through your units' plans, and we are proud of what you have contributed. Nevertheless, planning is an ongoing process that requires continual input from both academic and non-academic units; simply put, it is a way of life at Qatar University. In addition, while it is critical to maintain our efficiency and effectiveness, we must prioritize meeting our targets at both the unit and university levels.

The advances underway today have progressed in character but are no less profound. These changes are brought about by the dynamic environment in which today's universities must operate, and by opportunities to enhance our contribution to Qatar and its vision of 2030, as well as all its stakeholders. Thank you for your involvement and contribution; together we shall succeed.

**Wishing you the best,**

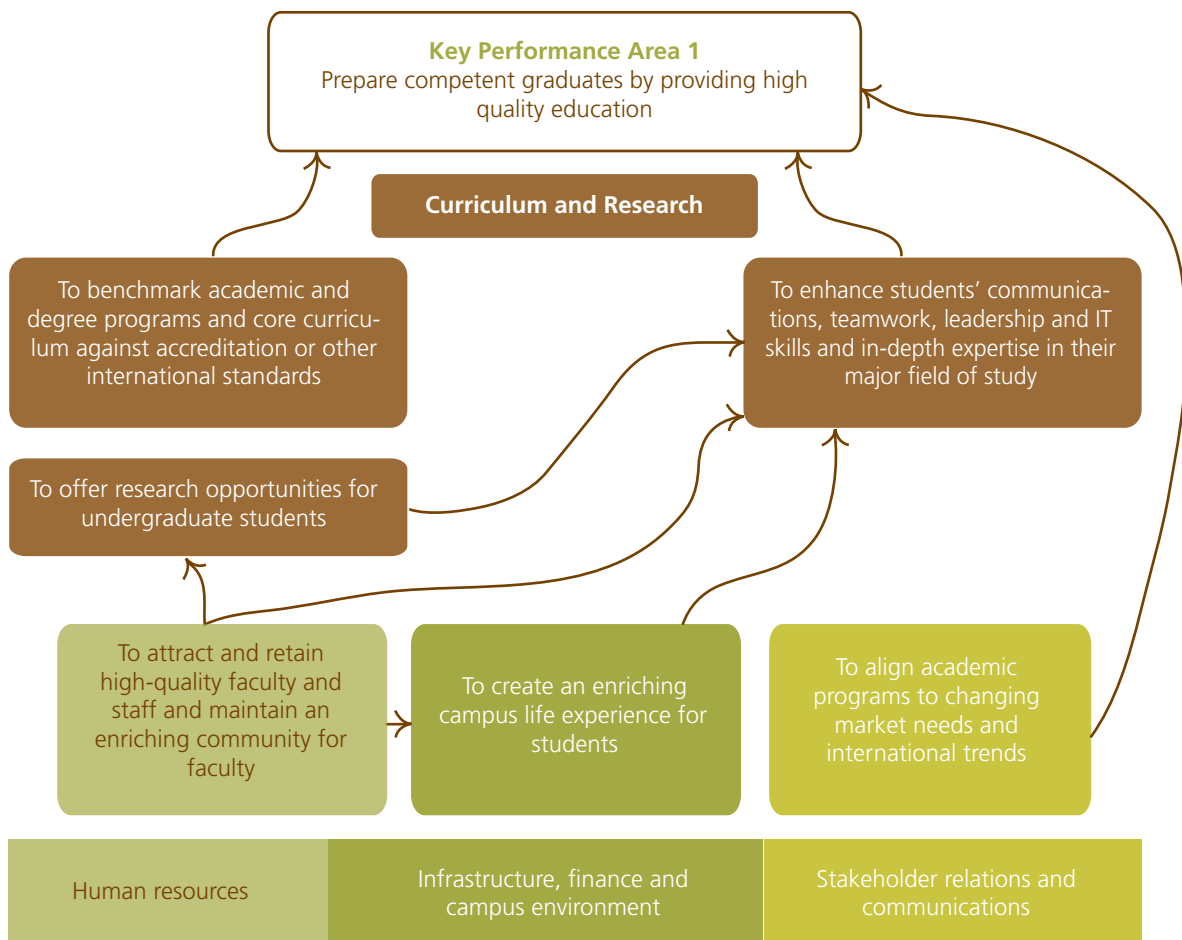
Professor Sheikha bint Abdulla Al Misnad  
President

## Strategic Plan Diagram



## Key Performance Area 1. Prepare competent graduates by providing high quality education

To prepare competent graduates, QU's strategy relies on benchmarking the quality of its programs and maintaining a high quality of faculty and staff to teach relevant skills. QU will improve and align academic programs to international standards and changing market needs by benchmarking them against recognized standards and involving industry and other stakeholders in informing program design and redesign. QU will foster relevant skills and experiences by incorporating communication, teamwork, leadership, IT, experiential learning, and research opportunities in both academic offerings and an enriching campus life. All of these strategies will be enabled by attracting and retaining high-quality faculty and staff.







**Objective 1.1.** To benchmark academic degree programs and the core curriculum against accreditation or other international standards

For degree programs where accreditation agencies exist, QU will benchmark those programs against accreditation. For other degree programs and the core curriculum, QU will peer review programs according to a university academic program review policy. For graduate programs, QU will seek affiliation with internationally recognized universities. The university will facilitate accreditation and benchmarking by providing professional development and accreditation support.

**Key Performance Indicators**

- 1.1.1. Percentage of academic programs (where accreditation agencies exist) accredited by accreditation agencies.
- 1.1.2. Percentage of academic degree programs and core curriculum (where accreditation agencies do not exist) completing peer review according to university academic program review policy.
- 1.1.3. Percentage of employers perceiving most QU academic programs as "high quality" programs.
- 1.1.4. University-wide "Honors" program is established.
- 1.1.5. Percentage of graduate programs affiliated with internationally recognized universities.

**Objective 1.2.** To enhance students' communication, teamwork, leadership and IT skills and in-depth expertise in their major field of study

QU will encourage the faculty to use assignments focused on communication, teamwork, leadership, and IT skills and encourage faculty to use collaborative learning in their classes. QU will provide professional development support for faculty in student assessment. QU will also provide opportunities for students to become involved in on-campus and community service activities, which can promote these and other skills. These strategies aim to achieve results that are reflected in the level of employers' satisfaction and the percentage of students achieving at expected levels on the learning outcomes related to these skills in the Core Curriculum and the student's major field.

**Key Performance Indicators**

- 1.2.1. Level of employers' satisfaction regarding communication, teamwork, leadership, and IT skills
- 1.2.2. Percentage of students achieving 80% on assessments of student learning outcomes related to
  - a. Communication
  - b. Teamwork
- 1.2.3. Percentage of Core Curriculum students achieving 80% on assessments of oral and written communication skills
  - a. Arabic
  - b. English
- 1.2.4. Level of academic challenge reported by students (average of freshmen and seniors)
  - a. Freshmen
  - b. Seniors



**Objective 1.3.** To align academic programs to meet changing market needs and international trends

QU will invite industry involvement in college and university committees to inform programs about the changing market needs and international trends. QU will also seek agreements with partners for developing new programs. Based on this interaction, QU aims to introduce and modify programs based on these needs. The aims of these strategies include increasing the community's perception of QU academic programs' quality and the placement rate for graduates in full-time employment or further study.

**Key Performance Indicators**

- 1.3.1. Percentage of colleges that have industry representatives on at least one committee
- 1.3.2. Percentage of public who are "strongly or very satisfied" with the academic standard demonstrated by QU
- 1.3.3. Percentage of graduates in fulltime employment or studies within 6 months of graduation.
- 1.3.4. Percentage of programs linking student learning outcomes with market needs.
- 1.3.5. Number of colleges forecasting future student demand including trends in demands for major fields (at least once every five years)
- 1.3.6. University academic programs are aligned to meet educational and market needs (reviewed every 5 years)



**Objective 1.4.** To enrich the curriculum with active learning

Encouraging active learning by teaching staff across departments and subject areas is intended to foster active learning opportunities throughout the curriculum. Both the course portfolio evaluation and the Faculty Review and Development System will be updated to include active learning as an evaluation dimension. QU will enhance the professional experience content of its courses through industrial internships and capstone projects to help achieve this aim. It will also support active learning through laboratory facilities, the Student Learning Support Center, and Library.

**Key Performance Indicators**

- 1.4.1. Level of active and collaborative learning reported by students (average of freshmen and seniors)
  - a. Freshmen
  - b. Seniors
- 1.4.2. Percentage of students who indicate that they are "satisfied" or "very satisfied" with:
  - a. Services of the Student Learning Support Center
  - b. Services of the library
  - c. Laboratory facilities
  - d. Information technology
- 1.4.3. Active learning is included as a dimension for evaluation in:
  - a. Course portfolio evaluation
  - b. Faculty review and development system
- 1.4.4. Percentage of undergraduate programs offered by Qatar University that contain:
  - a. Capstone experience and/or graduation projects in support of learning objectives
  - b. Industry internships/summer training in support of learning objectives







**Objective 1.5.** To offer research opportunities for undergraduate students

QU's efforts to prepare competent graduates will extend well beyond the formal curriculum, to include wide-ranging opportunities for students to become involved in research. This may occur through courses focused on research or projects and UREP and internal student grants. QU will promote student involvement in research both in single disciplines and multi-disciplinary activities.

**Key Performance Indicators**

- 1.5.1. Number of undergraduate students receiving UREP or QU internal student grants during the year

**Objective 1.6.** To create an enriching campus life experience for students

QU will promote an environment that enriches campus life for students. QU will encourage the formation of clubs and organizations where students can lead or share leadership with faculty. Students will participate in quality on-campus, clubs, non-academic activities, campus-wide events, and campus governance. The aim of these activities is to promote involvement of students in non-academic activities and to have a large percentage of students report satisfaction with their campus life experience.

**Key Performance Indicators**

- 1.6.1. Percentage of students satisfied with student activities, recreation, and athletics
- 1.6.2. Percentage of activities organized and conducted by students
- 1.6.3. Number of on campus students clubs and organizations in the university
- 1.6.4. Percentage of senior students who are satisfied or strongly satisfied with campus life experience
- 1.6.5. Level of student involvement in campus governance.
- 1.6.6. Level of enriching education experiences reported by students (average of freshmen and seniors)
  - a. Freshmen
  - b. Seniors
- 1.6.7. Percentage of students participating in QU community events (average of events targeting students)



**Objective 1.7.** To attract and retain high-quality faculty and staff and maintain an enriching community for faculty

These initiatives will be underpinned by comprehensive strategies for attracting and retaining high-quality faculty and staff. To help develop improved strategies in this area, QU will benchmark its staff and faculty remuneration packages against comparable institutions in the wider region and internationally. QU will sponsor promising Qataris for graduate study to prepare them for faculty positions. QU will also seek to encourage the development of an enriching community experience for faculty including participation in college and university committees and campus-wide events. Ultimately, QU expects that improvements in this area will lead to greater staff and faculty satisfaction, and greater student satisfaction with the quality of the teaching they receive.



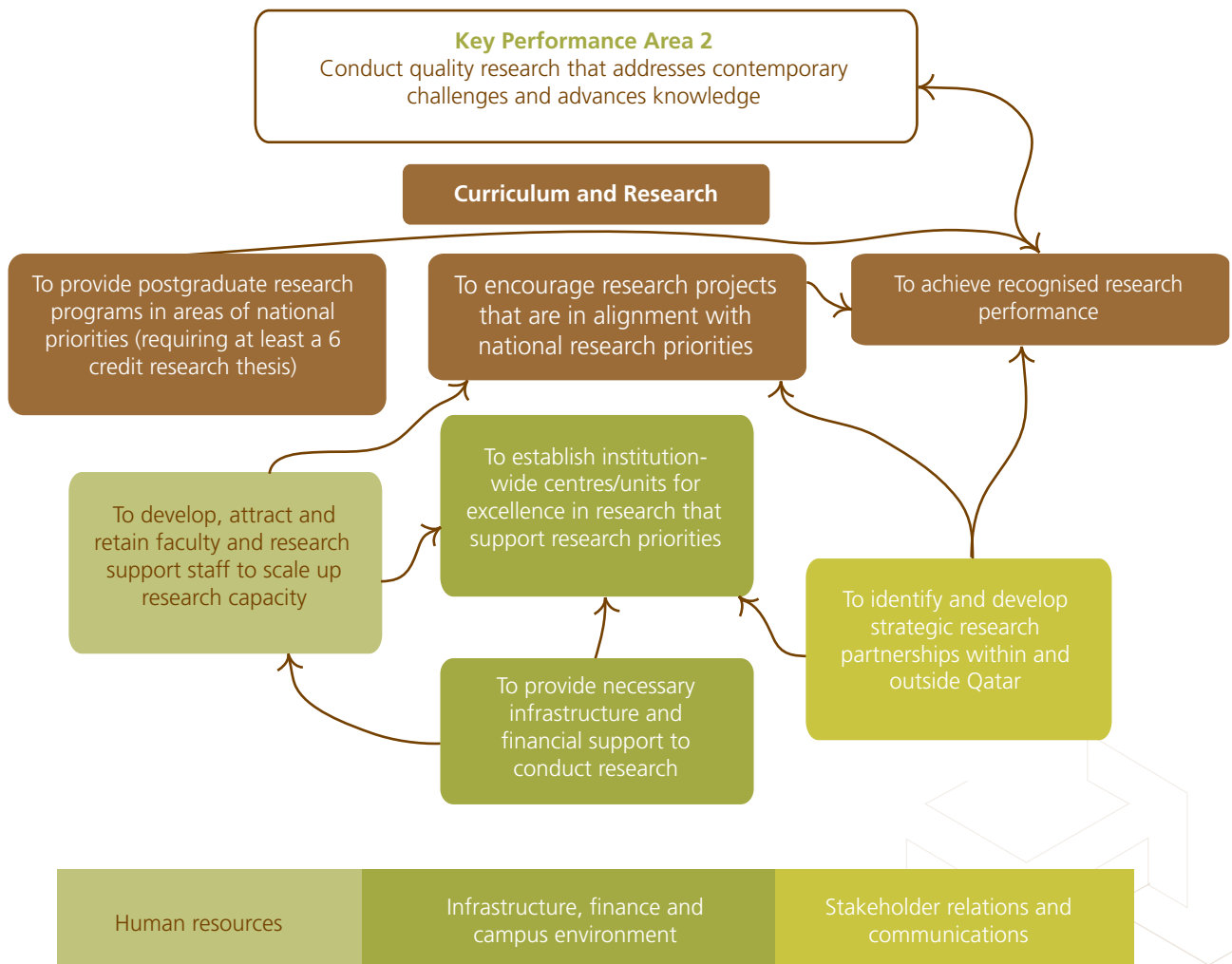
**Key Performance Indicators**

- 1.7.1. Percentage of faculty who participate in one or more
  - a. OFID professional development activities
  - b. Seminars, conferences, and workshops outside Qatar
- 1.7.2. Percentage of faculty promoted to higher ranks out of those who applied each year
- 1.7.3. Compensation packages are at a level comparable to benchmark universities/organizations and averages accounting for cost of living according to a compensation study
  - a. For faculty
  - b. For staff
- 1.7.4. Level of overall satisfaction with QU experience
  - a. For faculty
  - b. For staff
- 1.7.5. Percentage of senior students surveyed who report that the teaching performance of faculty is at the "excellent" or "very good" levels.
- 1.7.6. Percentage of faculty participating in at least one committee
  - a. College level
  - b. University level
- 1.7.7. Number of Qataris sponsored for graduate degrees in preparation for faculty positions
- 1.7.8. Percentage of faculty and staff participation in QU community events (average of events targeting faculty)
- 1.7.9. Percentage of faculty agreeing that the image of QU is better than other universities in the region



## Key Performance Area 2. Conduct quality research that addresses contemporary challenges and advances knowledge

To enhance its research quality and ensure that research effort addresses contemporary challenges in Qatar and internationally, QU has selected a strategy that includes infrastructure, human resources, post-graduate programs, centers, partnerships, and priorities. A key objective is for QU to achieve nationally and internationally recognized research performance, through providing postgraduate programs, encouraging research, and hosting international academic conferences in national priority areas. This strategy depends on identifying possible areas for development of strategic partnerships both within and outside Qatar to promote high-quality research. QU will also provide the necessary infrastructure and financial support; establish institution-wide centers of excellence to support high quality research; and attract, retain, and develop faculty and research support staff to scale up research.





**Objective 2.1.** To encourage research projects that are in alignment with national research priorities

The University is particularly concerned to channel national and international-standard research performance into areas that will make a strong contribution to addressing national priority needs. To this end, QU will conduct an internal review process to determine how far its programs currently address national priority issues. It will also engage in consultation exercises with key university stakeholders to identify national priority research areas. Both of these processes will feed into the development of a new research priorities plan, on the basis of which new research programs aligned to national priorities will be established. QU anticipates that these changes will help increase stakeholder awareness of key research outcomes by encouraging University research activities to respond to societal needs. QU will also establish and fund a research reward scheme that rewards faculty for publications in indexed journals.

**Key Performance Indicators**

- 2.1.1. A research priorities plan for QU is developed considering national research priorities in collaboration with major university and external stakeholders
- 2.1.2. Percentage of faculty who apply for NPRP grants
- 2.1.3. QU’s share in the QNRF biannual research survey

**Objective 2.2.** To provide the necessary infrastructure and financial support to conduct research

Strengthening research performance depends on providing the right level of infrastructural and financial support for research. QU is committed to doing so in a number of ways. With respect to infrastructure support, the University will seek opportunities to upgrade library facilities and collections, laboratory spaces, conference spaces and other areas essential for research support, while at the same time ensuring that research faculty have adequate space to conduct their work effectively. QU aims to strengthen the support the library provides for research, especially by expanding online access to journals and other resources. QU commits to compiling an inventory of capital-related research equipment. And the University will also ensure that it has adequate safety procedures in place to govern the management and disposal of hazardous equipment. With respect to financial support, a key aim for QU is to increase the volume of internal and external funding for research work – on both a University-wide and individual researcher level.

**Key Performance Indicators**

- 2.2.1. Satisfaction level of faculty and research support staff (e.g. RAs, technicians) with the following physical research facilities and infrastructure
  - a. Library facilities
  - b. Laboratory facilities
  - c. Maintenance
  - d. Conference facilities
  - e. Physical research facilities and infrastructure
- 2.2.2. Average space (in square meters) per research full time equivalent (FTE) by type of research facility
  - a. Research laboratories
  - b. Computer labs
  - c. Office space
  - d. Other





- 2.2.3. Adequacy of library resources for research needs
- 2.2.4. Percentage of faculty and staff satisfied with OAR (Office of Academic Research)
- 2.2.5. Budget from competitive research awards (by award announcement date, total budget)
  - a. NPRP grants
  - b. UREP grants
  - c. All other competitive national grants
  - d. International competitive grants
  - e. Negotiated national grants and contracts
  - f. Negotiated international grants and contracts
  - g. External national funding
  - h. External international funding
  - i. Grant funding
  - j. Contract funding
- 2.2.6. Funding per research FTE by source
  - a. Internal funding
  - b. External national funding
  - c. External international funding
  - d. Grant funding
  - e. Contract funding
- 2.2.7. An inventory of research-related capital equipment is developed, made accessible, and updated annually
  - a. University-wide inventory of research-related capital equipment is conducted annually (distinguishing between internally and externally funded equipment)
  - b. Results of inventory are made accessible to university staff
- 2.2.8. Review, improvement and enforcement of university-wide safety-related (incl. hazardous waste) policies and procedures
- 2.2.9. Number of research labs established



**Objective 2.3. To develop, attract, and retain faculty and research support staff to scale up research capacity**

QU will seek to offer attractive compensation packages for faculty and research support staff, add research support positions in colleges, increase research-related professional development opportunities, and offer internal research awards. The aim of these strategies is to increase productivity in research activities and improve faculty and staff satisfaction with research support.

**Key Performance Indicators**

- 2.3.1. Positions for research support are reviewed and established at the college level
- 2.3.2. Faculty and research support staff satisfaction with research activity support (protected time, funding, facilities, staff, equipment, etc)
- 2.3.3. Percentage of professorial faculty receiving some external research funding
- 2.3.4. Percentage of professorial faculty who submitted at least one external research funding proposal during the year
- 2.3.5. Quality of support and assistance provided to help faculty with grant writing and budget preparation





**Objective 2.4.** To establish institution-wide centres/units for excellence in research that support research priorities

Achieving QU’s research goals requires a forward-looking, capacity-building strategy that ensures the long-term sustainability of QU’s research performance. When a convincing case is made for an opportunity to respond to QU and national research priority areas, the university will establish institution-wide centres for excellence in research. QU expects that over time these centres will generate internationally-recognized research outputs and attract external funding for both research and non-research activities.

**Key Performance Indicators**

- 2.4.1. Number of new research centres/units established each year
- 2.4.2. Number of publications in indexed journals acknowledging support of research centres
- 2.4.3. Percentage of center costs covered by external sources:
  - a. Research activities
  - b. Non-research activities
- 2.4.4. Level of satisfaction of key country constituents with centres established

**Objective 2.5.** To provide postgraduate research programs in areas of national priorities (requiring at least a 6 credit research thesis)

QU is also committed to developing future research capacity in Qatar, and to this end, the University will aim to provide research-based postgraduate programs in areas of national priority. QU will seek to increase both the type and number of postgraduate programs provided, and ensure that a broad spectrum of University Departments are contributing to course provision. It will encourage postgraduate students to participate in research work, and support their efforts to disseminate research findings, whether through academic publications, posters or presentations at conferences and other events. To help govern these changes, QU will implement an oversight process to ensure that new programs meet required minimum standards – and that these standards are maintained. Ultimately, the University expects to the impact of these initiatives to translate into successful graduates who express high satisfaction with QU’s graduate programs and student support.

**Key Performance Indicators**

- 2.5.1. Number of postgraduate research programs (counting levels separately) within a well-structured scheme of postgraduate programs
- 2.5.2. Number of departments that contribute to postgraduate research programs
- 2.5.3. Percentage of postgraduate students successfully completing their graduation requirements within formally specified range of time
- 2.5.4. Graduate students’ level of satisfaction with
  - a. Their research learning experience
  - b. Services and facilities provided for them during their course of study
- 2.5.5. Levels of employer satisfaction with the quality of post-graduate students
- 2.5.6. Postgraduate students’ research performance while enrolled at QU
  - a. Publications
  - b. Presentations
  - c. Posters
- 2.5.7. An approval process for establishing new post-graduate programs is developed
- 2.5.8. A policy scheme that coordinates/oversees establishing postgraduate programs is adopted





**Objective 2.6.** To identify and develop strategic research partnerships within and outside of Qatar

Strong national and international partnerships will form an important foundation for all the above initiatives. QU will identify and develop strategic research partnerships and collaborations within and outside of Qatar. The University will seek to reinforce these relationships through Memoranda of Understanding and the establishment of industry funded chairs. It will also establish an Intellectual Property (IP) office to help manage relationships with industrial partners. QU anticipates that these initiatives will increase the collaborative research output from faculty and improve key stakeholder satisfaction with the relevance of research outcomes.

**Key Performance Indicators**

- 2.6.1. Number of institutional research collaborations (institution to institution)
  - a. Inside Qatar
  - b. Outside Qatar
- 2.6.2. Number of individual research collaborations (individual grants)
  - a. Inside Qatar, total
  - b. With Qatar national research centers
  - c. Outside Qatar
- 2.6.3. Number of signed and effective MoUs
- 2.6.4. An IP office is established
- 2.6.5. Number of chair positions established with support from the industry
- 2.6.6. Degree of primary stakeholders' satisfaction with research outcomes
- 2.6.7. Potential partners image of QU research capabilities



**Objective 2.7.** To achieve recognized research performance

All of the above strategies are intended to enhance QU's research outputs. These outputs include faculty research publications in indexed journals, non-indexed journals, and other scholarly outputs (including books, book chapters, reference works, and patents). Over time, the university expects increasing scholarly output to raise its regional reputation.

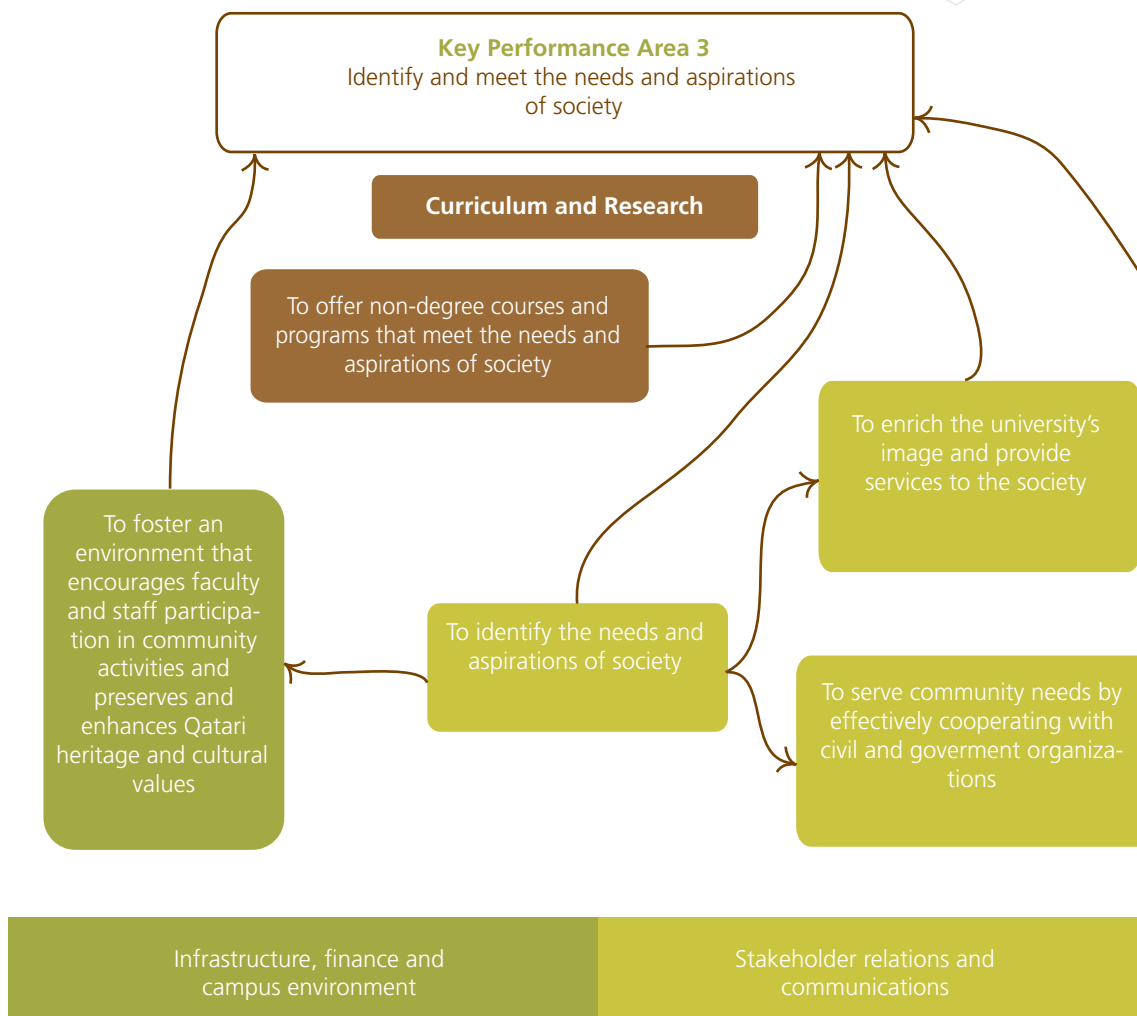
**Key Performance Indicators**

- 2.7.1. Number of publications in indexed journals
- 2.7.2. Percentage of journal publications in indexed journals
- 2.7.3. Number of scholarly outputs beside indexed journal publications



### Key Performance Area 3. Identify and meet the needs and aspirations of the society

QU has selected a strategy that involves continuous re-appraisal of the needs and aspirations of Qatari society and fostering an environment that encourages faculty and staff participation in community activities. By effectively identifying societal needs and aspirations, QU will be able to identify areas for potential cooperation between the University and civil society or government organizations and develop appropriate, non-curricular educational and outreach programs that help to enrich the University's image among external stakeholders. QU will also support broader links with the community by encouraging faculty and staff participation in community activities, in a way that helps to preserve and enhance Qatari heritage and cultural values.



**Objective 3.1.** To identify the needs and aspirations of the society

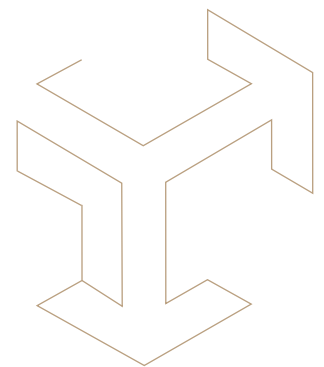
To help realize this key strategic goal, QU will organize and host initiatives and events to gather information on societal needs and aspirations. The University will develop and implement a survey and focus groups to understand societal and labor market needs and aspirations to which QU can contribute. QU will also track external/stakeholder scholarships given to its students. These sources of information will be analyzed and contribute to a report that documents the information in a format useful for university, college, and departmental planning.

**Key Performance Indicators**

- 3.1.1. Number of sponsorships and scholarships given to QU students
  - a. Sponsorships
  - b. Scholarships
- 3.1.2. Research grants for QU researchers and programs originating from key stakeholder groups:
  - a. Number, by area
  - b. Amount, by area
- 3.1.3. Number of meetings with external constituents to gather information on societal needs and aspirations
- 3.1.4. A survey to gather key stakeholder perspectives on societal and labor market needs, and societal aspirations to which QU can contribute is developed, implemented and its results analyzed



- 3.1.5. A series of focus group sessions with key stakeholders to better understand societal and labor market needs, and aspirations to which QU can contribute is developed and implemented
  - a. With key employers "public and private sectors"
  - b. With parents
  - c. With other stakeholders (e.g. students, staff, faculty, alumni)
- 3.1.6. A report documents the needs and aspirations of society and is disseminated to the university community







**Objective 3.2.** To serve community needs by effectively cooperating with civil society and government organizations

QU will seek close engagement with civil society throughout this process. It will do so by signing Memoranda of Understanding and engaging in consultancy work with government organizations and Civil Society Organizations (CSOs) – defined as not-for-profit and non-governmental organizations that work in the areas of community development, education, health and other areas of society. QU will also encourage faculty, staff and student participation in community activities – whether through day-to-day work, or representation on management boards, task forces or committees. The aim of these actions is to maintain an appropriate number of research projects and non-research agreements that serve community needs and also to increase the involvement of faculty, staff, and students in community service activities and the number of civil society events involving QU.

**Key Performance Indicators**

- 3.2.1. Number of research agreements (MoUs, grants, contracts, others) between QU and civil society or government organizations, serving the needs of these organizations
- 3.2.2. Number of non-research agreements (MoUs, consultancy projects, others) between QU and civil society or government organizations, serving the needs of these organizations
- 3.2.3. The degree to which QU is involved in community service activities:
  - a. Percentage of faculty participating in community service activities
  - b. Percentage of non-academic staff participating in community service activities
  - c. Percentage of students participating in community service activities
- 3.2.5. Number of civil society and government events featuring involvement from QU in various forms:
  - a. Number of events co-organized with one or more civil society or government organizations
  - b. Number of relevant events organized by one or more civil society or government organizations in which QU participated
- 3.2.6. Amount of external sponsorships excluding research and student scholarships



**Objective 3.3.** To offer non-degree courses and programs that meet the needs and aspirations of the society

QU will enhance its provision for continuing education, on-campus, off-campus and by distance learning. To help achieve this aim, the University will begin with an assessment of current continuous learning provision, and engage key client groups to help determine how current offerings could be improved. QU will also seek to develop an improved marketing strategy to boost awareness of continuing education opportunities. The aim of these actions is to increase the number of continuing education offerings and the level of satisfaction with these offerings.

### Key Performance Indicators

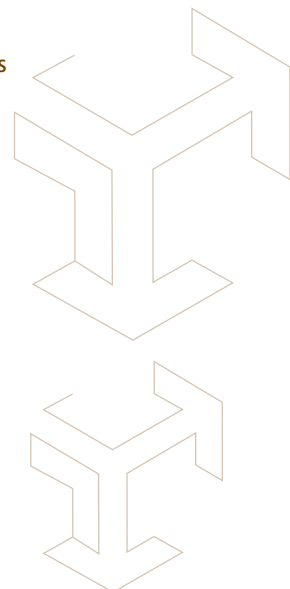
- 3.3.1. Current continuing education offerings are examined to identify possible expansion
- 3.3.2. QU seeks interaction with clients to identify needs of non-degree course/programs
- 3.3.3. A marketing plan for continuing education courses is developed
- 3.3.4. Continuing education courses offered at QU:
  - a. Number of offerings on-campus
  - b. Number of offerings off-campus
  - c. Number of offerings by distance learning
- 3.3.5. Satisfaction level with QU's continuing education courses
  - a. Percentage of students who are "satisfied" or "very satisfied" with the continuing education courses at QU
  - b. Percentage of employers who are "strongly or very satisfied" with the overall continuing education offerings at QU

**Objective 3.4.** To enrich the university's image and provide services to the society

QU will develop and implement outreach programs to enrich the university's image and provide services to the society. These programs include a library service for the public, visits to primary and secondary schools, and organizing camps and open days. QU will offer seminars targeting the public both on campus and using the internet. QU will develop its alumni programs and aim to increase alumni engagement with the university. QU will also track both positive and negative media mentions to understand and address external perceptions of the university.

### Key Performance Indicators

- 3.4.1. Outreach programs are developed:
  - a. A library service open to the public
  - b. Camps and open days
- 3.4.2. Outreach programs are implemented:
  - a. A library service open to the public
  - b. Camps and open days
- 3.4.3. Number of seminars for the public that are organized by QU
  - a. Academic seminars (open to the public)
  - b. Seminars specifically targeting the public
  - c. Number of off-campus views of QU seminars published on YouTube channel
- 3.4.4. Number of positive media mentions (unique stories) of QU
  - a. In Qatar
  - b. In the Middle East
  - c. Outside the Middle East
- 3.4.5. Ratio of positive to negative media mentions of QU in Qatar
- 3.4.6. Studies assess the image of Qatar University among internal and external stakeholders
- 3.4.7. Alumni outreach programs
  - a. Number of activities
  - b. Number of alumni club members



**Objective 3.5.** To foster an environment that encourages faculty and staff participation in the community activities and preserves and enhances Qatari heritage and cultural values

QU will review, update, and approve procedures for faculty and staff leave for community service purposes. The university will promote involvement of faculty and staff in activities that serve multiple aspects of Qatari society as well as their international professional communities.



### Key Performance Indicators

- 3.5.1. Policies and procedures to allow for leave of faculty and staff for community service are reviewed, updated and approved
  - a. Review the policies and procedures to assess whether leave for community service is covered
  - b. Approval of revised policies and procedures
- 3.5.2. Number of faculty involved in specific community service activities/events
  - a. Percentage of faculty who hold affiliations with professional associations
  - b. Percentage of faculty involved in volunteering activities
  - c. Percentage of faculty holding board-level appointments in external organizations
  - d. Percentage of faculty and staff involved in consultancy services to industrial/external institutional clients
  - e. Percentage of faculty who have been engaged in media activities (including op eds, TV interviews, newspaper, public speech, etc.

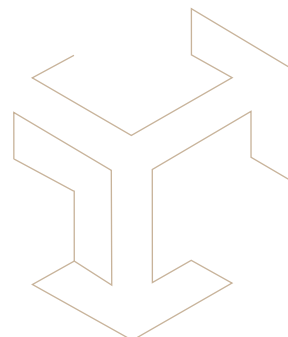
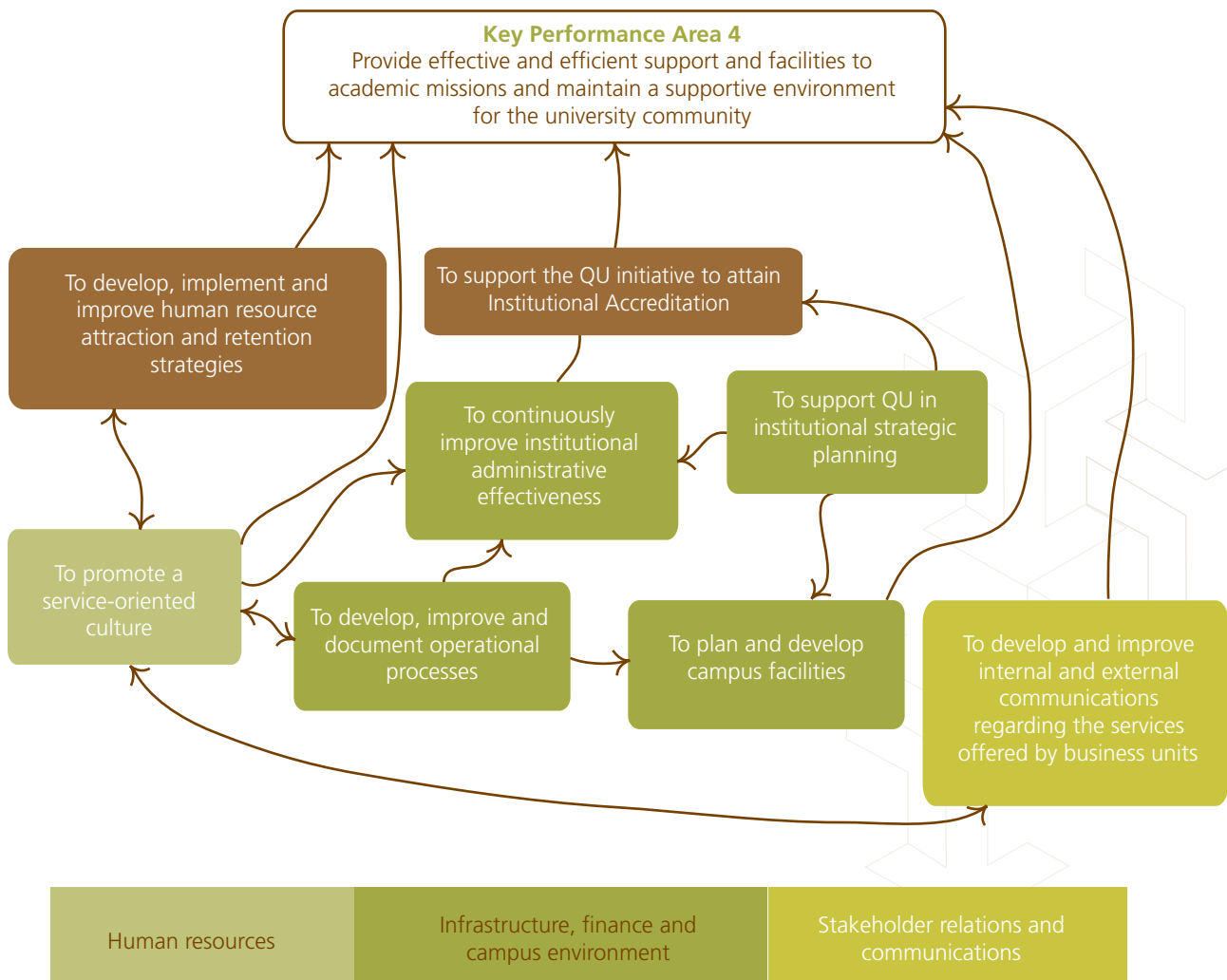
- f. Number of faculty teaching in continuing education and specialized training
- g. Number of faculty active on committees relating to community service
- h. Number of faculty members representing QU in one or more civil society or government organization teams, task forces or committees annually
- 3.5.3. Number of staff involved in specific community service activities/events
  - a. Number of staff involved in volunteering activities
  - b. Number of staff involved in consultancy services to industrial/external institutional clients
  - c. Number of staff active on committees relating to community service
  - d. Number of staff representing QU in one or more civil society or government organization teams, task forces or committees annually





**Key Performance Area 4. Provide effective and efficient support and facilities to academic missions and maintain a supportive environment for the university community**

To provide effective and efficient support and maintain a supportive environment, QU has selected a strategy that emphasizes documented processes, internal communications, a service-oriented culture, and attracting and retaining human resources. To achieve this aim, QU will focus on developing a service-oriented culture in which improved internal processes are developed and implemented, internal and external communications are strengthened, and a renewed emphasis is placed on implementing human resource strategies to attract and retain high caliber staff and faculty. Taken together, these developments will help QU to ensure that institutional effectiveness is continually improved. They will be underpinned by efforts to plan and develop university facilities to ensure that they match campus needs. QU will engage in a participatory, university-wide strategic planning process and pursue institutional accreditation from SACS.



**Objective 4.1.** To develop, improve and document operational processes

QU will review, update and document procedures for Finance, IT, HR, Procurement, Business Operations, Housing, Student Services, Library, and External Relations. QU will offer a faculty and staff orientation session on procedures and seek to increase the number of services available online. The goal of these activities is to make policies and procedures easy to access and achieve a high level of stakeholder satisfaction with support services.

**Key Performance Indicators**

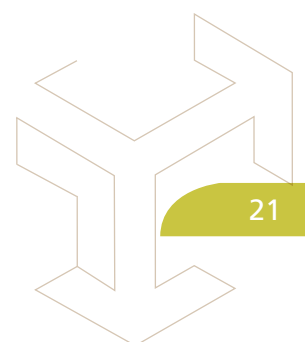
- 4.1.1. Procedures for the following have been reviewed, updated and documented and posted on the intranet
  - a. Finance
  - b. IT
  - c. HR
  - d. Procurement
  - e. Business Operations
  - f. Housing
  - g. Student Services
  - h. Library
  - i. External Relations
- 4.1.2. Percentage of faculty and staff who attended the procedures orientation session:
  - a. New faculty
  - b. New staff
- 4.1.3. Number of desired online processes that are implemented
- 4.1.4. Percentage of faculty and staff who indicate that policies and procedures are accessible

**Objective 4.2.** To develop and improve internal and external communications regarding the services offered by business units

Improvements in internal and external communication are important elements of the university's strategy to improve its business operations. Business units will be expected to hold internal meetings at least monthly and to meet with other units in their sector several times each year. Business units will also try to disseminate information about their services through internal university newsletters. These efforts aim to increase the level of stakeholder satisfaction with communications about business services as well as ultimately enhance stakeholder satisfaction more generally.

**Key Performance Indicators**

- 4.2.1. Percentage of business units conducting internal unit meetings at least once a month
- 4.2.2. Number of sector-wide directors meetings per year
- 4.2.3. Number of media mentions for business services in QU newsletters
- 4.2.4. Level of satisfaction of stakeholders with communication about related services:
  - a. Internal stakeholders
  - b. External stakeholders (e.g. parents, vendors, contractors, sponsors, etc.)
- 4.2.5. Percentage of stakeholders who indicate that they are aware of recent news and changes within the university
- 4.2.6. A newsletter for sectors is issued once a semester



**Objective 4.3.** To develop, implement, and improve human resources attraction and retention strategies

Effective measures to develop, implement, and improve human resources attraction and retention strategies are a key concern for QU. To help realize this objective, QU will review its current staff appraisal system and develop and implement an improved process based on international benchmarking. QU will also develop and implement a comprehensive training needs assessment program to ensure that development areas identified by staff appraisals are acted upon. The university intends that this should form the basis of an ongoing training culture that increases opportunities for hiring staff and faculty to leadership positions from within QU. The university will also work to ensure that recruitment process are streamlined and improved, through – for example – the introduction of a recruitment process manual for both faculty and staff. These processes will help to ensure that the university is able to identify Qatari nationals suitably qualified for research, staff, and senior leadership positions at the university. Some aims of these activities include enhancing staff and faculty satisfaction with the benefits they receive from the university, and keeping staff and faculty turnover at reasonable levels.

**Key Performance Indicators**

- 4.3.1. Percentage of faculty and staff indicating that they are either "satisfied" or "strongly satisfied" with their jobs
  - a. Percentage of faculty satisfaction with salaries
  - b. Percentage of staff satisfaction with salaries
  - c. Percentage of faculty satisfaction with non-monetary benefits
  - d. Percentage of staff satisfaction with non-monetary benefits
  - e. Percentage of faculty satisfaction with training opportunities

- f. Percentage of staff satisfaction with training opportunities
- g. Percentage of faculty satisfaction with performance appraisal process
- h. Percentage of staff satisfaction with performance appraisal process
- i. Percentage of faculty satisfaction with orientation process
- j. Percentage of staff satisfaction with orientation process

- 4.3.2. Annual turnover rate by department and by reason for leaving (the number of employees who left QU in year X, divided by total number of employees in the same year).

- a. Total faculty turnover rate
- b. Total Support staff turnover rate
- c. Turnover rate of faculty as a consequence of contract termination by QU
- d. Turnover rate of support staff as a consequence of end of contract
- e. Turnover rate of support staff as a consequence of contract termination by QU
- f. Turnover rate of support staff who are leaving for other reasons

- 4.3.3. Percentage of those candidates who were offered a contract that have accepted it

- 4.3.4. Percentage of new hires indicating that they are either "satisfied" or "strongly satisfied" with the recruitment process

- 4.3.5. Percentage of employees who rate the relevance of the training sessions to their work as "good" or "excellent"

- 4.3.6. Percentage of Qatari nationals by function
  - a. In managerial positions (non-academic)
  - b. In managerial positions (academic)
  - c. In academic positions



- 4.3.7. A recruitment process manual for both faculty and staff is developed and annually reviewed
  - a. Development and annual review of function competences
  - b. Development and annual review of evaluation criteria
  - c. Development and annual review of advertisement strategy
  - d. Development and annual review of induction scheme
  - e. Development and annual review of new hires survey (incl. vacancy referral)
- 4.3.8. A training needs assessment program, aligned with training provision, is developed and implemented
- 4.3.9. Percentage of support staff who participated in professional development activities related to their work area
- 4.3.10. A leadership succession planning program is in operation
- 4.3.11. Percentage of managerial vacant positions filled with internal hires
- 4.3.12. Number of staff who hold affiliations with professional associations

**Objective 4.4. To continuously improve institutional administrative effectiveness**

To provide efficient and effective support, the university needs its administrative units to achieve the planned objectives approved in their strategic plans. On a longer term basis, the university will review its administrative unit structure every three years.

**Key Performance Indicators**

- 4.4.1. The percentage of administrative units that achieved their planned objectives
- 4.4.2. Administrative unit structure is reviewed and aligned every three years to deliver services effectively and efficiently.

**Objective 4.5. To promote a service-oriented culture**

QU will establish a service center for each business unit and develop customer service training programs. Business units will be expected to deliver services according to the procedures manuals. The aim of these activities is to increase the percentage of clients satisfied with services provided and reduce the number of complaints related to time, quality, ease of access, and other aspects.

**Key Performance Indicators**

- 4.5.1. Percentage of internal clients satisfied with services provided by function:
  - a. Finance
  - b. IT
  - c. HR
  - d. Procurement
  - e. Business Operations
  - f. Housing
  - g. Student Services
  - h. Library
  - i. External Relations
  - j. Institutional Research
- 4.5.2. Percentage of external clients satisfied with services provided by function:
  - a. Finance
  - b. IT
  - c. HR
  - d. Procurement
  - e. Business Operations
  - f. Housing
  - g. Student Services
  - h. Library
  - i. External Relations
  - j. Institutional Research



- 4.5.3. The number of staff attending customer-service training programs annually
- 4.5.4. Percentage of business units that have established help desks
- 4.5.5. Number of complaints about service provision annually relating to:
  - a. Time
  - b. Quality
  - c. Ease of access
  - d. Other
- 4.5.6. The number of complaints annually, by function
  - a. Finance
  - b. IT
  - c. HR
  - d. Procurement
  - e. Business Operations
  - f. Housing
  - g. Student Services
  - h. Library
  - i. External Relations
- 4.5.7. Percentage of service requests executed as per the procedures manual, by function
  - a. Finance
  - b. IT
  - c. HR
  - d. Procurement
  - e. Business Operations
  - f. Housing
  - g. Student Services
  - h. Library
  - i. External Relations

**Objective 4.6.** To plan and develop campus facilities

The university will plan and develop improvements to campus facilities to help support strategic initiatives outlined throughout this plan. QU will ensure that on-site facilities meet required national and international accreditation standards and complete ongoing building projects: The new research complex, School of Business, Library Building and Central Service Unit (e.g. the food court, recreation center and new housing). QU will make progress on new projects for housing and the road network. To help ensure the long-term sustainability of the university and its site, QU will also adopt a plan to develop parts of the campus to generate external income.



**Key Performance Indicators**

- 4.6.1. Building plans respond to accreditation standards for classrooms and labs
- 4.6.2. Building projects are completed
  - a. New Research Complex
  - b. School of Business
  - c. Library Building
  - d. Central Service Unit
  - e. Housing
  - f. Road Network
- 4.6.3. Board of Regents approves the plan for portions of the campus to generate income for the university

**Objective 4.7.** To support QU in institutional strategic planning

QU is developing and implementing its first comprehensive strategic plan through a participatory, university-wide process. QU will aim to institutionalize the strategic planning process throughout the university, monitoring the university's performance according to the targets in the strategic plan to provide information to decision makers at all levels of the university. QU will also support colleges, academic departments, and non-academic departments to develop their strategic plans, align them with the university plan, and incorporate them into an online data system.

**Key Performance Indicators**

- 4.7.1. Performance is monitored and assessed according to approved targets in strategic plan
- 4.7.2. Percentage of colleges and department strategic plans developed in alignment with QU strategic plan and uploaded into SPOL software
- 4.7.3. Percentage of faculty and staff
  - a. Involved in college or department strategic plan development
  - b. Aware of college or department strategic plan
  - c. Aware of QU strategic plan

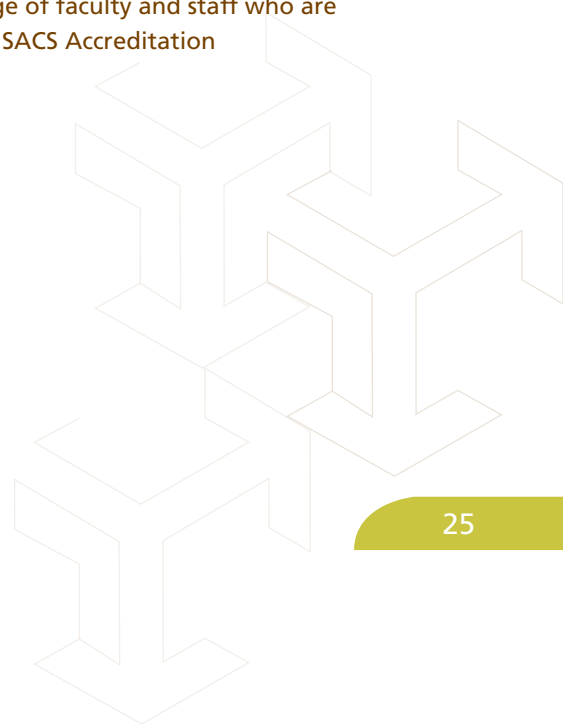


**Objective 4.8.** To support the QU Initiative to attain Institutional Accreditation

Building on the planning and development that is evident across the university, QU has taken an ambitious decision to seek SACS accreditation. The university aims to achieve at least SACS initial candidacy status during this strategic plan.

**Key Performance Indicators**

- 4.8.1. Application for SACS initial candidacy status is submitted
- 4.8.2. SACS initial candidacy status is gained
- 4.8.3. Percentage of faculty and staff who are aware of SACS Accreditation





## Definitions

### 1. Active Learning:

Refers to learning that occurs through instructional strategies that engage students intellectually and physically as they pursue given classroom assignments. Active learning is the opposite of passive learning, in which one-way communication from teachers to students is the norm. Active learning involves substantive changes in the ways students and teachers work together, shifting the focus of classroom instruction from teaching to learning. In such classrooms, students are engaged in learning activities such as gathering data, defining issues, stating problems, generating and testing hypotheses, drawing conclusions, and reporting and defending their work. The aim is to create independent learners.

### 2. Award:

An award is something given to a person or a group of people to recognize excellence in a certain field. Awards are often signified by medals, titles, certificates, or commemorative plaques.

### 3. Civic activities:

Voluntary activities undertaken by an individual, group or organization, that are meant to contribute to society by donating time or other resources to advocate a cause or provide a service.

### 4. Civil society organization:

A legally constituted organization that operates independently from any government or for-profit company and that is founded for the purpose of pursuing a wider social aim. Examples include charities, trade unions, religious groups, community development organizations, and other private, voluntary groups.

### 5. Collaborative Learning:

Is an interactive approach to teamwork that enables students to combine their individual skills and resources to generate creative solutions to mutually defined problems. Learners work in groups on the same task simultaneously, thinking together over demands and tackling complexities. Collaboration is here seen as the act of shared creation and/or discovery. Within the context of electronic communication, collaborative learning can take place without members being together in space or time.

### 6. External Research Funding:

All funds awarded to a faculty member or research center at QU from outside the QU budget for the purpose of research and not for the purposes of teaching, training, or consultation.

### 7. Institutional research:

Collaboration includes all scholarly activities carried out under an agreement or Memorandum of Understanding between QU and another institution, where the relationship is primarily between the institutions rather than agreements that enable specific faculty members to participate in a single sponsored research project (such as subgrants or subcontracts).

### 8. Intellectual property:

Intangible property that is the result of creativity (such as patents, trademarks or copyrights).

### 9. Multi-disciplinary:

Involving more than one discipline. For example: Multi-disciplinary research

### 10. Non-monetary benefits:

Benefits in forms other than money (housing, health coverage, etc.)

### 11. Non-degree courses:

Courses or training that does not contribute to earning a degree such as a BA or an MA.

### 12. Outreach program:

Outreach is the process of engagement with individuals and organizations external to QU with the primary purpose of serving as a resource of service to these external parties.

### 13. Volunteering (community service activities):

Services volunteered by individuals (including groups) to benefit a community or its institutions, for instance in health care, child care, literacy training, education (including tutorial services), welfare, social services, transportation, housing and neighborhood improvement, public safety, crime prevention and control, recreation and community improvement.

## Strategic Planning Committee Participants

### Steering Committee

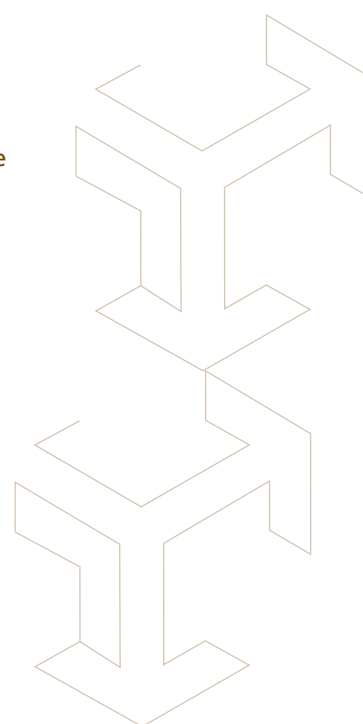
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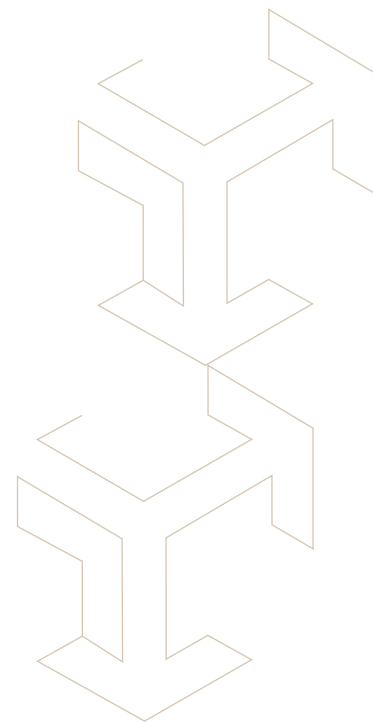
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Dr. Hasan A. Al Sayed, Law College  
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Mr. Abdulla M. Al-Romaihi, Procurement  
Mr. Salman H. Al Muhannadi, Procurement  
Ms. Fatima A. Al Baker, Housing\*

\*ex-staff



## Strategic Planning Timetable

### 2009

#### March

Project initiation  
Steering committee discussions  
Review of academic planning project

#### April

Interviews with academic planning owners to get feedback about the academic planning project  
Advisory committee meeting  
Steering committee meeting  
First workshop for all project teams

#### May

Advisory committee meetings  
Second workshop for all project teams  
Working groups meetings

#### June

Third workshop for all project teams  
Working group meetings  
Review of surveys and other data sources

#### July

Review and edit of draft plan  
Identification of data sources

#### August

Review and edit of draft plan

#### October

Training on using Strategic Planning Online system

#### November

Meetings with colleges and units to explain how to prepare their plans

#### December

Assist colleges and units with preparing their plans

### 2010

#### January-February

Revision of College and Unit plans

#### March-June

Strategic Plan focus group formed  
Colleges and Units present their plans to the focus group  
Collect baseline data  
Colleges and units propose targets  
Working groups revise the KPIs and targets

#### July-September

QU plan edited and finalized in response to feedback

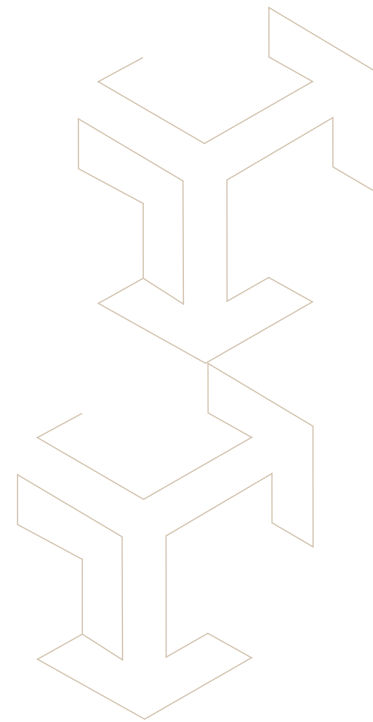
#### October

Colleges and units prepare their action plans and upload them to Strategic Planning Online system

Four Main External Factors Define QU's Environment



SWOT: A Convenient Way to Summarize Internal and External Situations



## External Environment: Opportunities and Threats

Qatar's National Vision and Needs	
Opportunities	Threats
Labor market requires very skilled and qualified candidates (IT, English language, teamwork, communication, result-orientation, change-orientation, and leadership)	Market needs change over time
Market demands specific types of expertise	
Increasing demand for skilled Qataris	
QNRF funds student and faculty research and allows for partnerships with foreign institutions	
Qatari society faces issues that QU can address	
Potential Student Population	
Opportunities	Threats
Increase in Qatari females continuing higher education	Decrease in Qatari males continuing higher education
	Many (potential) incoming students are not ready for QU's academic programs
Other Post-Secondary Institutions	
Opportunities	Threats
New community college under development in Qatar	Many high-achieving students enrolling in Education City universities
Potential partnership with education city and foreign universities	
Resources	
Opportunities	Threats
IT for curriculum delivery and business processes	Competition for high-quality faculty and staff, both Qatari and non-Qatari
	Concern about level of state expenditure on higher education